



# CITY OF HENDERSONVILLE DIVERSITY & INCLUSION ADVISORY COMMITTEE

Operations Center - Assembly Room | 305 Williams St. | Hendersonville NC 28792  
Tuesday, May 09, 2023 – 5:30 PM

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## AGENDA

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **APPROVAL OF MINUTES**

A. Approval of the Minutes – *Jayne Jennings, Chair*

4. **OLD BUSINESS**

5. **NEW BUSINESS**

A. Review and Discussion Regarding Diversity, Equity, and Inclusion Strategic Plan – *John Connet, City Manager*

B. Community Focus Groups – *John Connet, City Manager*

6. **OTHER BUSINESS**

7. **ADJOURNMENT**

*The City of Hendersonville is committed to providing accessible facilities, programs and services for all people in compliance with the Americans with Disabilities Act (ADA). Should you need assistance or an accommodation for this meeting please contact the City Clerk no later than 24 hours prior to the meeting at 697-3005.*



## CITY OF HENDERSONVILLE AGENDA ITEM SUMMARY

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**SUBMITTER:** John Connet **MEETING DATE:** 5/9/2023  
**AGENDA SECTION:** APPROVAL OF MINUTES **DEPARTMENT:** Administration  
**TITLE OF ITEM:** Approval of the Minutes – *Jayne Jennings, Chair*

**SUGGESTED MOTION(S):**

I move that the Diversity and Inclusion Committee approve the minutes from the March 13, 2023, meeting.

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**SUMMARY:**

We ask that you approve the minutes of the March 13, 2023, meeting

**BUDGET IMPACT:** \$

**Is this expenditure approved in the current fiscal year budget?**

**If no, describe how it will be funded.**

**ATTACHMENTS:**

The minutes will be sent prior to the meeting



# CITY OF HENDERSONVILLE DIVERSITY & INCLUSION ADVISORY COMMITTEE

Operations Center - Assembly Room | 305 Williams St. | Hendersonville NC 28792  
Tuesday, March 14, 2023 – 5:30 PM

## MINUTES

Present: Jayne Jennings, Chair, Josh Williams-Vice Chair, Laura Bannister, Nancy Diaz, Eric Gash and Melinda Lowrance

Absent: Florence Allbaugh

Liaisons Present: Mayor Barbara G. Volk, and Mayor Pro Tem Lyndsey Simpson

Staff Present: City Manager John Connet, City Clerk Jill Murray, and Communications Manager Allison Justus

### 1. CALL TO ORDER

Chair Jayne Jennings called the meeting to order at 5:30 p.m. with a quorum of members in attendance.

*Melinda Lowrance moved, seconded by Laura Bannister to add Public Comment to the agenda. A unanimous vote of the Committee followed. Motion carried.*

### 2. PUBLIC COMMENT

There was no public comment.

### 3. APPROVAL OF AGENDA

*Committee Member Melinda Lowrance moved to approve the agenda as presented. Laura Bannister seconded the motion. A unanimous vote of the Committee followed. Motion carried.*

### 4. APPROVAL OF MINUTES

A. Approval of January 10, 2023 Minutes- Jill Murray, City Clerk

*Committee Member Nancy Diaz moved to approve the minutes of the January 10, 2023 as presented. Melinda Lowrance seconded the motion. A unanimous vote of the Committee followed. Motion carried.*

### 5. OLD BUSINESS

### 6. NEW BUSINESS

A. Presentation by Ahkirah Legal & Diversity Consultants – John Connet, City Manager

City Manager Connet introduced Bahiyyah Greer of Ahkirah Legal & Diversity Consultants. Bahiyyah presented her City of Hendersonville Midmost Update via Zoom.

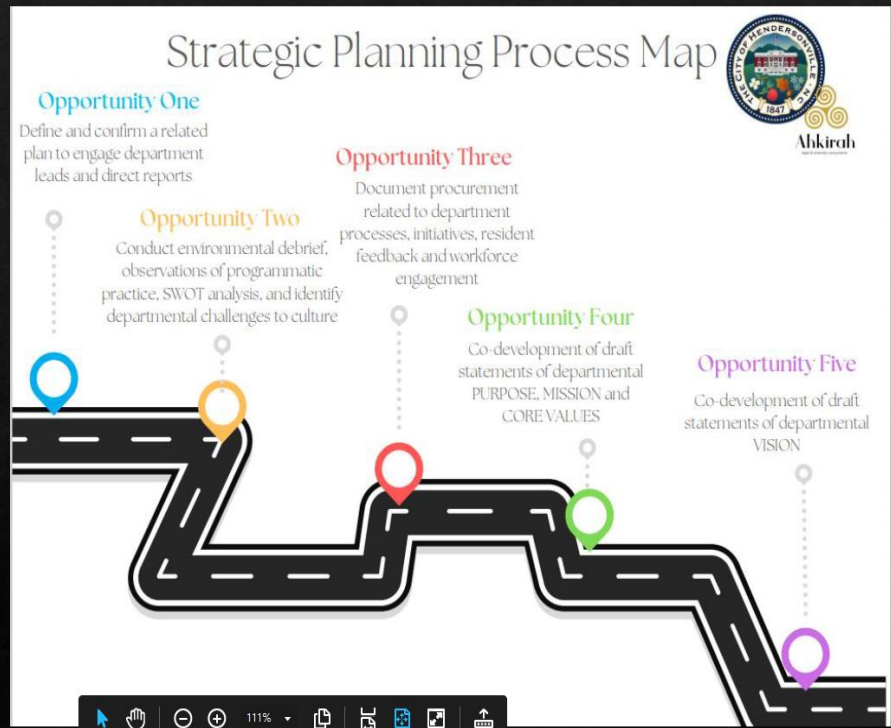
# City of Hendersonville Diversity, Equity and Inclusion Consultancy Services

## Midmost Timeline



## City of Hendersonville Strategic Planning Process Map

Objective: to design a robust and inclusive engagement process that identifies and comprehensively addresses social inequalities, models of industry best practices, and strengths and challenges to fostering equitable local governance.





## City of Hendersonville Strategic Planning Process Map

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## City of Hendersonville Stakeholder Engagement Meetings

Objective: to gain critical insight into the specific challenges, community-facing objectives, and forthcoming endeavors of City Administrative Departments and Community Stakeholders

*Do you feel that employees can be themselves within the office setting? What do you attribute to this?*

Administrative Stakeholder Responses

*"I hope so. If not, there needs to be additional training"*

*"I feel employees should be able to be themselves in an office setting, but I don't feel they do because of fear of others. Polarization of the society. Making snap judgements."*

Strategic Plan Information Gathering and Synthesis

October 2022

## City of Hendersonville Stakeholder Engagement Meetings

Objective: to gain critical insight into the specific challenges, community-facing objectives, and forthcoming endeavors of City Administrative Departments and Community Stakeholders

*Do you feel that employees can be themselves within the office setting? What do you attribute to this?*

Community Stakeholder Responses

*"No, as African Americans. It's very difficult for African American leadership in Hendersonville. When I deal with the city and the majority population, I have to act like them. When you talk about equity, we have to look at each other as African Americans."*

*"If your office has a code, they expect certain dress codes and when employees care about and want a job they should agree to the code. It depends on the department heads"*

Strategic Plan Information Gathering  
and Synthesis

October 2022

## City of Hendersonville Stakeholder Engagement Meetings

Objective: to gain critical insight into the specific challenges, community-facing objectives, and forthcoming endeavors of City Administrative Departments and Community Stakeholders

*What does your department do well when it comes to promoting equity?*

Administrative Stakeholder Responses

*"We extract all the wishes of the city council. We promote equity as much as the law will allow."*

*"We have honest conversations about equity. We ask ourselves what kinds of roadblocks are in front of the minority population."*

*"We talk with the hiring managers and try to give them advice on hiring the best candidates."*

Strategic Plan Information Gathering  
and Synthesis

October 2022



## City of Hendersonville Stakeholder Engagement Meetings

Objective: to gain critical insight into the specific challenges, community-facing objectives, and forthcoming endeavors of City Administrative Departments and Community Stakeholders

*What does your agency do well when it comes to promoting equity?*

Community Stakeholder Responses

*"Our mission statement is to focus on the most vulnerable kids, not just race. We try to give them equal access."*

*"Value representation"*

Strategic Plan Information Gathering  
and Synthesis

October 2022

*"Pass."*

## City of Hendersonville DEI Environmental Survey

Objective: An environmental audit allows City of Hendersonville Administrative Departments to provide information and perspectives on each Department's programmatic practices, cultural perspectives, organizational support and other human considerations

*Please take a moment and think back.....can you pick three words to describe the office/department culture you experienced when you FIRST started your role?*

*"supportive, eager, adaptive"*

*"Friendly"*

*"Dip Lazy Cold"*

Strategic Plan Information Gathering  
and Synthesis

October 2022

## City of Hendersonville DEI Environmental Survey

Objective: An environmental audit allows City of Hendersonville Administrative Departments to provide information and perspectives on each Department's programmatic practices, cultural perspectives, organizational support and other human considerations

*Please take a moment and think about your present workplace. How would you describe your CURRENT office/department culture?*

*“very supportive, willing to teach and listen”*

*“becoming more welcoming and accepting”*

*“very supportive, willing to teach and listen”*

Strategic Plan Information Gathering  
and Synthesis

October 2022

## City of Hendersonville DEI Environmental Survey

Pick three words to describe the office/department culture NOW and when you FIRST started your role.

Respondents highlight positive work environment as a feature of office/department culture when they started, and that has grown over time. There are fewer mentions of apprehension/confusion and negative work environment now.

### First Started



### Now



Strategic Plan Information Gathering  
and Synthesis

October 2022

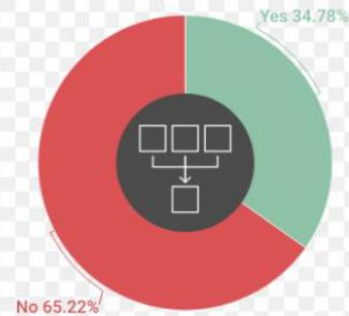


## City of Hendersonville DEI Environmental Survey

Strategic Plan Information Gathering  
and Synthesis

October 2022

Do you think that most city residents understand the role and responsibilities of your office/department?



Do you think that most city residents understand the specific challenges faced by your office/department?



## The City of Hendersonville DEI Change/Growth Questionnaire

Objective: To assist The City of Hendersonville in identifying internal and external factors which influence and effect departmental performance. This questionnaire is used as an analysis tool to assist The City of Hendersonville with establishing DEI metrics and the Strategic Plan.

*What do city residents say that your department does well?*

*“Compassion”*

*“Provide high-quality water”*

*“Respond to resident concerns”*

Strategic Plan Information Gathering  
and Synthesis

October 2022

## The City of Hendersonville DEI Change/Growth Questionnaire

Objective: To assist The City of Hendersonville in identifying internal and external factors which influence and effect departmental performance. This questionnaire is used as an analysis tool to assist The City of Hendersonville with establishing DEI metrics and the Strategic Plan.

What do city residents say that your department **does not** do well?

*“Inspections of Businesses”*

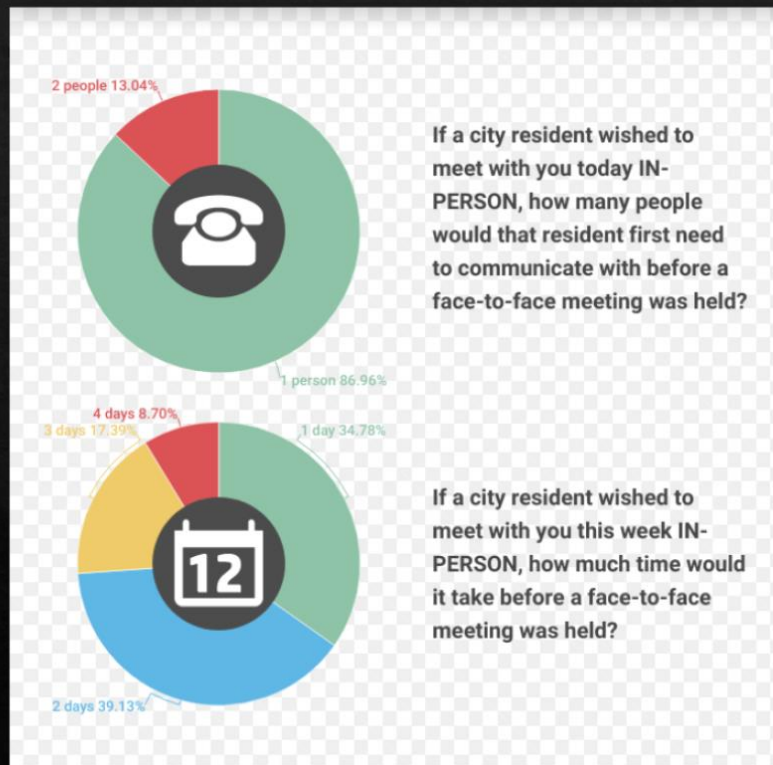
*“slow, loud, too much disruption from construction”*

*“Get valuable public input on all projects”*

Strategic Plan Information Gathering  
and Synthesis

October 2022

## The City of Hendersonville DEI Change/Growth Questionnaire



Strategic Plan Information Gathering  
and Synthesis

October 2022



## The City of Hendersonville DEI Strategic Planning Procurement

Objective: To support the third step in our DEI Strategic Planning Process, procure documentation related to department processes, initiatives, resident feedback and workforce engagement. To procure specific data to assist The City of Hendersonville in assessing how both codified and customary practices within all departments work harmoniously between departments.

### The City of Hendersonville Engineering Department

#### Codified Practice

*Who in your office does the hiring?*

Human Resources advertises all Engineering Department vacancies, screens applications for minimal qualifications and schedules interviews. Qualified applicants' resumes are sent to a four-member department management team that conducts interviews and makes hiring decisions.

*Who conducts the onboarding?*

The Engineering Department onboards all new hires.

*How do referrals originate within the office?*

Referrals can originate by word of mouth or from other departments. All referrals must apply for vacancies through the City of Hendersonville job application process.

#### Customary Practice

*Is it possible for a person to hear about a job opportunity with the City outside of the ways mentioned earlier?*

The engineering Department posts job vacancies in trade magazines that have large circulation; therefore, it is possible for a person to hear about a job opportunity with the City outside of the ways mentioned earlier.

*Is it possible for a person to receive an interview outside of the ways mentioned?*

All applicants must be qualified to receive an interview and follow the City's application process.

*Nepotism/Circles Of Familiarity*

All inquiries pertaining to position vacancies are referred to either Human Resources or the Departmental website, [www.hendersonvillenc.gov/engineering](http://www.hendersonvillenc.gov/engineering).

Strategic Plan Information Synthesis

November 2022

## The City of Hendersonville DEI Strategic Planning Procurement

Objective: To support the third step in our DEI Strategic Planning Process, procure documentation related to department processes, initiatives, resident feedback and workforce engagement. To procure specific data to assist The City of Hendersonville in assessing how both codified and customary practices within all departments work harmoniously between departments.

### The City of Hendersonville Finance Department

#### Codified Practice

*What process does your office follow to receive and respond to resident complaints? Can you walk through the process with me?*

The Finance Department has no established process for handling resident complaints. Usually, if a complaint arises, the area supervisor will handle the complaint by responding directly to the complaint, in-kind. If the complaint is not resolved at this level, the complaint is sent to the City Manager. If no resolution is achieved at this level, the complaint is sent to the City Council for final resolution.

*How do residents receive information regarding your departmental policies or departmental rules?*

Residents receive information regarding Finance Department policies and or rules primarily from the City of Hendersonville website customer and billing page, [www.hendersonville.gov/customer-service/view-or-pay-my-bill](http://www.hendersonville.gov/customer-service/view-or-pay-my-bill) or [www.hvlna-authoritypay.com/site/login](http://www.hvlna-authoritypay.com/site/login).

*In what form (written, visual, auditory, online, in-person) can a resident receive information regarding your department policies or departmental rules?*

Billing policies are on the billing services application that's available to all customers. Residents can receive information regarding the Finance Departmental policies in English and Spanish in any manner they choose such as walk-in, e-mail or via phone.

#### Customary Practice

*What efforts are undertaken to ensure that residents understand who makes the day-to-day decisions that impact them most memorably?*

Other than what City Council releases to the public or what is sent out through social media, The Department is not sure how residents understand who makes day-to-day decisions that impact them.

*If a resident communicated to you an unpleasant experience, unfortunate issue, grievance, or general complaint, would they receive a response from you personally?*

If the issue is related to Billing or Utility the Finance Director will respond personally. However, if the issue is related to another matter, the issue will be handled by the supervisor in the relevant department.

*Would that response be communicated in-person, virtually, in-writing or through another departmental employee?*

Responses to all issues from residents are communicated in-kind by the relevant department supervisor.

Strategic Plan Information Synthesis

November 2022

## The City of Hendersonville DEI Strategic Planning Procurement

Objective: To support the fourth step in our DEI Strategic Planning Process, to co-develop and/or reframe the organizational purpose, mission, core values and vision for each administrative department.

### *What aspirations keep your department going?*

#### Engineering Department

Staff commitment to the job is the greatest aspiration that keeps the Engineering Department going. According to the City Engineer, many of their staff could make more money working in the private sector, however, they find great satisfaction providing good service to the community and choose to continue serving residents of the City of Hendersonville.

#### Water and Sewer

The Water and Sewer Department is 100% dependent on the quality of their people to perform their jobs. In some instances, to even rise above the call of duty during an emergency. This was demonstrated in December 2022 when their employees performed beyond the expectations of their jobs to help residents during an emergency. This overwhelming show of concern is what aspires Water and Sewer to keep going.

#### Human Resources

Within Human Resources, the delivery of efficient and effective customer service is central to their work. The staff aspires to continue providing high quality service as the demand increases in the future. The Department finds the many expressions of appreciation from the customers they serve to be inspiring and motivating, whether at the Annual Employee Appreciation dinner/lunch, or phone calls of thanks. These acts of kindness are very motivating and inspiring.

Strategic Plan Information Synthesis

November 2022

## The City of Hendersonville DEI Strategic Planning Procurement

Objective: To support the fourth step in our DEI Strategic Planning Process, to co-develop and/or reframe the organizational purpose, mission, core values and vision for each administrative department.

### *What would you want to change in your department pertaining to mission, goals, values and/or vision?*

#### Engineering Department

The Engineering Department desires to have input from all their staff members as they update their mission statement. The Department believes that speaking as a collective, one voice, is more important for producing outcome and establishing more cohesion within the department. Whatever changes are made, if any, will represent the voice of the whole department.

#### Water and Sewer

The Department would not change a thing. The mission, goals, values and vision as stated on their website reflects their work. [www.hendersonvillenc.gov/water-sewer/about-us/policy](http://www.hendersonvillenc.gov/water-sewer/about-us/policy).

#### Human Resources

The Department feels the mission, goals, values and vision for the Dept. of Human Services are clearly expressed and implemented daily throughout their service delivery. The Department does not desire nor see a reason to change their stated internal beliefs.

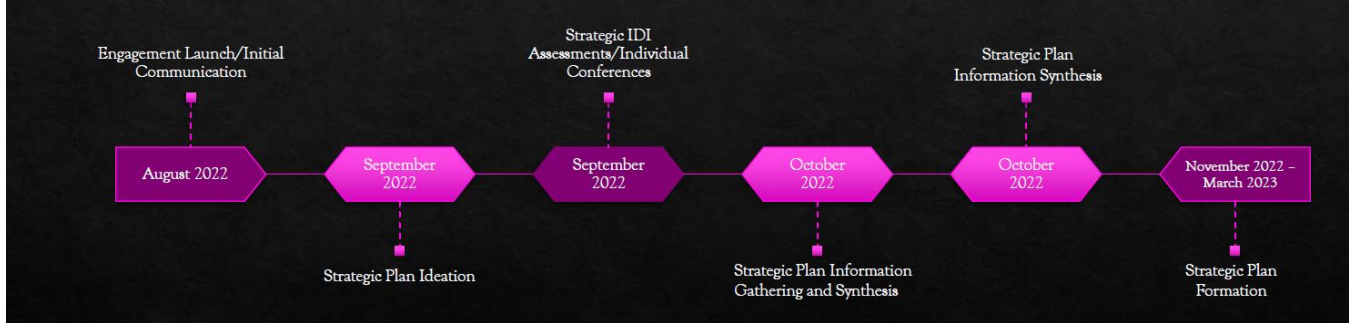
Strategic Plan Information Synthesis

November 2022



# City of Hendersonville Diversity, Equity and Inclusion Consultancy Services

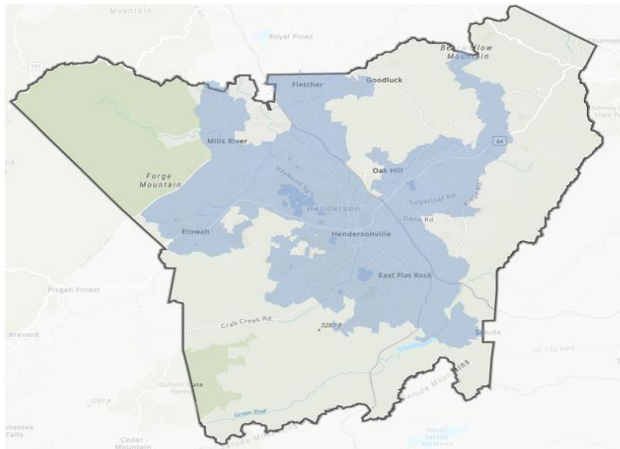
## Midmost Timeline



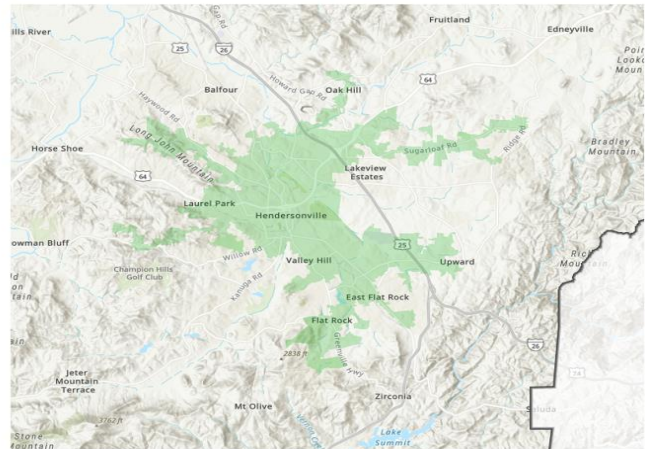
The plan is to present the final plan to everyone at the end of April.

### B. Presentation of Utility System DEI Research – Adam Steurer, Utilities Engineer

Adam Steurer gave a PowerPoint presentation.



Water Service Area



Sewer Service Area

### Hendersonville Utility Overview

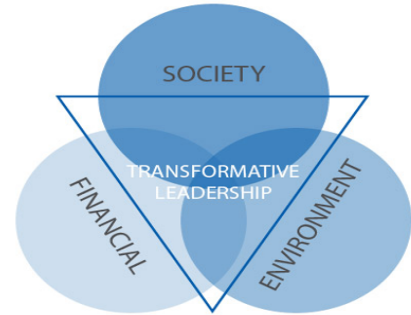


## Transformational Water Leadership Academy

Advance diversity, equity, and inclusion at all levels of the utility. The most effective utilities reflect the diversity of the communities they serve and provide equitable access to water services.



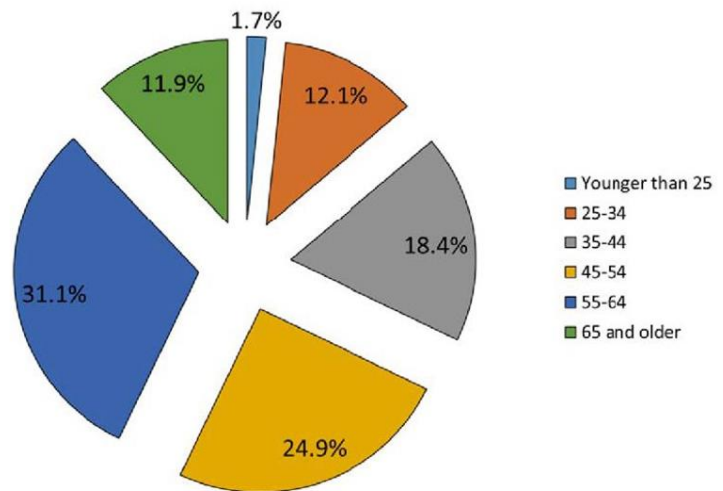
A collaboration between AWWA and WaterNow Alliance



## Employment: Age Diversity in Water Sector

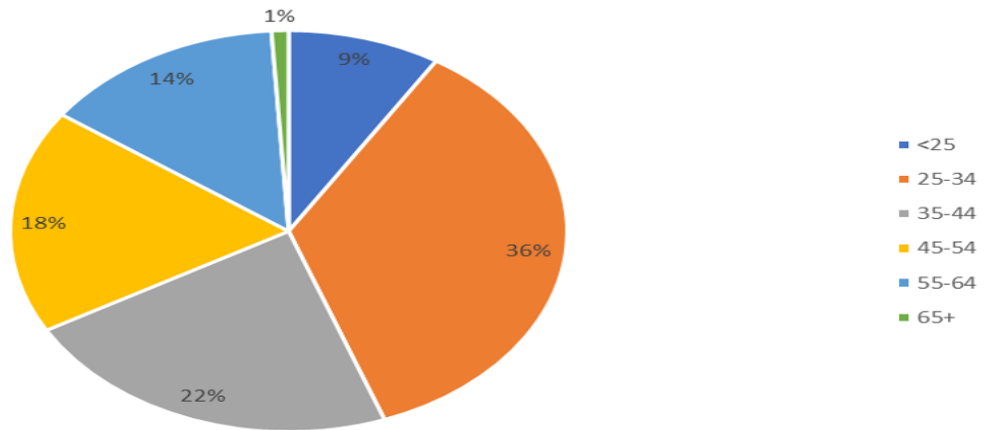
67.9%- over 45  
2017 SOWI

41.7%  
2020 Census



REF: The American Water Works Association's 2017 State of the Water Industry (SOTWI) report. Credit – Isle, "Embedding Diversity and Inclusion in the Water Sector: Challenging Culture for Change, September 23, 2020

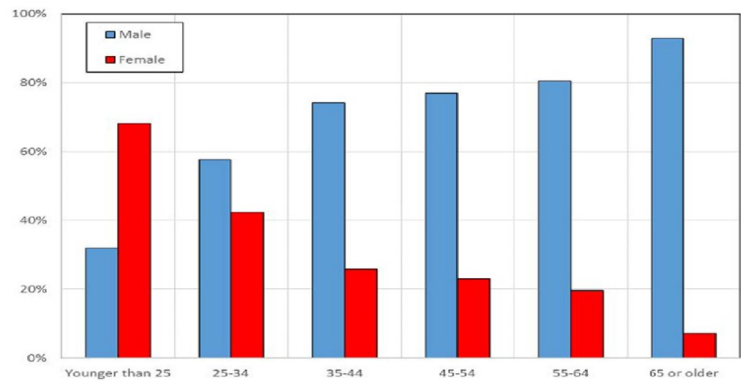
COH Employment - Age



## Employment: Gender Diversity in Water Sector

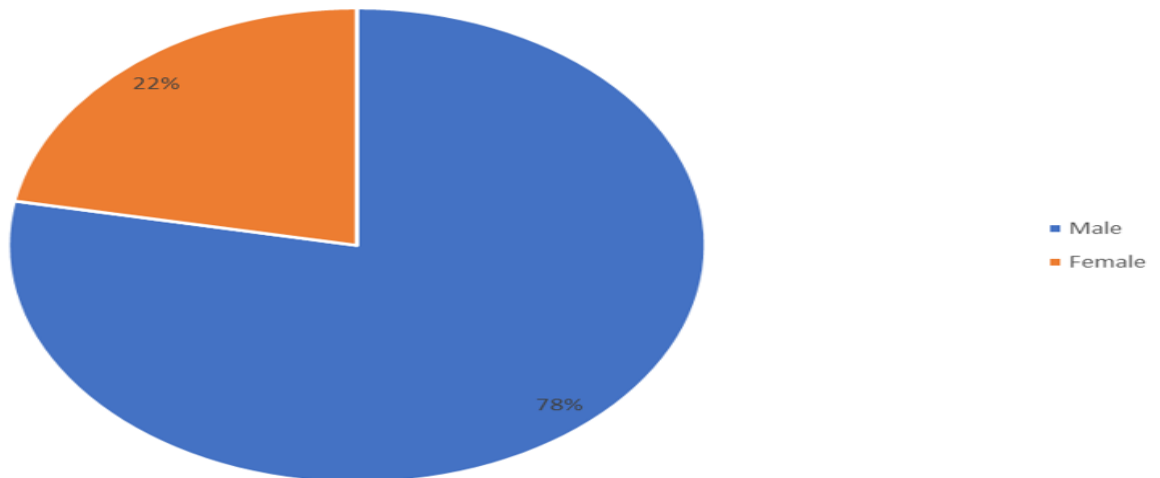
**76% Male**  
2017 SOWI

**51% female**  
2020 Census



EF: The American Water Works Association's 2017 State of the Water Industry (SOTWI) report. Credit – Isle, Embedding Diversity and Inclusion in the Water Sector: Challenging Culture for Change, September 23, 2020

