



CITY OF HENDERSONVILLE
CITY COUNCIL SECOND MONTHLY MEETING
Operations Center - Assembly Room | 305 Williams St. | Hendersonville NC 28792
Wednesday, February 22, 2023 – 4:00 PM

AGENDA

1. **CALL TO ORDER**
2. **CONSIDERATION OF AGENDA**
3. **PRESENTATIONS**
 - A. Review of Updated Parking Ordinance – *Angie Beeker, City Attorney*
 - B. Presentation of Fire Department Strategic Plan – *James Miller, Fire Chief*
 - C. Council/Staff Retreat Preview – *John Connet, City Manager and Brian Pahle, Assistant City Manager*
4. **NEW BUSINESS**
5. **ADJOURN**

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

SUBMITTER: John Connet **MEETING DATE:** 2/22/2023
AGENDA SECTION: PRESENTATION **DEPARTMENT:** Administration
TITLE OF ITEM: Review of Updated Parking Ordinance – *Angie Beeker, City Attorney*

SUGGESTED MOTION(S):

NA

SUMMARY:

In preparation of the opening of the parking deck, City Attorney Angie Beeker conducted a complete review of the City's Parking Ordinance. She made numerous updates and will review the revised ordinance with the City Council. We would like to adopt the revised ordinance at your March 2, 2023, meeting.

BUDGET IMPACT: \$ NA

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

If no, describe how it will be funded. NA

ATTACHMENTS:

Proposed Ordinance

ARTICLE IV. TRAFFIC CONTROL DEVICES

Sec. 50-181. Designation of traffic zones, parking zones, through streets and other zones or areas; erection and installation of traffic control devices.

- (a) The City Council may by ordinance or regulation designate any of the following within the City limits:
- (1) : Parking spaces and zones including but not limited to the following: paid parking zones, no parking zones, limited parking zones, reserved parking zones, free parking zones, and zones in which vehicles shall be parked at an angle to the curb, parallel to the curb, or parked in a perpendicular fashion (reference sec. 50-316 for certain classes of parking zones);
 - (2) Loading zones, safety zones, school zones, hospital zones, quiet zones, traffic zones other than the above;
 - (3) Crosswalks, truck routes, through streets, stop streets and intersections, yield right-of-way intersections, one-way streets, streets to be laned for traffic, play streets, bus stops and taxicab stands; and
 - (4) Intersections at which traffic shall be controlled by traffic signals or signs, intersections at which left turns and/or right turns and U-turns shall be prohibited, and intersections at which markers, buttons or other indications shall be placed to indicate the course to be traveled by vehicles traversing or turning at such intersections; and
 - (5) Any other traffic control measure or zones in the interest of the public health safety and welfare as allowed by applicable law..
- (b) Whenever any designation is made in accord with this section, the director of public works shall erect and install such signs, markings, lines, signals and other traffic control devices as may be necessary to clearly indicate such designation and to put drivers of vehicles on notice of the restriction, limitation or prohibition resulting from such designation.
- (c) All designations made in accordance with this section 50-181, except those made pursuant to subsection (d) below, shall be clearly shown and indicated on the official Traffic Control and Parking Map, maintained on the City's website (reference sec. 50-199).
- (d) Temporary traffic control measures. The City Manager, Chief of Police, the Public Works Director, or their designee(s), shall have the authority to temporarily designate, without approval of City Council, by appropriate signs and markings: Parking spaces and zones, no parking zones, limited parking zones, reserved parking zones, loading zones, safety zones, one-way streets, stop streets and intersections, right turn only intersections, left turn only intersections, and other similar temporary traffic control measures where, in their discretion, necessary for special events, emergencies, road construction and repair, utility installation and repair, funeral processions, parades, road hazards, riots, fires, demonstrations, or other similar circumstances where necessary for the public health, safety, welfare or convenience. It shall be unlawful for any person to fail to obey any temporary traffic control measures placed under the authority of this section 50-181(d).

(Code 1971, § 31-99)

* * *

Sec. 50-199. Traffic control and parking map.

The director of public works is hereby authorized, empowered and directed to create a proper map of the city upon which is indicated the location, nature and type of all traffic signals and devices and parking zones located in the city and approved by this section and by resolution as provided in section 50-200. Such map shall be referred to as the Traffic Control and Parking Map and shall be maintained on the City's website.

(Code 1971, § 31-117)

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ARTICLE V. STOPPING, STANDING AND PARKING

DIVISION 1. GENERALLY

* * *

Sec. 50-234. Reserved

[Deleted - pre-empted by North Carolina law] Sec. 50-235. Prohibited in specified places.

No person shall stop, stand or park a vehicle except when necessary to avoid conflict with other traffic or in compliance with the directions of a police officer or traffic control device in any of the following places:

- (1) On a sidewalk.
- (2) Within an intersection, or within 20 feet thereof.
- (3) On a crosswalk.
- (4) Within 30 feet of any flashing beacon, stop sign, or traffic control signal located at the side of a street or roadway.
- (5) No vehicle shall park on either side of any street approaching a railroad underpass or overhead bridge within 50 feet in any direction of the outer edge of such underpass or overhead bridge.
- (6) No vehicle shall park on either side of any street approaching a grade crossing within 50 feet of the closest rail; provided, however, that where existing permanent structures are located along the street and closer than 50 feet, parking may be permitted in front of such structures, unless otherwise prohibited, if the parking does not interfere with the view in either direction of an approaching locomotive or train.
- (7) Alongside or opposite any street excavation or obstruction when such stopping, standing or parking would obstruct traffic.
- (8) Upon any bridge or other elevated structure or within any underpass structure.
- (9) Within 15 feet in either direction of the entrance to a hotel, theater, hospital, sanitarium or any other public building, where the street is so marked.
- (10) On the roadway side of any vehicle stopped, standing or parked at the edge or curb of a street.
- (11) Within ten feet of any water hydrant.
- (12) Within 20 feet of the driveway entrance to any fire station and on the side of a street opposite the entrance to any fire station within 75 feet of the entrance when properly signposted.
- (13) At any place where signs prohibit parking.
- (14) In any space designated as a passenger or freight loading zone except as allowed by sec. 50-259.

(Code 1971, § 31-169)

Sec. 50-236. Reserved.

[Deleted - preempted by North Carolina law.]

(Code 1971, § 31-169.1; Ord. of 9-7-95, § 1; Ord. No. 00-1171, § 1, 11-9-00; Ord. No. 05-0838, § 1, 8-4-05)

* * *

Sec. 50-245. Illegal Parking of Vehicles .

