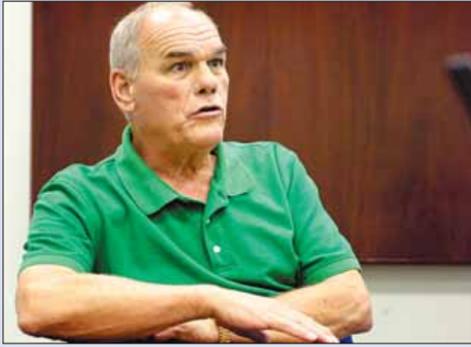


WHERE THEY STAND

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Greenwood mayor

Election Day: Nov. 6 ■ **Voting hours:** 6 a.m. to 6 p.m. ■ **Web extra:** Expanded answers and more questions at thejournalnet.com



CHARLES HENDERSON, Republican, incumbent

On Nov. 6, voters in Greenwood will pick a mayor. Assistant managing editor Michele Holtkamp-Frye interviewed the candidates on a wide range of issues. Voters have a right to know where the candidates stand. Use these pages as a guide to help you make your voting decision.



DAVID PAYNE, independent

Henderson

Character is something a person has inside them that would lead them to do what they think is the right thing for everybody's best interests. "I am willing to look at myself and say, 'OK, back up. It's not always your way is the best way.'" Is willing to listen to others' opinions. If decisions turn out to be wrong, doesn't try to pass blame. Biggest flaw is he used to take differences of opinion personally. As he's getting older, he realizes it is not personal. Works on that on a regular basis and is getting better.



How do you define character as it relates to being a public official? What qualities of character do you possess that would make you an effective mayor? What are your character flaws?

Payne

Defines character traits as a person who is totally forthright and honest, possesses integrity and someone who has the ability to earn the trust of the people he was elected to serve. Says it is also an internal feeling and ability to judge those you are dealing with to determine if they are honest or someone to avoid. Says his qualities are honesty, integrity, passion for doing the right thing no matter the circumstances and the desire to do the right thing. One character flaw would be to take a situation and analyze it too long because it could lead to a missed opportunity. Can become very passionate and overzealous about some matters and has been told is too honest. Can be stubborn.

Henderson

Mayor is administrative arm and has to set a direction somewhat and then see to it employees follow that. City council has some direction-setting as a fiscal body and can say how money will be used, and then mayor and council have to come to some agreement. Is his job as mayor to make it work, even if council doesn't make decision he wants.



What is the role of a mayor? What is the role of the city council, and how do the two work together?

Payne

Role of the mayor, besides managing day-to-day business, is to appoint competent people and competent department heads in conjunction with the views the mayor has. Mayor also is a cheerleader for the city. "In my perspective, you would encourage people to become involved in city government and to demonstrate the energy that is going on within the city." Role of the city council is to provide funding for programs, to provide leadership from their perspective and establish guidelines that the city must have to operate. To work together, would develop a team approach to solving the issues of the city. Thinks the mayor should bring ideas to the table, present them, give the council and public enough time to thoroughly research, then discuss the issues in public meetings. Would want an atmosphere of teamwork, not necessarily adversarial.

Henderson

Yes, because the city is too big for one person to run the whole show on a day-to-day basis and know what is going on out in the field, and do the things that need to be done, such as lobbying while legislators are in session on issues that would make a difference in Greenwood. Said position has evolved because Norm Gabehart has gotten more comfortable with what mayor wants and his philosophy and made decisions when mayor is not available and stands up for those decisions.



Does Greenwood need a director of operations? Why or why not?

Payne

Doesn't believe Greenwood needs a director of operations. "If you have competent department heads in place and meet regularly with those department heads, I don't think you need that extra level of government."

Henderson

Top priority is to maintain the level of service that city has been providing for residents and at the same low tax rate the city has been able to maintain. Said tax rate is lower than many other municipalities. Other priority is to continue to rebuild infrastructure. Other initiatives are: revitalizing downtown by tearing down some buildings on Madison; taking out old parks department garages and putting in a walking park, gazebos and fountains; and having developers open coffee shops. Wants to make area an arts and crafts fair attraction and tie in with amphitheater. Also wants to get OK to build the Interstate 65 interchange at County Road 750, or Worthsville Road. Wants to make that road from Honey Creek Road to the interstate a four- or five-lane boulevard. Wants to see planning department grow and not be so reactionary. Wants to hire a true visionary planner who wouldn't be tied to permitting and zoning. Said planning department doesn't have staff to do true long-range planning.