COH Employment - Gender

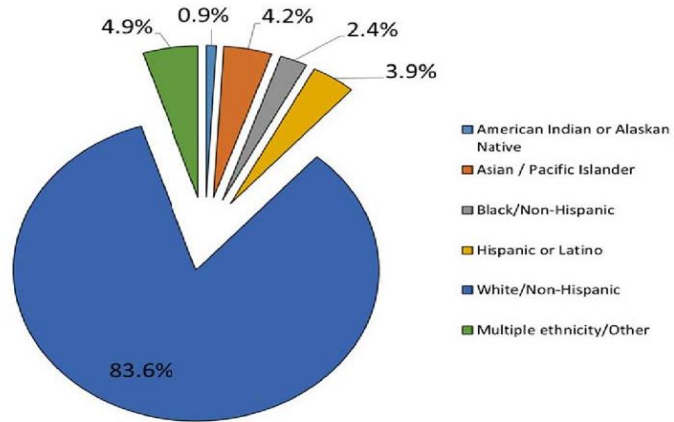




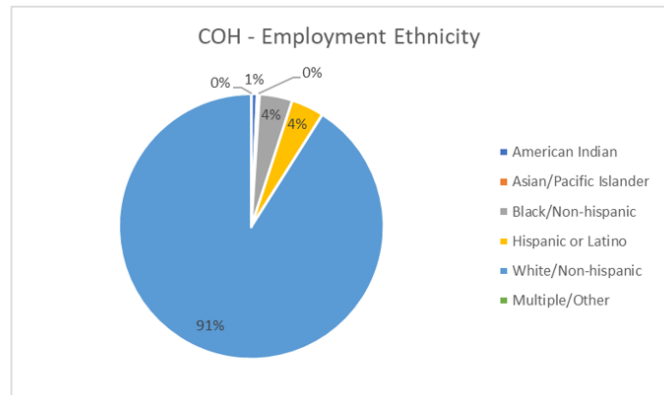
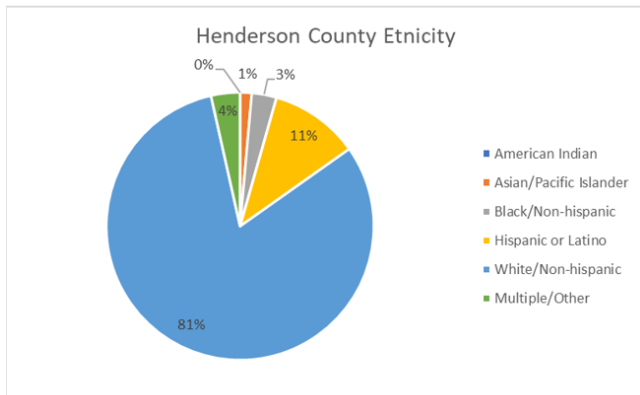
## Employment: Ethnic Diversity in Water Sector

**83.6%**  
White/Non-Hispanic or  
Latinx  
(2017 SOWI)

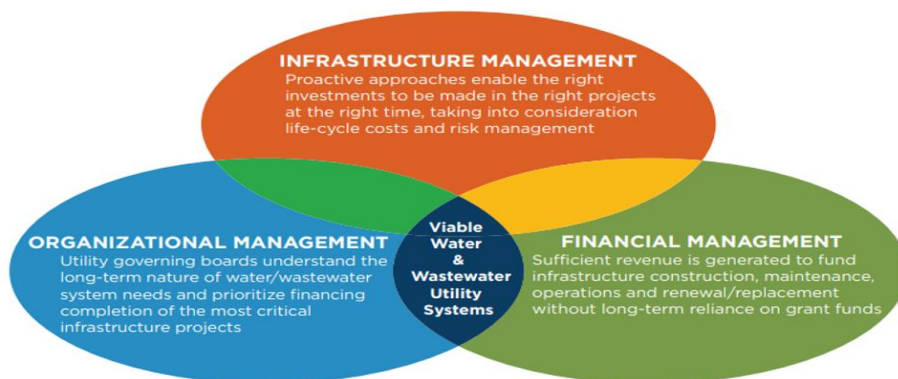
**60.1%** White/Non-Hispanic  
or Latinx ( 2020 Census)



REF: The American Water Works Association's 2017 State of the Water Industry (SOTWI) report. Credit – Isle, "Embedding Diversity and Inclusion in the Water Sector: Challenging Culture for Change, September 23, 2020



## Utility Systems Management



### Vision for Viable Utilities

The state will best be able to meet its water infrastructure needs by ensuring individual utilities are, or are on a path to be, viable systems

.....  
A viable system is one that functions as a long-term, self-sufficient business enterprise, establishes organizational excellence, and provides appropriate levels of infrastructure maintenance, operation, and reinvestment that allow the utility to provide reliable water services now and in the future

REF: "North Carolina's Statewide Water and Wastewater Infrastructure Master Plan: The Road to Viability". State Water Infrastructure Authority





REF: "North Carolina's Statewide Water and Wastewater Infrastructure Master Plan: The Road to Viability". State Water Infrastructure Authority

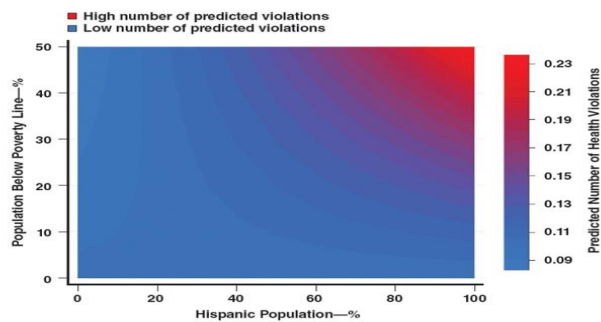
## Utility Service Area - (Un)Viability Criteria

- Small Customer Base
- Customer Economic Indicators worse than benchmarks
  - Population change
  - Poverty rate
  - Median household income
  - Unemployment
  - Property valuation per capita
- High rates
- High debt service

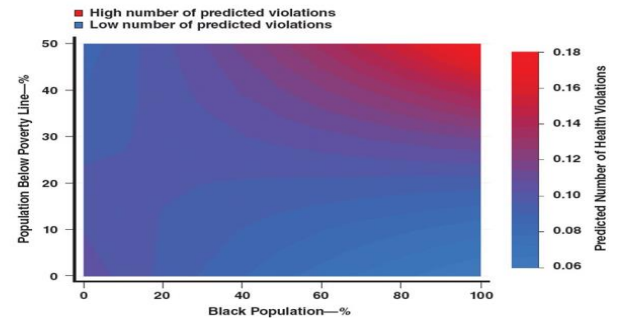
REF: "North Carolina's Statewide Water and Wastewater Infrastructure Master Plan: The Road to Viability". State Water Infrastructure Authority.

## Trends in Safe Drinking Water Act Violations

**FIGURE 1** Effect of percent Hispanic population and poverty on Safe Drinking Water Act violations



**FIGURE 2** Effect of percent black population and poverty on Safe Drinking Water Act violations



Ref: Switzer and Teodoro, "The Color of Drinking Water: Class, Race, Ethnicity, and Safe Drinking Water Act Compliance"

# Recent Water System Failures



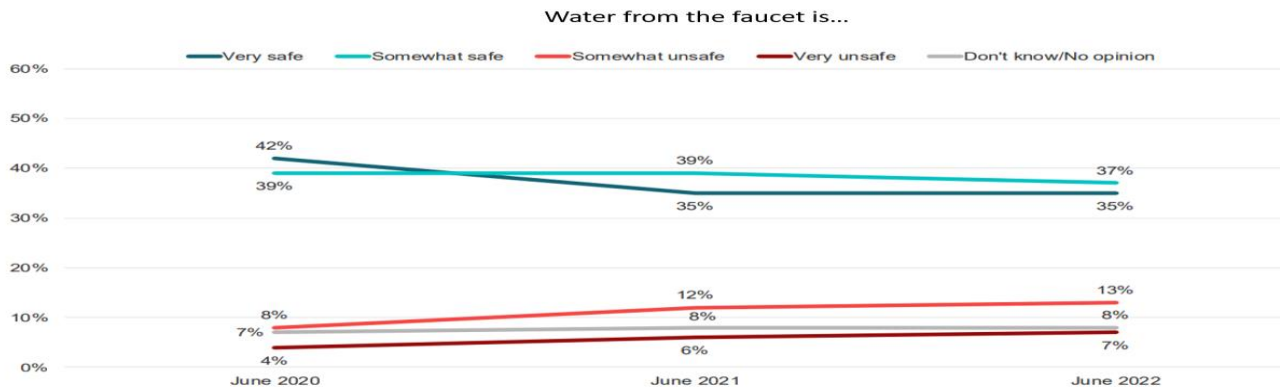
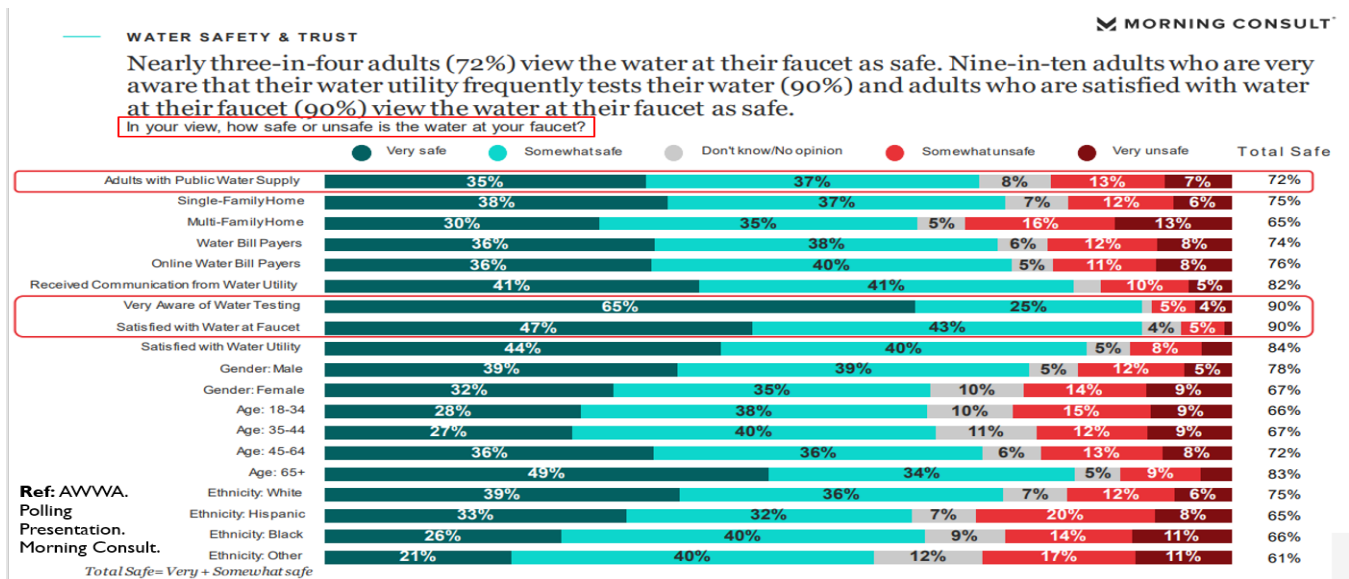
## Flint, Michigan

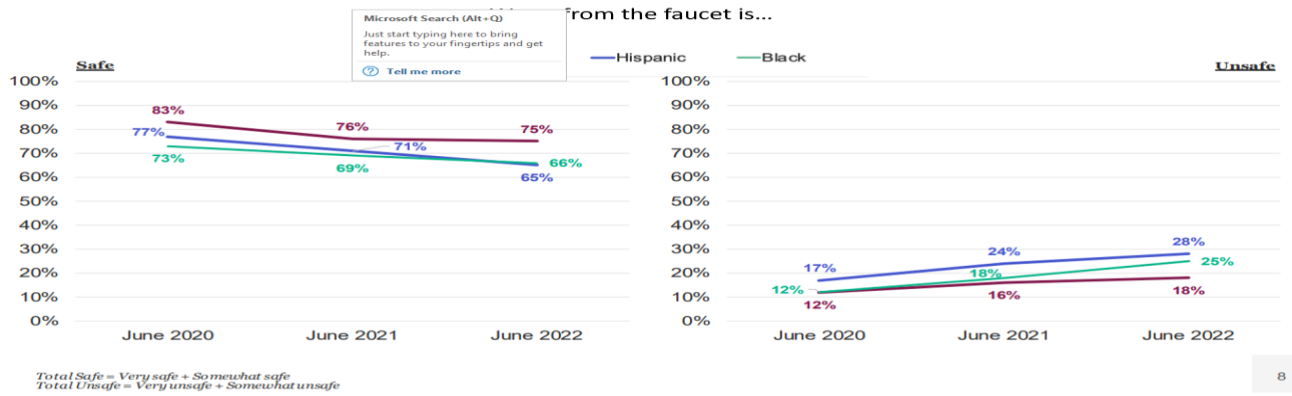
- 55% Black
- 40% Poverty

## Jackson, Mississippi

- 80% Black
- 25% Poverty

*"Water system failures anywhere affect trust in water systems everywhere."*



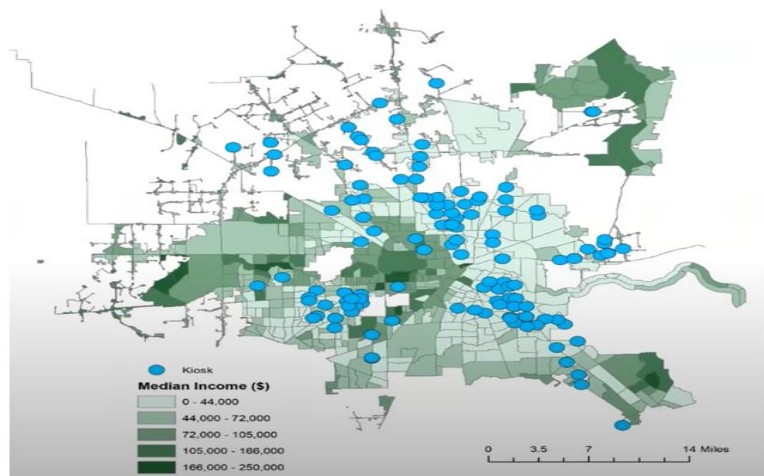


Ref: AWWA, Polling Presentation, Morning Consult

## The Alternative..



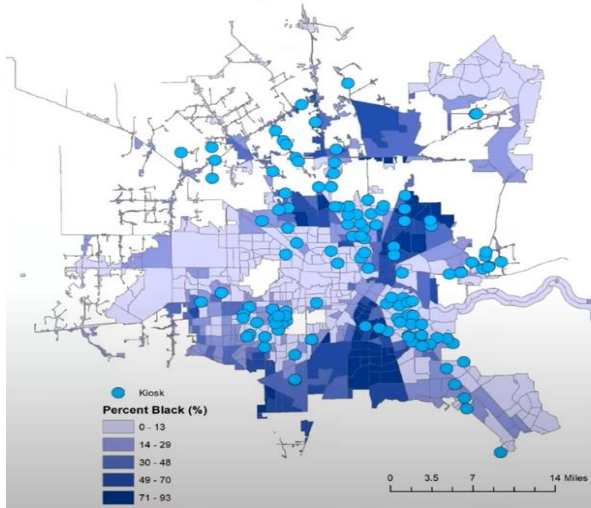
## Drinking water kiosks in Houston by income, 2017



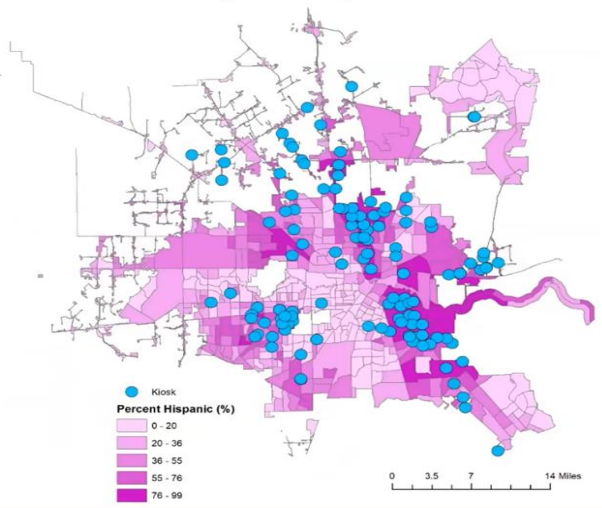
REF: *The Profits of Distrust*. Teodoro, Zuhlke, Switzer.



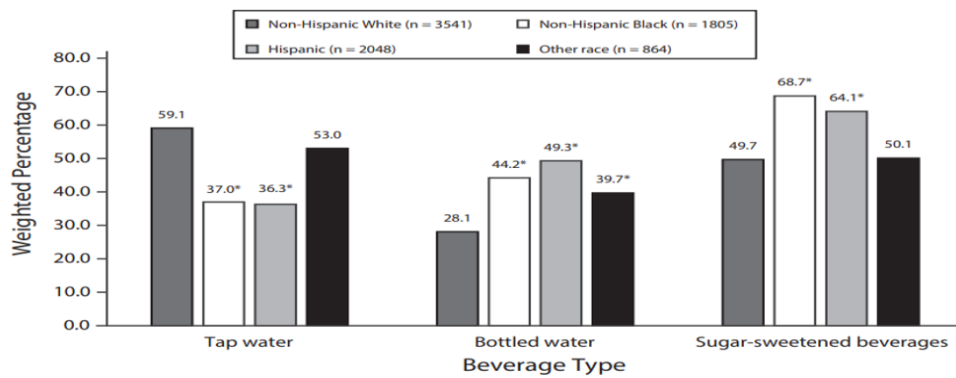
## Drinking water kiosks in Houston by %Black, 2017



## Drinking water kiosks in Houston by %Hispanic, 2017



REF: *The Profits of Distrust*. Teodoro, Zuhlke, Switzer.



REF: *Racial/Ethnic and Socioeconomic Disparities in Hydration Status Among US Adults and the Role of Tap Water and Other Beverage Intake*. Brooks et al. American Journal of Public Health, September 2017.

- Primo: \$1.40/gallon (Filling station, Ingles)
- Aquafina: \$1.89/gallon (32-pack, Wal-Mart)
- FIJI: \$10.52/gallon (24-pack, Wal-Mart)

Hendersonville Tap Water: < \$0.01/gallon





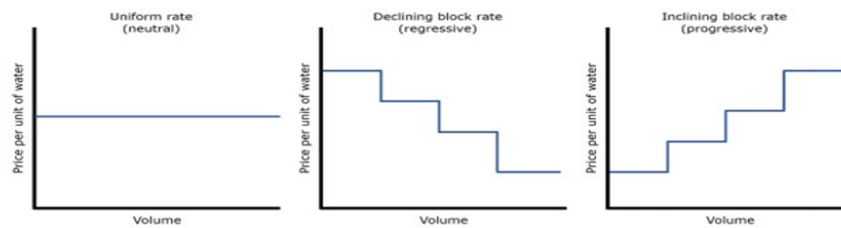
## The importance of quality

*Providing and maintaining high-quality tap water service is the most important thing any utility can do for affordability*

*Educating the public about the quality and value of tap water is part of an effective affordability strategy*

## Affordable Rate Design

- Monthly billing
- Smaller base charges
- Inclining block
- Low initial volume tiers

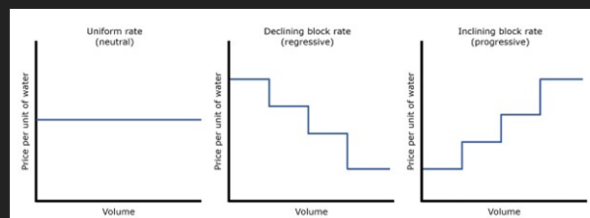


REF: *Of Bills and Balance Sheets*. Teodoro.

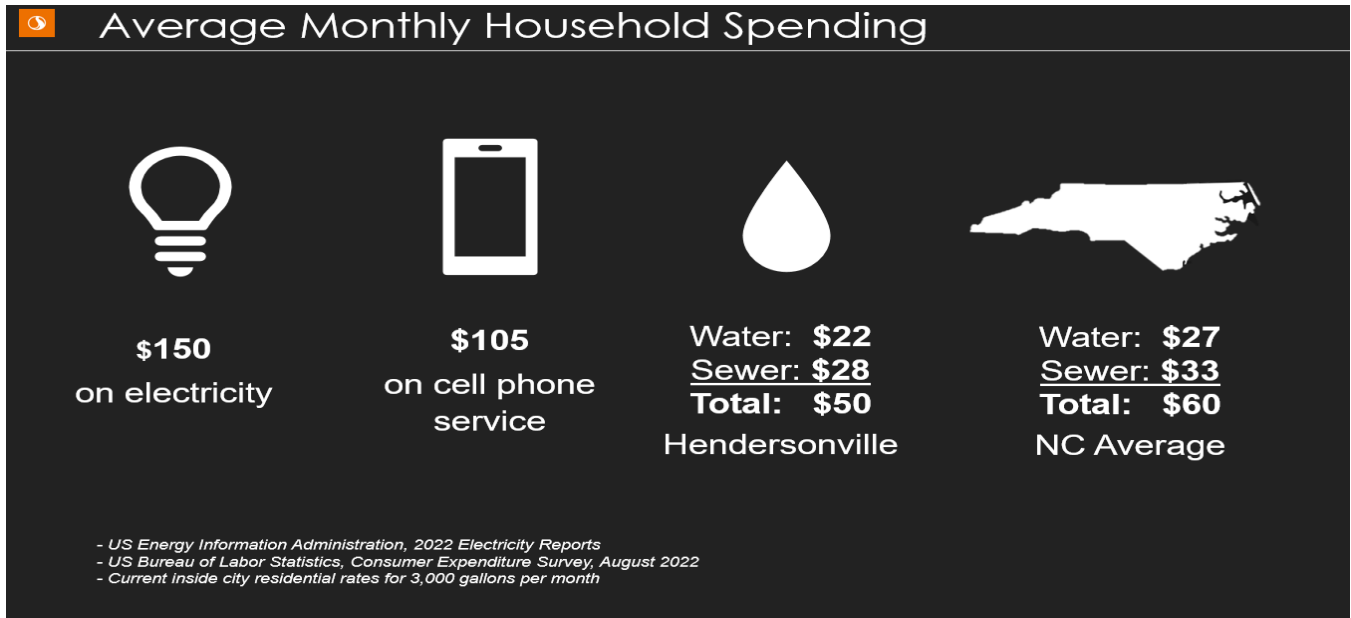


## City's Current Water Rate Structure

Water Base Charges	Inside City	Outside City
3/4"	\$8.32	\$11.23
1"	\$9.71	\$13.11
1.5"	\$13.15	\$17.75
2"	\$17.55	\$23.69
3"	\$27.88	\$37.64
4"	\$42.60	\$57.51
6"	\$79.40	\$107.19
8"	\$123.56	\$166.81



Water Usage Rates (per 1,000 gallon)	Inside City	Outside City
<b>Residential</b>		
0 to 6,000 gal.	\$4.48	\$6.05
6,001 to 14,000 gal.	\$4.93	\$6.65
14,001 gal. and over	\$5.60	\$7.56
<b>Commercial/Industrial</b>		
0 to 40,000 gal.	\$4.48	\$6.05
40,001 to 200,000 gal.	\$4.28	\$5.78
200,001 gal. and over	\$3.80	\$5.13
<b>Irrigation</b>		
0 to 40,000 gal.	\$5.60	\$7.56
40,001 gal. and over	\$6.10	\$8.06
<b>Municipal/Wholesale</b>	\$4.48	
<b>Bulk Water</b>	\$7.56	



## Customer Assistance Program

**Want to help some members of our community?**

**Donate to the H2O Program!**

We invite you to help families in need through our automatic monthly or one-time annual donation program called "Helping Hand Outreach" or H2O. The Hendersonville Water and Sewer and the Interfaith Assistance Ministry (IAM) started this program as a way for our customers to contribute money and resources to our families in our community when they are unable to pay for water and/or sewer connection to City-owned facilities or may be unable to pay a City water and sewer bill. IAM will coordinate interim payments to defers or make available assistance.

**An easy way to help.**

If you would like to become a donor, our bills will automatically include a donation chosen by you.

- You can select any dollar amount to add to your monthly bill as the donation.
- If you would prefer to be a one-time or annual donor, you may send a check to your water and sewer bill for any amount to the City of Hendersonville's H2O Assistance Program.

**Hendersonville Water & Sewer**

**Need Help Paying Your Bill?**

If you are having difficulty paying your Hendersonville Water and Sewer bill, the following options may help.

**1 Payment Extensions:**  
In certain circumstances the City may allow an installment payment agreement to pay a balance over time.

**2 Helping Hand Outreach (H2O):**  
This assistance program helps low to moderate income customers when they are temporarily unable to pay for water and/or sewer connection costs or a City water and/or sewer bill.

H2O donations are administered by the Interfaith Assistance Ministry (IAM), a non-profit agency which has helped local families in need since 1986. The IAM provides food, shelter, health, crisis intervention, utility bill assistance and other services to thousands of people each year. The IAM is a tax-exempt charity under Section 501(c)(3) of the federal tax code. Below is IAM's contact information. If you are in need of this service, please contact IAM and mention the H2O program.

**IAM P.O. Box 2562 • Hendersonville, NC 28703-2562  
(828) 497-7020 • Email: interfaith@iam-hc.org**

- Helping Hand Outreach (H2O)
- Donation Based
- Interfaith Assistance Ministry (IAM)
- ~\$4,000/year on average over past 10 years

## Customer Assistance Program

- Low-Income Household Water Assistance Program (LIHWAP)
- NC Department of Health and Human Services
- Temporary program

### Do you need assistance paying your water bill?

#### Low-Income Household Water Assistance Program (LIHWAP) can help!

LIHWAP is a temporary emergency program that will help eligible households and families afford water and wastewater services, providing a one-time payment for eligible low-income households paid directly to the utility company. LIHWAP runs through September 2023 or until the funds are exhausted.

##### How Do I Know if I Qualify for LIHWAP?

If your water or wastewater services have been cut off or if you have received notice that your services are in danger of being cut off because your bill is past due, or you simply need help paying your water bill, you may be eligible!

##### Who is eligible to receive LIHWAP?

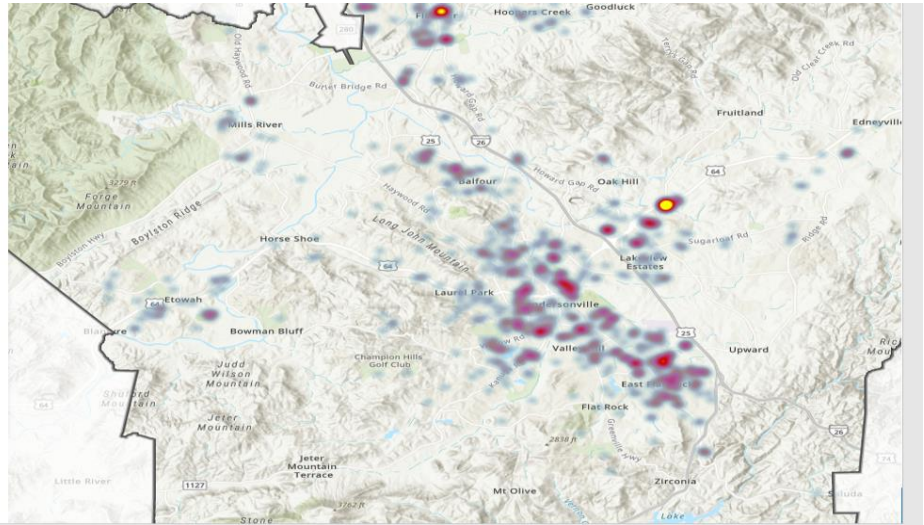
- To be eligible for the LIHWAP program, a household must have at least one U.S. citizen or eligible legal permanent resident and:
- Have income equal to or less than 150% of the federal poverty level,
  - Have water or wastewater services that are disconnected, in jeopardy of being disconnected or have a current outstanding bill, and
  - Is responsible for paying the water bill.



