



Settled 1752
JAMESTOWN
NORTH CAROLINA

Special Town Council Meeting
Budget Retreat
January 24, 2023
9:00 at the Jamestown Park & Golf Course
Agenda

- I. Call to Order-
 - A. Pledge of Allegiance
 - B. Moment of Silence

- II. Introduction to Budget Retreat- Matthew Johnson, Town Manager

- III. Reports from Department Heads-
 - A. Ross Sanderlin, Golf Course Manager
 - B. Jamey Claybrook, Golf Course Superintendent
 - C. Scott Coakley, Parks Superintendent
 - D. Paul Blanchard, Director of Public Services
 - E. Matthew Johnson, Town Manager
 - F. Judy Gallman, Director of Finance, & Faith Wilson, Deputy Finance Officer

- IV. Consideration of Adoption of Amended Fund Balance Policy- Judy Gallman, Finance Director/Faith Wilson, Deputy Finance Officer

- V. Discussion of Topics for FY 2023/2024 Annual Budget
 - A. Civic Center Improvements
 - B. Stormwater Audit/Utility
 - C. Motor Vehicle Fee

- VI. Discussion about the Town of Jamestown's Strategic Plan- Matthew Johnson, Town Manager

Town of Jamestown
Capital Improvement Program
General Fund

Department	Priority	Strategic Plan Initiative	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond 5 Years	Total
Sidewalk - Oakdale Rd (Phase 3) (Capital Project Fund)	Planning	Outcome.Goal	7.1	540,000 (7) (8)					540,000
Sidewalk - Penny Rd (Main St - HP Greenway)-(Capital Project Fund)	Planning		7.1		1,205,000 (7) (8)				1,205,000
Sidewalk - Oakdale Rd (Phase 2) (Capital Project Fund)	Planning		7.1	160,000 (7) (8)					160,000
Recreational Maintenance Building	Golf - Maint		5.7	1,100,000 (7)					1,100,000
Totals for Capital Project Funds				1,800,000	1,205,000				3,005,000

Operating Budget Items:

New bathrooms for golf course	Golf - Maint	Must Do	5.11	240,000 (2)					240,000
Roadway Improvements (paving)	Public Services/Powell Bill	Must Do	5.18	300,000 (1)	-	200,000 (1)		400,000 (1)	900,000
Paving - Crosswalk Improvements (stamping, etc)	Public Services/Streets	Must Do	7.1	35,000 (2)				35,000	70,000
New Sanitation Truck	Public Services/Sanitation	Must Do	2.1	427,000 (2)		375,000 (6)			802,000
Additional Dumpster for Sanitation Truck	Public Services/Sanitation	Must Do	2.1	42,000 (2)					42,000
Retrofit 2 existing sanitation trucks	Public Services/Sanitation	Must Do	2.1	36,000 (2)					36,000
Civic Center Improvements	Admin - Building	Must Do	5.6	- (2)	150,000 (2)				150,000
Civic Center Sound System	Admin - Building	Must Do	5.6	- (2)	75,000 (2)				75,000
Construct offices at town hall	Admin - Building	Must Do	5.6	250,000 (2)					250,000