If elected, what would be your top three priorities? How would you address them? Beyond your top priorities, what are other initiatives that need to be examined?

Payne

Is often asked what top priorities are, but doesn't have a top three. "I have one basic goal, and that is to encourage every citizen in the boundaries of Greenwood to get involved in city government. I want to provide an open forum and be able to provide information and to give citizens the opportunity to express how they would solve problems, then go back and figure out how to make it happen." Some areas that need to be addressed are understaffing in the police and fire departments and streets that need to be repaired. Would encourage other people to get involved and give them the opportunity to do so.

Henderson

City intentionally released name of a company considering coming to Greenwood, so the company backed out. All companies want incentive packages and secrecy. "It is a tough line to walk, and that is one that we missed." Said city should have bought six to eight houses and property along Meridian Street to expand the park and the community center.



What is the most significant missed opportunity for Greenwood? What went wrong? How can you make sure it doesn't happen again?

Payne

Most significant missed opportunity is getting the people involved in what is going on in the community. Sees a few people at meetings, and they attend because the issues relate directly to them. Wants to keep people in the meetings so they can hear what is going on. Said it all relates to communication and developing two-way communication with the public and trying to ensure that all are held accountable to those they represent. "Once that begins to happen, you'll see a massive change in the city. I think you'll see the city grow in leaps and bounds once that happens, such as pride in the city and neighborhood improvement."

Henderson

Greatest asset is people, but everyone says that. Greatest asset is location and educational base with three great high schools — Center Grove, Greenwood, Whiteland — and Central Nine Career Center. Talks about those schools when recruiting companies.



What is Greenwood's greatest asset and how will you leverage it to better the community?

Payne

Assets are location, proximity to Indianapolis, a low tax rate and the schools and educational opportunities available. Greatest asset are the people who live in city. Would leverage it by getting people involved. Said must get people involved and can't do it alone. Said current administration has tried to do it alone.

Henderson

Would aim to do a better job of educating certain segments of the city's population on why change is positive and why change is needed in order to move city forward.



What is Greenwood's greatest liability and what will you do to correct it?

Payne

Greatest liability is the communication. The appearance is that the residents do not have the opportunity to voice their opinion, or if they do, it's not heard or nothing is done. That breeds discontent and apathy. Would make it easy for people. Would upgrade the Web site and allow residents to e-mail the mayor directly. By making it simple, will go a long way in correcting the greatest liability.

Henderson

"In the year 2020, I believe that Greenwood will still be a community that is growing, and that growth will be to the east of our city toward Shelby County." Sees area developing with shops, retail, commercial and more affluent residential. "I think the city is oversaturated with starter homes." Said planning commission and city council realize that and the city will see changes to a different level of housing going east, and have a population of 55,000 or 60,000. To achieve that is going to take that planning staff the city has been short of for years, instead of being reactionary.



Describe Greenwood in the year 2020. What will you do to achieve that vision?

Payne

Growth will be happening to the east. Envisions pod communities that have a neighborhood store, access to a park, plenty of sidewalks and where transportation is easy. Wonders if there would be a commuter train to Indianapolis. Development and cooperation with Center Grove. Would have addressed issue of Center Grove being annexed into Greenwood or Bargersville or becoming its own city. Something needs to happen because county government is not structured to handle the situations.

Henderson

Not sure city has a serious quality of life issue per say. "We have people who struggle with the day-to-day needs of life based on income not being sufficient to support a quality of life lifestyle." Would continue to search for companies that pay a livable wage to help those people who struggle day-to-day. Wants to help get quality jobs with higher pay and better benefits. "I believe that we need to try to have companies that are in that \$18 to \$20 range." Said the county average wage is still low. Companies are coming here paying \$15 per hour, but wants it up to \$18 or \$20. Arbonne pay is lower, but company provided jobs for a segment of people who needed jobs. Wishes pay was higher, but if city hadn't given incentives, company wouldn't have come here. "We just have to keep working and hope we can attract a higher wage."