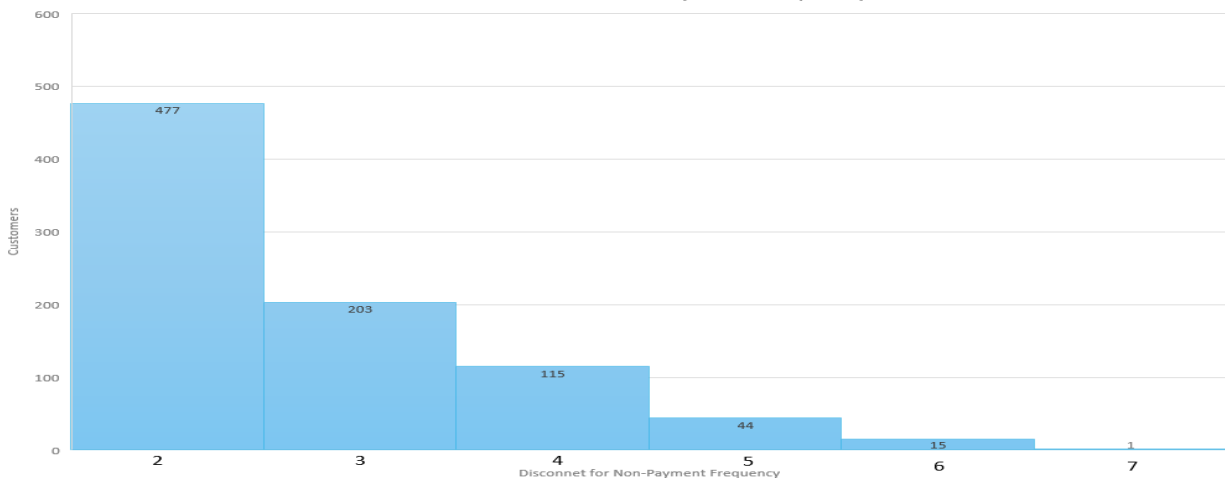


## Disconnects for Non-Payment

- 2022
- 855 accounts
- 2 or more disconnects



2022 - Disconnect for Non-Payment Frequency



## Utility Goals

- Improve Workforce Diversity
- Improve Public Trust through Education and Outreach Programs
- Affordable Service
  - Efficient Operations
  - Produce high-quality water
  - Rate and Fee Design
- Improve Customer Assistance Programs
- Policy and Procedures Improvements
- Opportunities for Historically Underutilized Businesses

## C. Brooklyn Creek Streambank Restoration Project – Mike Huffman, *Stormwater Division Manager*

Mike Huffman presented a PowerPoint presentation.



### Sullivan Park Stream Restoration

- Restore 800 LF of degraded urban stream channel
- Enhance natural ecosystem resiliency, improve water quality and aquatic habitats
- Provide nature-based community recreational and educational opportunities
- Received \$240,000 in grant funds to complete project

## Name That Creek Program

Initiative in which communities submit name suggestions for unnamed creeks and vote for an official name.

The goal of the program is foster connection and a sense of shared stewardship of our local waterways

July 2022, RiverLink staff worked with residents in the Green Meadows community to select the name 'Brooklyn Creek' for the unnamed stream that flows through Sullivan Park and into Mud Creek



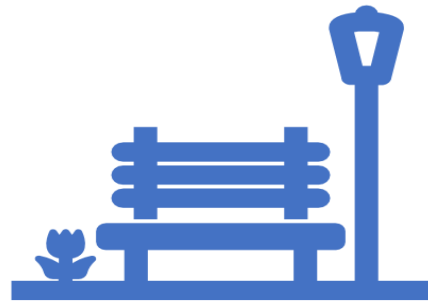
Formal approval of the naming was given at the September 2022 City of Hendersonville City Council meeting.

RiverLink then applied to the USGS Board of Geographical Names (USGS-BN).



## Next Steps

- Develop a sign to honor the history of the Brooklyn/Green Meadows community and its relationship with Brooklyn Creek
- Begin Stream Restoration Design
- Begin Stream Restoration Construction
- Organize community planting day



## 7. OTHER BUSINESS

## 8. ADJOURNMENT

There being no further business, Chair Jayne Jennings adjourned the meeting at 7:11 p.m.

\_\_\_\_\_  
Jayne Jennings, Chair

ATTEST:

\_\_\_\_\_  
Jill Murray, City Clerk



## CITY OF HENDERSONVILLE AGENDA ITEM SUMMARY

**SUBMITTER:** John Connet **MEETING DATE:** May 9, 2023

**AGENDA SECTION:** NEW BUSINESS **DEPARTMENT:** EnterTextHere

**TITLE OF ITEM:** Review and Discussion Regarding Diversity, Equity, and Inclusion Strategic Plan – *John Connet, City Manager*

### **SUGGESTED MOTION(S):**

NA

### **SUMMARY:**

City staff will review the Diversity, Equity and Inclusion Strategic Plan and discuss how the City plans to use the plan as a guide for internal and external activities.

**BUDGET IMPACT:** \$

**Is this expenditure approved in the current fiscal year budget? \$ 147,000**

**If no, describe how it will be funded. NA**

### **ATTACHMENTS:**

Proposed Plan





# Diversity, Equity and Inclusion Strategic Plan

2023 -- 2025

City of Hendersonville, North  
Carolina



**Ahkirah**  
legal & diversity consultants

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17	SYSTEMIC RECOMMENDATIONS
18	ACKNOWLEDGEMENTS

# Message from



Item A.

AHKIRAH Legal and Diversity Consultants is extremely honored to submit this Strategic Plan to improve diversity, equity and inclusion for the leaders, residents and community members of The City of Hendersonville. Through many months of challenging discourse, dissection and discovery, our team has fostered interpersonal dialogue, introspection and critical examination of organizational process.



"How we stand before the critical reflection of self-awareness mirrors how we stand before the world"

--- Bahiyah Greer

This successive plan is formed with a lens that is sensitive to the profound experiences of Hendersonville's early record while acknowledging the legitimately pressing aspirations of a developing future. This plan also dynamically supports our proposed strategy to increase diversity, equity and inclusion through a three-prong foundation of education, training, and outreach.

Acclaimed Western North Carolinian novelist, Thomas Wolfe once wrote, "Perhaps this is our strange and haunting paradox here in America -- that we are fixed and certain only when we are in movement." On behalf of our firm, and for the leaders and residents of Hendersonville, we are engendering that movement. Our direction is fixed and our intention is certain.

Now let's move forward.



# Introduction of Work

## TIMELINE (August 2022 -- March 2023)

Engagement Launch/  
Initial Communication

Strategic Plan  
Ideation

Strategic IDI Assessments/  
Individual Conferences

Strategic Plan Information  
Gathering and Synthesis

Strategic Plan Information Synthesis

Strategic Plan Formation

## CONSULTANT HOURS

552

## STAKEHOLDERS CONTACTED

95+

*"Equity – we talk about it as equality but realizing that we have different starting points, and it looks different for everyone. What is success? Equity is looking at each individual – what do they need for each person to succeed."*

--- HENDERSONVILLE COMMUNITY  
MEMBER, October 2022

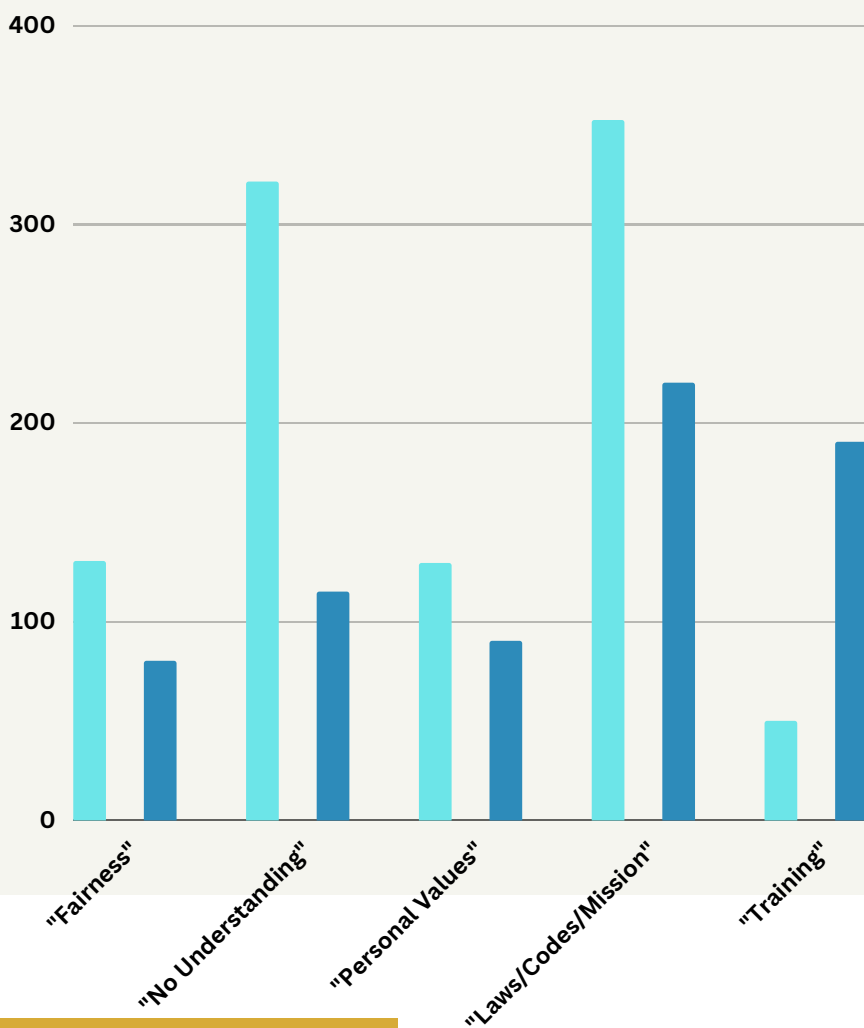
# Hendersonville Stakeholder Engagement Meetings

Item A.

These meetings gave voice and critical insight into the specific challenges, community-facing objectives, and forthcoming endeavors around issues of EQUITY. Both city administrative departments and community-based agencies, non-profits and organizations which serve Hendersonville residents were interviewed. As the first data capturing interview, these meetings presented an excellent opportunity for stakeholders to directly inform and influence the scope and direction of Hendersonville's Strategic Diversity, Equity and Inclusion Plan.

## STAKEHOLDER THEME TOUCHPOINTS

Each touch point reflects the instance a theme was raised by a member of each stakeholder community



**Administrative Stakeholders** 300+ responses

Public Works  
Human Resources  
Police Department  
Communications  
Administration  
Water and Sewer  
Fire Department  
Planning Department  
Engineering  
Finance

**Community Stakeholders** 510+ responses

MountainTrue  
Pisgah Legal  
Blue Ridge Community College  
United Way of Henderson County  
TrueRidge  
Thrive  
Henderson County Education Foundation  
Henderson County DSS  
Hendersonville Rescue Mission  
Henderson County Habitat for Humanity

## STAKEHOLDER THEMES

Most departments don't know if they have a definition of equity and if so, they don't know what it is.

Most departments refer to The Hendersonville City Council and or the Human Resources Department for a definition of equity.

Most stakeholders agree with equity and inclusion but have not formulated a definition of what it would look like.

Most Administrative and Community Stakeholders feel that the city is headed in the right direction and is serious about Diversity, Equity and Inclusion initiatives.

Both groups feel job recruitment should become more inclusive.

Both stakeholder groups see Hendersonville as a destination location in North Carolina and wish to increase diversity and inclusion practices for all people to feel welcome.

# Community Listening Sessions

Item A.

These sessions were personal community conversations aimed to amplify and support the experiences and identities of Hendersonville community-members. Sessions and content questions were framed to capture the experiences and sentiments of Hendersonville community members who held various identities.

IDENTITIES	THEMES RAISED	
LATINX	<ul style="list-style-type: none"><li>• store owners need cultural sensitivity, especially Uptown</li><li>• invest in those who have been traditionally marginalized</li></ul>	<ul style="list-style-type: none"><li>• care and community safety are important</li><li>• outreach is important</li></ul>
FAITH/RELIGIOUS	<ul style="list-style-type: none"><li>• Hendersonville is more political than religious</li><li>• a quality standard of living is important.</li></ul>	<ul style="list-style-type: none"><li>• MLK day is the only time different religious groups come together</li><li>• religious affiliation is oftentimes conflated with political affiliation</li></ul>
AFRICAN-AMERICAN	<ul style="list-style-type: none"><li>• Hendersonville needs more organizations that represent people of color</li><li>• opportunities for children to express themselves/afterschool programs</li></ul>	<ul style="list-style-type: none"><li>• affordable housing, and equal job opportunity for all citizens</li><li>• community gentrification</li><li>• recognition of implicit bias by city administration, teachers, etc.</li></ul>
LGBTQ	<ul style="list-style-type: none"><li>• recognition and acknowledgement is difficult</li><li>• physical/social safety is a consistent concern</li></ul>	<ul style="list-style-type: none"><li>• unsure if Hendersonville is ready to accept all people</li><li>• inclusivity, fairness, equal treatment and justice for all people</li></ul>



# DEI Environmental Survey

Item A.

An environmental audit that allowed City of Hendersonville Administrative Departments to provide information and perspectives on each Department's programmatic practices, cultural perspectives, organizational support and other human considerations.

**Survey Category:** Work Environment

**Pick three words to describe the WORST THING about your work environment**

Politics  
Meddling  
Fast-paced  
Resistance to Change  
Stuck  
Freezing  
traffic  
divided  
isolated  
Email  
preventable accidents  
non-responsive  
interest  
Narrow  
Over-worked  
slow  
dull  
Criticism  
Bad Attitudes  
cost  
Busy  
Lazy  
never-ending  
demanding  
Silos  
Drama  
Stress  
communication  
commute  
complacency  
equality  
Chilly  
acknowledgement  
Clarity  
Focus  
Competition  
Disagreement  
Misunderstandings  
Need More Resources  
tedious

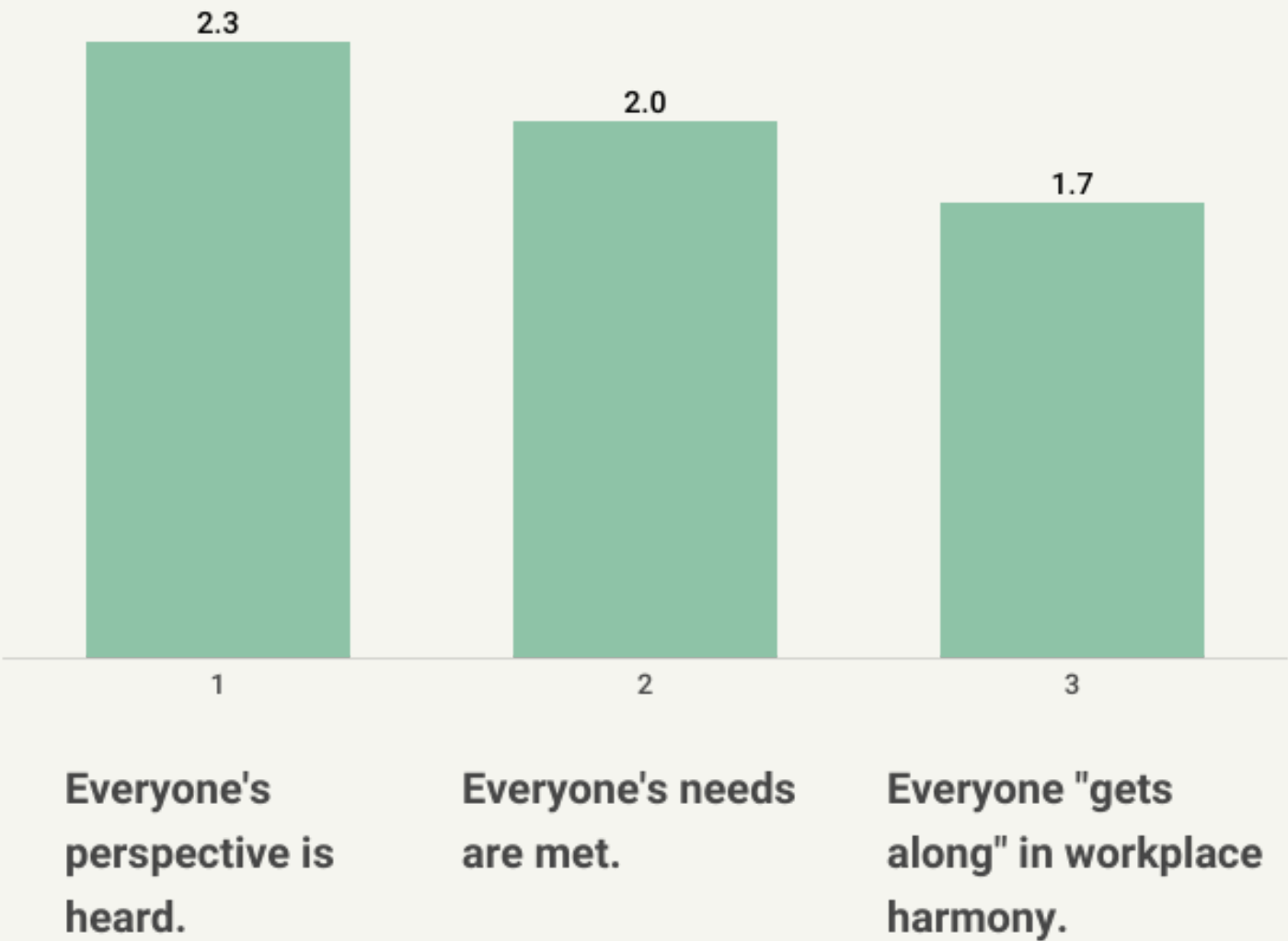
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**Survey Category:** Work Environment

In my humble opinion, this is more important in my work environment... (Ranked choice responses as weighted average)



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## Survey Category: Work Environment

Pick three words to describe the **BEST THING** about your work environment.

### Key Findings

Words like "positive environment", a "good team", "flexibility" and "openness" were most often used.

Pick three words to describe the **WORST THING** about your work environment.

### Key Findings

Interpersonal problems and work conditions were the most common responses, along with stress and dullness of the work.

### Key Summary

Hendersonville employees value positivity and openness at work. Unsurprisingly, the biggest concern is the interpersonal problems that can break up their good team dynamics. Emphasis is on hearing everyone's perspective over harmony.

In my humble opinion, this is more important in my work environment..

### Key Findings

The order of rankings from most important to least important:  
Everyone's perspective is heard >  
Everyone's needs are met >  
Everyone "gets along" in workplace harmony.



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**Survey Category:**

**Work Culture**

**Pick three words to describe the office/department culture when you FIRST started your role.**



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**Survey Category:**

**Work Culture**

**Pick three words to describe your office/department culture NOW.**

Professional  
Encouraging  
Respectful  
Knowledge  
Team  
Cohesive  
friendly  
Open  
structured  
supportive  
welcoming  
understanding  
impressional  
forward-facing  
stressed  
well-educated  
qualified  
excellence  
over-worked  
community  
competent  
fast-paced  
under-resourced  
challenging  
busy  
caring  
young  
learning  
separated  
independent  
compassion  
growing  
efficient  
motivating  
family  
development  
regulated  
enthusiastic

# DEI Environmental Survey

Item A.

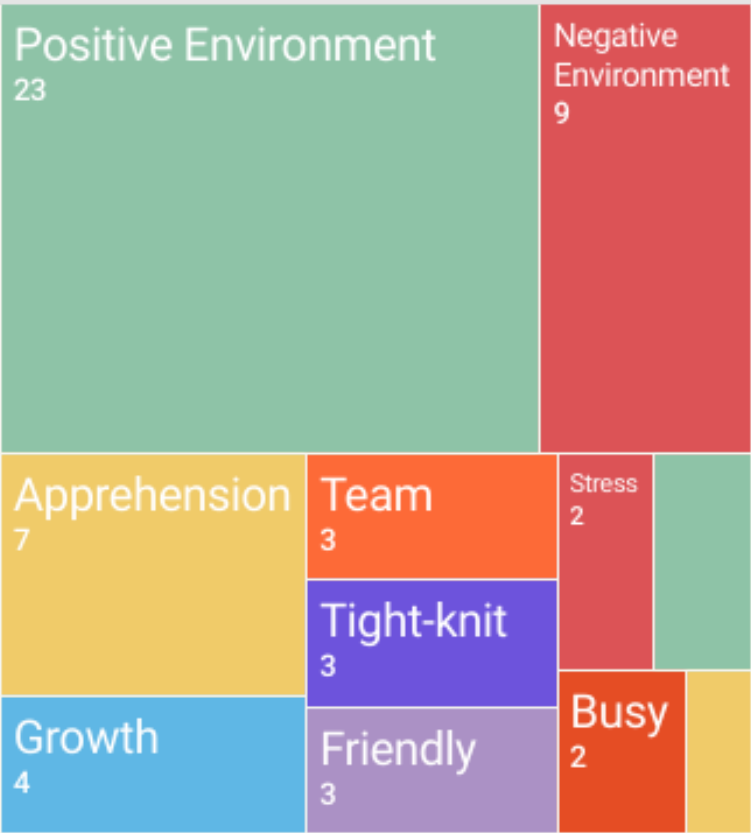
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Survey Category: Work Culture

Pick three words to describe the office/department culture NOW and when you FIRST started your role.

Respondents highlight positive work environment as a feature of office/department culture when they started, and that has grown over time. There are fewer mentions of apprehension/confusion and negative work environment now.

## First Started



## Now



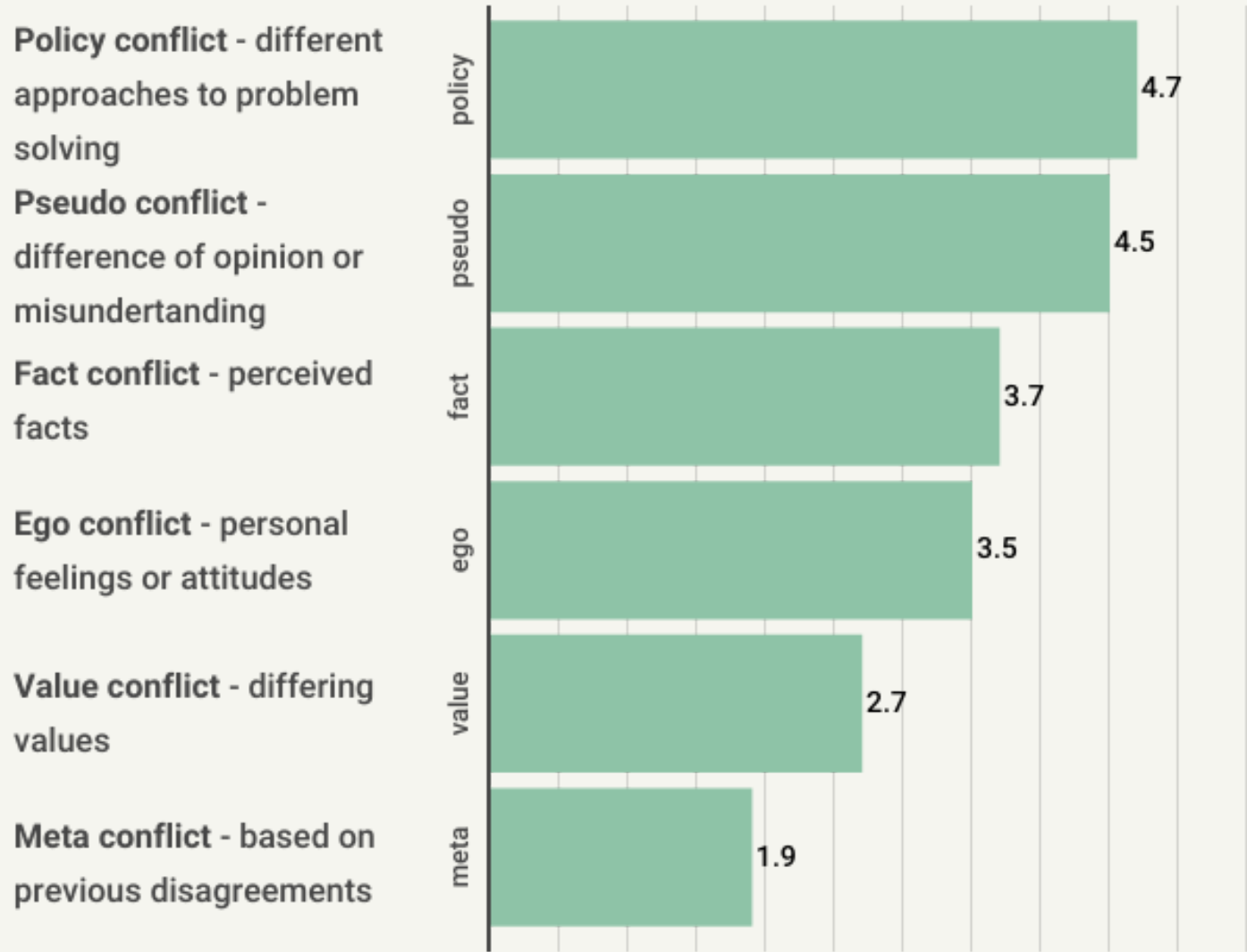


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Survey Category:

Work Culture

Based upon your personal experience, please rank the following types of INTERPERSONAL CONFLICT according to what you have most often seen within your workplace.



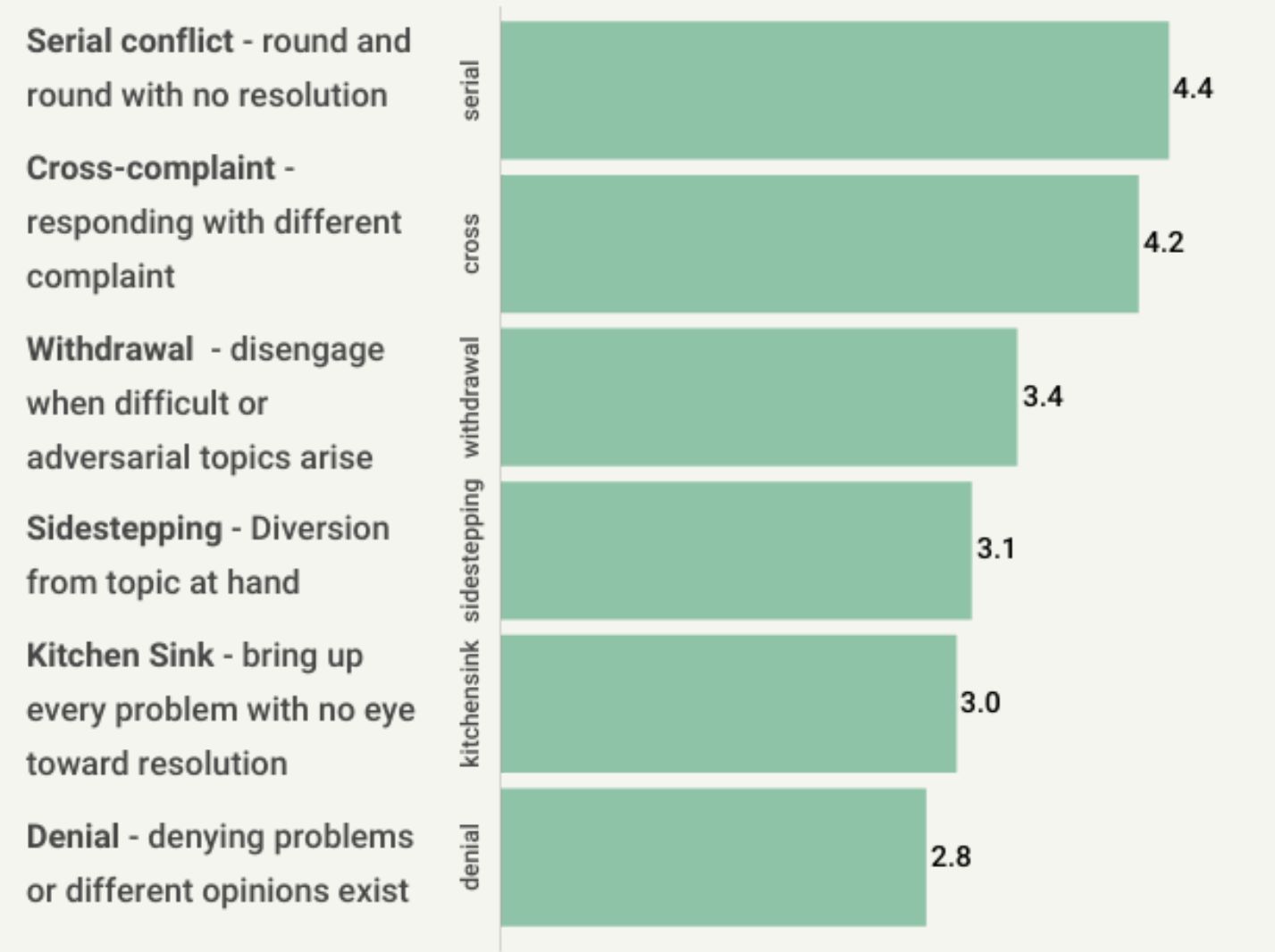
\*Ranked choice responses presented as weighted averages from most popular to least popular

An environmental audit that allowed City of Hendersonville Administrative Departments to provide information and perspectives on each Department's programmatic practices, cultural perspectives, organizational support and other human considerations.

Survey Category:

Work Culture

Based upon your personal experience, please rank the following types of CONFLICT AVOIDANCE according to what you have most often seen within your workplace.



\*Ranked choice responses presented as weighted averages from most popular to least popular

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**Survey Category:**

**Work Culture**

**If you were trying to hire a person with the right "cultural fit" for your office/department, what kind of person would they be?**

A word cloud of traits for cultural fit. The words are arranged in a circular pattern, with the most prominent words in the center and smaller words towards the edges. The words are color-coded and include:

- professional
- open-minded
- adaptable
- punctual
- good listener
- willng to learn
- competent
- public-servant
- experienced
- qualified
- warmth
- conscientious
- initiative
- engaged
- honest
- hard-working
- motivated
- creative
- focused
- knowledgeable
- independent
- polite
- service-oriented
- integrity
- organized
- respectful
- compassionate
- friendly
- sense of humor
- strong communication
- flexible
- intelligent
- team-oriented

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**Survey Category:** Work Culture

If you were trying to hire a person with the right "cultural fit" for your office/department, what kind of person would they be?





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## Survey Category:

## Work Culture

Can you pick three words to describe the office/department culture you experienced when you FIRST started your role?

### Key Findings

By far the most common response was "positive environment," followed by "negative environment" and "apprehension".