These items are not truly capital, but projects that we thought should be here

For truck ordered in July 2021, but will not receive until FY 22-23

Storm Drainage - Street Improvements	Public Services-Streets	Should Do	5.12		142,000 (2)				142,000
Stormwater Mapping Project - Withers Ravenel	Public Services-Streets	Should Do	5.3	25,000 (2)					25,000
Stormwater Audit Prep and Inspection - Blue Stream	Public Services-Streets	Should Do	5.3	5,000 (2)					5,000
Snow plow	Public Services-Streets	Should Do	2.1	8,500 (2)					8,500
Replace drainage system at golf course	Golf - Maint	Should Do	5.12					40,000	40,000
Repave cart paths	Golf - Maint	Should Do	7.8	50,000 (2)		60,000 (2)		240,000	425,000
Bunker Construction	Golf - Maint	Should Do	7.8		500,000 (2)				500,000
2 Greensmaster TriFlex 3300 mowers	Golf - Maint	Should Do	2.1	116,000 (2)					116,000
Groundsmaster 7200 mower	Golf - Maint	Should Do	2.1	27,924 (2)					27,924
Verticutters	Golf - Maint	Should Do	2.1	11,950 (2)					11,950
Groundsmaster 4700 mower	Golf - Maint	Should Do	2.1		107,000 (2)				107,000
Driving Range improvements	Golf Shop	Should Do	7.8	60,000 (2)					60,000
Painting interior of golf shop	Golf Shop	Should Do	2.1	30,000 (2)					30,000
Strategic plan for Golf Course	Golf	Should Do	5.8	29,500 (2)					29,500
Wrenn Miller bathrooms	Recreation	Should Do	5.11	300,000 (2)					300,000
Pave shelter parking lot	Recreation	Should Do	7.8					8,000	8,000
New bathrooms at shelters	Recreation	Should Do	5.11		75,000 (2)			-	75,000
New Park Shelter - replacement of shelter #3	Recreation	Should Do	5.11					100,000	100,000
Standon Spreader/Sprayer	Recreation	Should Do	2.1		13,000 (2)				13,000
Recreation Master Plan - PARTF expenditures	Recreation	Should Do	7.1		430,410 (11)				430,410
Inclusive Playground Structures & Surface	Recreation	Should Do	7.1		650,000 (12)				650,000
Updates to Land Development Ordinance	Planning	Should Do	7.5		50,000 (2)				50,000
Main Street Corridor Study	Planning	Should Do	7.1		50,000 (2)				50,000
Improvements to library building	Building	Should Do	2.1	60,000 (2)					60,000
HVAC system replacements	Building - Town Hall	Should Do	2.1	30,000 (2)		15,000 (2)			45,000
Painting exterior of fire station	Building - Fire Station	Should Do	2.1	30,000 (2)					30,000

Design work for bunker construction in FY 22/23

Paving at golf shop, including driveway into parking lot	Golf Shop	Could Do	7.1		65,000 (2)				65,000
Shelter at Wrenn Miller Park	Recreation	Could Do	5.11		20,000 (2)				20,000

Baseball Field Improvements:

Baseball Field Improvements- Dugouts (4) - in-house construction	Recreation	Could Do	7.1					70,000	70,000
Pave baseball parking lot	Recreation	Could Do	7.1					45,000	45,000
Renovate/Replace Bathrooms at Baseball Complex	Recreation	Could Do	7.1					40,000	40,000
Replace drainage system at baseball fields and re-grade	Recreation	Could Do	7.1					75,000	75,000
Baseball field lights	Recreation	Could Do	7.1					112,000	112,000

Intersection Improvements - Guilford Rd at Wyndwood	Planning	Could Do	5.18					70,000	70,000
Sidewalk - Potter - (Main to Mendenhall to Guilford Rd)	Planning	Could Do	7.1					182,900	182,900
Sidewalk - Scientific St (Main St to Shannon Gray Ct.)	Planning	Could Do	7.1					126,000	126,000
Sidewalk - Forestdale (Main St-Woodland)	Planning	Could Do	7.1					207,375	207,375
Sidewalk - Forestdale (Woodland-Oneil)	Planning	Could Do	7.1					209,250	209,250
Sidewalk - Cloverbrook (Forestdale-Guilford)	Planning	Could Do	7.1					240,000	240,000
Deep River Paddle Trail/Greenway Trail (Phase I, II & III)	Planning	Could Do	7.1					650,000	650,000

Total Projects, General Fund (excludes capital project funds)				\$ 2,113,874	\$ 2,402,410	\$ 590,000	\$ 60,000	\$ -	\$ 2,850,525	\$ 8,016,809
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FUNDING SOURCE - Operating Budget only

	FY 2021/22	FY 2022/23	FY 2024/25	FY 2025/26	FY 2026/27	5 Years	Total
(1) Powell Bill current yr and reserve fund balance	300,000	-	200,000			400,000	900,000
(2) Operating budget / fund balance	1,813,874	1,667,205	390,000	60,000			3,931,079
(3) Federal STP-EB funds							-
(4) NCDOT							-
(5) NCDOT Enhancement funding							-
(6) Installment financing							-
(7) Transfer from General Fund to Capital Project Fund							-
(8) CMAQ Funding							-
(9) HP MPO							-
(10) American Rescue Plan							-
(11) PARTF funding		215,205					215,205
(12) AFP funding		520,000					520,000
Amount unfunded						2,450,525	2,450,525
Total for Budget Year	\$ 2,113,874	\$ 2,402,410	\$ 590,000	\$ 60,000	\$ -	\$ 2,850,525	\$ 8,016,809

