

**Special Meeting of the Town Council
Strategic Retreat
January 21, 2022
9:00 am at the Golf Course Club House
Minutes & General Account**

Council Members Present: Mayor Montgomery, Council Members Wolfe and Rayborn
Council Members Absent: Council Members Capes and Straughn

Staff Present: Dave Treme, Interim Town Manager, Assistant Town Manager Matthew Johnson, Interim Town Clerk Nancy Avery, Finance Officer Judy Gallman, Public Services Director Paul Blanchard, Golf and Recreation Director Ross Sanderlin, Golf Course Superintendent Jamie Claybrook, Golf Shop Clerk Scott Coakley, Town Planner Anna Hawryluk, Accounting Specialist Faith Wilson,

Visitors Present: Carol Brooks with Jamestown News

Call to Order- Mayor Montgomery called the meeting to order at 9 am.

- Pledge of Allegiance- Mayor Montgomery led everyone in the Pledge of Allegiance.
- Moment of Silence- Mayor Montgomery called for a moment of silence.

Treme stated he began talking about mission, vision, goals and outcomes when he first started working with the Town. The Town had these elements, but not in an easily understandable way. With the passing of the budget in July, we included goals which resulted in a five year strategic plan that we are discussing today. The plan looks at the goal and the status of each and is a collaborative work. Today we will provide an update on each goal. We will spend time during this retreat reporting on the goals and status and discuss top priorities for next year.

Johnson gave a brief overview of the Strategic Plan stating it contains five focus areas that make up its vision, as follows:

- Staff Excellence
- Outreach and Involvement
- Infrastructure and Facilities
- Planning and Development
- Public Safety

We will review the status and highlights of goals in each section today.

Focus area Staff Excellence

1.5 Perform pay classification study to remain competitive in the marketplace
Johnson said a pay classification study is planned for fiscal year 2022-2023.

2.1 Claybrook explained the new software for asset management. It tracks each job by having employee clock in on certain tasks so we know how much each task costs us. The software also tracks which equipment is used to further breakdown the cost.

2.5 Promote excellence in customer service

Johnson stated there was an issue with garbage delay due to weather and we are working on better ways to get the word out to the residents.

Hawryluk talked about an idea to push out texts to citizens asking if they want to receive emails about changes in service and that tool could be used to notify residents.

2.6 Achieve minimum staffing levels for all departments

Treme said we will be working on a staffing level plan for future needs and what can be done for succession planning with a small staff.

2.7 Maintain and update Town's Code of Ordinances

Hawryluk talked about using Municode for the Land Development Ordinance. She said we are using them now for other ordinances. We expect to have it up and running in Municode in May 2022.

Focus area Outreach and Involvement

3.1 Further develop Music in the Park and other Town-sponsored events

Coakley said they are planning to move all electrical operations to the new restroom facility as the current building is old and not functioning well. It is a pre-fabricated building.

Wolfe asked if we know the cost. Gallman said \$172,000 is the expected cost.

3.2 Develop branding and marketing strategies

Johnson said the firm the Town hired is working with businesses and that should be finished by the spring. He will then bring it back to Council for other input.

4.1 Develop AARP Livable Communities Initiative

Hawryluk gave an update on the work of committee.

4.4 Develop a joint planning retreat with Planning Board, Council and staff

Johnson stated that the one that we had was successful and we would like to see this as an annual event.

Focus area Infrastructure and Facilities

5.1 Update street pavement condition study

Blanchard said he hopes to do a fall paving project using Powell Bill funds. A study is in process to select streets for repairs and resurfacing and will show budgeting needs and deficiencies.

Johnson said Benchmark Planning is preparing a strategic growth plan. We also have a solid waste and recycling study that was just completed.

5.3 Prepare a plan to implement government mandated storm water regulations

Johnson explained this is a work in progress.

5.5 Complete and adopt a Parks & Recreation (P&R) Master Plan in order to seek grant funding

Coakley said they plan to apply for grant cycle this fall such as Parks and Recreation Trust Fund (PARTF). Hawryluk said we will meet with the P&R committee in February to discuss.

5.6 Utilization of space at town hall

Johnson said Freeman Kennett cannot attend today due to illness. He reviewed a draft suggested layout they provided.

5.7 Complete plans for construction of a new recreation maintenance facility

Blanchard said the bid process has begun with the close date set as February 15, 2022.