- (a) In no case shall the driver or person in charge of any vehicle permit the same to remain backed up to curb, except when actually loading or unloading. See Sec. 20-259.
- (b) Parking in a backward position in any parking space regulated by the City is prohibited. See Figure 1 below.

- (c) Pull through parking is prohibited in any parking lot regulated by the City. See Figure 2 below.
- (d) Parking in all parallel parking spaces regulated by the City shall be with the flow of traffic. See Figure 3 below.

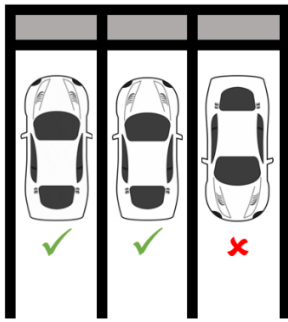


Figure 1. Backing into a space is prohibited.

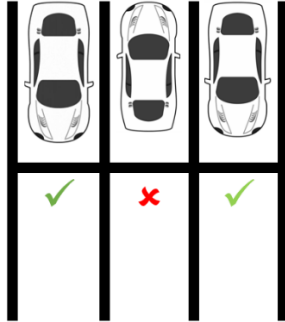


Figure 2. Pull-through parking is prohibited.

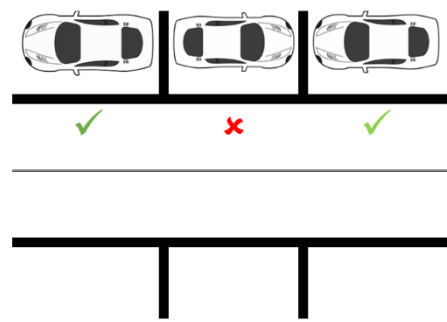


Figure 3. Parallel parking must go with the flow of traffic.

(Code 1971, § 31-178)

Sec. 50-246. Parking in prohibited zones generally.

When signs are placed, erected or installed, giving notice thereof, or the curbing has been painted yellow or red in lieu of such signs, no person shall park a vehicle at any time in any zone designated as a no parking zone, as provided in section 50-181. If parking is prohibited in such zone only between certain hours, this section shall apply only between such hours, as indicated on the signs erected in such zone. Such zones shall be clearly and distinctly marked and indicated upon the Traffic Control and Parking Map maintained on the City's website..

(Code 1971, § 31-179)

Sec. 50-247. Parking in limited parking zone.

Whenever a parking zone is designated in accord with section 50-181, limiting the time or conditions under which such vehicle may be parked, no person shall park any vehicle in such zone, except in accord with the signs and markings erected therein. Such zones shall be clearly and distinctly marked and indicated upon the Traffic Control and Parking Map maintained on the City's website.

(Code 1971, § 31-180; Ord. No. 04-0746, § 3, 7-8-04)

* * *

Sec. 50-254. Vehicles in excess of 80 inches.

(a) It shall be unlawful for any person to park any vehicle, which shall have a width in excess of 80 inches, upon any of the streets of the city, for a continuous period of time longer than 15 minutes. See sec. 50-259.

(b) This section shall not apply to motor vehicles momentarily stopped for the purpose of taking on or discharging passengers, or loading or unloading freight at a point of origin or destination as allowed by sec 50-259, nor shall it apply to motor vehicles accidentally and unavoidably disabled; provided, however, that such parking or stoppage is necessary for emergency repairs, to permit such vehicle to be put in operating condition.

(Code 1971, § 31-186)

* * *

Sec. 50-257. Reserved.

Sec. 50-258. Parking at city recreational facilities; exceptions.

(a) It shall be unlawful for any person to permit any motor vehicle of any nature or kind whatsoever owned or operated by such person to stop, stand or park in the parking area of any city-owned or -operated recreational facility, including specifically parks and dog parks, when the recreational facility is closed or where the city manager has caused to be conspicuously placed one or more signs designating that parking at such facility is limited to active users as specified in paragraph (a) hereof.

(Ord. No. 15-0949, § 2, 9-6-15)

Sec. 20-259. Loading Zones.

(a) Passenger curb loading zones. No person shall stop, stand or park a vehicle for any purpose or period of time, other than for the expeditious loading or unloading of passengers, in any place marked as a passenger curb loading zone during hours when the rules applicable to such zone are in effect, and then only for a period not to exceed five minutes unless otherwise marked.

(b) Freight loading zones. No person shall stop, stand or park a vehicle for any purpose or length of time, other than for the expeditious unloading and delivery or pickup and loading of materials, in any place marked as a freight loading zone during hours when the rules applicable to such zone are in effect, and then only for a period not to exceed fifteen minutes.

(c) Any person parking a vehicle in a passenger curb loading zone or a freight loading zone as allowed by this Section 20-259 shall be required to place their blinkers on in a flashing position while so parked.

Secs. 50-260—50-280. Reserved.

DIVISION 2. PARKING METERS AND PAY-FOR-PARKING KIOSKS

Sec. 50-281. Installation.

In the paid parking zones established pursuant to the provisions of sections 50-181, the City Manager or his designee shall cause parking meters or pay-for-parking kiosks ("kiosks") to be installed and shall indicate any applicable time limitations and paid parking rates by designating the same on the parking meters or kiosks, or by appropriate signs posted in proximity to such meters or kiosks in such zone.

(Code 1971, § 31-195)

Sec. 50-282. Hours and days of operation.

All parking meters and kiosks installed in accordance with the provisions of this division shall be in operation between the hours of 9:00 a.m. and 7:00 p.m. every day, except Sundays, and the holidays as defined in the city's personnel policy, said hours of operation being referred to in this Chapter as "paid parking hours." It shall be unlawful to park in a paid parking zone during paid parking hours without paying the applicable rate for parking.

(Code 1971, § 31-196; Ord. No. 15-0846, § 1, 8-6-15)

Sec. 50-283. Location and legend.

Parking meters and kiosks installed in the paid parking zones shall be placed in such locations so as to provide reasonable accessibility to persons parking in the paid parking zones. Each parking meter or kiosk installed shall indicate by a proper legend the legal parking time established by the city.

(Code 1971, § 31-197)

Sec. 50-284. Marking parking spaces.

The director of public works shall have lines or markings painted or placed upon the curb or upon the street to delineate the parking spaces in all parking zones, and each vehicle parking shall park within the lines or markings so established. It shall be unlawful and a violation of this division to park any vehicle across any such line or marking or to park such vehicle in such position that the vehicle shall not be entirely within the area so designated by such lines or markings.

