

Campbell

City will continue to grow, but said the type of growth needs to be managed better and planned better. City's population could be 60,000 or more by that time. City must have a strategic plan that lays out the type of growth, quality, road patterns and architectural standards. "We really need to have a strategic plan in place that covers infrastructure, housing, industry, and redeveloping Old Towne." Greenwood is fragmented now by State Road 135, U.S. 31 and Interstate 65. "The only thing that can draw us together is Old Towne." City could have a vibrant retail, shopping and restaurant area that can bring some identity to who we are.



Describe Greenwood in the year 2015. What will you do to achieve that vision?

Henderson

Has a vision of Greenwood becoming more and more inclusive. Sees an exciting quality of life. Has met with some people from the Indian community which is moving here. Has worked with Margarita Hart on Hispanic issues. Police and planning departments are having people learn Spanish. "To be an inclusive community is a thing of the future, and then making everyone feel at home and feel safe." Wants to continue improving parks and recreation with park space and trails. Wants to build sled hills and has identified two areas for that: the old sanitation plant and the new park on Averitt Road. "I want also to be a community that's considered a destination."

Campbell

Traffic and getting in and out of the city is one of those issues. City needs to make some major thoroughfares in and around the city that will move traffic, especially as growth occurs. "That is one of the necessities of life." As for amenities and luxuries, parks and trails: The city probably needs a new swimming pool. Current pool is a problem, and there is a debate over the multimillion-dollar aquatic park. If the city is just building a pool for the residents, it doesn't need to be that big. Parks survey doesn't say that residents want a large aquatic park.



What is the most serious quality-of-life issue facing the residents of Greenwood? If elected, what would you do about it?

Henderson

It is important for older residents to have good sidewalks and walking areas where they feel safe. City has been rebuilding neighborhood streets, curbs and sidewalks and have high visibility of police to deter crime and make residents feel safe.

Campbell

Yes. Argument in the past degenerated to personal problem and issue between the mayor and the former clerk-treasurer because the mayor could appoint someone to manage the money. Upgrade would allow the city to have more representation. Number of residents represented by each council member has grown, which puts greater distance between them. The additional council members is the main reason to support it. "It allows for a more personal touch, and I think we need it for that reason." If financial management is taken away from the clerk-treasurer, it could become a power struggle, but that goes to the lack of trust and how that needs to be re-established. Doesn't have a candidate in mind to be controller. Wants to take the idea before the residents at city hall meetings and let people talk. "It can't be an issue of 'This is what I want.' But instead 'Here is something to think about.' If you can sell people on the benefit, it will happen."



Should Greenwood pursue second-class city status? Why or why not? If yes, how would you gather residents' support? When would the issue be brought before the council and the public?

Henderson

Yes. Has always believed that since the city topped 35,000 population. "We are a first-class city in actuality." Favors because there would be two more city council members, and representation is what city government is all about. The president of the city council would run council meetings and set the agenda. Thinks that too many times residents at a city council meeting talk to the mayor, but not to the city council members, who get to cast a vote. "When the council engages, we end up with a better product at the end." Won't bring the issue up until new officials take office and would ask them if they want to discuss it in a couple of years.

Campbell

No. But there are distinct advantages to having employees in one place. There are options other than building a new city building. Would have to look at the numbers and the cost to convert an existing building or lease space. Can live with the existing space and it would be his job to lead. Would work to convince people based on what is determined to be needed. It shouldn't be a political issue. Wouldn't propose, but wouldn't oppose or fight a plan to consolidate city services in Old Towne Greenwood.



Will you propose building a new city building? When, if ever, should the city begin the process of securing additional office space? What are the options?

Henderson

"Yes. I would consider building a new city building." The city is paying more than \$100,000 per year in rent and had to ask for a special appropriation of \$15,000 for new heating and cooling for the current city building. "An efficient city is not very good when your employees are scattered out all over the city." The former proposed location downtown should be looked at, but a council member proposed building it on the east side because of growth. "I think we ought to take a look at all the options. Then, should we take the building we're in and totally demolish it and buy some property around there and go back there?" City council needs to discuss the issue, and take personalities out of it. Is opposed to putting more money into current city building. That is like putting money down a rat hole.

Campbell

Greenwood doesn't need a director of operations and the position should be eliminated. The police department had 51 officers in 1998 and 51 officers today, meaning the department was overstaffed then or understaffed now. Has not heard anyone complain about salaries. Has heard complaints that the police department is only reactive to problems and cannot be proactive. Budget allows for more officers. Would like to increase the police department. Fire department previously had a multiyear plan to gradually increase personnel, and that would be justified again. In other departments, doesn't know.