Town of Jamestown
 Capital Improvement Program
 Water/Sewer Fund

Department	Dept. Priority	Priority	Strategic Plan Initiative Outcome.Goal	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond 5 Years	Total
Jamestown's portion of Eastside improvements (7.692%):										
Odor Control Project	Public Services	City of HP ②	Must Do	5.12	23,000 (1)	23,000 (1)	23,000 (1)	23,000 (1)	138,000 (1)	253,000
Eastside UV System Upgrade	Public Services	City of HP ②	Must Do	5.12		557,840 (1)				557,840
Pre-Heat Burner				5.12		40,000 (1)				40,000
Ash Decant Line Replacement - Eastside	Public Services	City of HP ②	Must Do	5.12	16,000 (1)					16,000
Eastside Expansion	Public Services	City of HP ②	Must Do	5.12					8,016,000 (2)	8,016,000
Riverdale Forcemain - Addtl	Public Services	City of HP ②	Must Do	5.12	596,960 (1) A.					596,960
Riverdale Pump Station Expansion Phase I	Public Services	City of HP ②	Must Do	5.12	2,310,371 (1),(3) A.					2,310,371
Riverdale Pump Station Expansion Phase 2	Public Services	City of HP ②	Must Do	5.12			3,673,600			3,673,600
Total - Eastside / Riverdale					2,946,331	23,000	620,840	3,696,600	8,154,000	15,463,771

Expansion of Randleman Reservoir Treatment Plant	Public Services	PTRWA	Must Do	5.12			4,000,000			4,000,000	Estimated year of completion
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Sewer System Improvements - slip lining	Public Services		Must Do	5.12	600,000 (1)	200,000	200,000		1,000,000 (1)	2,000,000	
Plan / Survey for water line replacments	Public Services		Must Do	5.12	50,000 (1)	35,000 (1)	40,000		-	125,000	
Main Street Water Line	Public Services		Must Do	5.12	-	1,050,000				1,050,000	
Other Water Line projects	Public Services		Must Do	5.12	350,000 (1)	520,000	450,000			1,320,000	Penny Road, etc.
Vehicle Replacement	Public Services		Should Do	2.1	45,000 (1)	45,000	45,000		90,000 (1)	225,000	
2 Leonard buildings	Public Services		Should Do	2.1						-	
Skid Steer	Public Services		Should Do	2.1	101,000 (1)					101,000	
Chipper	Public Services		Should Do	2.1	72,500					72,500	
Tractor	Public Services		Should Do	2.1					50,000	50,000	
Sewer Jet Truck	Public Services		Should Do	2.1					150,000	150,000	

Total Projects, Water/Sewer Fund					\$ 4,164,831	\$ 1,873,000	\$ 1,355,840	\$ 7,696,600	\$ 23,000	\$ 9,444,000	\$ 24,557,271
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FUNDING SOURCE											
(1) Operating / Net Position Appropriated					4,164,831	1,873,000	1,355,840	\$ 7,696,600	\$ 23,000	1,428,000	\$ 16,541,271
(2) Financing - through City of High Point										8,016,000	8,016,000
(3) Transfer-in from W/S Capital Reserve Fund											-
(4) Installment financing											

Amount unfunded											
Total for Budget Year					\$ 4,164,831	\$ 1,873,000	\$ 1,355,840	\$ 7,696,600	\$ 23,000	\$ 9,444,000	\$ 24,557,271

OPERATING BUDGET EFFECTS

② HP - Jamestown's share of ownership in High Point Eastside WWTF / Riverdale Pump Station improvements

A. Projected invoice December 2022

NOTE: Jamestown is an 8% owner of Eastside WWTP and 22.96% owner in Riverdale Pump Station

Mayor
Lynn Montgomery

Town Manager
Matthew Johnson

Town Attorney
Beth Koonce



Council Members
Martha Stafford Wolfe, Mayor Pro Tem
Rebecca Mann Rayborn
John Capes
Lawrence Straughn

TOWN OF JAMESTOWN AGENDA ITEM

ITEM ABSTRACT: Fund Balance Policy

AGENDA ITEM #: IV

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: January 24, 2023

ESTIMATED TIME FOR DISCUSSION:

DEPARTMENT: Finance

CONTACT PERSON: Judy Gallman

SUMMARY:

Due to recent guidance from the Local Government Commission (LGC), we are recommending that the Town adopt a new fund balance policy. At some point in the past, most everyone thought that there was a minimum fund balance of 8% of expenditures (1 month). According to the LGC (see attached guidance) the 8% minimum is a myth. The Town's previous policy was based on keeping the minimum fund balance well above the 8% mark, but also using the average % of fund balance to General Fund expenditures that was calculated based on the Town's peer group of municipalities (which was based on population). The LGC has changed their method of determining our peer group - so that now, instead of population - our peer group is based on General Fund budgeted expenditures. The LGC also has a sample fund balance policy, which we have decided to recommend adoption of this for the Town's policy. This policy has two specific %'s that will help determine if our fund balance is adequate.