### Key Summary

Again, city employees clearly value a positive work environment, and colleagues that bring a positive attitude to work. More people cite positive culture as a characteristic of work culture now than when they started. When conflict arises, it's not likely to be swept under the rug. The risk is that conflict won't resolve because of serial conflicts and cross-complaints. Conflict is less likely to be based on previous disagreements, differing values or ego than on differences of opinion and differences in problem solving approaches.

How would you describe your CURRENT office/department culture?

### Key Findings

Encouragingly, "a positive environment" was an even more common descriptor of the current culture, and "growth" increased as well.

If you were trying to hire a person with the right "cultural fit" for your office/department, what kind of person would they be?

### Key Findings

City employees think new colleagues will fit in if they're "motivated", "competent", "open", and "have a positive attitude".

# DEI Environmental Survey

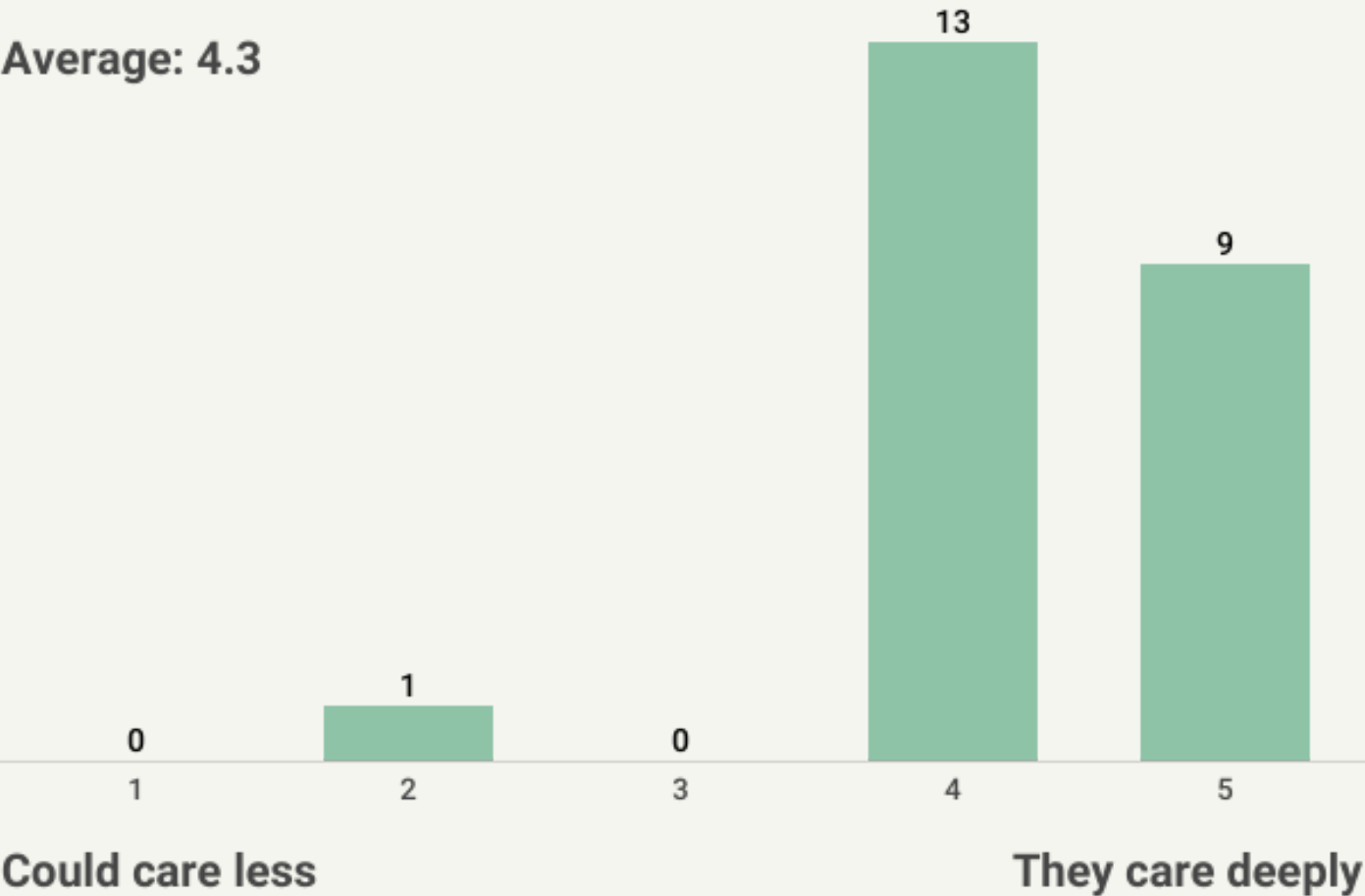
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## Survey Category: Work Relationships

I believe that folks I work with genuinely care about me as a person.

Average: 4.3



# DEI Environmental Survey

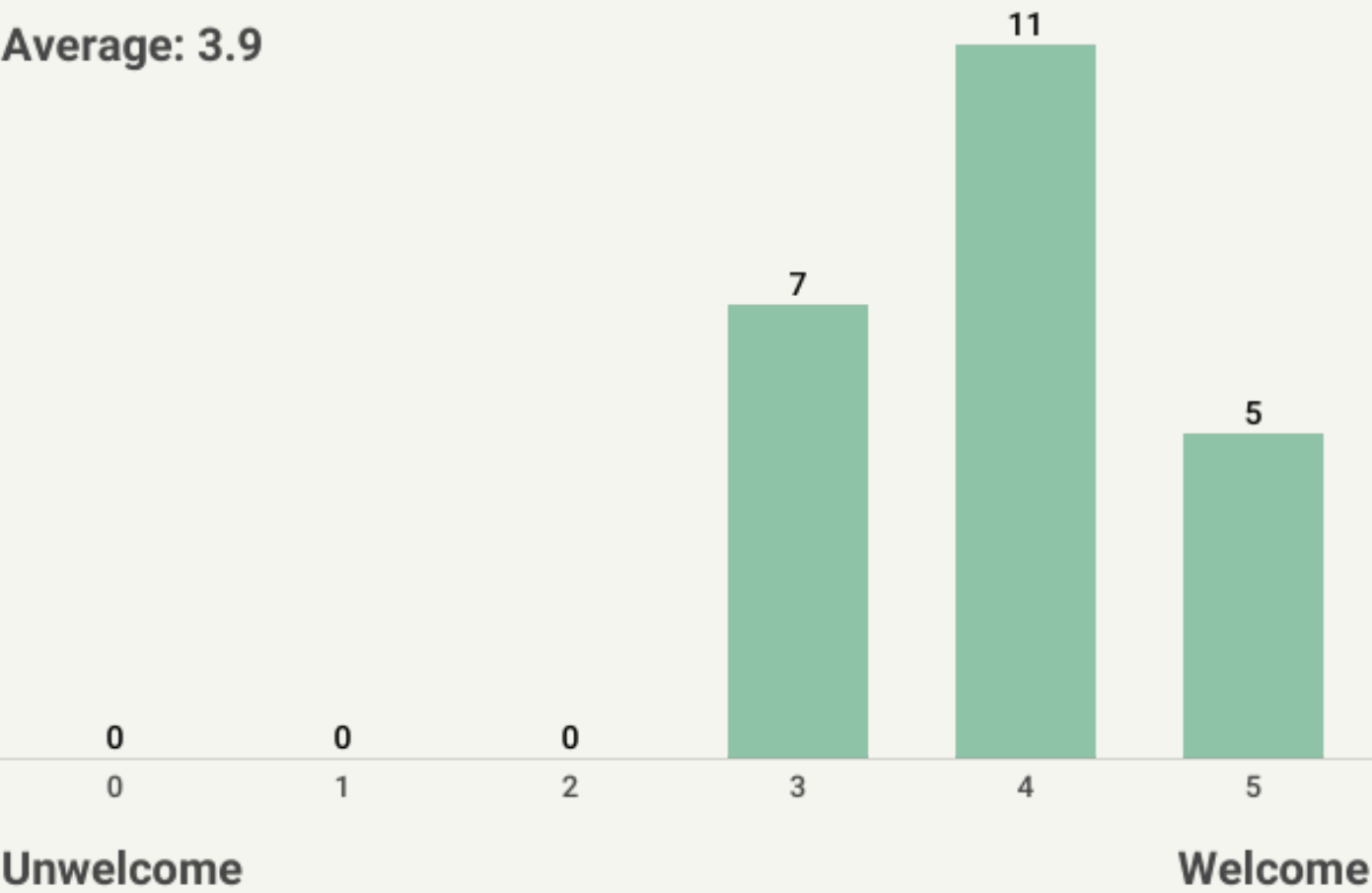
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## Survey Category: Work Relationships

I work in an environment where differences of opinion are valued and welcomed.

Average: 3.9



# DEI Environmental Survey

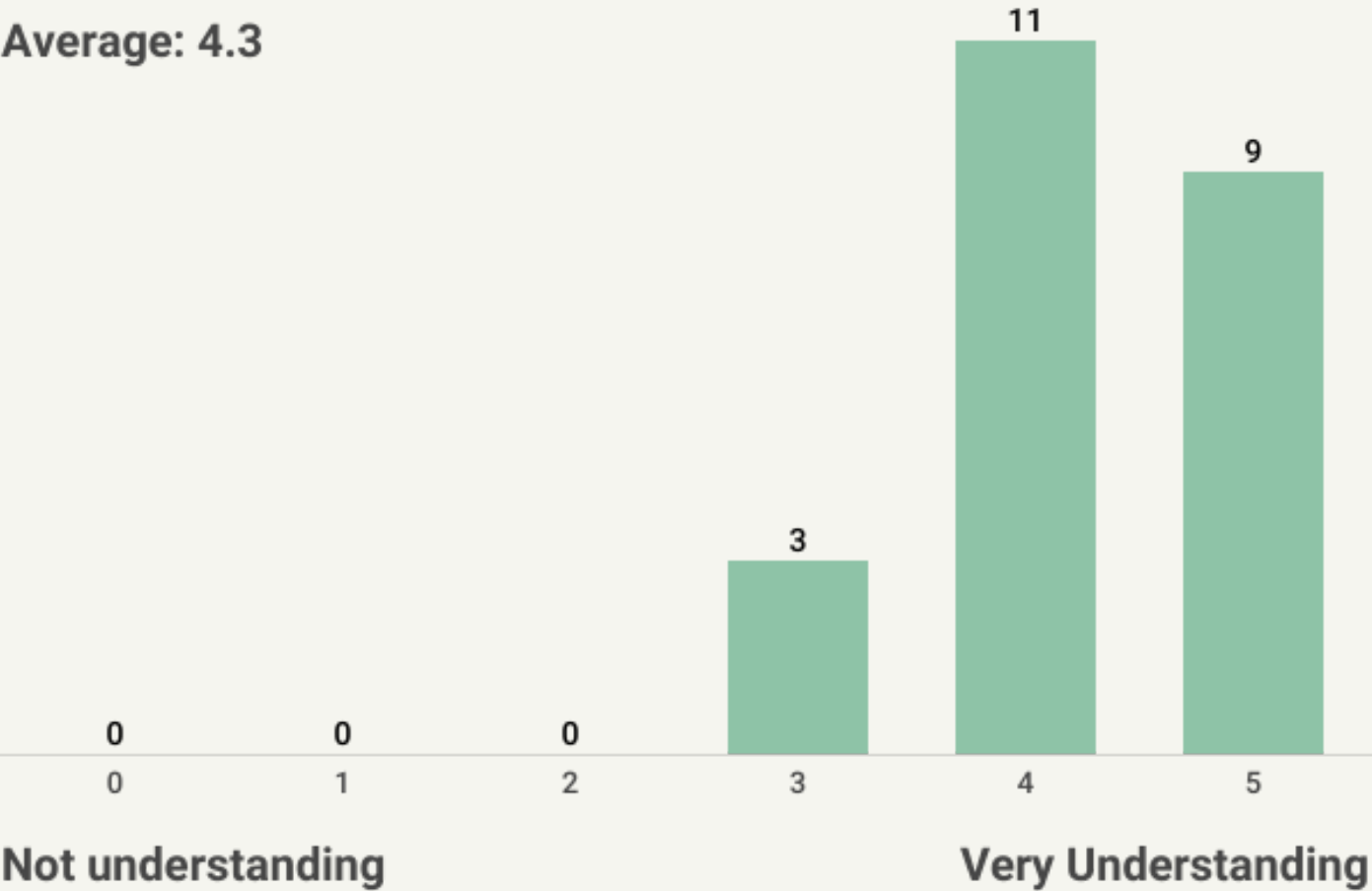
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## Survey Category: Work Relationships

I work in an environment that is understanding of errors and mistakes.

Average: 4.3





# DEI Environmental Survey

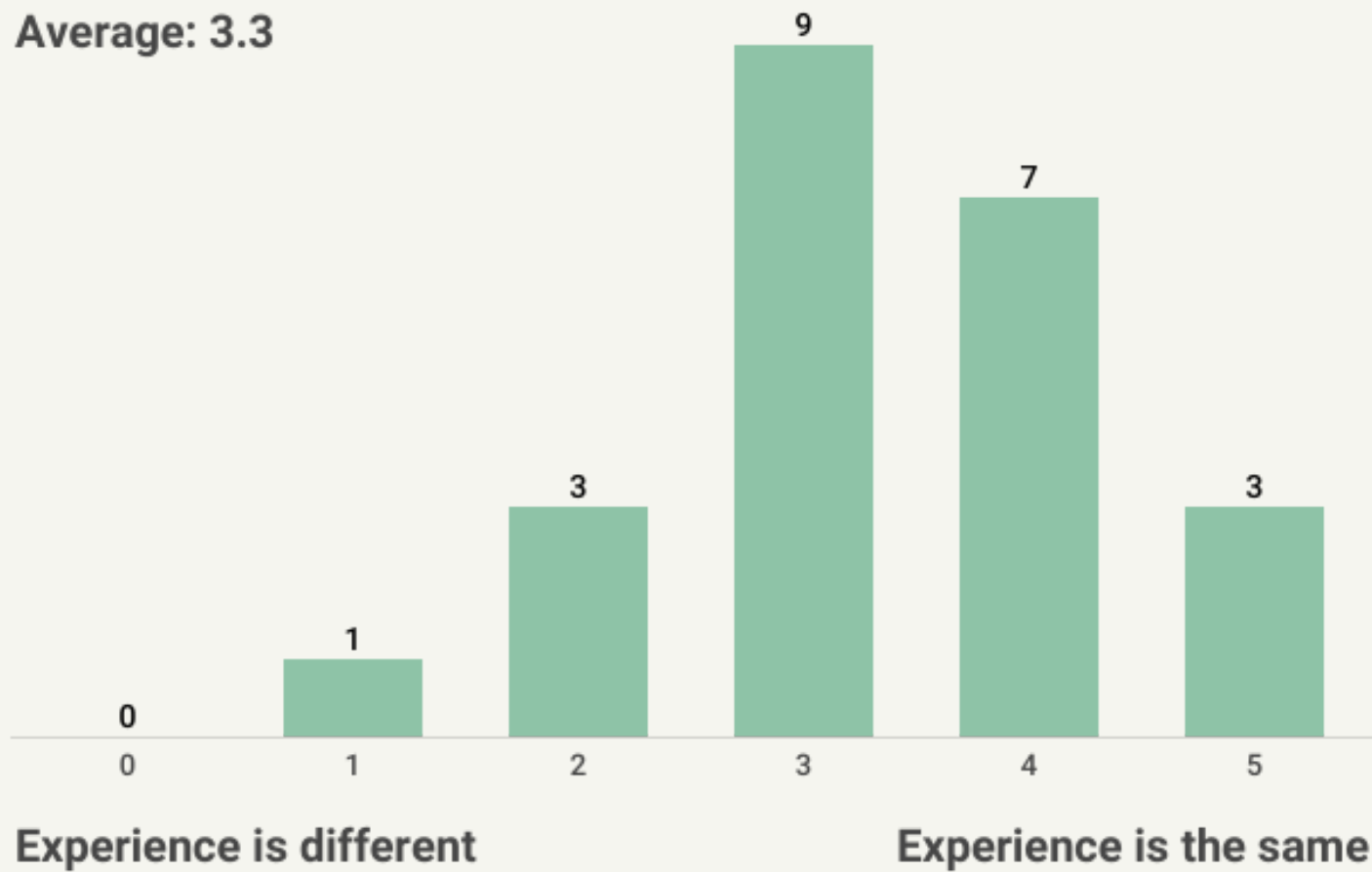
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## Survey Category: Work Relationships

I work in an environment where everyone shares hardships and successes in the same way.

Average: 3.3

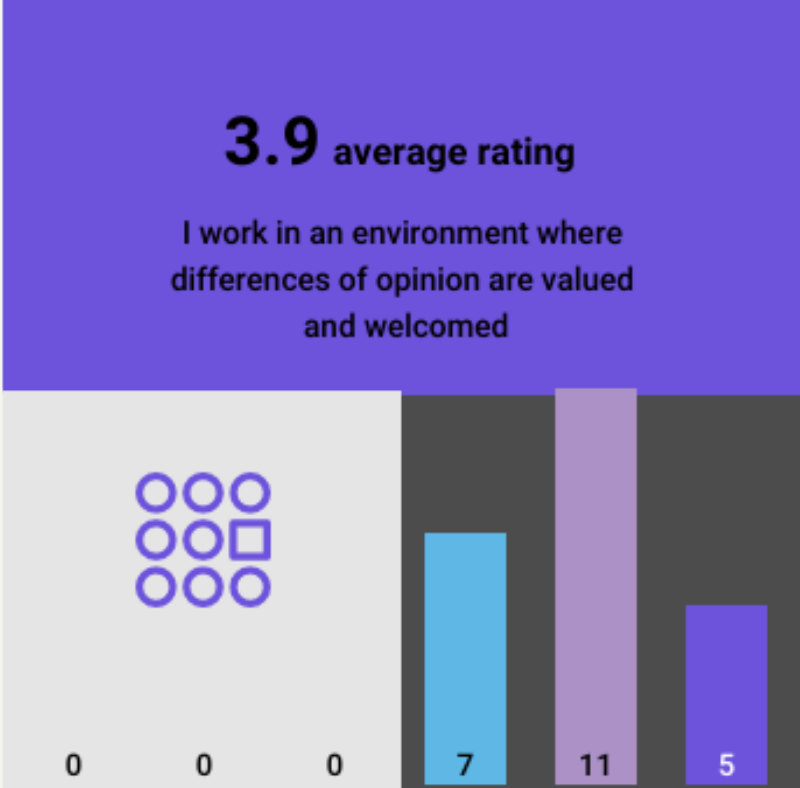
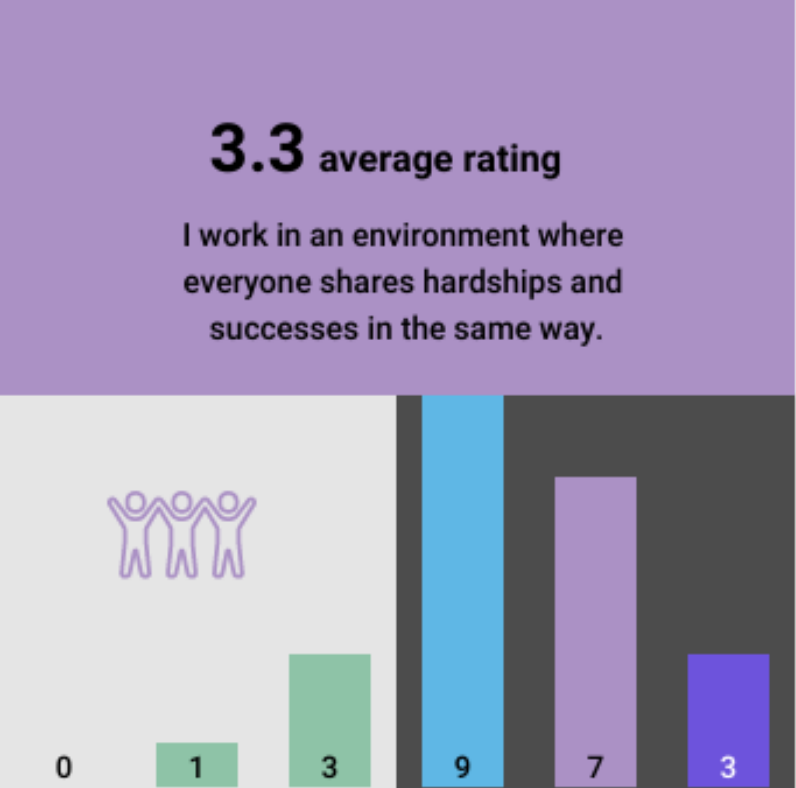
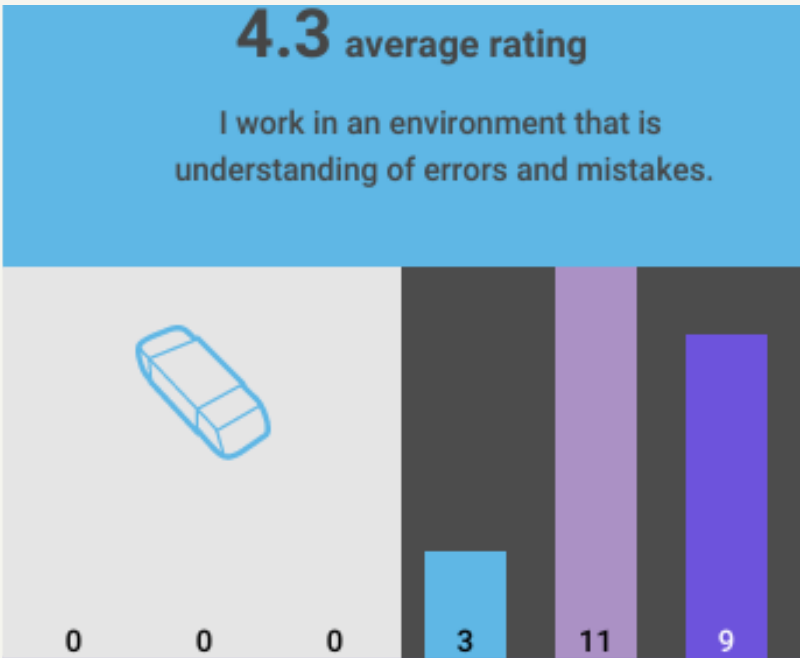
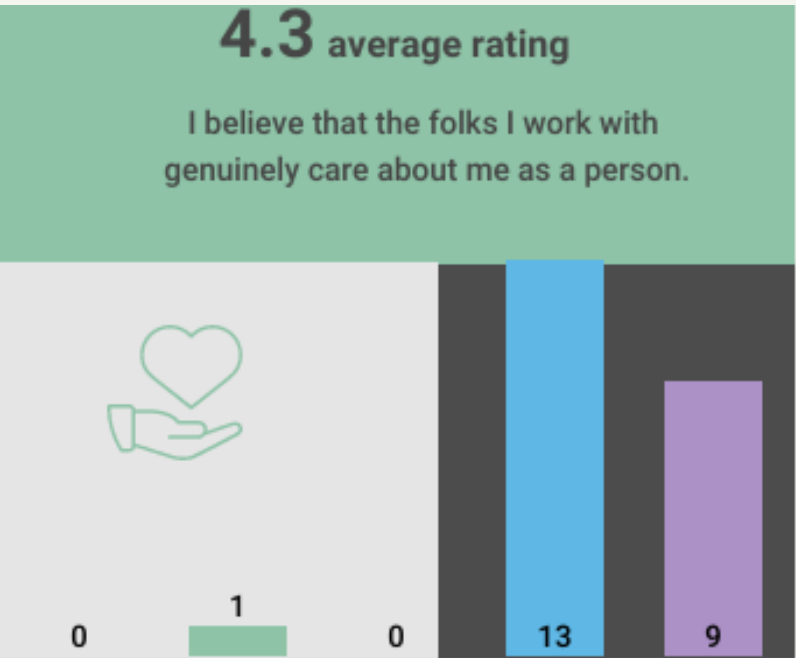


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## Survey Category: Work Relationships



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**Survey Category:** Work Relationships

## How many people did you know before your employment with the City?



More than half of respondents only knew 1 person working for the City before being hired.

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## Survey Category: Work Relationships

I work in an environment where everyone shares hardships and successes in the same way.

### Key Findings

Several respondents disagreed with this statement, and the answers clustered around the low end of the agreement part of the scale.

### Key Summary

Although not a prerequisite, a prior relationship with a city employee is an extremely common position for job applicants, as over half of respondents knew at least one city employee at time of hire. Employees overall agree that others care about them and are understanding of errors, mistakes, and differences of opinion. There's slightly less agreement with the notion that everyone shares hardships and successes the same way.

I work in an environment where differences of opinion are valued and welcomed.

### Key Findings

All respondents reported at least some level of agreement that differences of opinion are valued in their environment.

BEFORE accepting your current position, about how many people did you know who worked for the City of Hendersonville?

### Key Findings

More than half of respondents knew at least one city employee before being hired. The second most common response acknowledged knowing "ten or more" people before being hired.

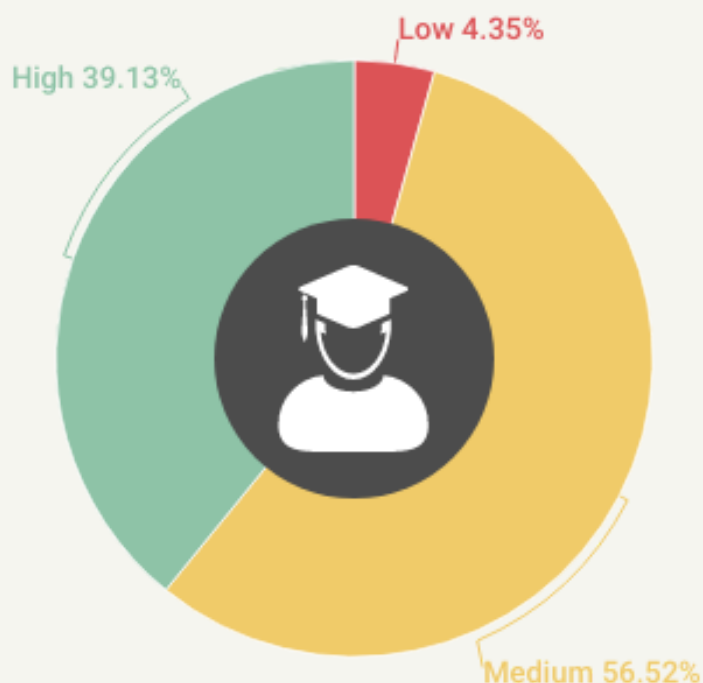


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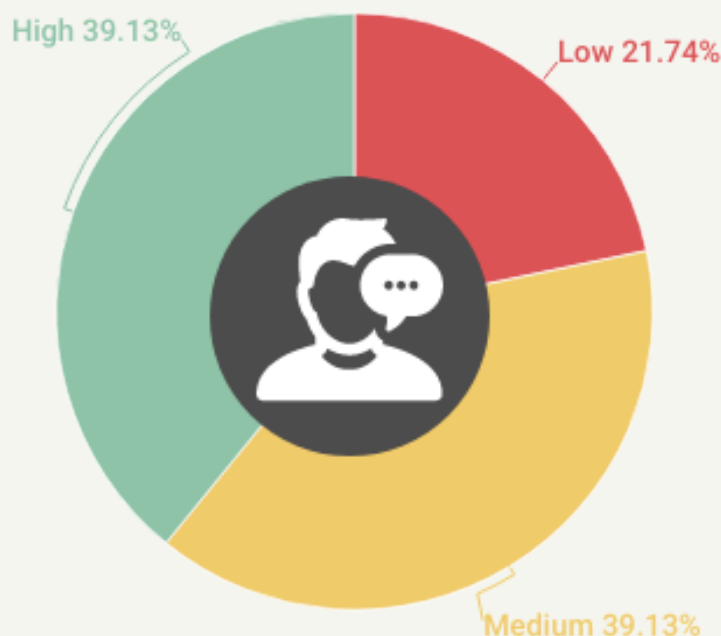
**Survey Category:**

**Work Support**

## Training and Counseling/Coaching



To what degree have you received the **TRAINING** needed to perform your job well?



To what degree have you received the **COUNSELING** and **COACHING** needed to perform your job well?

# DEI Environmental Survey

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## Survey Category:

## Work Support

On a ten-star scale, to what degree have you received the **TRAINING** needed to perform your job well? To be conservative, 1-4 is Low, 5-8 is Medium, 9-10 is High.

### Key Findings

Only one respondent rated training support as "low" (with a 4 out of 10). The majority of respondents cited medium support, and over a third found a high-level of training support.

On a ten-heart scale, to what degree have you received the **COUNSELING** and **COACHING** needed to perform your job well? To be conservative, 1-4 is Low, 5-8 is Medium, 9-10 is High.

### Key Findings

Again, just over a third of respondents scored coaching support as high, but about a fifth of employees said there is a low degree of the counseling and coaching they need to perform their job well.

### Key Summary

Job training is a strength in city government, with the vast majority of respondents citing a medium or high degree of training support. Counseling or coaching is a potential area of improvement, with many respondents citing a low degree of the coaching they need to perform well.

