

## Minutes of the City of Seaford Mayor, City Council and Leadership

### Planning Session Meeting

March 9, 2018

Mayor David Genshaw opened the Planning Session at 8:30 a.m. with the following people present: Councilman Dan Henderson, Councilman H. William Mulvaney III, Councilman Orlando Holland, Councilwoman Leanne Phillips-Lowe, Councilwoman Grace Peterson, City Manager Charles Anderson, Chief of Police Gary Flood, Lt. Glenn VanFleet, Director of Public Works Berley Mears, Director of HR/Finance June Merritt, Building Official Mike Bailey, Director of Electric Bill Bennett, ED/IT Manager Trisha Newcomer and Supt. of Parks and Recreation Katie Hickey.

Mayor Genshaw greeted everyone and made opening comments. The Mayor stated that that it is believed that there are three ways to provide the City with revenues. These include cutting costs, taxes and fees and from reserves. Mayor Genshaw stated that there is a fourth way to bring in revenue which is to grow businesses in our community. This would grow our tax base and would create more jobs for our community. He added that our neighboring communities are fighting for the same things that we are so we need to be sure to stand out and be the best that we can be to get these businesses and jobs in our City. Mayor Genshaw added that he would like to see our City staff feed into this vision of growth and promote businesses to come to the City.

He then turned the Planning Session over to Charles Anderson, City Manager.

Mr. Anderson stated that the theme of this year's Planning Session is The Perfect Place to "BE" in our future. He then read the Mission Statement of the City of Seaford which was adopted 9/13/16: The City of Seaford will provide its residents and businesses with good governance, positive customer service, and a desirable quality of life.

Mr. Anderson shared some communication goals that he came up with which include improve communications with the Mayor, City Council and employees at all levels. Meet with key community stakeholders such as the School District, Nanticoke Memorial Hospital, Methodist Manor House, business community, library, clubs, churches and residents to share the City's mission, vision and create a better connection with those we serve.

Mr. Anderson stated that he along with Trisha Newcomer and Bill Bennett attend three sessions at DEMEC recently in "Key Accounts" training. He stated that key accounts are considered large customers, schools, businesses, residents and all customers. Mr. Anderson added that a meeting was recently held with the hospital where they expressed that the fiber optic system and the Pine Street Substation upgrade are most important to their operations.

A discussion was then held about what makes a successful and effective employee. These included attitude – must have a spirit of service and cooperation. Ownership – willing to accept responsibility and own problems. Great communications – clear, concise and on-point. Critical thinker – identifies problems and offers solutions. Executes effectively – focused, organized and disciplined. Creative – willing to seek alternatives and is open minded. Supports the Mission – works toward the goals of the organization. It was discussed to build relationships with stakeholders such as Mayor and City Council,

residents, businesses and employees. Mr. Anderson stated that influencers are the opinion leaders in the organization that are key to success. It was added that if there is a negative message being relayed that it should be discussed and addressed. Communication is a key to success; be sure to be a good listener and be professional when representing the City of Seaford. Councilwoman Phillips-Lowe added that she feels that it is important to take a moment during the day to decompress and smile.

Mr. Anderson then discussed items that frustrates your employees such as being underutilized, lack of support, no vision from leadership and pesky coworkers. Councilwoman Phillips-Lowe stated that residents who want to tell you how to do your job can be hard to deal with. Councilman Henderson discussed being over utilized. He stated that in most departments there is one or two people that are a magnet for people to go to for problems to be solved. Councilwoman Phillips-Lowe added that there are others that won't pick up or get by with doing minimal effort. She added that sometimes that are not given additional tasks because their quality of work is not acceptable. Councilman Henderson stated that there are weak people and strong people in each department. We need to bring them up to our standard or lead them out. Mr. Anderson stated that we need to look at how a person learns and step back and allow them to grow.

Mayor Genshaw used the Police Department as an example of their annual Awards Ceremony to celebrate the victories of their employees. He asked the group if they felt that we could mirror their program to celebrate accomplishments of all of our employees. Chief Flood stated that it could be done, however, it will cost money. He added that for the police awards ceremony each officer pays for that throughout the year with the police fund; there is no cost to the City for the event. Mrs. Newcomer stated that she has brought up the idea in the past to create a volunteer or award program that would give an incentive to those employees that give their own free time. She stated that they would log their volunteer hours and it would put our employees out in the community. She added that it does not have to be just for City of Seaford events. Councilwoman Peterson brought up that we currently do a summer picnic and employee Christmas party where participation is sparse. It was discussed and decided to come up with some different ideas and reach out to our employees to see what their interest may be for an employee event. Mrs. Newcomer stated that it has been asked to the employees in the past; she added that food and venue matter and we are not able to go outside of City limits for an employee event.

Mr. Anderson then discussed employee orientation. It was brought up to do a new employee training session to discuss the expectations of leadership and discuss communication skills. Councilwoman Phillips-Lowe added that she thought it would be good to take them out to show them places in the City. Mr. Anderson stated that doing a booklet with pictures and a short bio of each employee may be a good tool. Mr. Bennett stated that he felt that taking each new employee to each department and introducing them to all of the employees would be a good thing.