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

Payne

Outside of basic services that the city provides, sometimes you have to be careful talking about quality of life because it is different depending on life stage. Quality of life depends on a person's point in life. The city should work so that residents have recreational opportunities, good housing, shopping opportunities and transportation. Continued access to Indianapolis and a safe, comfortable environment for their children. Good employment opportunities.

Henderson

Agrees with becoming a second-class city, but is committed to not pursuing it because two separate city councils have chosen not to pursue it.

Second-class city?

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?

Payne

"I think second-class city status is going to come, sooner or later, and I don't really know all the benefits. Likewise, what are the liabilities?" Would need more research. Doesn't foresee that coming up in the near future at all. Some other issues need to be addressed first.

Henderson

Will propose next year that the city look at land but not constructing a building yet. Talk about if city wants to keep offices at current location, buy property or move elsewhere. Wants to get land purchased and start building a new city hall in 2010. Buy land in 2008, have plans drawn up in 2009, construct in 2010. Still likes previous location for new city building at Washington Street and railroad tracks. Taxpayers would benefit. They wouldn't be paying a lot of rent on something they never get a return on. Taxpayers would own the building. Government would be more efficient. Every time you split out and work in different areas, it's not as efficient as if it is under one roof. Said the layout would be different than his first proposal. Wants to keep everyone together in one building and not so segregated.



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? How would taxpayers benefit from a new city building?

Payne

Wonders how taxpayers would benefit from a new city building. If everything in the city was working the way it should be working, it could be on the table. Feels there will be a new building at some point. But would address other issues first. Could be convenient and beneficial to be efficient and have all city offices under one roof. Could be a convenience issue for residents. "It does concern me that we are paying for office space, but that's kind of the nature of the beast right now." One benefit could be convenience for the taxpayers and, depending on the location, it could be a showcase for the city as the center of government. Doesn't see that happening in the near future.

Henderson

Said the city council has been good to city employees, and he would just try to maintain that good level of pay. A few employees need to be adjusted, but for the most part, the council has treated employees pretty well. Wants to hire more people for planning and street departments. Said people are doing great work because the city pays better, but city needs to hire people. Fire department has been on a growth plan for past six or seven years, and more employees were in the 2008 budget proposal, he froze that. Has been surprised that police chief didn't ask for more personnel. Will put forward a plan but hasn't seen that yet. Wants to fill the vacancies in the police department and have four or five more employees than city has ever had. Wants to see a four- or five-year plan for police department growth. Parks department has done great things with minimal staff. Law office does a tremendous amount of work. Sanitation needs some growth but not a great deal. "Outside of planning and public safety, I don't see huge needs for more growth. We are a city that truly operates with far less employees than most other cities our size. But it proves to me it can be done. It proves to me we can do more with less. Pay our people well and give them a good benefit package, and they'll do the work."



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?

Payne

Does not believe that city government as its own entity needs to grow any. Said the city has enough levels of government to handle issues that will come up. First 90 days in office would be a total assessment. Understands the need in the police department, but doesn't have privilege of knowing parks department and others. Needs a total assessment of departments and positions to determine if there are duplications or positions that aren't being utilized to their fullest extent. Would have a total assessment in the first six months about the direction the departments need to take. Then would sit with city council and board of works and look at benchmarks and how to get there. Said the police department is understaffed, and there is no doubt about that. New employees would come in those areas and wants to fill open positions that are available immediately. To make cuts, would shift responsibilities around to another area.

Henderson

Has decided to re-evaluate all department heads, and has not done that before. Would look seriously at planning department. That doesn't mean getting rid of Ed Ferguson but bringing in someone fresh who will focus on planning and supervision of the whole area east of the city. Would like to explore hiring office managers for city departments. Just like lawyers and doctors offices have managers who aren't lawyers or doctors. Would look for office managers who know about planning, engineering and zoning. "I think that's something that intrigues me and might be worth looking at." If there are openings for department heads, he would interview applicants and see if their personality and philosophy matches his. Said Greenwood Police Chief Joe Pitcher is a very intelligent individual. He knows the law and fits very well. He is hands-on. He will get out and direct traffic or take a call. He'll get involved. He fits in some of those areas very well. "He has shortcomings like we all do. He doesn't communicate to a degree that I did when I was there. His management style is different than mine. He and I talk about that." Recently made Dave Mertz assistant chief, and Mertz is a communicator.