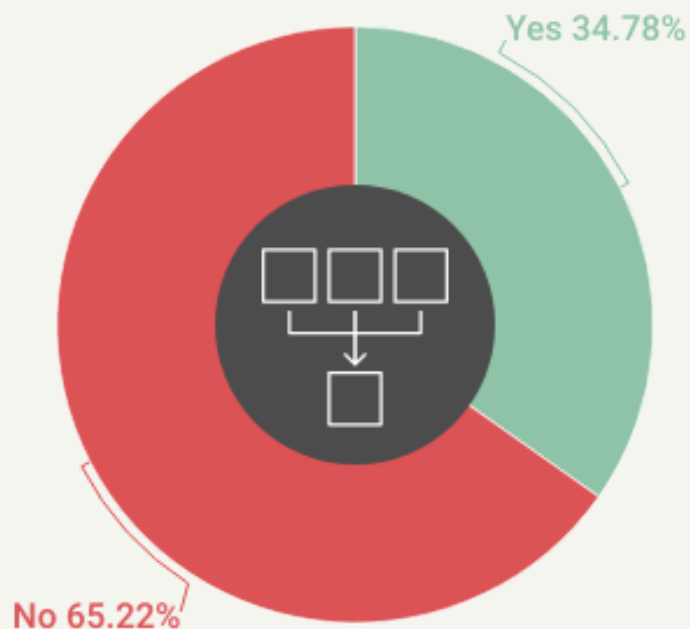
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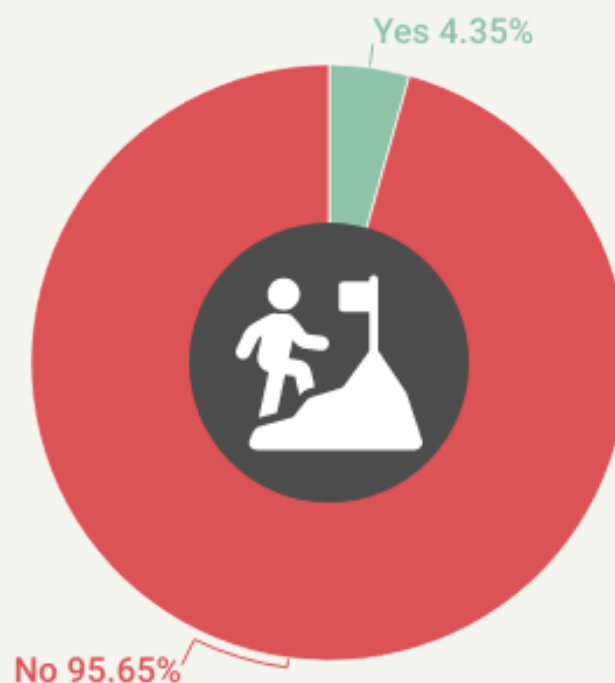
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**Survey Category:** Public Engagement

**Do you think that most city residents understand the role and responsibilities of your office/department?**



**Do you think that most city residents understand the specific challenges faced by your office/department?**

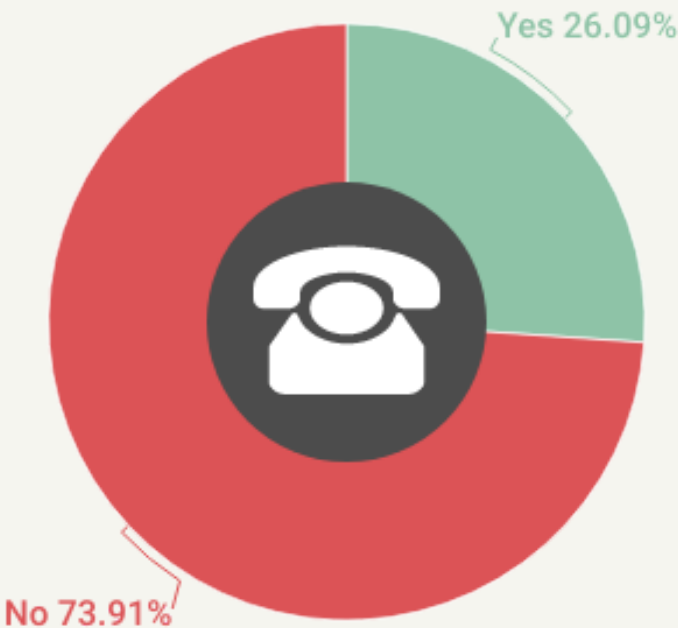


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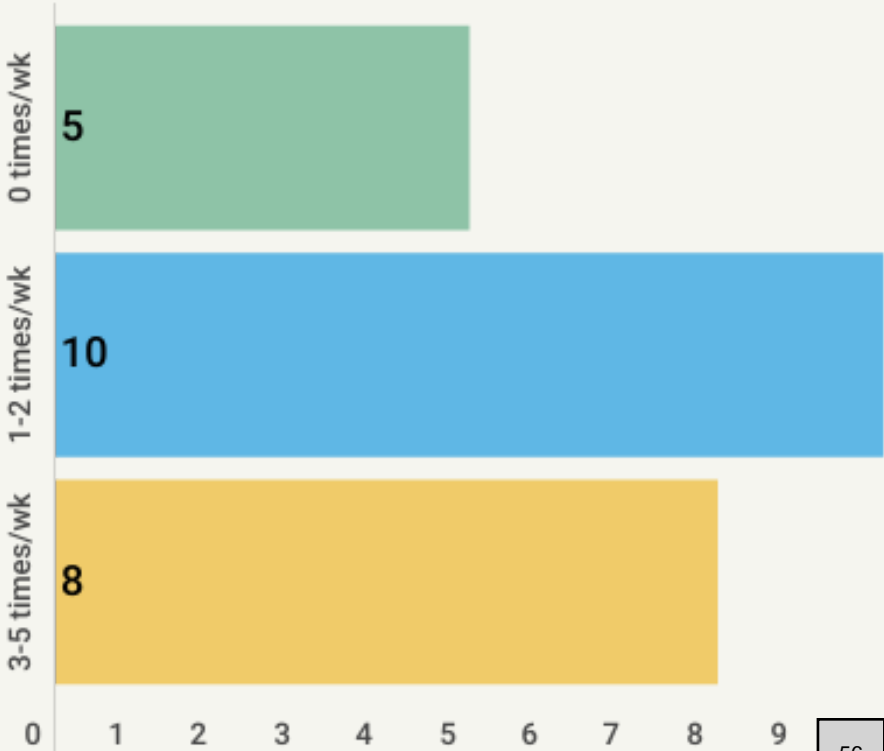
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Survey Category: Public Engagement



Does your office/department offer opportunities for city residents to personally observe some of the daily workforce responsibilities of your office/department?

Approximately how many times a week do you PERSONALLY engage with city residents (non-employees) through direct, in-person communication?



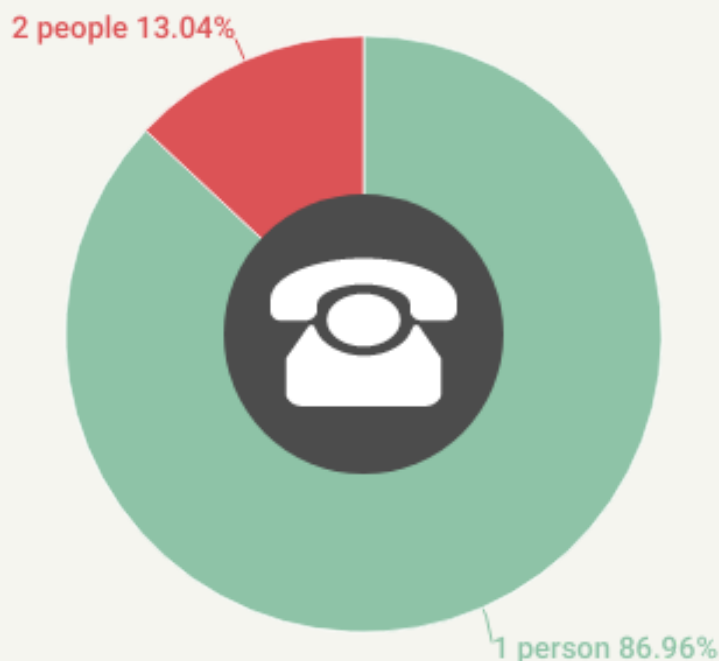


# DEI Environmental Survey

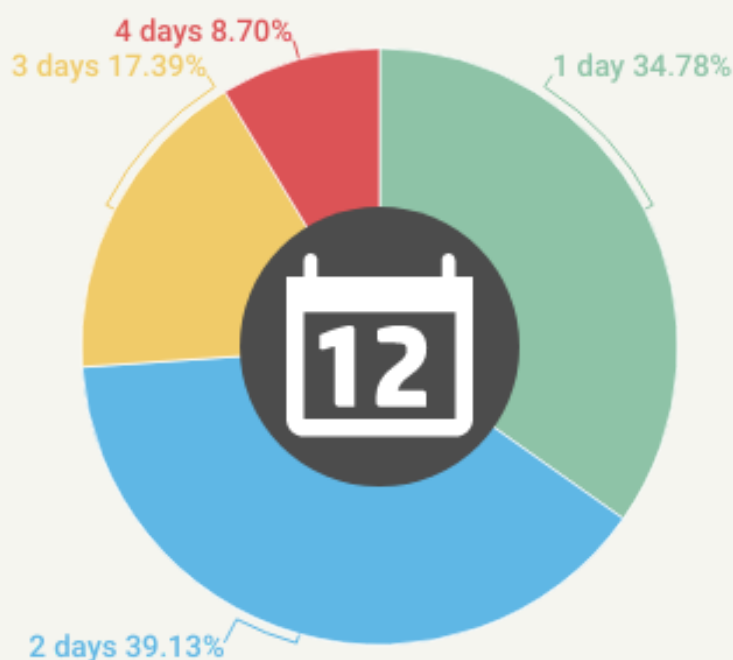
Item A.

An environmental audit that allowed City of Hendersonville Administrative Departments to provide information and perspectives on each Department's programmatic practices, cultural perspectives, organizational support and other human considerations.

## Survey Category: Public Engagement



If a city resident wished to meet with you today IN-PERSON, how many people would that resident first need to communicate with before a face-to-face meeting was held?



If a city resident wished to meet with you this week IN-PERSON, how much time would it take before a face-to-face meeting was held?

# DEI Environmental Survey

Item A.

An environmental audit that allowed **City of Hendersonville Administrative Departments** to provide information and perspectives on each Department's programmatic practices, cultural perspectives, organizational support and other human considerations.

## Survey Category: Public Engagement

Do you think that most city residents understand the specific challenges faced by your office/department?

### Key Findings

Almost no respondent believes that city residents understand the specific challenges faced by their office or department.

### Key Summary

There is a low level of visibility for residents to see many city employees' work. Unsurprisingly then, employees feel that residents don't know much about what they do, and still less about their struggles and difficulties. On a positive note, respondents note a high-level of proximity, as city employees are fairly accessible to residents fairly quickly.

If a city resident wished to meet with you today IN-PERSON, how many people would that resident first need to communicate with before a face-to-face meeting was held?

### Key Findings

The vast majority of employees are accessible directly or with a single intermediary step. Only a few require two people as intermediaries before an in-person meeting.

If a city resident wished to meet with you this week IN-PERSON, how much time would it take before a face-to-face meeting was held?

### Key Findings

About a third of employees are accessible within a day, another third within two days, and everyone within four days.

# DEI Change/Growth Questionnaire

Item A.

A conversation-based analysis that allowed City of Hendersonville Administrative Departments to identify internal and external factors which influence and effect departmental performance. This questionnaire was used as an analysis tool to assist The City of Hendersonville with establishing DEI metrics and the Strategic Plan.

## Questionnaire Summary



Strengths



Weaknesses



Opportunities



Threats

City employees are proud to provide high quality services to constituents. They believe people are the City's greatest strength, citing their competence, teamwork, creativity, and responsiveness. Above all, they seek to help and serve others.

S

W

Residents want better, faster service. A key area of improvement is handling information better, from documentation of institutional knowledge to better communication. Breaking down silos will help. The common thread throughout: more staffing.

Some departments report opportunities to provide more and better service with increased staffing. Current staff will benefit from additional training, especially in leadership and people skills. Extra productivity can be unlocked with streamlined processes and communication.

O

T

Growing population with growing needs have some worried about service quality, budget, staffing, and employee retention. Regulatory demands are an increasing burden in some areas. Technological change may leave some employees behind and hamper department effectiveness.

# DEI Change/Growth Questionnaire

Item A.

A conversation-based analysis that allowed City of Hendersonville Administrative Departments to identify internal and external factors which influence and effect departmental performance. This questionnaire was used as an analysis tool to assist The City of Hendersonville with establishing DEI metrics and the Strategic Plan.

## Questionnaire Category: Strengths and Achievements

Please share one thing that your department does very well.

### Key Findings

Customer Service and Teamwork stand out. Respondents take pride in their department's commitment to helping and serving others.

What advantages does your department have?

### Key Findings

The overwhelming theme more than three quarters of respondents identified was that people are the big advantage their department has. Creativity, skill, and experience were all identified as strengths.

### Key Summary

City employees are proud to provide high quality services to constituents. They believe people are the City's greatest strength, citing their competence, teamwork, creativity, and responsiveness. Above all, they seek to help and serve others.

What do city residents say that your department does well?

### Key Findings

A few departments don't know what city residents would say they do well, but most emphasize communication, responsiveness, and service.



# DEI Change/Growth Questionnaire

Item A.

A conversation-based analysis that allowed City of Hendersonville Administrative Departments to identify internal and external factors which influence and effect departmental performance. This questionnaire was used as an analysis tool to assist The City of Hendersonville with establishing DEI metrics and the Strategic Plan.

## Questionnaire Category:

## Current Weaknesses

What do city residents say that your department does not do well?

### Key Findings

Some residents complain about service provision, particularly speed of service. The most common theme was communication, both hearing from the community and communicating quickly with others. It is possibly concerning to see a few "unknown" responses.

### Key Summary

Residents want better, faster service. A key area of improvement is handling information better, from documentation of institutional knowledge to better communication. Breaking down silos will help. The common thread throughout: more staffing.

If a resident did complain about your department's service, what would they likely say?

### Key Findings

Residents are most likely to complain about poor communication (didn't hear, no follow up) or service issues, especially speed of service.

If you could take a moment and reflect. What \*obstacles\* are currently faced by your department?

### Key Findings

Staffing (and to a lesser extent budget) are the key obstacles faced by stakeholders. Difficulty working across silos is presenting an obstacle to some.

# DEI Change/Growth Questionnaire

Item A.

A conversation-based analysis that allowed City of Hendersonville Administrative Departments to identify internal and external factors which influence and effect departmental performance. This questionnaire was used as an analysis tool to assist The City of Hendersonville with establishing DEI metrics and the Strategic Plan.

## Questionnaire Category: Opportunities and Areas for Improvement

In what areas do you feel your department could use additional training?

### Key Findings

A common theme was People Skills like dealing with inclusion, conflict, change, and stress. The most common was Leadership and Management Training.

Is there a need within your department that no one is meeting?

### Key Findings

Staffing is the leading need, including training existing staff, followed by outreach. On a positive note, it's nice to see a number of "No" or "Not Sure" answers.

### Key Summary

Some departments report opportunities to provide more and better service with increased staffing. Current staff will benefit from additional training, especially in leadership and people skills. Extra productivity can be unlocked with streamlined processes and communication.

How have you noticed your department changing over the years?

### Key Findings

By far the most common theme is growing staff to meet growing needs of a growing population. Some departments have steady or increased workloads with reported staffing shortfalls.

# DEI Change/Growth Questionnaire

Item A.

A conversation-based analysis that allowed City of Hendersonville Administrative Departments to identify internal and external factors which influence and effect departmental performance. This questionnaire was used as an analysis tool to assist The City of Hendersonville with establishing DEI metrics and the Strategic Plan.

## Questionnaire Category:

## Potential Threats

What do you think may cause your department problems in the future?

### Key Findings

Staffing and budget top the list of potential future problem areas. Several respondents indicate concerns about growth beyond capacity, while others are concerned about retention.

### Key Summary

A growing population with growing needs have some worried about service quality, budget, staffing, and employee retention. Regulatory demands are an increasing burden in some areas. Technological change may leave some employees behind and hamper department effectiveness.

Are there any changes to departmental standards, policies, or legislation that may negatively impact your department?

### Key Findings

About half of respondents did not identify a change to standards, policies, or regulations with negative impacts. Three respondents mentioned external state, federal, or other regulations and standards. Two mentioned internal practices they'd like to streamline.

Are there any technological changes in your field that could threaten your department's success?

### Key Findings

About half of respondents did not identify any threat from technological changes. Others mentioned the need for training and adapting to keep up.

# ADMINISTRATION

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.





# ADMINISTRATION

Item A.

## Codified Practices

- City administrators conduct interviews
- HR conducts onboarding
- Anyone may make employment referrals. Must apply online

## Customary Practices

- All jobs are posted and applications are accepted by a deadline.

### Hiring

### Interpersonal Interaction

- HR guides interpersonal interaction
- City Manager and two department heads resolve interoffice issues
- Policies are located on city's website

- Ignoring interpersonal problems is viewed as difficult
- It is hoped supervisors will work out problems
- HR will resolve issues beyond managers resolution

### Resident

### Issues/Transparency

- No codified process to address resident complaints
- Complaints to Mayor's office routed through to City Manager
- Residents receive information about City Administration through city website

- Residents not privy to outcome of complaints against city employees
- Administration responds to resident complaints in-kind
- Work-flow chart illustrating department accountability not easily accessible

# Internal Beliefs

## Administration

### PURPOSE

Administration is most concerned with providing high quality service to residents.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments

### VISION

Administration desires to see the City continue to grow. In light of the city's growth in recent years the City provides great service and high quality amenities for all residents.

### GOALS

Administration hopes to increase green space (more parks and recreation areas). Also conservation is important to areas of the city that need to build resiliency. Since Hendersonville is a mountain community there needs to be balance regarding density zoning, remaining an affordable place to live, while still paying particular attention to the environment.

### VISION

One of the challenges is a change in demographics that indicate an older population moving into the area, while many younger people have chosen to leave for better employment opportunities elsewhere.

**"Growth brings challenges but there is consensus that overall Hendersonville is a great town for residents who live there and for tourists to visit."**

--Administration

### PURPOSE

Hendersonville should be a place where people want to live, work and visit

### VALUES

Building a successful organization that doesn't rely on one person to carry forward but with a quality team that can create a positive environment both City Hall and in the community.

# ADMINISTRATION

## Key Performance Indicators

Item A.

### Strategic Goals

Provide City Council and residents with accurate, timely information regarding city policies and procedures, including city budgets, finances and administrative activities.

Respond to residents concerns

### Audience

The city residents are the audience for this indicator and should have access to the latest city information via the website or in written communication and if needed, by phone or email

### Key Performance Indicator Goals

Do current Hendersonville City Administration's practices and policies provide City Council and residents with accurate, timely information regarding city policies and procedures, including city budgets, finances and administrative activities?

Do current Hendersonville City Administration's practices and policies provide timely responses to resident's concerns?

### How will this indicator be used?

The KPI Indicator will be used to:  
Provide City Council and residents with accurate, timely information regarding city policies and procedures, including city budgets, finances and administrative activities and to provide timely responses to residents concerns

### Indicator Name

Hendersonville City Administration Initiative

### Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

### Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

#### Sample Assessment Survey

Please answer using the following scale:  
1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1 2 3 4 5

The Hendersonville City Administration provides City Council and residents with accurate, timely information regarding city policies and procedures, including city budgets, finances and administrative activities.

1 2 3 4 5

The Hendersonville City Administration provides timely responses to residents' concerns

### Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

## Hiring

A panel led by the City Manager conducts interviews

HR and the individual supervisor onboard employees

Referrals come from City Council members and other word-of-mouth



## Marketing

Administration has no specific marketing policy. Rather, it defers to the city policy, and communicates through the communications team. Information goes out through social media, website, press releases, and newspapers as needed, at least weekly.

### Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in the City Manager's Office

HR created this document and it can be found online

EVERYONE is beholden to this document

## Conflict Resolution



01

Supervisors attempt solution

02

City Manager and department heads

03

Take it to HR; utilize Employee Network

## Complaint Resolution



Complaints are addressed in kind

City Manager or Department responds directly



Personnel policies are available online

For Further Consideration

Are there any opportunities missed by not having a formal complaint process?

What are other avenues of recruitment besides City Council and employee referrals?



# WATER & SEWER

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.



# WATER & SEWER

## Codified Practices

- The Utility Director conducts the hiring
- HR conducts onboarding
- Interviews follow guidelines established by The Human Resources Department.

## Customary Practices

- Personal or word-of-mouth referrals are common.
- Very few applicants are "walk-in" applicants

### Hiring

## Interpersonal Interaction

- The City of Hendersonville Personnel Policy guides interpersonal interaction
- Document is located on the City of Hendersonville Internal web portal
- The policy is created and maintained by The Human Resources Department

- Not discussing an issue is viewed as the hardest way to deal with a conflict
- Informal resolution as recommended in The City of Hendersonville Grievance Procedure and Adverse Action Appeal Process is highly recommended

## Resident Issues/Transparency

- When a resident calls in a complaint to the operations center or the after-hours treatment plant, the request or complaint is assigned to management for investigation
- The resident is informed via phone, or in-kind, that their complaint is being handled

- The Department of Water & Sewer Operations manager responds personally to resident complaints and other grievance issues.
- All responds to resident complaints are made in-kind

# Internal Beliefs

## Water & Sewer

### PURPOSE

The Water and Sewer Department is 100% dependent on its employees to perform quality work, sometimes beyond expectation

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

### VISION

In ten years or less, the Water and Sewer Department envisions improving maintenance shortfalls from an operational perspective much better than presently done.

### GOALS

Water and Sewer expects to increase their recruitment and hiring by no less than 50% in ten years. They expect to implement more effective processes to help identify applicants with skills sets to replace retirees. The Department expects to implement a more effective career path that rewards employees for their achievements.

### VISION

The Water & Sewer Department believes that information showcasing its mission and values can be located at

[www.hendersonvillenc.gov/water-sewer/about-us/policy](http://www.hendersonvillenc.gov/water-sewer/about-us/policy)

"Regarding the mission, goals and values that are communicated to Hendersonville residents, the Water & Sewer Department would not change a thing"

--- Water & Sewer Department

### PURPOSE

Hendersonville should be a place where people want to live, work and visit

### VALUES

An overwhelming show of concern for Hendersonville residents is what aspires Water and Sewer to keep going.

# WATER & SEWER

## Key Performance Indicators

Item A.

### Strategic Goals

Manage oversight of capital improvements planning, grant writing, upkeep and maintenance of departmental GIS data, budgeting and purchasing oversight.

Efficient resident response policy

Creation of a proper accountability policy

Assessment of the department's transparency in hiring

### Audience

The key audiences for this indicator are Hendersonville residents and the Water and Sewer Department

### Key Performance Indicator Goals

Do current Hendersonville Water and Sewer Department practices and policies properly manage oversight of capital improvements planning?

Does the current Hendersonville Water and Sewer Department properly manage grant writing and upkeep maintenance of departmental GIS data?

Does the Hendersonville Water and Sewer Department properly manage oversight of budgeting and purchasing oversight?

Do the current Hendersonville Water and Sewer Department practices and policies provide efficient resident response?

Do the current Hendersonville Water and Sewer practices and policies offer proper accountability?

Do current Hendersonville Water and Sewer Department practices and policies assess the department's transparency in hiring?

### How will this indicator be used?

The KPI indicator will be used to:  
Manage oversight of capital improvements planning, grant writing, upkeep and maintenance of departmental GIS data, budgeting and purchasing oversight, provide efficient resident response policy, maintain an accountability policy and establish an assessment of the department's transparency in hiring.

### Indicator Name

Hendersonville Water and Sewer Department Initiative

### Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

### Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

#### Sample Assessment Survey

Please answer using the following scale:  
1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1	2	3	4	5
Do current Hendersonville Water and Sewer Department practices and policies properly manage oversight of capital improvements planning?				

1	2	3	4	5
Does the Hendersonville Water and Sewer Department properly manage grant writing and upkeep maintenance of departmental GIS data?				

1	2	3	4	5
Does the Hendersonville Water and Sewer Department properly manage oversight of budgeting and purchasing oversight?				

1	2	3	4	5
Do current Hendersonville Water and Sewer Department practices and policies provide efficient resident response?				

1	2	3	4	5
Do current Hendersonville Water and Sewer practices and policies offer proper accountability?				

1	2	3	4	5
Do current Hendersonville Water and Sewer Department practices and policies properly assess the department's transparency in hiring?				

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

### Source of Data



## Hiring

The Utility Director does the hiring for Water & Sewer

Depending on position, HR does the onboarding

Referrals come from word-of-mouth



## Marketing

Water & Sewer has no specific marketing policy or established schedule for disseminating information. The Department communicates with residents through HR as issues arise or policies change.

### Guide to Interpersonal Interactions

HR Personnel Policy guides Water & Sewer interpersonal interactions

HR created this document and it can be found online

EVERYONE is beholden to this document

## Conflict Resolution



01

Informal Resolution is preferred

02

Escalate according to Personnel Policy

## Complaint Resolution



Complaints are assigned to management

The operations manager responds in-kind



Accountability structure is on website, though could be clearer

For Further Consideration

How is Informal conflict resolution taught, modeled, and managed?

What are other avenues of recruitment besides word-of-mouth referrals?

# COMMUNICATIONS

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

# COMMUNICATIONS

Item A.

## Codified Practices

- The Communication Director conducts the hiring
- The Communication Director conducts onboarding
- Interested applicants must follow guidelines established by The Human Resources Department.

### Hiring

## Customary Practices

- Call-in referrals are directed to city website
- Any employee can refer a friend or family member for a position

### Interpersonal Interaction

- The City of Hendersonville Personnel Policy guides interpersonal interaction
- Document is located on the City of Hendersonville Internal web portal
- If there is a conflict between employees the Communication Director will attempt to remedy the problem

- Based upon the nature of the complaint, information is gathered from the complainant and given to the department head
- If the complaint is sent to Communications but involves another department, then Communications will secure basic information and send it to the appropriate department.

### Resident

### Issues/Transparency

- Social Media complaints go to the Communications Director, complaints regarding City Council are sent to elected officials.
- Social Media policy is delineated on the website
- All social media posts are in English and there are parts of the city website where a language can be selected.

- If residents have a grievance or unpleasant experience they can comment on social media, and they may or may not receive a response- it depends upon the issue

# Internal Beliefs

## Communications

### PURPOSE

The Communications Department is intimately involved in connecting to residents and takes pride in the city it represents

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

### VISION

The Communications Department wishes to continue to develop how and where messaging is produced and to meet and reach the community where they are. In the future there might be a need to have an ASL signer at City Council and other community-wide meetings. On a case by case basis, it would be helpful to have someone from the NC Division of Services for the Deaf and Hard of Hearing to provide training for city staff.

### GOALS

The Communications Department hopes to increase the amount of information it disseminates, and to offer that information in several languages. Additionally, the Department would like to add an additional position within the Department in the next five years.

### VISION

The Communications Department feels that it would be ideal to add another staff member to be in charge of video content creation. It would also be a good idea to add a bi-lingual staff member for departmental outreach.

**"The Communications Department needs to increase content and collaboration with other departments."**

--- Communications Department

### PURPOSE

The Communications Department interacts with virtually all other city departments

### VALUES

The Communication Department cares about The City and desires to see it grow. The Department enjoys observing city employees address the needs of city residents, and finds other city employees supportive and encouraging.

# COMMUNICATIONS

## Key Performance Indicators

Item A.

### Strategic Goals

- Provide communications within and among city departments
- Provide city residents updated and concise information from city departments
- Serve as a conduit between the city and outside constituencies such as the media and other state agencies

### Audience

The key audiences for this indicator are city residents and city departments.

### Key Performance Indicator Goals

- Do current Hendersonville Communications Department practices and policies provide communications within and among city departments?
- Do current Hendersonville Communications Department practices and policies provide city residents updated and concise information from city departments?
- Do current Hendersonville Communications Department practices and policies serve as a conduit between the city and outside constituencies such as the media and other state agencies?

### How will this indicator be used?

The KPI indicator will be used to:  
Provide excellent communications within city departments, provide city residents with updated and concise information from city departments and serve as a conduit between the city and outside constituencies such as the media and other state agencies.

### Indicator Name

The Hendersonville Communications Department Initiative



# COMMUNICATIONS

## Key Performance Indicators Item A.

### Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

### Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

#### Sample Assessment Survey

Please answer using the following scale:  
1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1 2 3 4 5

The Hendersonville Communications Department provides excellent communications within city departments.

1 2 3 4 5

The Hendersonville Communications Department provides city residents with updated and concise information from City departments.

1 2 3 4 5

The Hendersonville Communications Department serves as an excellent conduit between the city and outside constituencies such as the media and other state agencies

### Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

## Hiring

Department Manager alongside HR hires employees

The Department Manager onboard employees

All referrals are directed to the City's website (Join Our Team page)



## Marketing

The department utilizes Facebook profanity filters and has a social media policy currently being updated in consultation with Legal Counsel. Communications engages on many social platforms and apps regularly and issues traditional press releases.