(Code 1971, § 31-198)

Sec. 50-285. Use of meters, kiosks and spaces in paid parking zones.

- (a) When a vehicle shall be parked in any space in a paid parking zone during paid parking hours, the operator of such vehicle shall immediately upon entering the parking space check in as required by sec. 50-317(g)(1). The operator shall also immediately deposit or cause to be deposited the appropriate designated coin or otherwise pay for the parking at the established rate by either paying at a kiosk or through the mobile parking app designated by the City for the acceptance of payments for parking if the vehicle will remain parked beyond the applicable initial free parking period granted by sec. 50-317.
- (b) It shall be unlawful for any person to deposit or cause to be deposited additional coins or make additional payments for the purpose of extending the period of parking time for the same vehicle beyond the time limits established for the paid parking zone if such time limits have been established by the City Council pursuant to sec. 50-281.
- (c) It shall be lawful for city employees and officials, while in the immediate discharge of the responsibilities of their employment by the city, to park and place motor vehicles belonging to the city, appropriately marked or otherwise identified, in any space in a paid parking zone, either in a facility of on-street or off-street parking, without complying with the requirements of this division, and no citation or summons shall be issued by any police officer for any such noncompliance.
- (d) It shall be lawful for the city manager, in his discretion, and from time to time, to hood, or otherwise obscure so as to render the same inoperative, meters or kiosks for the purpose of providing unlimited parking privileges to the general public during City sponsored events or on holidays during which City offices are closed; provided, however, that such obscuring device shall be plainly marked in a manner sufficient to indicate its official origin and purpose.

(Code 1971, § 31-199)

Sec. 50-286. Overtime parking—Generally.

- (a) If any vehicle shall remain parked in any parking space beyond the parking time limit fixed for such parking space by indication by any clearly posted sign or other notice or by notification by any meter, kiosk or other mechanical or electronic device, such vehicle shall be considered as parked overtime and beyond the period of legal parking time. The parking of a vehicle overtime or beyond the period of legal parking time in any part of a street, lot, or other place where any such sign, meter, or device is lawfully located shall be a violation of this division.
- (b) During paid parking hours, it shall be unlawful for any person to permit any vehicle to remain or be placed in any parking space in a paid parking zone without complying with the pay for parking requirements for such paid parking zone contained in this Article.
- (c) —Responsibility of owner and operator.

It shall be unlawful for any person to cause, allow, permit or suffer any vehicle registered in the name of, or operated by, such person to be parked in violation of this sec. 50-286.

(Code 1971, § 31-200; Ord. No. 16-0830, § 1, 8-4-16)

Sec. 50-287. Reserved

(Code 1971, § 31-201)

Sec. 50-288. Report of violations; notice to operator; payment of penalties.

- (a) It shall be the duty of police officers of the city, acting in accordance with instructions issued by the chief of police, to issue a citation for violations of this Article. (Reference also Division 4) Such citation shall state:
 - (1) The nature of the violation;
 - (2) The civil penalty assessed for the violation;

(3) The location of a vehicle occupying a parking space parking in violation of any of the provisions of this Article;

The state license number of such vehicle;

(4) The date and time during which such vehicle is parking in violation of any of the provisions of this Article; and

(5) Any other facts, necessary to support the determination that there has been a violation.

(b) Each such police officer shall attach the citation to such vehicle and/or serve the citation by one of the methods provided by subsection (c)(2)-(4) below as notice to the owner or operator of the vehicle that such vehicle has been parked in violation of a provision of this Article..

(c) Each such owner or operator shall, within 30 days of the time when such citation was issued and served on the owner or operator of the vehicle, whichever occurs last, pay to the police chief, or other officer in charge at the chief's office, as a penalty for and in full satisfaction of such violation, the currently required civil penalty. The failure of such owner or operator to make the payment heretofore designated and within the specified time, to the police department, shall render such operator or owner subject to the penalty provided in section 50-341. Service upon the owner or operator of the vehicle shall be deemed given when:

(1) The citation is attached to the vehicle;

(2) The citation is personally delivered to the owner or operator of the vehicle;

(3) The citation is deposited in the regular U.S. mail in a postage pre-paid envelope, addressed to the owner or operator at the address registered for the tag or shown upon the owner or operator's driver's license; or

(4) The citation is deposited with a commercial carrier in a pre-paid envelope, addressed to the owner or operator at the address registered for the tag or shown upon the owner or operator's driver's license.

(Code 1971, § 31-202; Ord. No. 04-0746, § 4, 7-8-04)

Sec. 50-289. Tampering with, destroying or injuring meters or kiosks.

It shall be unlawful for any person to deface, injure, tamper with, open or willfully break, destroy or impair the usefulness of any parking meter or kiosk installed under the provisions of this division.

(Code 1971, § 31-203)

Sec. 50-290. Use of slugs or other coin substitutes.

It shall be unlawful to deposit or cause to be deposited, in any parking meter or kiosk, any slug, device or metallic substance, or any other substitute for the coins required by this division.

(Code 1971, § 31-204)

Sec. 50-291. Use of coins and payments collected.

The specified coins required to be deposited and all other payments required for parking in a paid parking zone, as provided in this division, are hereby levied and assessed as fees to provide for the proper regulation and control of traffic upon the public streets, the cost of supervision and regulating the parking of vehicles in the paid and limited time parking zones created hereby, to cover the cost of purchasing, acquiring, installation, operation, maintenance, supervision, regulation and control of the parking meters or kiosks described in this division, and all such other uses as may be allowed by applicable law.

(Code 1971, § 31-205)

Secs. 50-292—50-315. Reserved.

DIVISION 3. MUNICIPAL PARKING FACILITIES; PARKING ZONES

Sec. 50-316. Application of division; parking zones.

- (a) The provisions of this division shall apply to all parking facilities operated by the city. Off street facilities include surface lots and the City's parking deck. On street facilities include on-street parking on City streets, whether such parking is parallel, angled, or perpendicular parking.
- (b) There shall be the following classes of paid parking zones:
 - (1) On-street paid parking zone;
 - (2) Interior surface lot paid parking zone;
 - (3) Exterior surface lot paid parking zone; and
 - (4) Parking deck paid parking zone.
- (c) There shall be the following classes of free parking zones:
 - (1) Free on street - limited time zone, 15 minutes.
 - (2) Free on street - limited time zone, 30 minutes.
 - (3) Free on street – limited time zone, 3 hours.
 - (4) Free on street – unlimited time zones.