5.9 Coordinate joint staff meeting with City of Greensboro, the City of High Point, and PTRWA to discuss water/sewer cost and capacities

Blanchard said we can purchase more water, which is good. We are tied into two different systems and the capacity is there and the Town is in a good position.

5.10 Repair/replace golf course irrigation system

Claybrook said they are averaging five leaks a month. We want to go to a roll pipe that will last forever to eliminate the need for satellite boxes in the field which also eliminates vandalism and the need for electric boards, etc. We are having to continuously identify and repair leaks.

5.11 Prepare plans for updating and installing restroom and shelters for golf and recreation facilities

Claybrook said this is in progress. Rayburn asked why we could not use this plan for Wrenn Miller Park because this is nice looking. Johnson said we have more needs for electrical capacity and tie in with water/sewer at Wrenn Miller Park and pre-fab concrete will work better. Both projects are budgeted for FY 21-22.

5.14 Seek funding from American Rescue Plan (ARP)

Gallman said final guidance from School of Government (SOG) was approved January 2022 but is not effective until April of this year. There are changes to initial allowable expenditures that appear to be beneficial to us. This is a good thing because before the change in loss revenue rule had to complete a formula which we did not qualify for because the Town had little lost revenue. Now we do not have to use the formula and can use up to the \$10 million amount. SOG has said the best way to proceed is to minimize administrative requirements and use the money budgeted for general government services projects and use normal budget dollars to do big projects.

7.2 Complete update of the Town's Comprehensive Plan

Johnson stated this is completed.

7.3 Review and update comprehensive pedestrian transportation plan

Hawryluk stated the Town received a Department of Transportation (DOT) grant for \$50,000 for bike pedestrian planning. Work on this will start early February. We will advertise for volunteers for committee members. This will be a yearlong process.

7.4 Enhance code enforcement capabilities throughout Town to help protect property values

Hawryluk said we have had a good result with the vendor ACE.

7.5 Establish/redefine ordinances for application of commercial code

Johnson said Hawryluk has done a great job reviewing and making proposed updates which are currently under review by Council.

Council comments:

Rayborn suggested adding sidewalks to section and requested utilizing space at Town Hall for affordable community meeting spaces. She also stated Americans with Disabilities (ADA) compliance needs to be added.

Johnson said there will be an assessment of facilities for this.

Montgomery asked to add neighborhoods to downtown safety.

Wolfe said areas down west Main Street have not been serviced and need to be looked at so we are providing this service equally.

Treme said once this budget year is ended, any projects coded 'blue' are complete and will drop off the plan.

Wolfe said resident talked to her about space for small business owners to meet to have access to computer and conference space, maybe the library.

Mayor Montgomery called for a break at 10:39 am. Mayor Montgomery resumed the meeting at 10:49.

Hazen and Sawyer growth in Wastewater Study Result

Blanchard introduced Aaron Babson, Senior Associate with Hazen and Sawyer who stated they set up a model to evaluate the Town's water and sewer capacity and found that the existing sewer system has the capacity to accept Johnson farm property development with some possible upgrades needed. They recommend using flow monitors to survey the system. They understand the contract is ready to be approved by Council. This will help with the survey and monitoring for future impact to the system. They also recommend a manhole status assessment. Your Public Service Department is doing a great job fixing and replacing some manholes now. When we have more info as to what and how that development will look, we can provide more information. We made the assumption as to where the flow would begin, but that may change as the development begins construction. Also what will come from study flow monitoring will be triggers that tell the Town an area of piping needs to be improved.

Wolfe asked if the improvement is at the Town's cost. Johnson said that is a talking point in the Development Agreement.

Blanchard said flow monitoring is not just for the development of the Johnson Farm area, but for the whole town to evaluate which direction our problems are coming from to identify repairs and or improvements.

Capital Improvement Projects (CIP) Review

Gallman stated these are multi -year projects, so the budget runs until the project is completed. She gave a brief overview of current projects on the list for General Fund and Water/Sewer fund.

Blanchard said he is prioritizing the Penny Road project. They may need to put in a new water line parallel to Penny Road to prepare for the sidewalk project. Also the slip lining project is a priority.

Johnson said as the by-pass gets completed we should apply for grants to make improvements along Main Street to make it more pedestrian friendly. The crosswalk at Mendenhall Place will move forward to next year. We want to get the pedestrian master plan done and once completed, the sidewalk projects will move up in the CIP.