### Guide to Interpersonal Interactions

Guidance comes from HR (including internal Grievance Policy)

HR created this document and it can be found online or accessed internally

EVERYONE is beholden to this document

## Conflict Resolution



01

Manager attempts solution

02

Transfer to HR Department



note: this is a two-person Department

## Complaint Resolution



Not all complaints need to be addressed

Communications responds to or refers service queries and other particular issues



Policies are available online

For Further Consideration

How will the marketing company be replaced? In-house? New vendor?

Are there communities underserved by the high-tech communications (social media, apps, etc)?

# POLICE DEPARTMENT

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.



# POLICE DEPARTMENT

Item A.

## Codified Practices

- Administrative/civilian candidates apply on City's Oracle platform, HR conducts phone interviews, applicant testing and then application goes to the Oral Board which is composed of police personnel and HR personnel
- Law enforcement applicants are sent to the Lieutenant after the Chief has reviewed
- Candidate referrals from the community are directed the City's webpage
- City employees applicants can request a transfer and then go through the application process online.
- The Police Department conducts onboarding for officers
- The Communication Director handles onboarding for civilian employee applicants
- HR conducts the onboarding process for all other applicants
- City employees are eligible for a \$1,000 referral bonus
- Successful candidates are eligible for a \$4,000 employment bonus

### Hiring

## Customary Practices

- The Communications Department posts job openings on Social Media and on the City's website.
- Candidates are advised to go to the website where the job is posted to submit an application

## Interpersonal Interaction

- General Orders are rules and regulations that are specific to police officers and civilians. General order guide interpersonal interaction within The Department
- General Orders were created by past police chiefs and recently updated by Chief Myhand
- Documents relating to interpersonal interactions within the office are located on the The Department's website

- The Department views the easiest way to deal with interpersonal conflict is through direct communication
- If resolution is unsuccessful, then an employee may contact a supervisor and then the city's Human Resources Department
- Interpersonal conflicts may also be addressed to a Counselor who visits the Police Department at least once a week

### Resident

## Issues/Transparency

- If the complaint is against an officer, the resident can file a complaint at the police station. The Support Services Bureau Captain takes the complaint, assigns it a number, it then goes to the Chief for review who assigns an investigative officer, then the complaint goes back to the Bureau Captain. The Bureau Captain sends a letter to the complainant and the file goes to the Communications Director who stores it. The investigation commences at that point.
- The Police Department Citizen's Advisory Group stays abreast of current information and policy changes

- If a resident communicates an encounter with a police officer by posting it online, the Communications Department will transfer the complaint to the Police Chief -- who will respond accordingly
- Residents are personally made aware to bring concerns to the Police Department Citizen's Advisory Group

# Internal Beliefs

## Police Department

### PURPOSE

The Hendersonville Police Department strives to provide professional, courteous law enforcement services to our community and visitors

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

### VISION

The Police Department is in the process of securing CALEA (Commission on Accreditation for Law Enforcement Agencies) Accreditation, which will aid in setting clear policies and directives. This accreditation will improve the department's integrity, professionalism and credibility.

### GOALS

The Police Department has a goal of increasing community advisory group activity and better relations with the wider Hendersonville community. The Department has been awarded and continues to seek numerous community-based grants, while prioritizing the employment of mental health counselors for its officers.

### VISION

As The City grows, so does the need for additional Law Enforcement Officers to serve the needs of the community. Additionally, The Department seeks more matching grant programs to aid in outreach in the community.

"The City's growth and all that it entails is important, but it presents challenges such as hiring and expanding The Department while continuing to foster good relations between the Police and the community"

--- Police Department

### PURPOSE

As The City is fortunate to experience growth in the past few years, The Department requests additional funds to hire more police officers in order to fulfil its purpose.

### VALUES

Chief Myhand has raised professionalism as a high priority and wants the police department to be regarded as a premier professional department. Positive engagement within the officer/employee levels strongly supported



# POLICE DEPARTMENT

## Key Performance Indicators

Item A.

### Strategic Goals

- Transparency in hiring
- Creation of an efficient resident response policy
- Creation of a robust accountability policy

### Audience

The key audience for these indicators are all Hendersonville city residents and employees of The Police Department

### Key Performance Indicator Goals

- Do current Hendersonville Police Department practices and policies provide efficient responses to resident queries?
- Do current Hendersonville Police Department practices and policies provide accountability to city residents?
- Do current Hendersonville Police Department practices and policies provide transparency in hiring?

### How will this indicator be used?

This KPI indicator will be used to:  
Create excellent service by providing efficient responses to resident queries, provide accountability to city residents and provide transparency in hiring.

### Indicator Name

Hendersonville Police Department Initiative

### Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

### Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

#### Sample Assessment Survey

Please answer using the following scale:  
1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1 2 3 4 5

The Hendersonville Police Department provides efficient responses to resident queries

1 2 3 4 5

The Hendersonville Police Department provides accountability to city residents

1 2 3 4 5

The Hendersonville Police Department provides transparency in hiring

### Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

## Hiring

Hiring is collaboration between HR and PD

Onboarding is handled by HR: all. PD: officers. Ms. Justus: civilians.

Referrals come from word-of-mouth, trade magazines, other departments



## Marketing

Hendersonville PD has no specific marketing policy or established schedule for disseminating information. Communications handles PD marketing through HPD app, Facebook, and the website. Information is disseminated as needed.

### Guide to Interpersonal Interactions

General Orders are created by police chiefs and updated by the current chief

These policies are available on city and PD website

EVERYONE is beholden to this document, with specific rules for different types of employees

## Conflict Resolution



01 Attempt one-on-one resolution

02 Supervisor gets involved

03 Take it to HR; utilize counseling

## Complaint Resolution



There is a formal complaint process

Support Services Bureau  
Captain responds directly



Policies are communicated online and in the Citizen's Advisory Group

For Further Consideration

Are there any informal barriers to residents filing complaints?

How does Hendersonville PD present a positive public image as part of outreach and recruitment?

# FINANCE

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

## Codified Practices

- The Department Supervisor conducts the hiring
- The Department Supervisor conducts onboarding with HR assistance
- Referrals originate in the Finance Department by word of mouth and from job announcements generated by Human Resources

### Hiring

## Interpersonal Interaction

- The City of Hendersonville Personnel Policy guides interpersonal interaction within the Finance Department.
- This policy is located on the City's Intranet site (available to employees only)
- Human Resources is responsible for maintaining the document. All City employees are beholden to this document

### Resident

## Issues/Transparency

- The Finance Department has no established process for handling resident complaints. Usually, if a complaint arises, the area supervisor will handle the complaint by responding directly to the complaint, in-kind
- If the complaint is not resolved at this level, the complaint is sent to the City Manager.
- If no resolution is achieved at this level, the complaint is sent to the City Council for final resolution.

## Customary Practices

- Only qualified applicants screened by Human Resources can receive an interview
- Everyone has to follow the application process and the nepotism policy within City Government.
- The application process for Finance positions is the same for everyone.

- The easiest way to deal with a conflict within the Finance Department is to talk with your immediate supervisor who will try to resolve the conflict with the parties involved.
- If no resolution is found, the Department Director becomes involved
- If the two steps listed fail, Human Resources becomes involved

- If a resident encounters an issue related to Billing or Utility the Finance Director will respond personally
- If the issue is related to another matter, the issue will be handled by the supervisor in the relevant department.
- Responses to all issues from residents are communicated in-kind by the relevant department supervisor



# Internal Beliefs

## Finance

### PURPOSE

The mission, vision statement for the City of Hendersonville Finance Department is on the City's website at [www.hendersonvillenc.gov/finance](http://www.hendersonvillenc.gov/finance)

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

### VISION

Succession planning becoming a major part of the future in an attempt to provide for employees' upward mobility as others leave or retire from government service

### GOALS

A major goal for The Finance Department over the next few years is to help establish a Customer Service department or area, to handle the challenges and volume of service that customers will require in the future.

### VISION

The Finance Department envisions the Customer Service area as a separate entity with its own Department

"The Finance Department would like to help establish a separate Customer Service department, or area, that has its own mission, values and goals statement."

--- Finance Department

### PURPOSE

The mission, vision statement for the City of Hendersonville Finance Department is on the City's website at [www.hendersonvillenc.gov/finance](http://www.hendersonvillenc.gov/finance)

### VALUES

The mission, vision statement for the City of Hendersonville Finance Department is on the City's website at [www.hendersonvillenc.gov/finance](http://www.hendersonvillenc.gov/finance)

# FINANCE

## Key Performance Indicators

Item A.

### Strategic Goals

Provide financial management oversight, monitoring and reporting functions of the City's financial resources

Provide accurate and timely accounting to City Administration

Provide quality service for internal and external customers

### Audience

The audiences for these indicators are members of The Finance Department, city residents and members of city management.

### Key Performance Indicator Goals

Do current Hendersonville Finance Department practices and policies provide excellent financial management oversight, monitoring and reporting functions of the City's financial resources?

Do current Hendersonville Finance Department practices and policies provide accurate and timely accounting to City Administration?

Do Hendersonville Finance Department practices and policies provide quality service for internal and external customers?

### How will this indicator be used?

This KPI indicator will be used to:  
Provide financial management oversight, monitoring and reporting functions for the City's financial resources, provide accurate and timely accounting to City administration and provide quality service for internal and external customers

### Indicator Name

Hendersonville Finance Department Initiative

Data Collection  
Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

## Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

## Sample Assessment Survey

Please answer using the following scale:

1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1 2 3 4 5

The Hendersonville Finance Department provides excellent financial management oversight, monitoring and reporting functions of the City's financial resources.

1 2 3 4 5

The Hendersonville Finance Department provides accurate and timely accounting to City administration.

1 2 3 4 5

The Hendersonville Finance Department provides quality service for internal and external customers.

Source of  
Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

## Hiring

A finance supervisor does their own hiring

The Finance Department onboards new employees with HR help

Referrals come from word-of-mouth and official postings



## Marketing

Finance has no specific marketing policy or established schedule for disseminating information. The Department communicates with residents through the website and other means as needed, at least quarterly.

### Guide to Interpersonal Interactions

HR Personnel Policy guides interactions among Finance employees

HR created this document and it can be found online

EVERYONE is beholden to this document

## Conflict Resolution



01

Supervisors attempt solution

02

City Manager and department heads

03

Take it to HR; utilize Employee Network

## Complaint Resolution



Finance attempts same-day complaint response

Supervisor responds directly, and might escalate to City Manager or City Council



Policies are available online

For Further Consideration

How might the supervisor benefit from more direct collaboration in hiring?

What are other avenues of recruitment besides word-of-mouth and official announcements?

# COMMUNITY DEVELOPMENT

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.





# COMMUNITY DEVELOPMENT

## Codified Practices

- The Community Development Director and the Planning Division Manager (and occasionally staff) comprise the hiring committee for this department
- At least one member of the Human Resources Department is included in interviews, and creates candidate questions
- Onboarding is conducted by the Human Resources Department

## Hiring

## Customary Practices

- Sometimes there are internal postings available to current employees and if no one is qualified for that position, the vacancy will be communicated to the general public.
- Vacancies are available once they are posted online by the HR department
- Referrals are very informal within the department

## Interpersonal Interaction

- Interpersonal interactions are handled through standardized Human Resource policy
- If there is an interpersonal conflict, the Planning Division Manager will attempt to resolve the issue and if it is not resolved, then it is referred to The City's Human Resources department.
- If an employee has a conflict with a manager, that employee can go directly to The City's Human Resources Department to file a complaint via the Employee Hub

- There is no easy way to resolve interpersonal conflict, but the most "logical" way is to go to the department head to figure out how to make the relationship work
- Department Administrators request that employees work together to diffuse conflicts
- The Human Resource Department is expected to intercede if interpersonal conflicts are unresolved

## Resident

## Issues/Transparency

- Complaints are handled on a case-by-case basis. The complaint process for a Code Enforcement complaint begins with a resident filing a complaint through the GIS software program. The complaints are reviewed and sent to the appropriate employee. The resident will receive an email or phone call from the employee responsible for that particular issue after the complaint has been evaluated.
- Residents receive information regarding department policies only in English
- There is no formal policy regarding how residents receive information regarding departmental rules or policies

- Residents can learn about the department accountability via FAQs located on the webpage
- Departmental staff responds to resident's questions and sometimes transfers questions to the proper department or to the City Manager, if need be.
- If a complaint comes in by email it is responded to via email, or sometimes the resident is called over the telephone in-person

# Internal Beliefs

## Community Development

### PURPOSE

The Community Development Department recognizes the need to move into the digital age. The real benefit to the community will be that all departments move to an updated, efficient process.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

### VISION

The Community Development Department envisions more efficiency in the data management area. Its first initiative will be one of process development and expansion for The Department, specifically in the area of educating residents on department regulations ( i.e. the permitting process). The department will create documents and a process that is easier for residents to understand.

### GOALS

The Community Development Department desires to be clear and specific about what is needed while still realistic regarding potential resident outcomes. It desires to make changes that are understandable and acceptable to both residents, city management and employees.

### VISION

A large vision is to become proactively engaged with community functions. For example, The Community Development Department would like to create a new zoning compliance permit. It is imperative for The Department to not only to create efficient documentation, but also to assist the community in learning how to use these new tools.

**"Representing the city to achieve the best possible outcomes for our residents and visitors that shapes a vibrant community with long-term outcomes are the heart of our efforts."**

--- Community Development

### PURPOSE

The Community Development Department believes that bureaucracies must work collectively (where possible) to provide better city services to residents. This is important because a good local government makes a community better and stronger.

### VALUES

Empathy must be part of community engagement – what residents need versus what the process demands can be confusing to the residents.

# COMMUNITY DEVELOPMENT

## Key Performance Indicators

Item A.

### Strategic Goals

To provide staff support and technical assistance to various city boards and committees tasked with planning that sustains and enhances the quality of life in The City

Work with and assist County departments, governmental agencies, public officials and the general public.

Community Development is tasked with providing communities with the tools they need to grow and develop while enhancing the quality of life of residents.

### Audience

Members of the community, including business owners, residents and concerned stakeholders are the key audience for this indicator.

### Key Performance Indicator Goals

Do current Hendersonville Planning and Community Development Department practices and policies provide staff support and technical assistance to the various city boards and committees tasked with planning that sustains and enhances the quality of life in the city?

Do current Hendersonville Planning and Community Development Department current practices and policies work with and assist County departments, governmental agencies, public officials and the general public?

Do current Hendersonville Planning and Community Development Department practices and policies provide communities with the tools they need to grow and develop while enhancing the quality of life of residents?

### How will this indicator be used?

This KPI indicator will be used to:  
To provide staff support and technical assistance to the various city boards and committees tasked with planning that sustains and enhances the quality of life in The City. To assist County departments, governmental agencies, public officials and the general public. To provide communities with the tools they need to grow and develop while enhancing the quality of life of residents.

### Indicator Name

Hendersonville Planning & Community Development Initiative

### Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

### Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

#### Sample Assessment Survey

Please answer using the following scale:

1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1 2 3 4 5

The Hendersonville Planning & Code Enforcement Office provides excellent staff support and technical assistance to the various city boards and committees tasked with planning that sustains and enhances the quality of life in the city.

1 2 3 4 5

The Hendersonville Planning & Code Enforcement Office works with and assists County departments, governmental agencies, public officials and the general public

1 2 3 4 5

The Hendersonville Community Development Department provides communities with excellent tools they need to grow and develop while enhancing the quality of life of residents.

### Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

## Hiring

A panel of leaders and an HR representative hire in Planning

Onboarding is conducted by HR, including New Hire Day

Referrals are informal from City employees, sometimes internal first



## Marketing

The Department has no specific marketing policy. Downtown markets events through radio, social media, email, and in-person outreach. Planning uses a listserv as well.

### Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in Planning

HR created this document and it can be found online

EVERYONE is beholden to this document

## Conflict Resolution



01

Attempt to make relationship work

02

Take it to the department head

03

Involve HR

## Complaint Resolution



Complaints are addressed in kind or through code enforcement process

Responsible employee responds accordingly



Policies are available online (FAQ) and by request

For Further Consideration

How do you identify and encourage internal candidates in a fair and equitable manner?

How will you get resident and developer buy-in for your new vision and mission?



# FIRE DEPARTMENT

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

# FIRE DEPARTMENT

Item A.

## Codified Practices

- Hiring in the Fire Department is a joint effort between The Human Resources Department and Fire Department Administration
- Human Resources and the Fire Department Administration conducts onboarding
- Referrals originate within The Department by word of mouth, through Facebook, and other social media outlets

## Hiring

## Customary Practices

- The most common way for an individual to hear about a job opportunity with the City is by word of mouth, networking events, Fire Fighters Association Conferences, or The City of Hendersonville Human Resources Department job vacancies
- A person can receive an interview through a virtual platform or by phone
- To refer a vacant position to a relative or friend or refer a relative or friend for a vacant position, the Fire Department requires the relative or friend to submit an employment application.

## Interpersonal Interaction

- Interpersonal office interaction within the Fire Department is guided by the Administrative Chain of Command as identified in the City of Hendersonville Fire Department's Organizational Chart.
- A standard operating guide is located on The City's web-based portal. A policy/procedures book is available and accessible 24/7 at each fire station.
- These documents are presently maintained by the Deputy Chief and all Fire Department employees are beholden to these documents

- The Fire Department maintains that emotional communication between people who have conflict is the most difficult to resolve; however, the parties must talk to each other
- One-on-one direct communication between employees who have a conflict has proven very effective in the Fire Department
- If this process proves ineffective, then the matter is referred to the respective Department Supervisor. If all previous attempts to resolve the conflict fail, the matter is referred to Human Resources

## Resident

## Issues/Transparency

- Residents can receive information regarding Fire Department rules and policies, in-person, in-kind, in English or Spanish
- When the Fire Department receives a complaint, they attempt to follow up within a week
- Information is gathered from the complainant and sent to the Fire Marshall or Deputy Department Chief who follows up with the complainant, in kind

- Within the Fire Department, each level of accountability is represented by a different color of shirt, helmet and insignia; such as, white shirt for Commander or gray shirt for Officers. This can be confusing for residents
- Residents can contact the local fire station in their area 24/7 for information via phone
- Complaints received are responded to directly from The Department as efficiently as possible

# Internal Beliefs

## Fire Department

### PURPOSE

The Fire Department believes its role as a crisis responder underscores its purpose and fuels the aspirations to keep it going.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

### VISION

The Fire Department envisions establishing a citizens academy for community outreach that will help foster a better understanding of the Fire Department's goals, function and community responsibility. The Fire Department envisions giving greater appreciation to employees who go above and beyond the call of duty, while focusing more on the mental health of firefighters.

### GOALS

Over the next ten years, the Fire Department believes it is possible to increase its staff by employing additional firefighters, developing a hiring academy to train new staff members and recruiting more diverse employees at all levels, including administrative.

### VISION

If Hendersonville's population growth continues, The Fire Department envisions adding four new fire stations, and a staff increase of twelve to fourteen new employees within ten years.

**"The Fire Department aspires to help people everyday who are in distress or facing a major disaster."**

-- The Fire Department

### PURPOSE

The mission statement for the Fire Department can be found on the City's website [www.hendersonvillenc.gov/fire-department](http://www.hendersonvillenc.gov/fire-department).

### VALUES

Usually, The Fire Department is the first responder to a disaster, and it strives to take all calls seriously.

# FIRE DEPARTMENT

## Key Performance Indicators

Item A.

### Strategic Goals

Excellent customer service by minimizing risk to life, property and the environment

Create a strong bond with the community through public education

### Audience

The key audiences for these indicators are all Hendersonville city residents and The Fire Department.

### Key Performance Indicator Goals

Do current Hendersonville Fire Department practices and policies provide excellent customer service by minimizing risk to life, property and the environment?

Do current Hendersonville Fire Department practices and policies create a strong bond with community members through public education?

### How will this indicator be used?

This KPI indicator will be used to:  
Create excellent customer service by minimizing risk to life, property and the environment and to create a strong bond with the community through public education

### Indicator Name

Hendersonville Fire Department Initiative

### Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

### Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

#### Sample Assessment Survey

Please answer using the following scale:

1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1 2 3 4 5

The Hendersonville Fire Department creates excellent customer service by minimizing risk to life, property and the environment.

1 2 3 4 5

The Hendersonville Fire Department creates a strong bond with the community through public education.

### Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee



## Hiring

Joint effort between HR and Fire Department Administration

HR and Fire Department Administration onboard employees

Referrals come from postings, word of mouth, conferences, and social media



## Marketing

The department has no specific marketing policy. Rather, it defers to the city policy, and communicates through the communications team. The emphasis is on Facebook and flyers to share events and Fire Prevention Messages as needed, at least monthly.

### Guide to Interpersonal Interactions

The Administrative Chain of Command is maintained by the Deputy Chief

It can be found online and in print at each station

EVERYONE is beholden to this document

## Conflict Resolution



01

One-on-One Conversation

02

Involve Department Supervisor

03

If all else fails, take it to HR

## Complaint Resolution



Complaints are addressed within one week

Fire Marshall or Deputy Chief responds directly



Department vision, mission and values are online

For Further Consideration

How to communicate about policies, personnel, and decision-making online

How to ensure as diverse a pool of applicants as possible in networking, word-of-mouth, and at conferences

# ENGINEERING

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

# ENGINEERING

Item A.

## Codified Practices

- Human Resources advertises all Engineering Department vacancies, screens applications for minimal qualifications and schedules interviews
- Qualified applicant's resumes are sent to a four member department management team that conducts interviews and makes hiring decision
- Referrals can originate by word of mouth or from other departments. All referrals must apply for vacancies through the City of Hendersonville job application process.

### Hiring

## Customary Practices

- The Engineering Department posts job vacancies in trade magazines that have large circulation. Therefore, it is possible for a person to hear about a job opportunity with the City outside of the ways mentioned earlier
- All applicants must be qualified to receive an interview and follow the City's application process.

## Interpersonal Interaction

- The City of Hendersonville Personnel Policy, created by Human Resources and located on the City's web-based portal, guides interpersonal interaction within the Engineering Department
- The Personnel Policy is located on the City's web-based portal.
- Human Resources is responsible for creating and maintaining the document. All City employees are beholden to this document

- Engineering encourages employees to try to work out interpersonal office conflicts through direct one-on-one communication, "talk it out". This is the easiest way to deal with their conflict.
- If the above proves ineffective, department supervisors from the Engineering Department and/or The Human Resources Department become involved
- The Engineering Department believes that this can be the hardest way to deal with an interpersonal conflict

### Resident

## Issues/Transparency

- When Engineering receives a complaint it is directed to the appropriate Administrator based upon the nature of the complaint. Technical information is collected, if appropriate, and sent to the appropriate administrator for resolution. The complainant is contacted in-kind
- Residents who request information regarding Engineering Departmental policies or rules have to inquire directly.
- If the complaint is not resolved at this level, the complaint is sent to the City Manager.
- The Department responds to inquiries, in-kind, in various languages with the help of the Communication Department. Various maps and images in different languages are used to communicate with city residents.

- Residents are made aware of the accountability structure of the Engineering Department via email, verbally, or directed to the Departmental website
- The Engineering Department responds in-kind and directly to residents who communicate to them unpleasant experiences, issues, grievances or complaints. An internal Service Excellence Committee, made up of employees, assists in responding to resident's complaints if needed.

# Internal Beliefs

## Engineering

### PURPOSE

Many of The Department staff could make more money working in the private sector however, they find great satisfaction providing good service to the community and choose to continue serving residents of the City of Hendersonville.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

### VISION

The Engineering Department envisions growing moderately from thirteen to twenty employees in ten years or less.

### GOALS

The Engineering Department aspires to provide more services, such as Consultant Operations, to other internal departments.

### VISION

A more ethnically and gender diverse workforce is desired and increased technology efficiency in The Department's internal operations

"The Engineering Department believes that speaking as a collective, one voice, is more important for producing outcomes and establishing more cohesion within The Department."

-- Engineering Department

### PURPOSE

The Engineering Department has a mission statement posted on their website,  
[www.hendersonvillenc.gov/engineering](http://www.hendersonvillenc.gov/engineering).

### VALUES

Staff commitment to the job is the greatest aspiration that keeps the Engineering Department going

# ENGINEERING

## Key Performance Indicators

Item A.

### Strategic Goals

To provide the highest quality engineering and information services to Hendersonville residents

To provide consultant operations to other internal departments and those served by the city's infrastructure.

### Audience

The key audience for these indicators are Engineering Department personnel and Hendersonville residents.

### Key Performance Indicator Goals

Do current Hendersonville Engineering Department practices and policies provide the highest quality engineering and information services to Hendersonville residents?

Do current Hendersonville Engineering Department practices and policies provide consultant operations to other internal departments and those served by the city's infrastructure?

### How will this indicator be used?

This KPI indicator will be used to:  
Provide the highest quality engineering and information services and provide consultant operations to other internal departments and those served by the city's infrastructure.

### Indicator Name

Hendersonville Engineering Department Initiative

Data Collection  
Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

## Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

## Sample Assessment Survey

Please answer using the following scale:

1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1 2 3 4 5

The Hendersonville Engineering Department provides the highest quality engineering and information services to Hendersonville residents.

1 2 3 4 5

The Hendersonville Engineering Department provides consultant operations to other internal departments and those served by the city's infrastructure.

Source of  
Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee



## Hiring

A panel of four department leaders conduct interviews and hire

The Engineering Department onboards new employees

Referrals come from word-of-mouth, trade magazines, other departments



## Marketing

Engineering has no specific marketing policy or established schedule for disseminating information. The Department communicates with residents via phone, email, and the website.

### Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in the Engineering Department

HR created this document and it can be found online

EVERYONE is beholden to this document

## Conflict Resolution



01 Start one-on-one

02 Involve department supervisors and/or...

03 Take it to HR

## Complaint Resolution



Complaints are addressed in kind after info collection

Engineering responds through Service Excellence Committee or Communications team



Personnel policies are available upon request

For Further Consideration

Would residents benefit from an established pattern of communication?

Are there stable, commonly-requested policies that could be published?

# PUBLIC WORKS

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.



# PUBLIC WORKS

Item A.

## Codified Practices

- The Director of Public Works conducts high-level interviews, Department supervisors and HR representatives interview entry-level positions
- Human Resources crafts interview questions and scoring rubric
- Employees and staff can refer a potential candidate if there is an open position. All candidates are directed to apply through the employment portal on the City's website

### Hiring

## Customary Practices

- The only way a person can know about an official job opening is to visit our website and fill out the application form.
- It is not possible for a person to receive an interview outside of the ways mentioned

## Interpersonal Interaction

- The City Personnel Policy is the primary tool The Department uses if there is a conflict between co-workers
- The City Personnel Policy is the primary tool we use if there is a conflict between co-workers. The conflict resolution begins with a crew leader, then it goes to a supervisor, then the superintendent and if still no resolution it is handled by the Director of Public Works
- The document was created by HR and is periodically updated by each department.
- Interpersonal issues and complaints first go to the crew leader, then a supervisor. If there is no resolution then it goes to the superintendent. There are two superintendents - one handles street, environmental and traffic departments. Another superintendent handles parks, building and fleet maintenance.
- If the issue remains unresolved then it will go to the Director of Public Works.

### Resident

## Issues/Transparency

- If a resident issues a complaint via the telephone or email, it is assigned to the designated employee who will return the call or email ASAP.
- If the resident is not satisfied, The Director of Public Works will respond in-kind.
- If a resident is not satisfied with an action taken by The Department, that resident can contact a Department Supervisor and/or the Department Director for resolution.
- A resident can also come into the office to speak with a staff member or supervisor directly.

# Internal Beliefs

## Public Works

### PURPOSE

Due to budget constraints it is very difficult to hire additional staff and efficiently satisfy the Department's purpose for the benefit of all Hendersonville residents.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

### VISION

Given the growth in new residents, there is a dire need to hire more staff. The Public Works

Department continuously examines The City's struggle to run garbage truck routes, vehicle repair, fill potholes, and repair sidewalks.

### GOALS

There needs to be major investment in improving parks throughout The City. There are several ongoing Public Works projects that require additional staff for adequate maintenance and oversight.

### VISION

Due to budget constraints it is very difficult to hire additional staff. This problem will continue as

The City's population increases in the foreseeable future.

The Department would like to hire a Project Manager and an Assistant Director.

"How can The City provide quality services to its residents while addressing the needs of a growing population? That is the challenge facing The City."

-- Public Works Department

### PURPOSE

The Department's responsibilities continue to grow and that's a good thing but the department cannot achieve goals and provide service without additional staff lines.

### VALUES

There is a clear and pressing need for staffing concerns to be addressed and for additional monies to be allocated for services.

# PUBLIC WORKS

## Key Performance Indicators

Item A.

### Strategic Goals

Public Works Community Maintenance & Emergencies  
Notification of Environmental Concerns for Residents

### Audience

The key audiences for this indicator are the departmental employees who will communicate news and notices to the community and city residents.

### Key Performance Indicator Goals

Do current Hendersonville Public Works Department's practices and policies provide adequate and timely notice to residents regarding community maintenance?

Do current Hendersonville Public Works Department's practices and policies provide adequate and timely notice to residents concerning emergencies?

Do current Hendersonville Public Works Department's practices and policies provide adequate and timely notification of environmental concerns to residents?

### How will this indicator be used?

This KPI Indicator will be used to:  
Provide better adequate and timely notifications to residents regarding community maintenance, emergencies and environmental concerns.