(Code 1971, § 31-211)

Sec. 50-317. Parking zones regulations.

All parking facilities within a parking zone will be open for parking either by permit holders or the general public, or both, 24 hours per day, 7 days per week, in accordance with this section 50-317 below, except during such times when a parking facility is closed or reserved pursuant to subsection 50-181(d).

- (a) On street paid parking zones. During paid parking hours, all owners or operators parking a vehicle in a parking space within an on-street paid parking zone will be required to pay for parking at the City-adopted rate for the paid parking zone, with the rate being applicable from and after the first ½ hour per park in a parking space.
- (b) Interior surface lot paid parking zones.
 - (1) Permits may be issued for interior surface lot paid parking zones. The cost for such permit shall be as provided in the City's duly adopted fee schedule. Persons having a valid interior surface lot permit shall be permitted to park a permitted vehicle in any interior surface lot paid parking zone at any time with no time limit per park.
 - (2) During paid parking hours, all owners or operators not having a valid permit will be required to pay for parking at the City-adopted rate in an interior surface lot paid parking zone, with the rate being applicable from and after the first 1 hour per park in a parking space.
- (c) Exterior surface lots paid parking zones. Parking in an exterior surface lot paid parking zone shall be by permit only from 12:00 am Monday through 11:59 pm Saturday. Any person may park in an exterior surface lot paid parking zone on Sunday from 12:00 am through 11:59 pm without charge, and without a time limit per park.
- (d) Parking deck paid parking zone.
 - (1) Permits may be issued for the parking deck paid parking zone. The cost for such permit shall be as provided in the City's duly adopted fee schedule. Persons having a valid parking deck permit shall be permitted to park a permitted vehicle in the parking deck paid parking zone at any time with no time limit per park.
 - (2) During paid parking hours, all owners or operators not having a valid permit will be required to pay for parking at the City-adopted rate in the parking deck paid parking zone, with the rate being applicable from and after the first 1 hour per park in the parking deck.

- (3) The City Manager shall have the authority to designate parking spaces on the lowest level of the parking deck as reserved spaces, 24 hours per day, 7 days per week, in the parking deck paid parking zone. Parking in such spaces shall require a valid permit.
- (e) Free on-street limited time zones. Parking in a parking space within a free on-street limited time zone shall be limited to the stated number of consecutive minutes or hours per park in a parking space.
- (f) Free on-street unlimited time zones. Parking within a free on-street unlimited time zone shall be free and unlimited, except that continuous parking within a spot for more than 24 consecutive hours may result in a vehicle being determined to be abandoned and towed pursuant to sec. _____ of the City of Hendersonville Code of Ordinances.
- (g) Generally applicable requirements.
- (1) Check-in required. All persons parking within paid, paid limited time parking, or free limited time parking zones during paid parking hours will be required to check in at a parking kiosk or using the parking mobile app made available by the City. Check in shall require the entry of the parked vehicle's license plate number at the kiosk or mobile app. It shall be unlawful to park in a limited time or paid parking zone during paid parking hours without checking in with the parked vehicle's license plate number as required by this sec. 50-317(g)(1).
- (2) Parking permits. All parking permits issued pursuant to this sec 50-317 shall be issued in accordance with rules adopted by the Chief of Police. All permits will be issued on a first come, first serve basis up to the maximum number of permits per parking facility as determined by the City Manager. The City Council shall adopt parking permit fees as part of the City's fee schedule. All fees for parking permits must be timely paid. Failure to timely pay parking permit fees may result in a parking permit being revoked by the Chief of Police. All unpaid parking permit fees may be collected by any remedy for collection of a debt allowed at law.
- (3) Pay -by- plate. All paid parking shall be paid by vehicle license plate number.
- (4) Electric Vehicle Parking Spaces. All parking spaces containing a charging station for electric vehicles in a paid parking zone shall be reserved for electric vehicles only, shall be paid for at the applicable parking rate for the paid parking zone, and shall be limited to three consecutive hours of parking per park in such a parking space.

(Code 1971, § 31-212)

Sec. 50-318. Continuous parking in violation of division.

Any person who shall permit any vehicle to be parked in violation of this division for more than one day shall be subject to an additional penalty for each such day, with each such day being considered a separate offense hereunder. When any vehicle has been continuously parked in violation of this division of a period of 24 hours or more, such vehicle may be towed by order of the Hendersonville Police Chief, or his/her designee, in accordance with _____.

(Code 1971, § 31-214)

Sec. 50-319. Habitual parking violators.

- (a) *Unlawful.* It shall be unlawful for any person to be a habitual parking violator.
- (b) *Term defined.* The term "habitual parking violator" shall mean any operator or owner of any vehicle properly cited for a parking offense not including the violation of this section within the city limits six or more times within any 180-day period.
- (c) *Penalty for violation of section.* Penalty for violation of this section shall be \$100.00 per violation within a 180-day period.
- (d) *Separate offenses.* Each new proper citation constituting a sixth or greater violation within any 180-day period shall constitute a separate offense hereunder.

(e) *Notice of violation; failure to pay.* The city may notify any violator thereof, by U.S. certified mail, of the violation, penalty and time for payment hereof, not less than ten days after the date the notice is sent. Upon such notification, failure to make payment of the penalty within the specified time shall render the violator civilly liable to the city for all costs associated with the violation and the prosecution and collection thereof.

(Code 1971, § 31-215; Ord. No. 04-0746, § 5, 7-8-04; Ord. No. 10-0204, § 1, 2-4-10)

Secs. 50-320—50-340. Reserved.

DIVISION 4. CIVIL PENALTIES FOR PARKING VIOLATIONS

Sec. 50-341. Schedule of civil penalties for stopping, standing, parking and parking meter violations.

(a) Civil penalties for violations of divisions 1, 2 and 3 of this article shall be as established from time to time by the city council in the city's schedule of fees, or as stated in this Chapter 50.

(b) This violation and any delinquent penalty are not subject to the penalty provisions of G.S. 14-4, but instead constitute civil penalties to be recovered by the city in a civil action in the nature of debt when the violator does not pay the penalty within the prescribed period of time set forth, pursuant to G.S. 160A-175(c).

(Code 1971, § 31-221; Ord. No. 04-0746, § 6, 7-8-04; Ord. No. 11-0101, § 1, 1-6-11; Ord. No. 15-0951, § 3, 9-3-15)

Sec. 50-342. CITATIONS FOR PARKING VIOLATIONS; REVIEW OF PARKING CITATIONS

(a) Owners or operators of vehicles parked in violation of this Article shall be issued a parking citation in accordance with sec. 50-288. As used herein, for parking violations the word "citation" shall not refer to a citation governed by N.C.G.S. § 15A-302.