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?

Payne

One process includes a series of questions that help determine certain traits. To hire or retain a department head, the person would need to have same passion for moving forward and engaging that he has. Would conduct interviews and take recommendations. Wants to give department heads a period of time to demonstrate that what they are doing is what they truly believe, not what they've been ordered or directed to do. Would give people the boundaries in which to work and the goals, then give them the freedom to go out and achieve it. Is not up to him to know the ins and outs of every position. Would explain well-defined goals. Would not retain Joe Pitcher as chief of police. Initially, thought Pitcher's hiring was a good move, but now doesn't have confidence in him, based in part on the few months spent working in the department for Pitcher. "He might know where he wants a department to go, but he's not disseminating that information. Those officers need to know what is going on and where it is going." Said Pitcher does not lead or give the department direction. Norm Gabehart as director of operations is not needed, but could look for an opportunity for him to remain employed by the city.

Henderson

Other major project to be paid for out of that district is the expansion of County Road 750. That is the final major project with exception of some maintenance work on existing infrastructure. Should be phased out after that. Has asked redevelopment commission, and they have agreed to issue a request for proposals to design that from U.S. 31 to Interstate 65. So that's in the process of getting companies to get us proposals on that design. Wants design done by the end of 2009 and start building after that. Wants Honey Creek Road designed in the process but not be part of TIF district project. City has plans going to the Metropolitan Planning Organization to get funding for that project. That would be 2010 funding if awarded. That grant proposal is being headed up by three engineering firms who are partnering to do the cost estimates. Led by United, American and Butler, Fehrman and Seifert. The firms are doing the grant for free in hopes that city is awarded the money, and then those firms will be awarded the design phase.



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?

Payne

TIF districts were set up to achieve certain goals for those areas. Once they are achieved, the districts should be closed. Certainly understands that goals can change, but once they are accomplished, that should be changed. Establishing the infrastructure is the key, and the city is close to establishing all of that. Can't think of any other projects that need to be done.

Henderson

Would support a food and beverage tax and 1 percent sales tax. Those are fair consumer taxes. If city had those two taxes, they would generate \$4 million to \$5 million dollars per year, and that would directly reduce property tax bill. Wouldn't necessarily be for an increase in spending. Three exceptions to growth: utility costs, insurance costs and salary increases. The only place that kind of increase is needed in those three areas. New growth pays for itself. If couldn't get those two new taxes, would possibly support an increase in the income tax and maybe the economic development income tax. State should give us the options. Let us pick. Has been at regular meetings of Indiana Association of Cities and Towns and had planning strategies, and talked with State Sen. Brent Waltz and State Rep. Woody Burton and attended meetings like the one Eric Miller had, wrote a letter of support for his position. Wants to have two years of debate so residents understand it and put it on the ballot and let voters decide.



If state legislators give local government the option to adopt new taxes, what taxes would you support and how much additional money should be generated? What city services should increase spending? Would you raise any tax, including property, sales or income taxes?

Payne

Said the only way there should be any different type of tax is if the state decides to reform property taxes. Not sure that total reform or abolition is ever going to happen. Some change in the structure is likely, but cities would need to explore ideas such as a consumption tax. As cities grow, it costs more for services. More streets to maintain, more work for police officers and firefighters. "That is where most of the money needs to be focused if we are to ever generate more money." Not in favor of raising any tax. Hope that never has to happen. But as things grow, it costs more to do business because of personnel, fuel and equipment. Additional taxes are always an option, but that has to be a last resort. Has no intention or desire to raise taxes. Frankly, doesn't want to pay any more.