### Indicator Name

Hendersonville Public Works Initiative

# PUBLIC WORKS

## Key Performance Indicator Item A.

### Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

### Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

#### Sample Assessment Survey

Please answer using the following scale:

1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1 2 3 4 5

The current Hendersonville Public Works Department provides adequate and timely notice regarding community maintenance

1 2 3 4 5

The current Hendersonville Public Works Department provides adequate and timely notice of emergencies to residents

1 2 3 4 5

The current Hendersonville Public Works Department provides adequate and timely notification of environmental concerns to residents

### Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee



## Hiring

Department leaders and HR hire together

Onboarding proceeds from HR to job-specific onboarding

Referrals come from Public Works and other City staff



## Marketing

Public Works has no specific marketing policy or established schedule for disseminating information. The Department communicates with residents through the Public Information Officer, utilizing social media, press releases, and the website.

### Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in Public Works

HR created this document with department input. It can be found online

EVERYONE is beholden to this document

## Conflict Resolution



01

Starts with crew leader

02

Supervisor and possibly superintendent

03

Department Head gets involved

## Complaint Resolution



Complaints are addressed in timely fashion

Responsible staff are assigned specific complaints



Policies and updates are available on website, RAVE, and by request

For Further Consideration

What have you learned about hiring as you've collaborated with HR? Would other departments benefit from those lessons?

What are other avenues of recruitment besides City Council and employee referrals?

# HUMAN RESOURCES

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

# HUMAN RESOURCES

Item A.

## Codified Practices

- The City's Recruitment and Retention Officer conducts the hiring for the Human Resources Department
- The City's Recruitment and Retention Officer and other department personnel conduct onboarding
- Referrals originate within the Human Resources Department through word- of-mouth

### Hiring

## Customary Practices

- The Human Resources Department uses many outlets to post its jobs, various diversity ad sources, professional organizations, association publications, visual aids, communication networks, billboards, local government websites , paid ads with social media-Facebook, Twitter, Instagram, LinkedIn, and many more
- The Human Resource Department does not actively recruit from Historically Black Colleges and Universities (HBCU), and is not aware of other Departments that do recruit from HBCUs.

### Interpersonal Interaction

- Human Resource personnel policy guides interpersonal interaction for the Human Resources Office
- Open communication between employees is encouraged including once-a-month staff meetings with the Assistant City Manager
- The Department's Retention Officer keeps records of these meetings

- The Human Resources Department deals with interpersonal office interaction through open dialogue between employees and deals with issues as they arise.
- The Department is careful to follow the grievance procedure in the City of Hendersonville Personnel Policy, Article IX, Sec. 4-5 as located on the intra-city website.

### Resident Issues/Transparency

- The Human Resources Director is unaware of any resident complaints. When and if complaints occur, the Department will follow up in the most appropriate manner.
- Policies and procedures for The City of Hendersonville are listed in thirty different languages on the City's website.  
[www.hendersonvillenc.gov/human-resources/employee-benefits](http://www.hendersonvillenc.gov/human-resources/employee-benefits).

- The Human Resources Department is not sure how residents are made aware of the accountability structure of their department.
- The Human Resources Department is not sure what efforts are underway to ensure residents understand day-to-day decision making that impact them.
- The Human Resources Department responds to all complaints, or grievances, directly.

# Internal Beliefs

## Human Resources

### PURPOSE

The Human Resources staff aspires to continue providing high quality service as demand for its services increases in the future

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

### VISION

With the help of a new Recruitment and Retention Officer that was hired a year ago, The Department anticipates an increase in diversity recruitment and hiring.

### GOALS

Within the next ten years, the Department hopes to provide more services to the various departments that pertain to other Human Resources issues, such as safety, supervisors training, new employee engagement, increase employee retention, provide OSHA training to city employees, and be a service to other jurisdictions.

### VISION

The Human Resources Department looks forward to increasing their service to the other departments especially in training and advising in other areas beyond employment.

"The Department finds the many expressions of appreciation from the customers they serve to be inspiring and motivating, whether at the Annual Employee Appreciation dinner/lunch, or phone calls of thanks. These acts of kindness are very motivating and inspiring."

--- Human Resources Department

### PURPOSE

Within Human Resources, the delivery of efficient and effective customer service is central to its work

### VALUES

The Department feels the mission, goals, values and vision for the Department of Human Resources are clearly expressed and implemented daily throughout its service deli

# HUMAN RESOURCES

## Key Performance Indicators

Item A.

### Strategic Goals

- To invest in a growing workforce
- To advocate for employee empowerment
- To ensure diversity
- To stimulate open communication among employees
- To create a safe environment
- To promote workplace wellness

### Audience

The audience for these indicators are all Hendersonville employees and city applicants.

### Key Performance Indicator Goals

- Do current Hendersonville Human Resources Department practices and policies promote investment which grows the workforce?
- Do current Hendersonville Human Resources practices and policies advocate for employee empowerment?
- Do Hendersonville Human Resources Department practices and policies promote efforts to ensure diversity?
- Do current Hendersonville Human Resources Department practices and policies encourage open communication among employees?
- Do current Hendersonville Human Resources practices and policies create a safe environment for all employees and job applicants?
- Do current Hendersonville Human Resources Department practices and policies actively promote workplace wellness?

### How will this indicator be used?

This KPI Indicator will be used to:  
Promote investment in growing the workforce, advocate for employee empowerment, promote efforts to ensure diversity, encourage open communication among employees, create a safe environment for all employees and actively promote workplace wellness.

### Indicator Name

The Hendersonville Human Resources Initiative

# HUMAN RESOURCES

## Key Performance Indicators

Item A.

### Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

### Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

#### Sample Assessment Survey

Please answer using the following scale:  
1-Strongly Disagree 2-Somewhat Disagree 3-Neutral  
4-Somewhat Agree 5-Strongly Agree

1 2 3 4 5

The Hendersonville Human Resources Department invests in a growing workforce.

1 2 3 4 5

The Hendersonville Human Resources Department advocates for employee empowerment.

1 2 3 4 5

The Hendersonville Human Resources Department ensures diversity.

1 2 3 4 5

The Hendersonville Human Resources Department creates a safe environment.

1 2 3 4 5

The Hendersonville Human Resources Department stimulates open communication among employees.

1 2 3 4 5

The Hendersonville Human Resources Department promotes workplace wellness.

### Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee



## Hiring

Jessica Pomerleau, Retention Officer, does the hiring

Ms. Pomerleau and other department personnel onboard

Referrals come primarily from word-of-mouth



## Marketing

Neither the City nor the Human Resources Department have a stated marketing policy. Marketing is handled by a consultant company in Greenville. HR disseminates information as needed, and advertises jobs widely in diverse venues

### Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in the City Manager's Office

HR created this document and it can be found online

EVERYONE is beholden to this document

## Conflict Resolution



01

Resolve through open dialogue

02

Continue following grievance policy



Note: this is HR, so no escalation to HR

## Complaint Resolution



No complaints on radar at this time

HR responds directly and appropriately



Policies are available online

For Further Consideration

Are there opportunities for recruiting and partnership with Historically Black Colleges and Universities and other Minority-Serving Institutions?

Absent complaints, how can HR proactively identify opportunities to improve?

# SYSTEMIC RECOMMENDATIONS



Procedural focus on diversity, equity and inclusion



Recommended scope and objectives for diversity, equity and inclusion efforts



Recommendations for future leadership efforts and resource allocation

# Procedural focus on diversity, equity, and inclusion

Item A.

## Considerations for why a procedural focus on diversity, equity and inclusion is important for The City of Hendersonville

For The City of Hendersonville, overarching government priorities include maintaining responsiveness to expanded growth and changing demographics, budgetary challenges to increased hiring, the creation of clear and efficient processes for resident-impacted mandates, and bolstering community outreach and engagement

There is extensive indication from the information provided in the preceding section that procedures and policies which support diversity, inclusion and equity-based perspectives intersect with each of these overarching government priorities.

Accordingly, AHKIRAH Legal and Diversity Consultants has identified several top DEI organizational priorities as determined by detailed assessments of leadership perspectives and department summaries.

These priorities can also be broken down into five key categories, which we have articulated as the **moral and ethical case**, the **business case**, the **recognition case**, the **regulatory case**, and the **identity case**



The **moral and ethical case** is predicated on the belief that The City of Hendersonville has a responsibility to care for its people, including a specific duty to protect them from social, systemic and existential harm -- perceived or apparent.



The **business case** is related to the effects of employee attrition and reticence on the behalf of prospective job applicants and evidence supporting the financial costs of subsequent on-boarding, lawsuits and employee/resident dissatisfaction



The **recognition case** relates to the desire to be recognized as a top-tier governmental entity, a popular municipality and a sought-after tourist destination



The **regulatory case** relates to the legal imperative and desire to remain cognizant of prevailing Federal, State and Local statutes prohibiting limitation, segregation, classification or other forms of discrimination to all persons. The regulatory case recognizes that anti-discrimination legislation often focuses on the impact of policies and associated behaviors, and rarely on the intent.

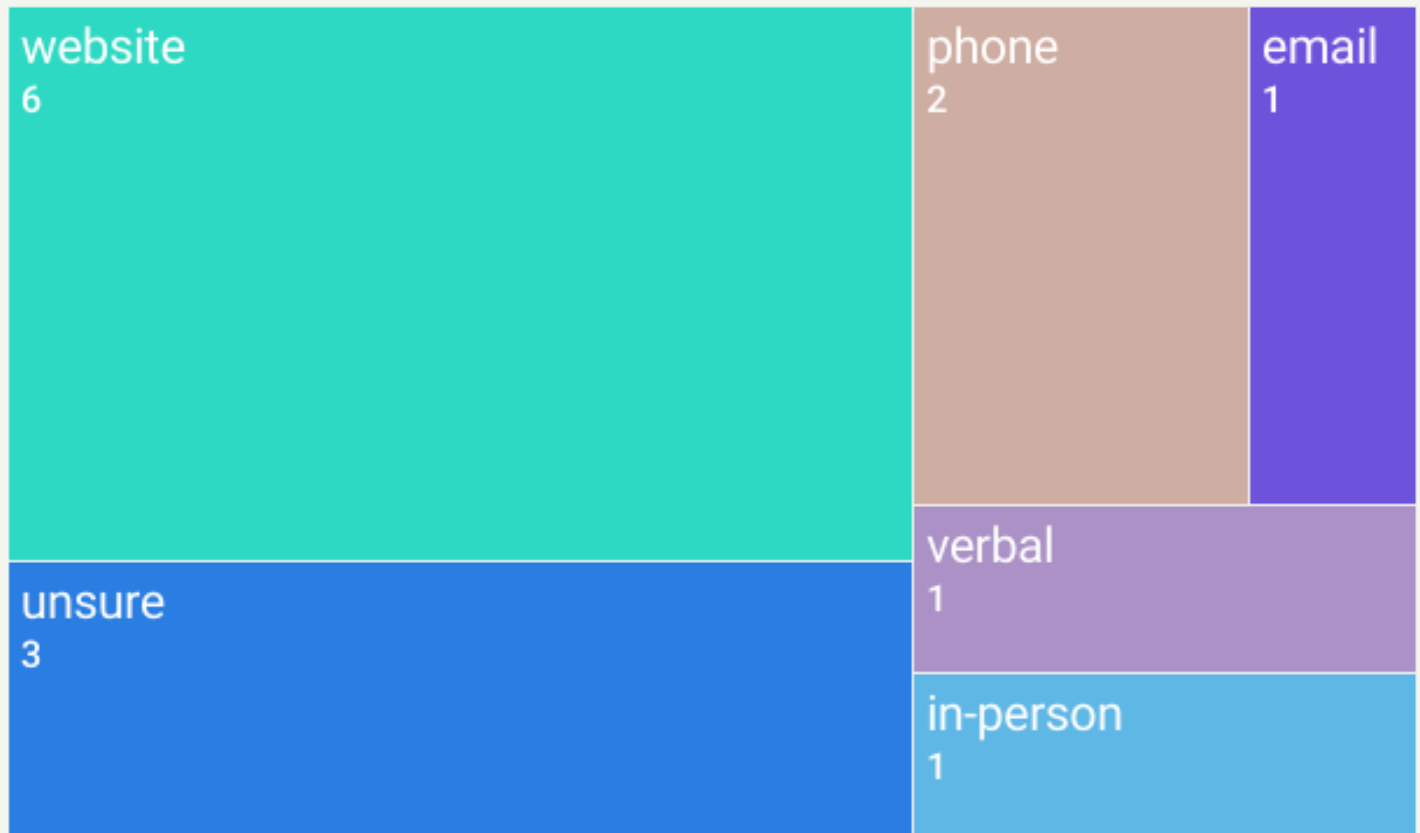


The **identity case** relates to the desire to create a community of shared commonalities, celebrated variety and boundless potential. The identity case recognizes the correlation between how Hendersonville sees itself and what type of community Hendersonville creates for itself.

# Accountability

Item A.

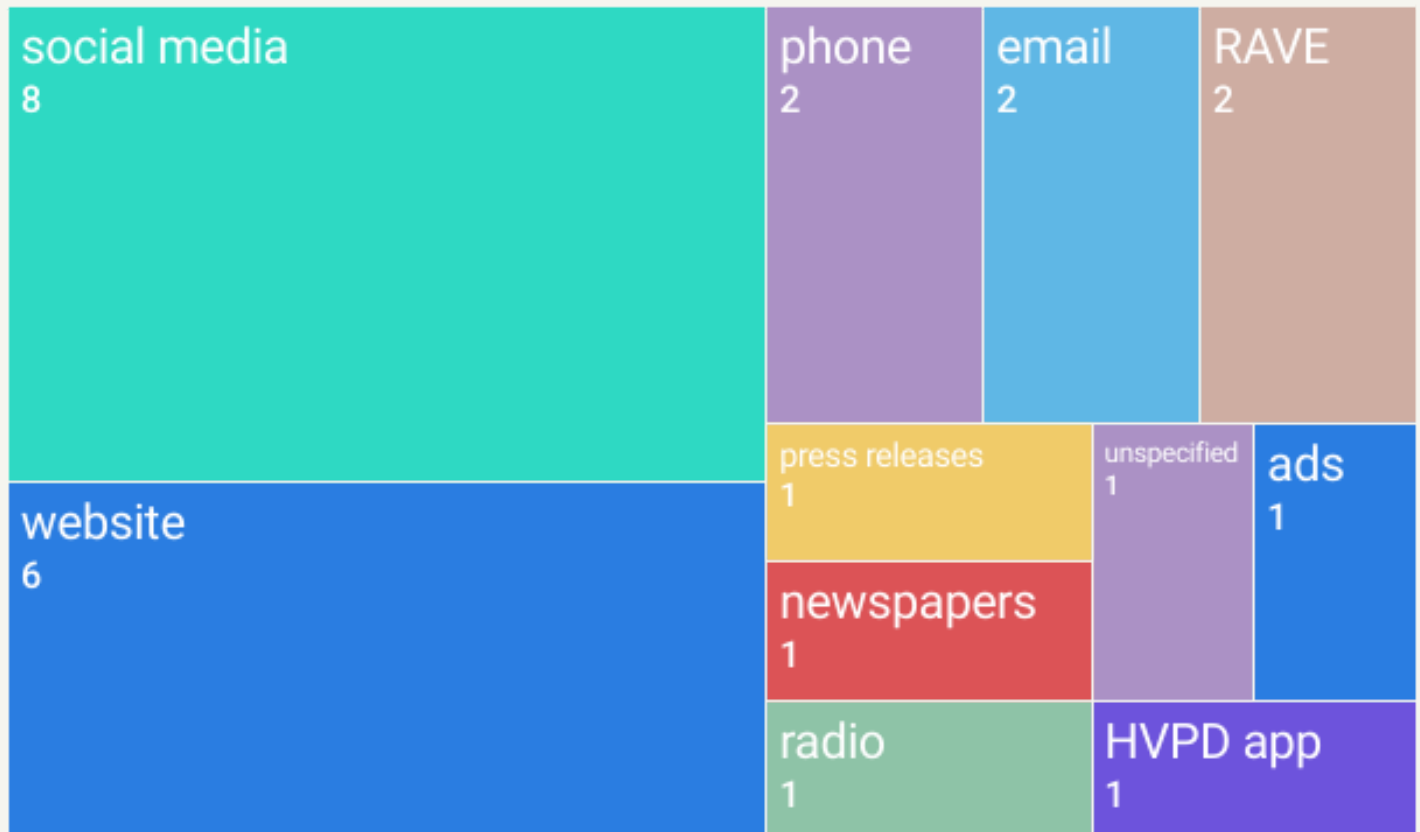
How are residents made aware of the accountability structure and decision-making of your department?



## Recommended scope and objectives for diversity, equity and inclusion efforts

- Equity**
  - Consideration should be given to the steps required to locate information on departmental websites. Is the information accessible with minimal website exploration? Does the website information rely heavily on written English text instead of visual imagery (icons, pictures, etc.) to direct users?
- Diversity**
  - For departments that have no formal structure to inform residents on accountability and decision-making within the department, consider creation of visual organizational charts and prominently feature them in departmental messaging
- Inclusion**
  - For all forms of verbal communication, consider interoffice practices that inform residents of an employee's title (and role), and explain the responsibility that employee has to address a particular issue/question/grievance.
- Equity**
  - Consideration should be given to expand departmental communication beyond written and spoken American English.

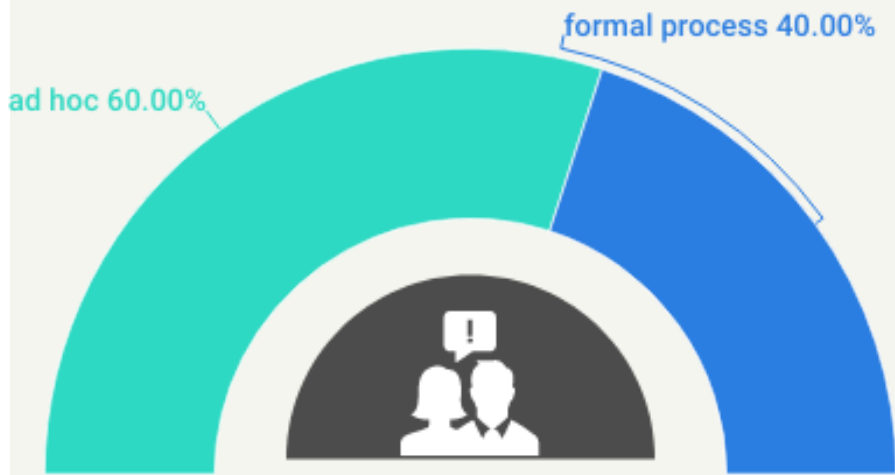
How does your department communicate information to city residents? What platform(s) do you use? (List as many as you like.)



### Recommended scope and objectives for diversity, equity and inclusion efforts

- Inclusion**
  - For Social Media communication, consider prioritizing the use of imagery that showcases various presenting identities, abilities and statuses (diverse ages, races, gender identities, etc.)
- Equity**
  - For website communication, consideration should be given to the steps required to locate information on departmental websites. Is the information accessible with minimal website exploration? Does the website information rely heavily on written English text instead of visual imagery (icons, pictures, etc.) to direct users?
- Diversity**
  - For all forms of communication, consider the identities, values and needs of the residents who engage with the department on each platform. Look for indications of homogeneity and groupthink within respondent populations. Examine ways to reframe messaging or platform to engage with currently unengaged residents.





# Complaint Process

What process does your office follow to receive and respond to resident complaints?



## Recommended scope and objectives for diversity, equity and inclusion efforts

- Diversity** Regarding ad hoc and other informal processes to receive resident complaints, consider creating a formalized system to receive, track, manage and store resident complaints. Before a response is provided, check for **affinity bias** (the tendency to favor people who share similar interests, backgrounds, and experiences with us), **attribution bias** (perceptual errors that lead to biased interpretations of one's social world) or **confirmation bias** (the tendency to pay attention to information that confirms an individual's beliefs) in how the complaint is received and recorded.
- Diversity** Regarding responses to resident complaints, responses made directly from departmental leadership is commendable if consideration of power and privilege dynamics are acknowledged within the communication. Acknowledgement of leadership's ability to wield force, authority, or influence over any resident response or resolution, and the impact that has on how a response is received, should be top of mind.

If I worked with you in your department, and I really didn't get along with you, what's the easiest way to deal with our conflict?

Item A.

4 Supervisor then HR

3 One-on-one then supervisor then HR

1 Supervisor

1 HR

1 Informal



## Recommended scope and objectives for diversity, equity and inclusion efforts

Equity

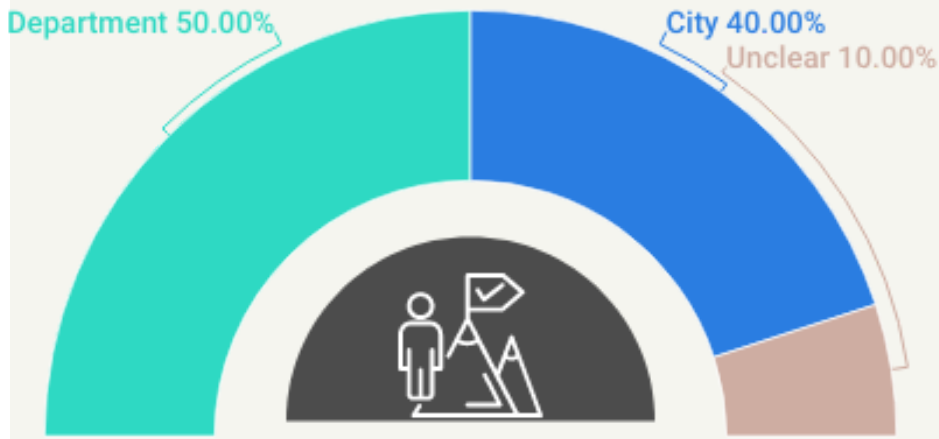
- Regarding interdepartmental conflict, it is important to consider and understand that cognitive bias is the basis for most conflict. **Cognitive bias** is a condition in which humans make a systematic error in judgment due to their failure to interpret information correctly. It is an error in reasoning that occurs when an individual misinterprets information about the world (and people) around them. This significantly influences their decision-making abilities and perceived options for resolution.

Inclusion

- When attempting to resolve a conflict, consider the pervasiveness of **actor-observer bias**, which is a type of cognitive bias which involves understanding the difference between how we explain other's actions and how we explain our own actions.

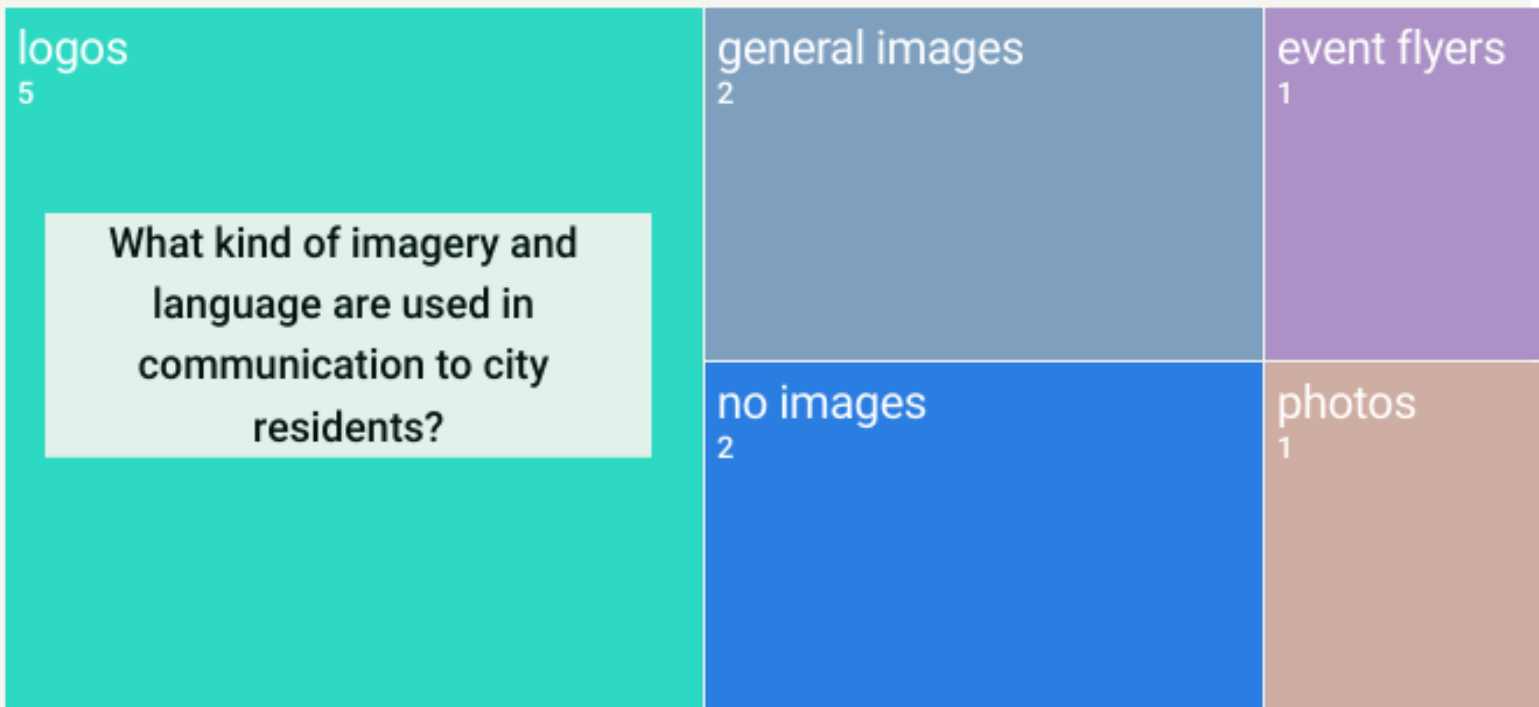
Inclusion

- When attempting to resolve inter-departmental conflicts, consider the pervasiveness of **the false consensus effect**, which is a tendency to overestimate how much other people agree with one's own beliefs, attitudes or values.



# Departmental mission, vision, values

Does your department have any documentation related to its purpose, mission, vision or core values?

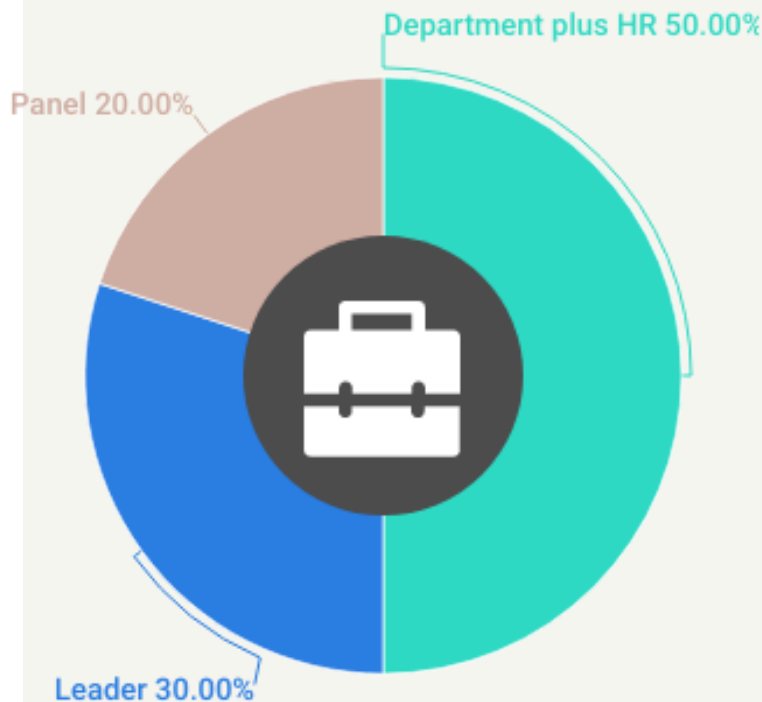


## Recommended scope and objectives for diversity, equity and inclusion efforts

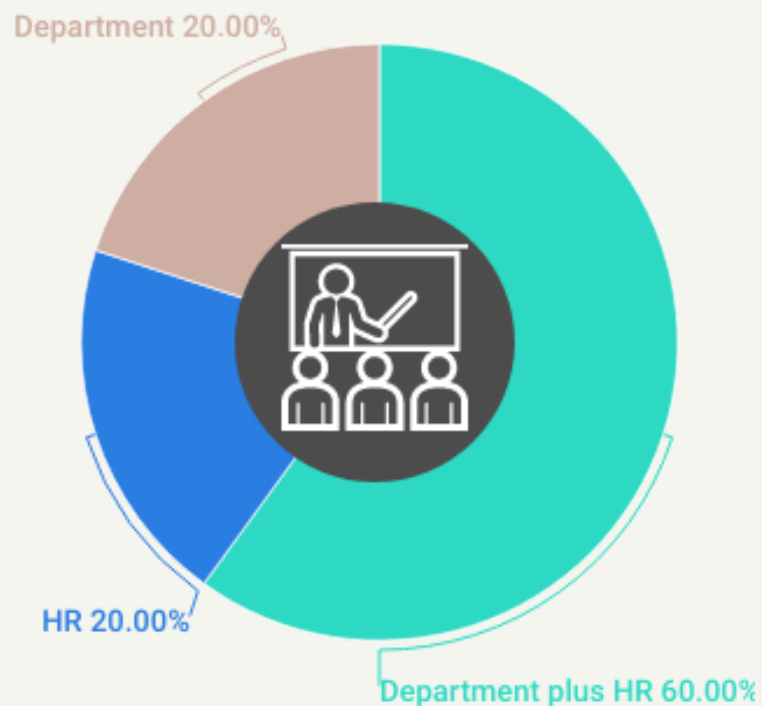
- Diversity**
  - Regarding established and codified purpose, mission, vision and value statements for each department, consider framing each statement to acknowledge and support underrepresented groups the department is committed to serving.
- Diversity**
  - Each statement should acknowledge underrepresented populations both within the department (employees) and externally (the Hendersonville community). Every department will have a different mix of groups depending on its level of community engagement, particular specialty/service, and goals.
- Inclusion**
  - Regarding the use of imagery in photo, flyer and general communication to residents, consider prioritizing the use of imagery that showcases various presenting identities, abilities and statuses (diverse ages, races, gender identities, etc.)