(b) Any person receiving a parking citation may request a review of the parking citation by the Hendersonville Police Department by submitting a Request to Review form online at <https://www.hendersonvillenc.gov/parking/parking-enforcement> or by mailing or delivering (in person or by commercial carrier) a Request to Review form to the following address:

Hendersonville Police Department
c/o Parking Enforcement
630 Ashe Street
Hendersonville, NC 28792

The request for review must include a statement as to why the requestor believes that the parking citation was issued in error. Requestors may include with the request to review form any information, photographs, or other documents supporting their assertion that the parking citation was issued in error.

(c) Requests for review must be submitted within five (5) days of the date of issuance and service of the parking citation upon the owner or operator (whichever occurs last). An request for review is deemed submitted:

- (1) upon receipt by the City if the appeal is submitted in person, in an online portal on the City's website, or by email; or
- (2) upon due depository with postage or freight charges pre-paid in the U.S. mail or with other commercial carrier.

(d) The requesting party should receive confirmation of receipt by the Hendersonville Police Department within 24 hours, if the review request is received online, or otherwise within 2 business days of receipt by the City if the review request is submitted in person or through the mail or commercial carrier.

(e) The request for review shall be considered and decided upon by the Chief of Police or his/her designee. Upon review of the information provided by the requesting party the Chief (or designee) may set aside the parking citation if he/she determines that the parking citation was issued in error. Examples of a citation being issued in error include, but are not limited to:

- (1) The ticket was issued for parking without the required payment and requestor has a parking receipt which shows that, at the time the citation was issued, the parking was, in fact, paid for.
- (2) The vehicle was not parked at the location listed on the parking citation at the time the citation was issued.

The person requesting review of a parking citation will be notified of the Chief's (or designee's) decision within 5 business days of the request for review being received by the City. If the parking citation is not set aside, payment of the civil penalty assessed by the parking citation will still be due within 30 days of the date that the citation was originally issued and served pursuant to sec. 50-288(c). If the parking citation is set aside, no payment will be owed for the civil penalty originally assessed by the parking citation.

Secs. 50-343—50-375. Reserved.



CITY OF HENDERSONVILLE AGENDA ITEM SUMMARY

SUBMITTER: John Connet **MEETING DATE:** 2/22/2023
AGENDA SECTION: PRESENTATION **DEPARTMENT:** Fire Department
TITLE OF ITEM: Presentation of Fire Department Strategic Plan – *James Miller, Fire Chief*

SUGGESTED MOTION(S):

NA

SUMMARY:

The Fire Department just completed an update to their strategic plan. Chief Miller will present the updated plan to the City Council

BUDGET IMPACT: \$ NA

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

If no, describe how it will be funded. NA

ATTACHMENTS:

Fire Department Strategic Plan



Hendersonville Fire Department

Item B.

Overview

The Hendersonville Fire Department serves community members in times of crisis and provides crucial education on fire safety and prevention. Firefighters and staff strive for every interaction to be professional, timely, and helpful and pride themselves on carrying out the Department's mission of "provid[ing] excellent customer service by minimizing risk to life, property, and the environment while creating a strong bond with our community through public education and prevention."

To create this Strategic Plan, the Hendersonville Fire Department engaged the Hendersonville community through various efforts. Additional detail can be found in the Strategic Planning Process section.

The Hendersonville Fire Department has developed this five-year strategic plan to articulate its core identity and identify high-level strategic priorities. The plan provides clarity, direction, and focus, with a forward-looking emphasis. This direction encompasses six strategic focus areas and subsequent objectives to successfully meet these goals. These strategic focus areas will be evaluated regularly to identify new or shifting areas of focus as our community grows and evolves.

The purpose of the Strategic Plan is to:

1. Set the focus for the Department
2. Define the Department's actions and investments; and
3. Direct the achievement of short- and long-term goals.

The strategic plan will be used to:

1. Focus the Department's organizational efforts and resources
2. Set priorities for staff work plans
3. Evaluate progress toward achieving the Department's goals
4. Serve as a decision-making filter for determining Department priorities
5. Assess/adjust the Department's direction in response to our changing environment



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Hendersonville Fire Department Strategic Plan



Anticipating Growth

Update capital plan to keep pace with community growth
Explore alternative funding models



Innovating & Thinking Differently About How We Deliver Services

Use technology to increase community safety
Pursue response options that optimize response time & services



Engaging & Educating the Community

Use technology to engage with community members
Build on existing positive relationships with community stakeholders through targeted outreach



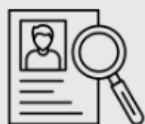
Maintaining A Well-Run Department

Enhance Department processes & systems by pursuing accreditation
Ensure internal administrative support reflects community growth
Emphasize need for data collection, analysis, and use in decision-making



Building A Strong Climate & Engaged Staff

Build a positive Department climate
Increase support for firefighters & staff



Recruiting & Retaining a Diverse Department

Recruit & retain personnel from diverse audiences
Provide comprehensive officer development training
Launch Hendersonville Fire's Recruit Academy



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Strategic Planning Process

Throughout this process, Hendersonville Fire Department engaged many different stakeholders and focused on resident feedback. In addition to a community survey and focus group, Hendersonville Fire Department also engaged local businesses, City of Hendersonville staff, and City leadership. Additionally, Hendersonville Fire Department worked to gain comprehensive input from Department firefighters and staff. Additional information on each engagement carried out through the strategic planning process can be found below.

Community Survey: The 15-question community survey was sent out through official City of Hendersonville channels in an effort to engage with and receive input from residents. Questions were asked to understand residents' feelings on the services offered by Hendersonville Fire Department. The survey was open for approximately two weeks and closed with a total of 68 responses.

Community Focus Group: In addition to the community survey, a 90-minute focus group was held to understand residents' thoughts on the Department in greater detail. A total of six residents participated in the community focus group, which was held in a hybrid format to increase accessibility for residents.

Business Focus Group: The Department sought out feedback specifically from Hendersonville's business community through a focus group. The 90-minute session had a total of 23 participants who discussed how the Department interacts with the community's businesses.

City of Hendersonville Staff Focus Group: A staff focus group was conducted to gain feedback on how Hendersonville Fire Department interacts with other City departments. Eight individuals from a variety of departments attended the focus group.