Scott said the master plan for recreation suggested Wi-Fi in the parks. It would cost \$2,200 at Wrenn Miller for the fiber optic line - \$1200 for Jamestown Park plus one time fees and monthly service charges for internet. It would help improve security and provide the ability to lock the restroom remotely, etc. There are parking issues at the soccer fields when in season and we are working on fixes for that. We will also lose parking when the maintenance facility is built, so that will need to be worked on. The tent at Wrenn Miller Park is showing wear and tear and the replacement value is \$5,000 to \$6,000. This is a third of the price of a permanent structure. We want to apply for grant money this year also.

Wolfe said she remembers past discussions about putting a structure at Wrenn Miller Park and that it would change the visual of the park which is beautiful now.

Claybrook said he evaluated the golf course and thinks we should do a capital project for bunkers, cart paths and irrigation. He believes the most bang for the buck for adding customers is fixing the bunkers. They are in bad shape and do not drain, have lots of rocks and fabric coming up and takes a lot of work to maintain. Golfers do not like to have rocks in sand traps. Drainage is non-existent. Bunkers should be tackled first to make it look better and more playable. We will make recommendations of cost expected at upcoming budget talks. Ross said he thinks bunker improvement is the priority.

Ross stated there is no CIP for the golf shop. Next year we have budgeted to do driving range improvements He has a couple quotes but with cost of materials and labor, the cost may increase. He will get a better estimate and bring back to Council.

The mayor called for a lunch break at 11:30 am. The meeting resumed at 11:58 pm.

Freeman Kennett Town Hall Renovation Project

Johnson said Kennett could not attend today, but provided a sketch for office changes in Town Hall. The changes would most likely be over several budget years.

Montgomery asked what about changes in lighting or adding lighting?
Johnson said yes, we would look at that.

Wolfe asked about putting heaters in the bathroom at the Civic Center?
Johnson said we will look at that.

Wolfe said she hates losing the Civic Center for public uses.

Rayborn asked about the ADA ramp and accessibility at the Civic Center. Johnson replied we would have to look at making Civic Center ADA accessible.

Johnson said the Board of Elections may have to find another place than the Civic Center to hold elections.

Wolfe said she hates to see taxpayers who pay for the property not be able to use the space, particularly for voting.

Rayborn said she does not want to see the public lose the use of public meeting space. She thinks the community should have affordable meeting space for non-profits who have a hard time finding meeting space.

There was a general discussion about where the Town can maintain space for public use and whether there should be a permanent dais for boards or continue to use tables.

Golf Course 5 year summary

Gallman presented five years' worth of results. Variance is from one year to the next. Golf rounds played increased 33 % over five years. Revenues increased 43%. Expenditures and golf maintenance increased 25%. Golf shop expenditures increased 32%. Some of this was related to salaries and benefits and retirement cost increases. The bottom line from FY17 - 21 is a net loss of 26% less in 2021 than 2017. The average municipal golf course will never make money and is mostly an amenity. Less loss is a positive thing.

Treme said the golf course roughly incorporates 200 acres and is a golf park. His recommendation probably is to increase rate fees in the spring.

Wolfe said she is supportive of the golf course but there are citizens that do not play golf and it is hard to justify to them using tax money to fund the course. We have talked about a marketing strategy or brochure to rent the golf club for weddings and events to help bring in revenue.

Gallman said grill operations and shop rental bottom line results are that it was doing well until COVID hit. Golf shop rentals really dropped off to almost nothing. Highest rental was \$11,000 at one time.

Council comments

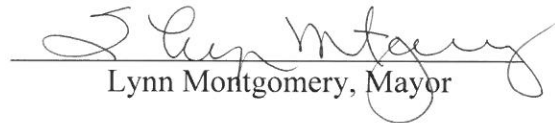
Montgomery thanked all the staff for an excellent job done and getting the retreat together. The road to the public services facility is not on the CIP list and should be.

Johnson said they will add it to the CIP. It may be expensive, but we have to use a lot of equipment now to maintain it.

Wolfe asked Gallman to provide School Of Government updates as they come on ARP funds. We have one flag pole at Town Hall with all flags. She would like to have two flag poles with the US flag on one pole and other flags on the other. When it is at half -mast, the flags are very low to the ground. The Fire department needs painting. Johnson said we have a quote to do it and it is a maintenance item.

Adjournment

Rayborn made a motion to adjourn at 12:46 pm. Member Wolfe made a second to the motion. The motion passed with a unanimous vote.


Lynn Montgomery, Mayor

ATTEST: 
Nancy Avery, Interim Town Clerk