# Hiring and Onboarding

Item A.



Who in your office does the hiring?



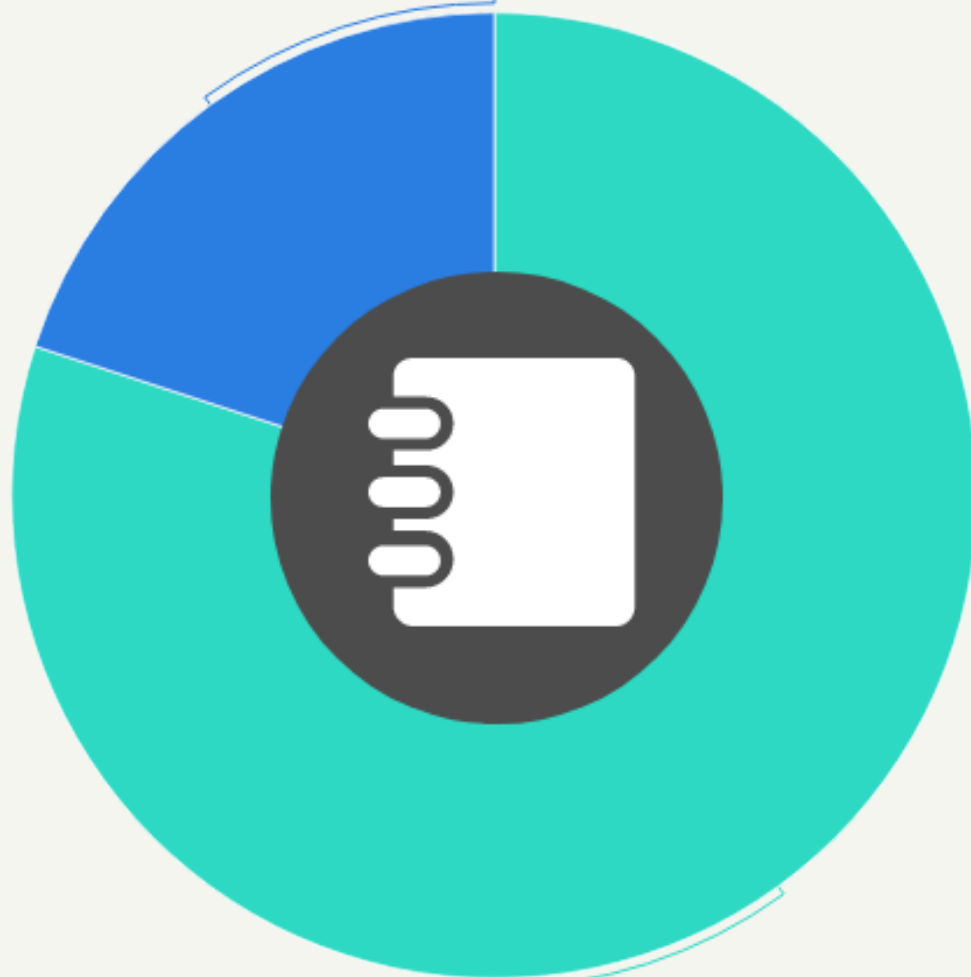
Who does the onboarding?

## Recommended scope and objectives for diversity, equity and inclusion efforts

- Inclusion
  - To assist in the process of hiring from an inclusive framework, when reviewing job applications, consider the pervasiveness of **attentional bias**, which occurs when an individual's perception is influenced by selective factors. This is the tendency to focus on a particular piece of information (i.e. familiarity, college major) while ignoring additional information contained within an application.
- Inclusion
  - To assist in the process of hiring from an inclusive framework, when interviewing new job applicants, consider the pervasiveness of **the halo effect**, which is a tendency to be influenced by one's initial impression or the external features of another. Initial impressions can be established from superficial presentation and from reputational information.

Departmental Policy 20.00%

Item A.



HR Personnel Policy 80.00%

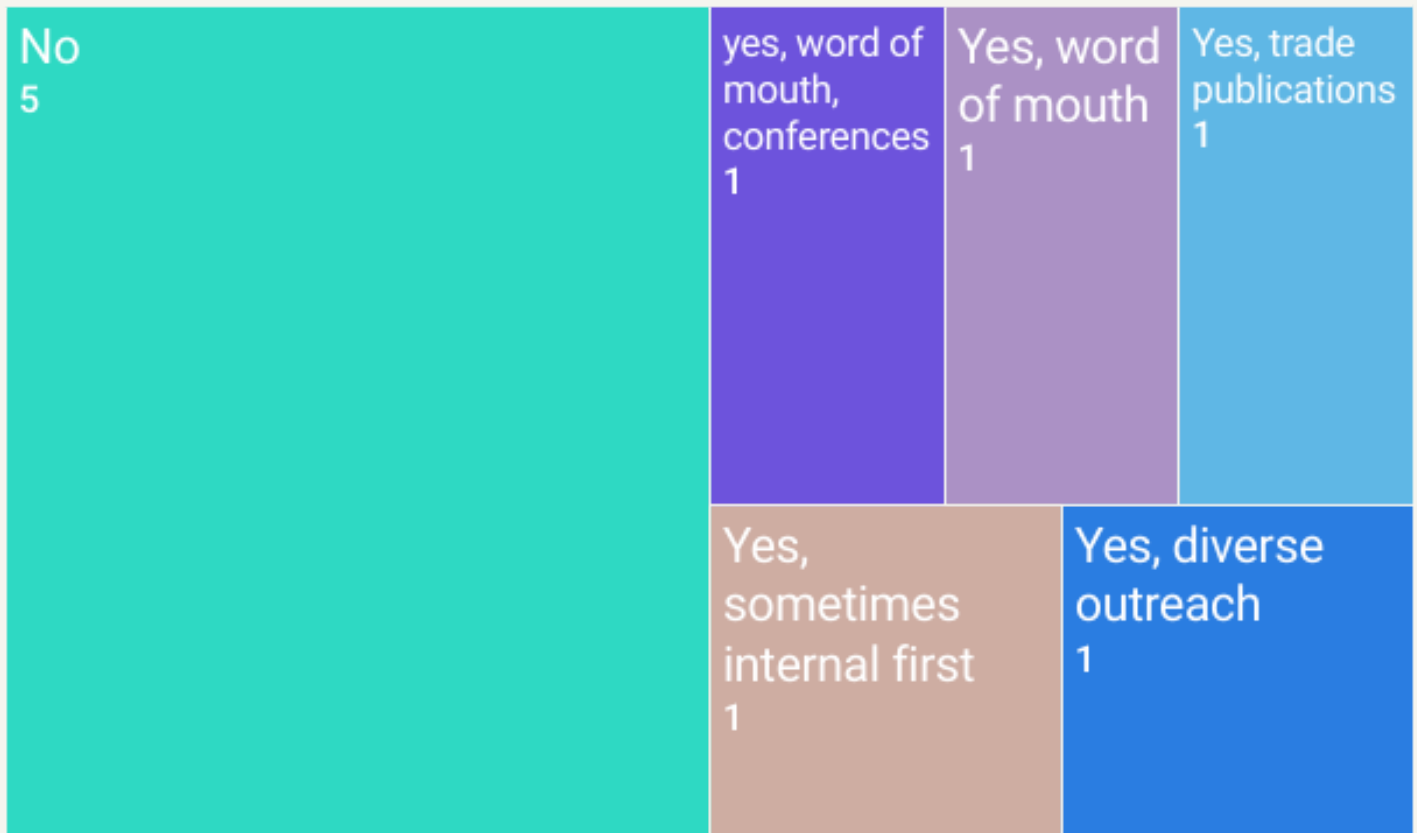
## What document guides interpersonal interaction in your office?

### Recommended scope and objectives for diversity, equity and inclusion efforts

- Diversity** • Regarding a diversity, equity and inclusion (DEI) policy contained within the HR Personnel Policy, consider an actionable policy instead of an inactive statement of acknowledgement.
- Diversity** • The DEI policy should be its own separate, inviolable, standalone policy that employees understand to represent the priority that The City of Hendersonville places on engineering behaviors that support diversity, equity and inclusion -- and not simply as statements of belief.
- Inclusion** • To ensure consistent interpretation of the DEI policy's language, consider including additional dimensions of diversity that reflect the values of The City of Hendersonville, such as sexual orientation, familial status, political affiliation, socioeconomic status and veteran status.
- Diversity** • DEI policies are of great interest to external stakeholders, such as job applicants, job transferees and corporate developers. For these audiences, their first impression of The City is often via its website. For this reason, consider conspicuously placing the actionable DEI policy on The City's Human Resources website and "Employment Opportunities" page.

# Outreach

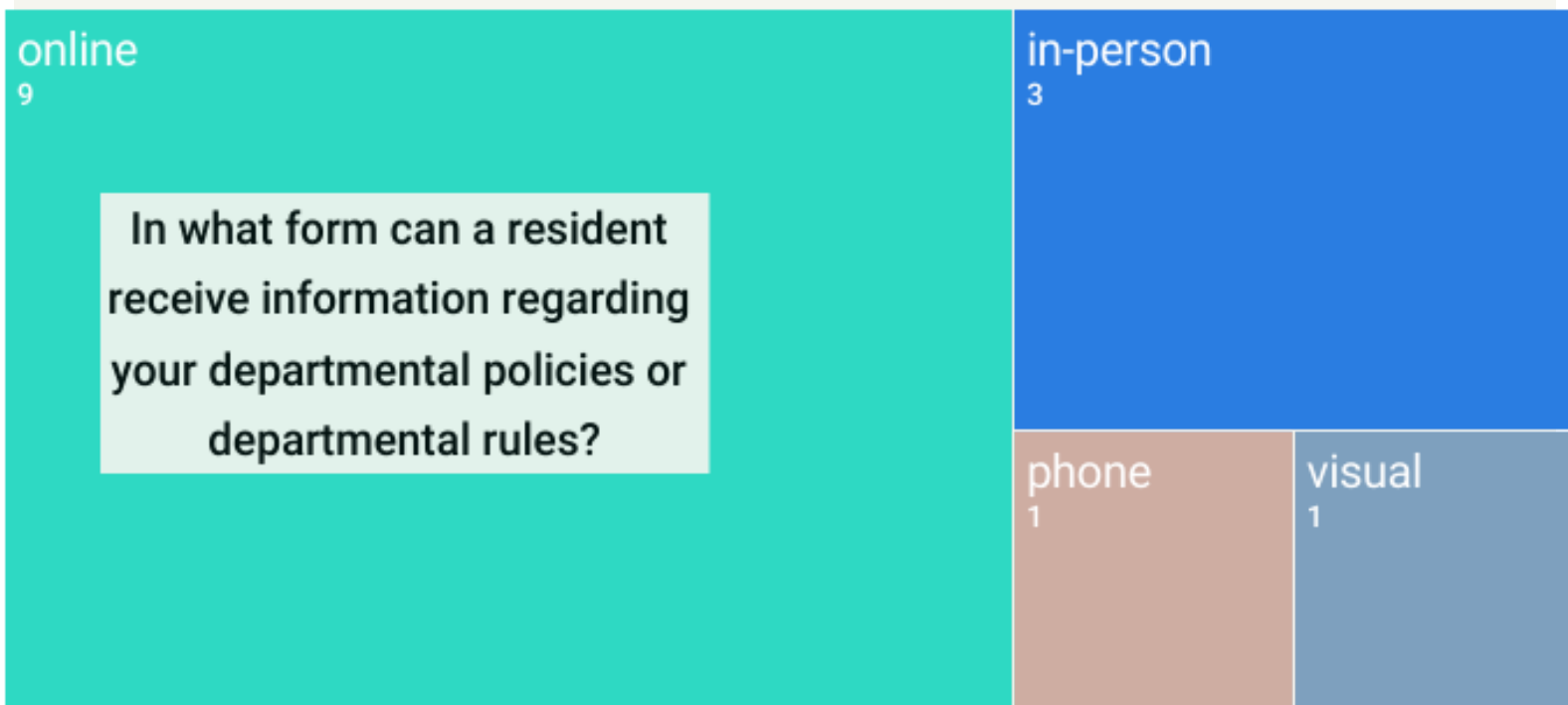
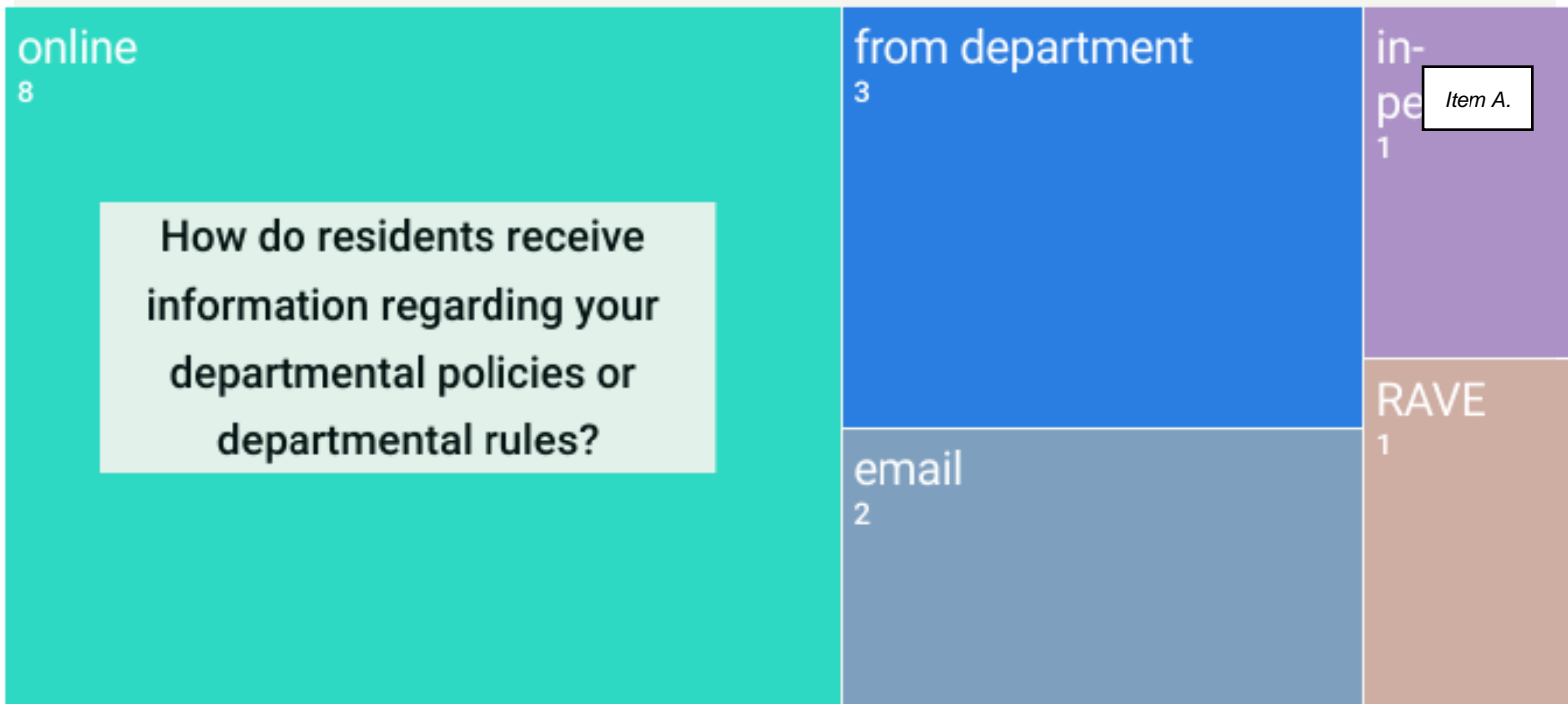
Is it possible for a person to hear about a job opportunity with the City outside of the ways mentioned earlier?



## Recommended scope and objectives for diversity, equity and inclusion efforts

- Diversity**
  - Local government-based practices that foster increased diversity, equity and inclusion-based behaviors are dependent upon robust community engagement and outreach. Another way of examining this critical challenge is by asking, "How can we create a community that values individuals of intellectual, social and cultural variety with limited opportunity to connect with these people?" Simply stated, community outreach is vitality important.
- Inclusion**
  - Considerations for fostering community engagement through outreach include establishing mentorship programs for underrepresented groups, developing a pipeline of diverse talent – starting with entry-level and junior employees, and sponsorship and support by identity-based Employee Resource Groups (ERG)



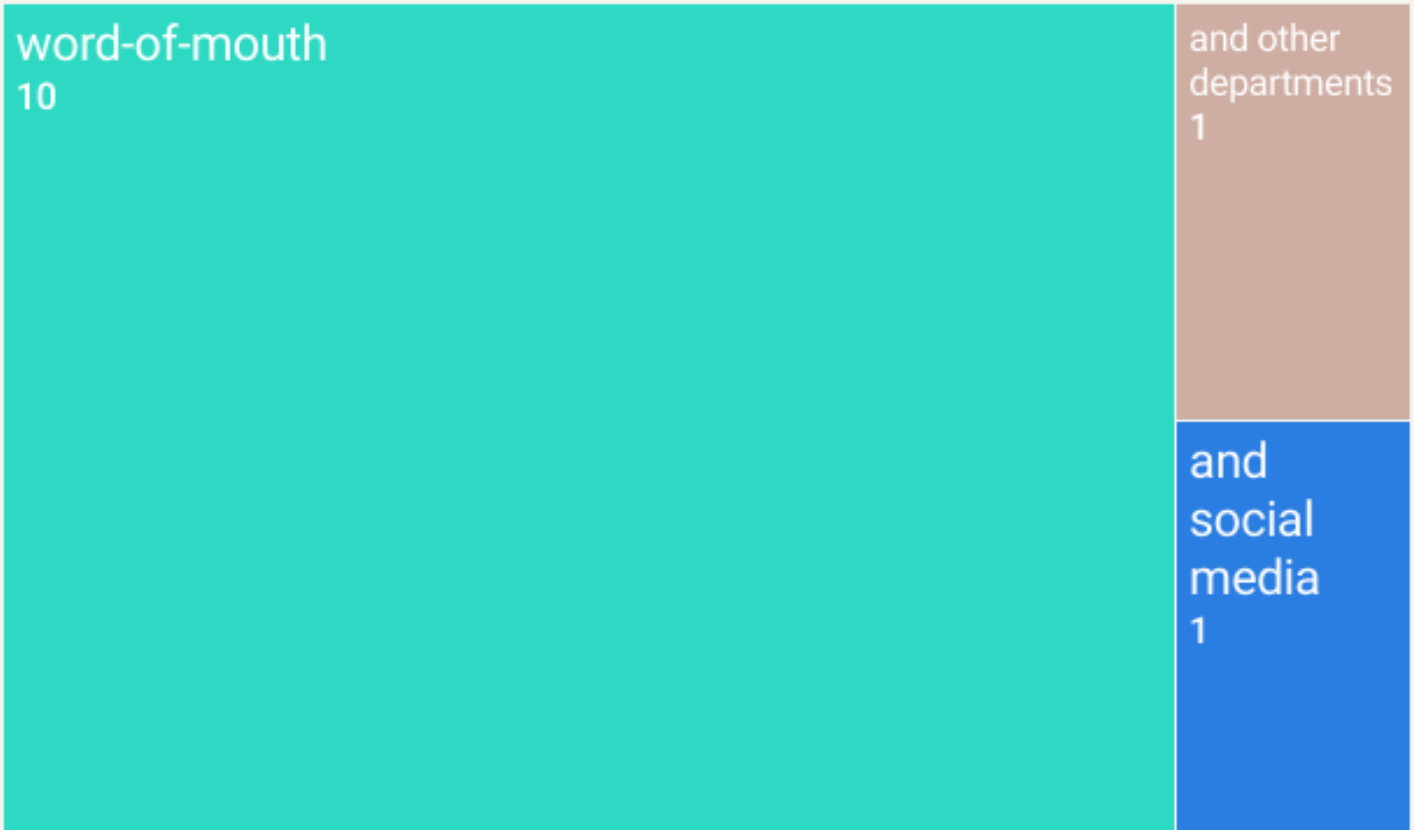


### Recommended scope and objectives for diversity, equity and inclusion efforts

- Equity**
  - Regarding the mechanism and platform by which residents receive information, consideration should be given to the technological accessibility and capabilities of residents. Is the information provided accessible to residents with assistive technology needs? How many steps are required to locate information on departmental websites. Is the information accessible with minimal website exploration? Does the website information rely heavily on written English text instead of visual imagery (icons, pictures, etc.) to direct users?
- Equity**
  - Consideration should be given to expand departmental communication beyond written and spoken American English.

# Referrals

How do referrals originate within  
your office?



## Recommended scope and objectives for diversity, equity and inclusion efforts

- Inclusion**
  - As the data indicates that the vast majority of employment referrals originate from established circles of familiarity, consideration should be given to how common **affinity biases**, or the tendency to favor people who share similar interests, backgrounds and experiences, underlie each referral, and how that may ultimately contribute to entrenched homogeneity within the workforce.
- Diversity**
  - Consideration should be given to how **confirmation bias**, which is the tendency to pay attention to information that confirms an individual's beliefs while ignoring any information to the contrary, may inform a candidate's initial and ultimate decision to apply, and subsequently influence job expectations and workforce culture.
- Equity**
  - Although word-of-mouth referrals are not ill-advised, to create an intellectually, racially, experientially and culturally diverse workforce, examination should be given to assigning unmerited value to candidates based upon established circles of familiarity.

# Recommendations for future leadership efforts and resource allocation

Item A.

## The City of Hendersonville Employee-Led DEI Leadership Committee

### Diversity:

refers to acceptance of and respect for the variety of similarities and differences among people. This incorporates how we are alike and how we are different from each other, including but not limited to gender, gender identity, gender expression, ethnicity, race, Native or Indigenous origin, age, generation, sexual orientation, romantic orientation, religion belief system, marital status, parental status, other family status, socio-economic difference, political affiliation, appearance, language and accent, ability and disability, mental health, substance abuse disorders, education, geography, nationality, work style, work experience, job role and function, veteran status, thinking style, and personality type

### Equity:

ensures that everyone has support and access to the resources needed to be successful, by identifying and eliminating barriers that have prevented the full participation of all employees.

Equity differs from equality. Equality refers to treating everyone the same but does not necessarily lead to equitable outcomes. This is because diverse communities have diverse needs and have historically faced varying obstacles and systemic inequities.

# Recommendations for future leadership efforts and resource allocation

Item A.

## The City of Hendersonville Employee-Led DEI Leadership Committee

### **Inclusion:**

is a dynamic state of operating in which diversity is leveraged and power is shared to create a fair, healthy and high-performing organization. An inclusive environment ensures equitable access to resources and equitable opportunities for all. It promotes a sense of belonging. It also enables individuals and groups to feel safe, respected, engaged, motivated and valued for who they are and for their contributions towards organizational and societal goals.

# Recommendations for future leadership efforts and resource allocation

Item A.

## The City of Hendersonville Employee-Led DEI Leadership Committee

### Purpose

The purpose of the Hendersonville Employee-Led DEI Leadership Committee is to promote a safe, equitable, diverse and inclusive environment where all differences and identities are respected, valued and included and where representation is celebrated and encouraged. The committee will foster organizational change, establish a focused-framework towards issues of diversity and inclusion and the promotion of The City of Hendersonville DEI Strategic Plan.

### Membership

The inaugural committee will be composed of twelve members. Six department heads will be advanced from the following departments: Police, Water and Sewer, Human Resources, Planning & Community Development & Communications and Finance, and six staff members will be advanced from Fire, Administration, Legal, Parks, Public Works & Engineering.

Members shall serve a minimum term of one year and a maximum of three years. The committee will seek to maintain a balance of department heads and staff members (50/50 ratio) which will be reviewed on an annual basis. To ensure that the committee is representative of all who work for the city of Hendersonville, city employees who are non-members will be invited to attend meetings, though they will not participate in committee voting.

The DEI Committee will have two co-chairs elected from its members: one department head and one staff person.

# Recommendations for future leadership efforts and resource allocation

Item A.

## The City of Hendersonville Employee-Led DEI Leadership Committee

### Goals

The Committee's goals are the following:

To protect and celebrate diversity, equity and inclusion through a variety of mechanisms including workshops, social gatherings, cultural events and training.

To create a work environment that fosters respectful and inclusive communications among all employees of The City of Hendersonville and promote best practice engagement in welcoming and supporting members of diverse communities.

To make suggestions to city administration that support, educate and discuss issues and topics related to DEI, including guest presentations and educational resources.

To facilitate communications between and among all staff to share ideas and recommendations and to assist in finding consensus when it comes to DEI goals and needs.



# Recommendations for future leadership efforts and resource allocation

Item A.

## The City of Hendersonville Employee-Led DEI Leadership Committee

### Responsibilities

To act as DEI ambassadors across the city government, and co-ordinate the overall DEI program.

To set and review measurable DEI objectives and actively monitor progress against DEI Key Performance Indicators on an annual basis (see attached)

To assist in the review and commitment of DEI commitments, purpose and goals.

To create opportunities for employees to have meaningful engagements with co-workers and to promote cultural inclusivity and equity in the workplace. For example, "First Fridays with DEI", cross-department lunch and learn sessions.

To provide feedback to city administration on issues of culture, inclusivity and diversity in the workplace. Including recommendations and support for short- and long-term strategies to meet The City's current and future workforce needs. For example, providing feedback on effective recruitment, hiring and retention practices.

# Recommendations for future leadership efforts and resource allocation

Item A.

## The City of Hendersonville Employee-Led DEI Leadership Committee

### Responsibilities

To formulate recommendations for the development of new policies and practice initiatives to support DEI efforts or modification of policies that may be negatively impacting diversity, inclusivity and equity efforts.

To identify opportunities for the city to engage with the broader community to promote DEI efforts. For example, community volunteer activities.

To serve as a communications vehicle across city government by helping to develop the tone and method of internal messaging to staff on committee activities and efforts. For example, the dissemination of a DEI-focused internal newsletter.

To conduct a self-assessment each year of committee effectiveness that describes accomplishments relative to developed goals, including identifying challenges and barriers encountered and recommendations for solutions.

# THEORY OF ACTION

Item A.

## What is a “Theory of Action”?

A theory of action is a hypothesis about what will happen when a set of strategies is implemented. Developing a theory of action requires using critical judgment about which strategic actions will lead to what desired results. It is the process of connecting what we **plan** to do with what we **hope** to get.

## Why Create a Theory of Action?

Many local governments face an overwhelming number of challenges and limited resources, including limited time. As a result, we often generate lists of strategies and responses to a problem, but we don’t often develop a **core approach to hold these strategies together**.

Developing a theory of action pushes us to **prioritize** and **go deep** with a few intentional strategies which are usually more productive than simply doing a whole bunch of things.

A theory of action helps us become intentional. In the process of creation, we’re pushed to articulate **why** we’re taking a set of actions and to name the results and impact we expect.

# *Proposed* HENDERSONVILLE THEORY OF ACTION

Item A.

**IF we desire to appreciate the rich and varied history of our city;**

**And IF we wish to champion opportunities for all residents to thrive;**

**And IF we also value the lived experiences of community members and the perspectives of our neighbors;**

**THEN we must support initiatives that lead to a high quality of life for all community members;**

**WHICH RESULTS in a community-government collaboration that retains generations of residents and welcomes new ones;**

**WHICH THEN RESULTS in a city that people take ownership of and are proud to call home.**



# Acknowledgements

AHKIRAH Legal and Diversity Consultants would like to humbly conclude by acknowledging the contributions of the people, departments and leaders who worked tirelessly and contributed graciously to this document. To fully recognize and honor you, we extend our warm appreciation to:

Those responsible for **concept and coordination**

Our **group of researchers**

The **analysts** behind the data

The **writers** of this plan

All employees of The City of Hendersonville

The Mayor, Mayor Pro Tempore, and all City Council Members

We thank you for your time and support in creating this successful project!



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## CITY OF HENDERSONVILLE AGENDA ITEM SUMMARY

**SUBMITTER:** John Connet **MEETING DATE:** May 9, 2023  
**AGENDA SECTION:** NEW BUSINESS **DEPARTMENT:** Administration  
**TITLE OF ITEM:** Community Focus Groups – *John Connet, City Manager*

**SUGGESTED MOTION(S):**

NA

**SUMMARY:**

City staff will give an updated regarding the proposed community focus group session. These sessions will be help throughout the community during the following weeks this summer:

June 14-16

July 17-21

August 21-25

**BUDGET IMPACT:** \$

**Is this expenditure approved in the current fiscal year budget?** NA

**If no, describe how it will be funded.** NA

**ATTACHMENTS:**

NA