Hendersonville Fire Department Internal Engagement: The Department engaged the North Carolina Fire Chief Consultants (NCFCC) to complete an analysis of its internal structure. NCFCC conducted three different engagement sessions to gain feedback from all Department personnel.



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Strategic Focus Areas

In order to provide the most effective and efficient services to Hendersonville's residents, we will focus on strategic initiatives that equip us to be both reliable and adaptable. These strategic focus areas will be coupled with a greater emphasis on performance management, where the Department will perform ongoing assessments of our work to ensure we are aligned with our strategic plan.

We have identified six strategic focus areas for our work moving forward. We are focused on these targeted areas so we can productively manage our work. We anticipate evaluating the results of each initiative area regularly and identifying new or shifting areas of focus as our circumstances change.

Focus Area 1: Anticipating Growth

As the Hendersonville community continues to expand, Hendersonville Fire Department must stay agile and adaptable. Our budget and capital plan will support the growth we are currently experiencing while maintaining the flexibility required to quickly adapt to community needs.

Objective 1.1: Update capital plan to keep pace with community growth

The Department will revisit and update the capital plan with a focus on investments that will support the continued growth the Hendersonville community is experiencing.

- Increase dollars budgeted to promote efficient delivery of services
- Re-evaluate growth annually and capital plan resource allocations

Objective 1.2: Explore alternative funding models

Hendersonville Fire Department will regularly review its funding opportunities ensure the Department's funding model is sustainable.

- Review local, state, and federal grants
- Continue to track interactions with other agencies and resources utilized
- Consider funding options like interlocal agreements if budgetary resources are constrained

Potential Progress Measures

- Amount of staff time dedicated to long-term planning
- Number of reactive budget shifts



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Focus Area 2: Innovating & Thinking Differently About How We Deliver Services

To be able to adjust to a rapidly changing world, the Department will look at challenges through an innovative lens, seeking opportunities to provide more efficient and effective services to Hendersonville's residents. The department will react quickly to the community's needs by utilizing technology and innovative response options.

Objective 2.1: Use technology to increase community safety

The Fire Department will explore and implement technology that can increase the City of Hendersonville's safety.

- Explore new technologies for community safety, such as pre-emption devices
- Prioritize technology and systems in our resource allocation, including resources to maintain existing technologies

Objective 2.2: Pursue response options that optimize response time and services

Hendersonville Fire Department will research and analyze new technology options to maximize our ability to respond quickly to resident needs.

- Explore non-traditional vehicle options, such as quick response vehicles, quick attack vehicles, and mini-pumpers

Potential Progress Measures

- Staff time allocated to innovation
- Number of new concepts brought to the table

Focus Area 3: Engaging & Educating the Community

Hendersonville community members will continue to hold the Department in high regard and find interactions to be professional, timely, and helpful. The community, including students and seniors, will be more knowledgeable about fire safety and department updates. Business owners will be more knowledgeable and there will be higher inspection pass rates. Relationships with neighboring fire districts will be strong and Council will be consistently updated on Department highlights, including progress on the strategic plan.

Objective 3.1: Use technology to engage with community members

The Fire Department will explore and implement technology that can increase the Department's relationship with the community, such as virtual meeting software for education outreach events, communication systems, and more.



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- Use existing communication technology, such as YouTube and Zoom, to increase engagement with the Hendersonville community
- Coordinate with City of Hendersonville's Communications Manager to monitor best practices and recommendations for impactful engagement

Objective 3.2: Build on existing positive relationships with community stakeholders through targeted outreach

Hendersonville Fire Department will create opportunities to engage with business owners, neighboring fire districts, and other stakeholders in an effort to improve relationships in and around the Hendersonville community.

- Continue to pursue and expand popular community educational programs (e.g., CPR classes, Citizens' Academy, and fire extinguisher classes)
- Continue demonstrating excellent customer service in interactions with community

Potential Progress Measures

- Number of interactions at outreach events

Focus Area 4: Maintaining A Well-Run Department

We will pursue the Commission on Fire Accreditation International's accreditation, which is a rigorous and challenging standard held only by five other Departments in North Carolina. We will review and update our policies, procedures, and systems as we move through the accreditation process and focus on using data as a decision-making tool. We will actively collect, analyze, and use data in decision making to ensure we are providing the most efficient and effective services. As we work to improve our systems and data use, it is also critical that our organizational structure matches our efforts, and we will have internal support staff who are dedicated to the Hendersonville community.

Objective 4.1: Enhance Department processes & systems by pursuing accreditation

Hendersonville Fire Department will review and strengthen its systems and processes as it seeks to join an elite group of agencies by pursuing the Commission on Fire Accreditation International's accreditation.

- Form Accreditation committee
- Create Accreditation Action Plan

Objective 4.2: Ensure internal administrative support reflects community growth

The Department will ensure there are well-trained support staff to provide needed knowledge and services to residents and emergency operations personnel.

- Evaluate current support administrative staff workloads



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- Appropriately budget staffing resources to administrative and support functions

Objective 4.3: Emphasize need for data collection, analysis, and use in decision-making

We will integrate data collection and analysis into our process and system updates, while Department leadership focuses on using data to make evidence-based decisions.

- Work with Budget Analyst to collect and update data
- Improving our data inputs to inform decision-making (i.e., property value & losses)

Potential Progress Measures

- Progress on accreditation checklist
- Results of internal and external report card

Focus Area 5: Building A Strong Climate & Engaged Staff

Hendersonville Fire Department relies on the officers and staff that provide critical services each day. We will continue to encourage an atmosphere of professionalism, safety, respect, and diligence when interacting with the public and one another. Our firefighters and staff will be excited to serve the Hendersonville community and consistently go above and beyond what is expected. Firefighters and staff will feel safe and supported physically and mentally. There will be improved growth opportunities and comprehensive development training for firefighters and officers.

Objective 5.1: Build a positive Department climate

We will work with Hendersonville Fire Department personnel to identify what climate the Department will work towards and create annual work plans to model this climate.

- Conduct a climate-specific SWOT analysis w/ members
- Based on the SWOT results, find ways to increase opportunities to build positive climate and address challenges with current climate

Objective 5.2: Increase support for firefighters & staff

We will support a culture of stability and reliance by building the base of administrative and mental health support for emergency operations personnel.

- Increase access to embedded clinician
- Provide mental health awareness training
- *Evaluate current support administrative staff workloads**
- *Appropriately budget staffing resources to administrative and support functions**

**Also noted in Focus Area 4, Objective 2*

Potential Progress Measures



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- Number of training hours
- Employee turnover rate
- Employee satisfaction
- Use of embedded clinician

Focus Area 6: Recruiting & Retaining a Diverse Department

Hendersonville Fire Department will recruit firefighters and staff from a variety of backgrounds, including high school students, military veterans, and non-local individuals. The Department will have a low turnover rate and will be comprised of individuals with a wide range of experiences from diverse skillsets.