Henderson

Government started out to serve the basics and has expanded on a regular basis. Some say good, some say bad. Quality of life has come down to having parks, trails, sidewalks. Government does that in different ways, such as community center and parks departments. Government has accepted that role, public has asked for that. "It is our job to do and we need to continue doing it."



Is it city government's job to do more than just provide roads and police and fire protection? Is it government's job to improve the quality of life so that the city can attract new residents and businesses? How does city government do this?

Payne

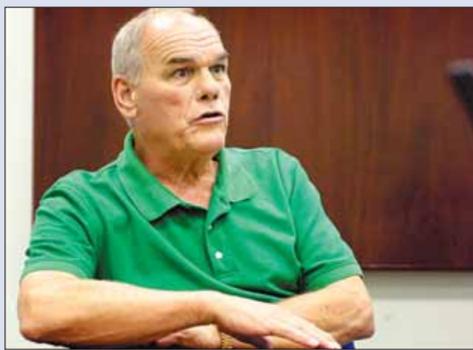
City government's job is to provide basic necessities and services so the city can grow and prosper and help business grow and prosper. Everyone shares in establishing quality of life. Is not solely the job of city government, but city government shares in the job. City as a whole has to establish that and work in conjunction. "We are there to help."

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DAVID PAYNE, independent

Henderson

Need a variety. "I think that we have a good variety of jobs in Greenwood, and the culture of Greenwood is such that we need all kinds. We're a very diverse community when it comes to employment." Said Greenwood didn't suffer during the most recent recession because of diversity of employment. One company shutting down doesn't affect us overall. We're doing a pretty good job of mixing and matching. City does not have too many warehouse jobs. Could use more, but could use other higher paying skilled manufacturing jobs. Example is Urology of Indiana and the great jobs with high salaries in that building.



What types of industries and businesses are missing in Greenwood? Does Greenwood need more warehouse jobs? What is the mayor's role in recruiting new business?

Payne

City needs to have a strategic plan for the type of business wanted to locate here. Said the city has enough retail, warehouse and fast-food jobs. Some good quality restaurants are starting to come, and that's a plus. "It all gets back to sitting down in public forums and getting the shape of the community, and then making that happen. If we do it on our own, then it's only what government thinks it needs to be."

Henderson

City sort of had an overall policy of not doing abatements for anything other than manufacturing and distribution. Wouldn't do retail. Broke away from that with incentive for Cabela's. What businesses shouldn't qualify has to be considered on a case-by-case basis. Maybe a retailer like Cabela's should get an incentive, but a distribution company shouldn't get it. "We don't have that much space left for the big distribution. We're getting close to fulfilling that niche."



What types of businesses should get a tax abatement? Which should not?

Payne

Thinks that businesses that want to come to Greenwood and that are going to provide good, quality jobs with some decent salaries and won't be a drain on city services should be offered tax abatements. Those that shouldn't get abatements are retail. They provide jobs but draw money away from a community because they buy products elsewhere and the profits go elsewhere. A good-paying job is one that can support a family of four and allow for the purchase of a home.

Henderson

Some people say that, but the thing is, it hasn't. Officers combat that by aggressive patrol along County Line Road. City has more visibility than ever before. Chief is going to propose transferring money into overtime during holiday season just to increase patrol. He talked about hiring part-time officers, but since many of the city's officers have second jobs, just let officers have the extra time and pay them overtime. Then it doesn't cost the city any more in benefits or equipment.



Some say the city's crime rate, especially violent crime, will increase because of proximity to Indianapolis. How will you combat that?

Payne

Thinks the police department is doing the best it can with what it has to work with. Said department is understaffed and overworked and is now a reactive department instead of a proactive one. Crime does come here because of growth and proximity to Indianapolis. "We are seeing an increase in serious crime." 2006 was busiest year ever for the police department. Police have to be proactive. Officers want to be but can't do it right now. Getting more personnel is key. Won't happen overnight, but is a long-term process. Should add police officers on a routine basis. Then start instituting programs to help prevent crime. Preventing crime involves residents' involvement, not just the police department. That's why communication is so important. Would get residents involved in all aspects of city government.

Henderson

Is having regular conversations with Indiana Department of Transportation about that road. City is partnering with the county on the study. City's part is expanding our portion of County Roads 750 and 700 to four or five lanes.