ATTACHMENTS: Fund Balance Policy & LGC Guide on Fund Balance

RECOMMENDATION/ACTION NEEDED: Adopt fund balance policy

BUDGETARY IMPACT:

SUGGESTED MOTION: Adopt Town of Jamestown Fund Balance Policy, as presented

FOLLOW UP ACTION NEEDED:



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FUND BALANCE POLICY

TOWN OF JAMESTOWN

I. Objectives

- To establish minimum fund balance levels for the General Fund that define what resources are available to provide sufficient financial flexibility to meet future obligations, take advantage of opportunities, and avoid interest expense through use of excess reserves in lieu of debt,
- To enhance the financial position of the Town in order to maintain the highest credit and bond ratings,
- To plan for contingencies in unforeseen revenue volatility and expenditures such as weather-related disasters,
- To generate investment income that diversifies revenue streams and decreases reliance on taxes, and
- To ensure adequate cash flow.

II. Definitions

In accordance with governmental accounting standards the Town's total General Fund fund balance is comprised of five components:

1. Nonspendable Fund Balance represents resources that are physically or legally in a nonspendable form such as inventory,
2. Restricted Fund Balance represents resources limited by state law or the provider such as grants or resources reported as "Stabilization by State Statute",
3. Committed Fund Balance represents resources previously committed by Council for a particular purpose such as a project partially funded by grants,
4. Assigned Fund Balance represents resources assigned less formally for a particular purpose such as insurance reserves or subsequent year spending, and
5. Unassigned Fund Balance represents all remaining resources.

Accessible Fund Balance is defined as the total of Assigned Fund Balance and Unassigned Fund Balance for the purposes of this policy. To be conservative, Committed Fund Balance is not included in Accessible Fund Balance.

Accessible Fund Balance is not the same as available Fund Balance as defined in North Carolina General Statute 159-8(a).

General Fund Expenditures are calculated for ratios as:

- Total Expenditures, which includes debt service, excluding Other Financing Sources and Uses

I. Fund Balance Levels

- The Town will maintain a minimum Accessible Fund Balance of at least 25%, (three month's) of budgeted General Fund Expenditures.
- Total Fund Balance shall be at least 40% (which is approximately five month's) of budgeted General Fund Expenditures.
- The Town will use Local Government Commission annual reports for average available fund balance levels for the Town's peer group and try to maintain available fund balance levels using the average as a guide.

II. Use of Excess Fund Balance

Accessible Fund Balance above the Town's minimum should be considered as a funding source for capital needs funded with pay-as-you-go capital considered through the annual budget process. Appropriations outside the annual budget will generally be limited to:

- Expenditures to support or facilitate projects that generate new revenues or cost savings in excess of the investments within established time frames.
- Interim partial year funding for new programs that are needed before the next fiscal year.
- Costs related to unanticipated workload in the current fiscal year that cannot be addressed with budgeted resources.
- Prudent supplemental funding for existing capital projects that require additional resources before the next fiscal year in order to fund unanticipated costs, avoid excessive delays, or improve service levels.

III. Use of Fund Balance Below Policy Limits in Dire Circumstances

Accessible Fund Balance can only be used in excess of the regular policy established in Section III at the discretion of the full Town Council in dire financial circumstances in order to: 1) provide resources to offset unforeseen revenue shortfalls in combination with expenditure reductions or 2) to fund emergency expenditures in a disaster. When adopting an appropriation of Accessible Fund Balance that reduces reserves to a level below the Town's policy, the Town Council also shall adopt a plan of specific actions to be taken to restore the Accessible Fund Balance to the level set forth in this policy in the following fiscal year, if feasible, but within three fiscal years at most.



LGC Staff Guidance on Fund Balance Available

July 11, 2022

LGC staff often receives questions regarding the amount of fund balance available that LGC staff recommends local governments to maintain. Through the years, different misunderstandings have arisen, including that there is an 8% requirement for fund balance available. In this blog post, we attempt to debunk the “Myth of 8%,” and address other questions and misconceptions about fund balance available. If you have any questions, please contact SLGFD@nctreasurer.com.

Myth: The “state” requires that local governments have 8% fund balance available in the general fund, meaning they must have a fund balance available equal to an amount that is at least 8% of expenditures.

Fact: There is no statute that requires an 8% (or any specific level) of fund balance available.