Objective 6.1: Recruit & retain personnel from diverse audiences

Hendersonville Fire Department will target specific and diverse backgrounds, including high school students and military veterans, as well as advertise positions across wide geographic ranges.

- Utilize data from City of Hendersonville's DEI consultant to pinpoint challenges around recruiting
- Re-evaluate job descriptions and postings to highlight long-term benefits of fire service
- Explore sponsoring BRCC Fire Academy recruits
- Proactively address staffing challenges (i.e., overhiring)

Objective 6.2: Provide comprehensive officer development training

We will sustain departmental growth by ensuring personnel have strong professional development tracks and growth opportunities.

- Explore specialized certifications and trainings
- Re-visit and, if needed, revise existing succession plans

Objective 6.3: Launch Hendersonville Fire's Recruit Academy

Hendersonville Fire Department will develop and host its own Recruit Academy to educate and train new recruits, allowing the Department greater flexibility in hiring cycles.

- Form Fire Academy business/startup plan

Potential Progress Measures

- Number of applicants for job postings
- Number of recruits enrolled in Recruit Academy relative to open positions
- Department demographics more closely match that of the community
- Net promoter score



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- Retention rate

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Key Metrics

In addition to the metrics outlined in each focus area above, the following metrics are integral to tracking Hendersonville Fire Department's Performance

1. Response time
Measures the time between when the Department is first notified of a call and when they are on-scene
2. Reliability
Measures the percentage of the time a crew is available to respond to a call
3. Turn out time
Measures the time between a call alarm sounding and the truck leaving the station
4. Property value losses
Measures the resulting loss of property value from emergencies
5. ISO rating
Measures how well-equipped the Department is to put out fires in the community

Action Plan

To ensure the Department makes regular progress on the actions in the Strategic Plan, the Department will create annual Action Plans. These plans will outline what progress the Department will make in a one-year time frame on each strategic focus area. This detail will include what specific projects/initiatives will be pursued, what the one-year objective is, and who is responsible for each project/initiative.

2023 Action Plan

When putting together the Strategic Plan, Hendersonville Fire Department identified specific steps to take in order to set a strong foundation for the Strategic Plan's implementation. These steps will be the foundation of the 2023 Action Plan and include the following:

- Review & revise Standard Operating Procedures & Standard Operating Guidelines
- Revise the Department's 10-year capital plan
- Prioritize where we want to add FTEs to match the needs of the community
- Research a citizen engagement and feedback system (e.g., PowerEngage)
- Use virtual tools to increase access to community trainings
- Explore permanent part-time positions to meet fluctuating demand for staffing



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Appendix

Current Context

Stations & Equipment:

Fire Station 1:

Location: 851 N. Main St., Hendersonville, NC 28792

Status: Currently scheduled for full demolition and rebuilding; temporarily responding to calls from the Henderson County Emergency Services Building located at 2529 Asheville Highway, Hendersonville, NC 28792

Fire Station 2:

Location: 632 Sugarloaf Rd., Hendersonville, NC 28792

Status: Currently houses all Fire Department emergency operations personnel and administrative staff; 3 pull-through single bays

Apparatuses:

Front line engines: 3

Tower engines: 1

Reserve engines: 2

Staffing:

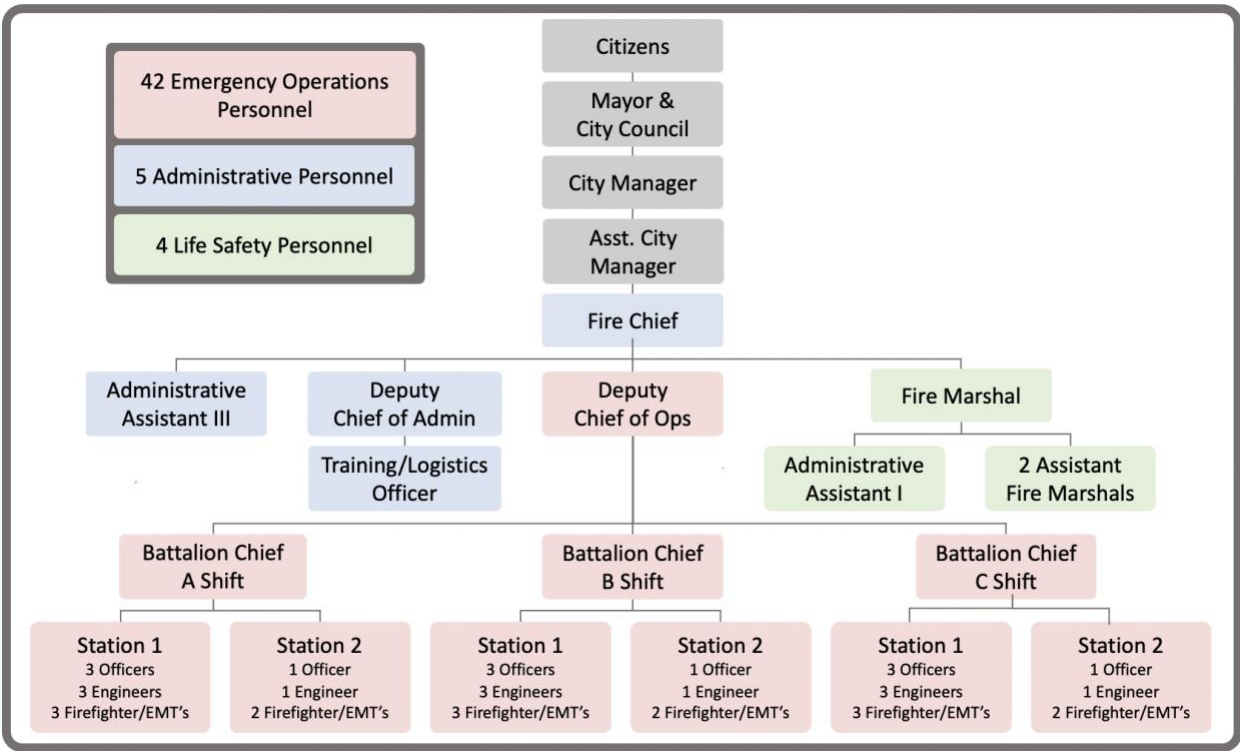
The Hendersonville Fire Department has a total of 51 full-time employees across three divisions. Below includes the breakdown of employees within those divisions, and the Department's organizational chart.