County officials are considering an east-west thoroughfare linking Interstate 65 to State Road 37. The proposed routes would involve Worthsville Road. What is Greenwood's role in building that road? What's your approach to helping the city land a Worthsville Road interchange?

Payne

City needs east-west road and interchange. Involves other governments as well, but city should be involved so it can be maintained to the standards that we want it to be. Is on the transportation committee for the city's comprehensive plan. Wants better traffic flow throughout the city. Wants to get State Road 135 back to the type of road it was intended to be, which was a north-south road with local traffic diverted onto frontage roads. Will have a financial commitment.

Henderson

Yes, will follow it. Always have and always will. Will not go against what the law is. Said there isn't another government body in the county that has had fewer closed door sessions.



Will you follow the letter and spirit of the Open Door Law? What if an attorney, elected official or anyone else makes a recommendation or request that goes against what you know the law is?

Payne

Will absolutely fulfill letter and spirit of the Open Door Law. Thinks it would be interesting if someone wanted to do something outside the boundaries of that law and would wonder if that is the kind of person the city should be doing business with. Law is there for a purpose. Would not do business with anyone who suggested otherwise.

Henderson

Greenwood will never have a downtown like the one that existed in 1950 or like other cities located away from a metropolitan area have. Wants to tear down some buildings on Madison Avenue and widen the street, take out old parks department garages and put in a walking park, gazebos and fountains and have developers open coffee shops. Wants to make area an arts and crafts fair attraction and tie in with the amphitheater. Private sector has to step up to a certain degree and be willing to invest if city is willing to help. City can help by changing some zoning rules, such as the requirements on parking spaces and not requiring as big of setbacks. Could also work with utilities to relocate poles and lines.



Is revitalization of downtown Greenwood a top priority? Why? Should taxpayer dollars be used? What do you propose be done? What will it take for the historic downtown area to truly function and thrive?

Payne

Is a priority, but is a long-term project. Has had a lot of false starts. City needs to take an active role. Would explore the possibility of making that a tax-increment financing district to improve the infrastructure and buildings, and would explore how to give grants to property owners to revitalize their properties. Downtown includes Market Plaza area. A developer could really turn that area around with business condos. Doesn't have an immediate solution. Some committees have some great ideas for the area and wants that to continue. City has to take a leadership role and push the effort.

Henderson

City has a very good police department. Been better supervised in past three years than has been for quite some time. Police are doing a good job at solving and preventing crime. Said city hasn't had bank robberies since started parking cars at banks. Chief is going to have to assess the department and personnel needs and present a proposal to the council. "As you know, I froze the budget. The new council coming in, they are going to get a list of everything in the budget that was a one-time thing." Council will learn how much money is in the budget but can't be spent. If, early in the year, city needs new police officers or firefighters, and after state legislature is done in March, council can decide to add new police officers or firefighters.



What is your assessment of the Greenwood Police Department? Are city police adequately supervised and are they preventing and solving crime? Should the city create positions for additional police officers?

Payne

No matter how well-trained an agency is, if you don't have the personnel, just can't be effective. Department is probably at least 10 road officers and five investigators short of what is needed now to have an effective department. Said department lacks supervision. "The problem is there is no direction." Officers are out trying to do what they believe should be done. "In essence, I know the current mayor always says 'Do more with less.' It doesn't matter how smart you are or how smart you're trying to work, you can't be in two places at once." On one night, if only five officers are working, a situation could happen where two officers respond to an accident, another goes to the mall on a shoplifting report and another is taking a complaint or report, only one officer is left to handle the entire city until the others are free. Was chief of investigations four years ago, and at that time nine detectives had 40 to 50 active cases each. Detectives are forced to constantly investigate the cases that are easy to solve just so they could close some files and manage the caseload, but they receive more cases every day. Current chief has said that 2006 was the busiest year ever. "My assessment is they are doing the best job they can with what they have to work with." The department is not adequately supervised from the top two or three officials. Would advocate adding more personnel. Would replace city's police chief, Joe Pitcher.