What are your plans for city government growth? Will new employees be hired? For what departments? Do any employees need raises? Should any positions be cut?

Henderson

At this point, does not have a plan for additional growth. Department heads will tell him what they need. Knows that planning and zoning would like more people. But looking at other options, such as contracting out some development review and charging that cost to the developer. The fire chief is ready to put together a four-, five- or six-year program for growth. Police chief may bring forth a proposal for growth. Have combined some work in street sanitation and public works. May need more employees there. City takes good care of its equipment, but it does wear out. May have increases there. "As a group, city employees are well paid." Does know of some positions that need increases, such as technology. "Overall, city employees are compensated with wages and benefit packages that are pretty good." Cannot think of any positions to cut.

Campbell

Would set up an application process and interview. Would have more than one person interview candidates. Would interview them as part of a group or individually. Would look for certain qualities, such as honesty, willingness to serve and not being overly self-absorbed. "We are a service business. We are there to serve others." Would re-interview all current department heads prior to taking office. First question would be whether they could work for him. Approach to management would be different from current mayor's and, because of that, anticipates that some of the current department heads would say they could not work for him. Would take a strong look at the police department. Has heard of problems but has made no promises. The director of operations position would be eliminated, but that doesn't mean that Norm Gabehart would be unemployed. Has heard good things about his response and his work, but the city doesn't need the middleman.



What process will you use to identify and appoint the best qualified people to head departments in your administration? What changes would you make to current personnel? Will the following people be retained: Joe Pitcher, Steve Dhondt, Evan Springer, Norm Gabehart and Ed Ferguson?

Henderson

Used a committee to interview and narrow applicants for city attorney, police chief, fire chief and human resources director. The process has worked well, and wishes he had used that process in some other hirings when he didn't. At this point, those people will be retained.

Campbell

Short answer is phase out as quickly as possible. Does not know of any other projects that need to be done with TIF funds. "Those things serve a purpose, but at this point it is an obvious thing that Clark-Pleasant schools need this money, and if they don't get it, it will raise people's property taxes." That is a result of what the city has done and the city shares in the burden. The sooner the TIF is ended, the better. Is not opposed to TIFs, but said it needs to be phased out as soon as possible and not kept up just so the city can keep the money.



At what point should the city's eastside tax-increment financing district be phased out and tax money returned to the schools, library and other government funds? Should any additional projects be paid for with funds from that district?

Henderson

It should be phased out when it runs its life expectancy, which is 30 years. The district has about 19 years left. Or should be phased out when all the projects it set to accomplish are complete. County Road 750N, or Worthsville Road, should get an interchange at Interstate 65. That road isn't in the TIF district but is listed as a project to be funded with that money because it affects the TIF district. Wants to make that a major thoroughfare from U.S. 31 to the interstate.

Campbell

Mayor ought to spend a minimum of 40 hours doing city business, but that may not always be at city building. If the director of operations position didn't exist, then the mayor ought to be out working, overseeing work and talking to businesses. Thinks there ought to be regular office hours so that residents know when he will be there and can meet with him. Would have regular department head meetings. Amount of time the mayor spends away from the office ought to be determined by someone other than him. If the mayor sets the agenda himself, he'll do more than he ought to. Would be in favor of oversight in that area and accountability for everything the mayor does.



How many hours per week should a mayor spend at the city building doing city business? What is an acceptable percentage of time that a mayor should spend away from the office on out-of-town trips?

Henderson

"Whatever it takes to get the job done." Some weeks might spend 20 hours in the office, some weeks maybe five. Sometimes spends four days of the week out of town, but sometimes doesn't leave town for months. Has days with appointments every hour, and few or none of those are in his office. But is very busy.

Campbell

Would avoid anything that personally benefits the mayor. Would be his job to serve the residents of Greenwood first. What kind of work, such as street paving or snow removal, gets done first would not be based on where certain people live. "If anything, plow my street last. Do everyone else first." Would never get a personal gain because of the office. If elected, would sell or turn his business over to someone to run. Would not let city do business with them.



What is a conflict of interest for a mayor? How would you avoid conflicts of interest or the appearance of one?

Henderson

If mayor took friends out to eat on the city's dollar. Doesn't do that. Another conflict is if the mayor knew a business was going to locate in an area and the mayor invested in the land to benefit from that deal. That should be illegal. Those things ought to be scrutinized. Would not participate in those things.