Hendersonville Fire Department

Hendersonville Fire Department Organizational Chart

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CITY OF HENDERSONVILLE AGENDA ITEM SUMMARY

SUBMITTER: John Connet **MEETING DATE:** 2/14/2023
AGENDA SECTION: PRESENTATION **DEPARTMENT:** Administration
TITLE OF ITEM: Council/Staff Retreat Preview – *John Connet, City Manager and Brian Pahle, Assistant City Manager*

SUGGESTED MOTION(S):

NA

SUMMARY:

Brian and I will review the results of the department head retreat and provide a preview of the upcoming Council/Staff Retreat.

BUDGET IMPACT: \$ NA

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

If no, describe how it will be funded. NA

ATTACHMENTS:

Department Head Retreat Summary



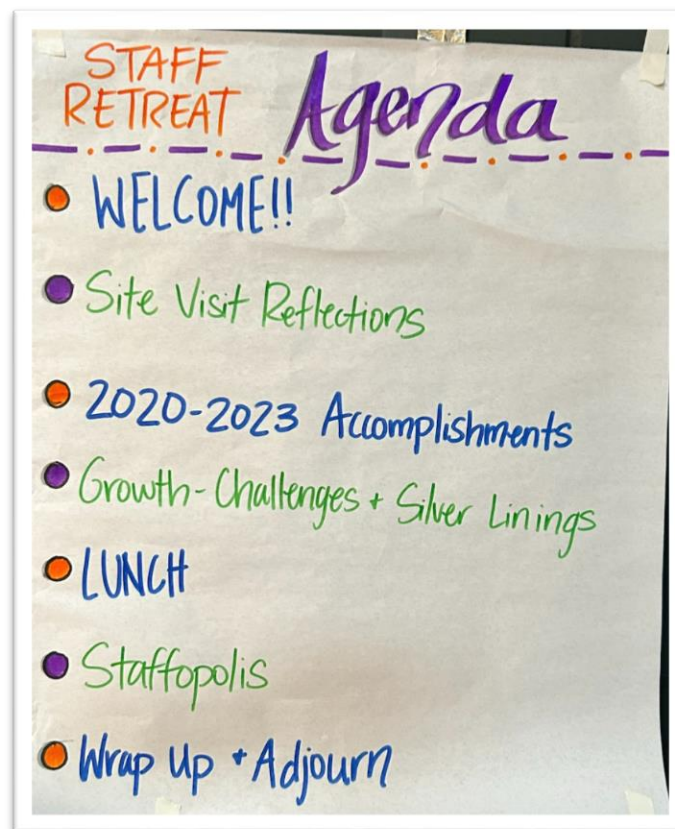
HENDERSONVILLE STAFF RETREAT JANUARY 14, 2023



RETREAT PURPOSE AND AGENDA

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

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



SITE VISIT REFLECTIONS

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

The handout asked:

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



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

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

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

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

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

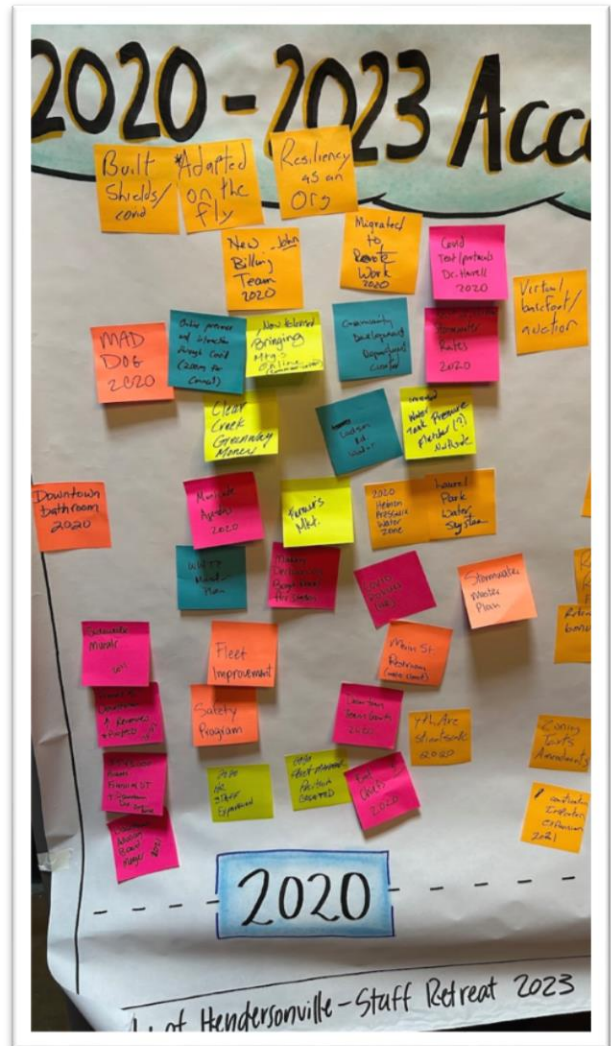
2020-2023 ACCOMPLISHMENTS

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

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

2020 ACCOMPLISHMENTS

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



2021 ACCOMPLISHMENTS

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



- **Buildings and construction:**

- fire station rebuild
- parking deck
- city hall exterior
- new HR space

- **Departments and people:**

- Hiring Environmental Compliance Officer
- Hiring Risk Management and Safety Professional
- Hiring IT Manager
- Dedicated IT department
- Police Department fully staffed
- New Budget Analyst, new Streets crew
- Added second Deputy Fire Chief
- New Communications Coordinator
- Police Department traffic team
- Police Department civilian animal control

- **Water system:**

- Clear Creek sewer interceptor
- Laurel Park water
- Northside/Fletcher water
- Ewart Hill Reservoir
- Etowah water
- French Broad intake

- Comprehensive Plan progress
- Design Standards manual progress
- Stepped up legal SOPs
- Jabil – first completed economic development project
- Christmas Parade map
- Safe Workplace initiatives
- 7th Avenue rebranding
- Pedestrian Master Plan
- Civil penalty for sewer violations
- Downtown hotel approval



GROWTH: CHALLENGES AND SILVER LININGS

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

The "silver linings" identified by Hendersonville leaders were:

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

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

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

“STAFFOPOLIS”

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

ROUND 1

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

Round 1 vote totals were:

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



ROUND 2

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

Round 2 vote totals were:

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



WRAP-UP

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