Henderson

In some instances, it is absolutely not. On the board of zoning appeals and the planning commissioner, mayor is not allowed to interfere and those boards can't be affected by politics. Appoints members and tells them his philosophy. Has one appointee to the police merit and fire merit commissions. Then stays away.



Should the mayor get involved in decisions made by his appointees on various boards or commissions? If so, how and when? What if they don't listen to your recommendation?

Payne

No matter what happens in the city, the buck stops at the mayor's office. That position is responsible. Mayor has opportunity to make appointments to all boards and commissions. Those appointees should hold same principles as mayor does. Not sure the mayor should always be directly involved, but when something is controversial, mayor should find out what is going on and why and explain it to the public. There are going to be problems and challenges and disagreements, and that's fine and that needs to happen. Good healthy discussion is good. That's how you grow. Mayor needs to understand what happened and why and decide if he should be involved. At least get both sides at the table.

Henderson

Does want the park board to wait until after legislature does something about property taxes. But wants the plan brought forward so the council and the public can see it. But park board shouldn't ask for money yet, and no action will be taken. Said he miscommunicated that. Doesn't know how much money should be spent. Has heard \$10 million to \$20 million, and the numbers are all over the board. All four park board members asked to serve and are not his puppets. Wants the trails done. Wants to see the city get a new pool. Said the aquatic center grew out of that and that is the park board's plans, not his, and that is OK. "It's one of those things that got caught up with everyone focused on the pool and the aquatic center, and that sort of got lost in the mix. The public, even myself, sort of got into this thing of where it is all about the pool when it really wasn't." Trails are moving forward. Got the parkland in one big clump. Park board needs to come forward and show whole plan, and pool is just a part of it. Has done some of that.



The park board has been planning development of a 72-acre park to include softball fields, trails, a dog park and a pool. A similar park in Kokomo cost \$6.5 million. Do you support the plan? Why or why not? What kind of pool should be built? How much money should be spent?

Payne

Agrees that the city needs a new pool facility. Not sold that city needs something as elaborate as what's been proposed. Would be a lot of money. If every other issue in the city was resolved, the city had the cash, and he was sure the public wanted it, then maybe. Recognizes that the project has been pared down and the park board has conducted surveys. But in campaigning has knocked on 1,500 doors, and public is overwhelmingly not in support. "So people aren't voicing their opinion until you knock on their door." May be some flaw in the park department survey. Park board says current pool loses some significant money each year. Seems like a lot of money considering the short season it is in use. But none of the city services exists to make money. City government is not in business of making a profit, so equating the cost as to why city needs to build a new pool is probably not valid. "We are not there to make money. We are there to provide services." Would support a bigger pool. Doesn't think the new park is the best location. Wishes there was a better place. Doesn't think the city should spend the amount of money the park board is proposing. Favors construction in phases. "To spend that money right up front when there are so many other things, I think it is foolish at this point."

Henderson

"If you had to say we're going to have one or the other, I'd have to say trails because I think more people are going to benefit from that." But both have high priority; both are needed.



What's more important: Trails or a new pool?

Payne

Depends on each person and their status in life. Both share equal importance to difference groups of people. At his life stage, trails are more important. But a pool is more important to a neighbor with kids. Both given equal consideration because they serve different segments of society.

Henderson

Asked who has been accused. Said that the city reviews all the claims, and board of works member Warren Beville reviews claims closely. When he has questions, he goes to the person who submitted it and copies the mayor. Whenever you have someone who has an opportunity to misuse funds, you hope you have people with the character who aren't going to do that. In past years, has restricted the use of credit cards and the number of credit cards that employees have, and who can charge and who can't. "We monitor that very closely." Clerk-treasurer has statutory authority to not pay a claim if she deems it not payable. She has responsibility to review and look at claims, and deny claims and explain why.



Public officials throughout Johnson County have been accused of using taxpayer-owned property for private work, giving it away, stealing from the coffers, running up extremely high cell phone bills or staying overnight at conferences but never attending the sessions. How would you make sure that such exploitations or nepotism does not occur in the city?