A POINTS exercise was then done by the group to discuss positives, opportunities, improvements and new thoughts. The group came up with the following for positives: new substation, teamwork with employees (outside of department), new and advanced technology for more growth opportunities, solar farm, police text to 911, well-trained work force and Right-To-Work (RTW). The following were items that the group came up with for opportunities: Right-To-Work, opportunity zones and Route 13 land development. For improvements, new employee orientation, more proactive vs. reactive

communication, employee identification and pay for performance. New thoughts included illumination of Lowes Water tower with the new logo and more beautification of the City.

Mr. Anderson shared information of how the electric energy system looked in the year 2000 and prior. A graph was shown of how the lithium-ion battery pack prices have decreased since 2010 and are expected to drop another 75% by 2030. Mr. Anderson added that new billing rate methods may be employed to maintain fair user charges and to recover costs. These would include residential demand, time of use rates and increasing fixed cost recovery – minimal bill and customer charge.

Mr. Mears came forward to present information on Public Works industry developments and trends. Mr. Mears stated that the City is currently in the process of preparing a preliminary engineering report for the facility upgrades at the WWTF. He added that Waste Water treatment will become more complex and costly due to ever changing and more stringent water quality standards.

Mrs. Newcomer came forward to present information on cyber security. She explained that cyber security is at the forefront of our network growth. The City is doing their part to keep customer information safe.

Chief Flood came forward to discuss the police vehicles for the Police Department. He stated that normally in the budget process he puts in for two vehicles, however, this year he has put in for three. He would like to go to the utility vehicles which would have more room for the officers to put their equipment. He added that he has spoken to Georgetown PD and they have only two police cars left; they have all Ford Explorer type vehicles. Chief Flood stated that DSP is currently in a trial program with Ford Explorers and their plan is in five years to have all of their vehicles be either Ford Explorers or Chevrolet Tahoe's. It was added that these will be all wheel drive vehicles. Chief Flood stated that a cage may have to be purchased for the vehicles and the Ford Explorers may require two cages.

Mr. Mears discussed the unified sewer district and how it would allow expansion of water and sewer on the North side of Sussex Highway. This would also for additional development along with an increase in tax and utility revenues.

Mrs. Newcomer then discussed some Economic Development initiatives. The possible future benefit of Middleford Road and Sussex Highway was discussed. This would improve the appearance of the City and the main gateway to Nanticoke Memorial Hospital and Methodist Manor House. If the lands along Middleford Road were annexed it would also allow for redevelopment of the lands and would create an increase in revenues for the City. The Route 13 water and sewer expansion project is hoped to be completed within the three year Capital Improvement Program timeframe.

Mr. Bailey came forward and showed aerial image comparisons of the Governors Grant development in 2007 and 2017. He then shared some data of how the development has grown and how it has increased the revenues in the City.

Mrs. Newcomer came forward to discuss the RFP for the sale of lands in Ross Business Park. She stated that the City entered into a brokerage agreement with SVN Miller Real Estate in October 2017. The City has also engaged with GMB to do subdivision work to verify acreage of the parcel adjacent to the storm water management pond and update wetland location on the site.

Mr. Anderson shared some data regarding City employees including their years of service, age and comparisons of number of employees for years 2015, 2017 and 2018. It was then discussed about training the workforce in the future. Employee recognition was discussed and if the City should look into doing things such as employee of the year, team work award or most valuable player.

Mr. Anderson then discussed staffing considerations for the future. In the Police Department, it is planned to add troop strength to 28 Sworn Officers. There is one more officer that would need to be hired to start in the September academy to make the 28 officer mark. There are currently two recruits that are doing the 12 week FTO program and doing well. In the Parks Department, Ms. Hickey stated that a job ad is out now to hire a new full time person and interviews have been scheduled. Last summer there were two part time people that made out well that are planning to come back again to help this summer. The plan would be for the department to have six employees in the busy season and four employees in the off season. In the Electric department, Mr. Bennett stated that in the next ten years there will be a few employees retiring in the department. Due to these pending retirements, the plan is to expand the department by one person for a few years. This would allow that person to receive training in Advanced Metering Infrastructure along with other various tasks. In the Administrative department, Mrs. Merritt stated that due to increasing work load and reassignments; current tasks are being evaluated along with the potential of adding an additional administrative staff person. This position would assist with financial analysis, billing and other various tasks. Councilman Henderson asked where the pay level would be for this position. Mr. Anderson stated that it has not been discussed yet. It was added that the job description has not been completed yet and it is anticipated that this position would be a person with a four year accounting degree or similar educational background.

Mayor Genshaw thanked everyone for attending the planning session and providing their valuable feedback on the items discussed. He added that there is a lot of positive things that Seaford has coming up.

The meeting was adjourned at 2:20 p.m.

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Charles Anderson, City Manager