Payne

"I think all those people ought to be in jail. I really do. It's just an atrocity of trust." Lead by example. "You don't take advantage of situations. It's just not right." Would hire people of integrity who are honest. There has to be a constant assessment of what's going on as you do it. Can't just hire them and send them out into the world and never communicate with them. Would hire good quality people who understand their role and have a desire to do what is best. The moment you find out that something like that has occurred, you put a stop to it, terminate the employee, clean it up, let the public know, and move on and then start to rebuild the trust.

Henderson

No.



Should taxpayers pay for spouses or other family members or friends to accompany city officials on trips?

Payne

No. Absolutely not.

Henderson

Top priorities are any neighborhoods with the old concrete streets, such as Cielo Vista, Whispering Trails, Crestview. Then worst streets with asphalt are Glen Oak Commons. Based on what we've done, to bring city to where we are just in a maintenance level for streets, not rebuilding, need another \$5 million to \$6 million in major work. Then city would need about \$1.5 million every year in maintenance. Will ask the new city council in January to do a bond of \$3 million to \$4 million. Every year of waiting causes more and more deterioration, and streets fall further and further behind. Resents the fact that people are saying there has been no plan. There has been many times, and the city council has said no.



Which streets are the priorities to be repaired and how would you pay for those repairs?

Payne

Said that's a matter of sitting down with the city council. There will be several new faces, and they are going to have to say how they want to do this. Wants to come up with a plan and the best way to do this. Doesn't have a list of streets that need to be repaired. Said the mayor has talked about streets in his own neighborhood that need repaired, but there are some streets that are in worse shape. Would provide leadership from the mayor's office to the city council. Would come up with a plan. "If it's bonding, then we bond. If we can find money elsewhere, let's use that money." Wouldn't always favor borrowing from other city funds, because that could cause problems as well.

Henderson

City is doing that. Urology of Indiana has life sciences jobs. Buildings and areas on Emerson Avenue and County Line Road are getting tax abatements, and that is helping bring those kinds of jobs is. Asset is location between two hospitals and the spin-off business from that. One office might have one doctor but 10 technicians.



How can the city attract life sciences jobs, as the comprehensive plan recommends?

Payne

Said the city must go after those kinds of jobs. Would work to sell the area to those employers. Would talk about transportation and the existing life sciences jobs in Indianapolis. Would lay out the benefits and get people to come here. Thinks the Johnson County Development Corp. ought to be more active in doing that. City ought to be working hand in hand in attracting the type of business that we would like to have here in town.

Henderson

City didn't use any taxpayer money for that project. Only tax money is the tax money from Cabela's paying property taxes. Will know if they are thriving when the businesses that they said will come actually come. Negotiated the deal for two years. "I don't think we could have gotten a better deal." Two other locations that may have gotten it instead of Greenwood.



Businesses and residents questioned the decision to give a tax break to Cabela's, saying that the retailer may not bring the amount of people and tourism it claimed. How will you know if it paid off? How could you have gotten a better deal for Greenwood?

Payne

Wasn't involved in the negotiations. Knows that Cabela's has a core group of businesses that follows it where ever it goes. They are going to have to have that core group of businesses. One major concern is there was a time you could be assured that a corporation was going to exist forever. But that isn't the way it works anymore. What if it goes away? What if there is a bankruptcy? What if it just sits? Is the city really not liable ever for those bonds? Hopes that contract requires Cabela's to report back to the city in certain increments and is required to make certain progress. Would rather have seen a shorter deal, rather than this 20- to 22-year deal. Definitely is a risk that the city is taking. If it pans out, will be the best thing for Greenwood in a long time. Thinks the deal was too fast from the time the public learned about it to final approval. Didn't provide enough time for real evaluation.

Henderson

Asked how much the property tax rate went up. "We're going to do what we've been doing." Said rate didn't go up because of city government, but because the state shifted other burdens, such as inventory tax, reduced property tax credit. That's what caused it to go up. Will continue to hold the line and do the best possible. Said the property tax rate went down for several years, and then the state got involved in reassessments. Rate is state's fault.



The city's property tax rate went up this year. What are you going to do about property taxes?

Payne

Cities can make sure that whatever money is being spent is being used efficiently, not being wasted and that officials do not ask for any more than we absolutely need to provide services.