North Carolina General Statute [159-8\(a\)](#) defines and limits the maximum amount of fund balance that may be appropriated in an annually budgeted fund, but there is no statutory minimum requirement for fund balance available.

Myth: The “LGC” requires that local governments have 8% fund balance available.

Fact: There is no LGC policy that requires an 8% fund balance available. “Management of Cash and Taxes and Fund Balance Available,” memoranda are published by LGC staff annually for both counties and municipalities which list the fund balance available for all such units, with units grouped by those with and without electric systems, and further by peer groups. These memos can be accessed at the State and Local Government Finance Division Memos [webpage](#) by searching on “[fund balance](#)” in the search box. The memos provide local governments with the opportunity to compare their fund balance available to similar counties/municipalities and evaluate the adequacy of their unit's current

reserves. Local governments are encouraged to determine an adequate fund balance available for their specific unit and circumstances using the memos and other tools as a guide.

LGC staff recommends that local governments develop a fund balance policy to maintain a fund balance that is consistent with their peers that provide similar services. The policy should be brief and simple to understand. Governing boards should task their budget officer with developing operating budgets that maintain the fund balance in accordance with the policy. The finance officer should be charged with managing the unit's finances in compliance with the policy. The policy should include language for planned corrective actions should the unit's fund balance drop below the intended level at the end of a fiscal year. Developing and maintaining a well-considered General Fund policy can provide stability to the unit that will serve the citizens well. LGC staff have developed a sample fund balance policy that units can use as a starting point for developing their policy; see our [Information for Governing Bodies](#) webpage for details.

LGC staff does consider fund balance available in the development of its annual Unit Assistance List. If a unit has a fund balance available that is significantly below that of its peers and/or is trending lower over time, the unit may be considered for inclusion on the Unit Assistance List.

Myth: As long as my local government has 8% fund balance available, we are fiscally sound.

Fact: Fund balance available is just one of many factors that can be used to determine a unit's fiscal health. There are few units that can operate in a fiscally sound manner with only 8% fund balance available.

An 8% fund balance available represents approximately one month of expenditures and likely does not represent sufficient reserves to provide cash flow during periods of declining revenues, or to be used for emergencies and unforeseen expenditures. Additionally, other factors such as the quick ratio of enterprise funds, statutory compliance, tax collection rates, and trends in property valuations are factors that contribute to a unit's fiscal health. Finally, fund balance available is not used as a measure of fiscal health for local governments that do not have the ability to levy taxes.

Those local governments that levy property taxes must be aware that the tax collections

process is very cyclical in nature. Real property taxes are billed in July after the budget is adopted for the new fiscal year, but most are not paid until the November through early January timeframe. Real property tax collections are levied and collected based on the statutory guidance provided in North Carolina General Statutes Chapter 105. With tax collections substantially complete as of January 6 each year, the unit will not have significant real property tax collections available until the next fall. These significant cash resources are intended to last the unit through the summer and into the fall. Although a unit will have monthly revenues, such as sales taxes, motor vehicle property taxes, or utility collections that come in monthly, the large real property taxes are cyclical in nature. A unit that is at 8% of fund balance available as of June 30, may very well find themselves struggling with cash flows in the late summer or early fall before the next year's property tax collections are due.

Myth: If my local government received a Financial Performance Indicator of Concern (FPIC) related to fund balance, that means we did not meet the minimum requirement for Fund Balance Available.

Fact: The financial performance indicator for fund balance available does not set a minimum requirement for fund balance available.

This indicator is used to identify units whose fund balance available falls below other units with similar General Fund expenditures. An FPIC in fund balance available doesn't necessarily indicate financial or fiscal management weaknesses but is used to provide the local government and the staff of the LGC with a means of identifying *potential* issues or concerns in the general fund. If the government habitually uses fund balance to balance the General Fund operating budget over several years, then this FPIC may indicate that the local government is facing fiscal issues. Fund balance should not be used to finance recurring operating expenditures, such as salaries and benefits or utilities.

Summary

There is no minimum level of fund balance available required by statute.

The Financial Performance Indicator of Concern related to Fund Balance Available does not create a "state" or "LGC" minimum for fund balance available but allows units and LGC staff to compare and analyze units' fund balance available as a potential indicator

of fiscal health and prudent fiscal management.

Fund balance available is one of several factors used by the staff of the LGC to assess tax levying units' fiscal health.

Sufficient fund balance available is essential to strong fiscal health and viability.

Local governing boards should develop a fund balance policy that requires they maintain a fund balance that is consistent with that of their peers. The policy should include corrective action should the fund balance fall below the intended targets.

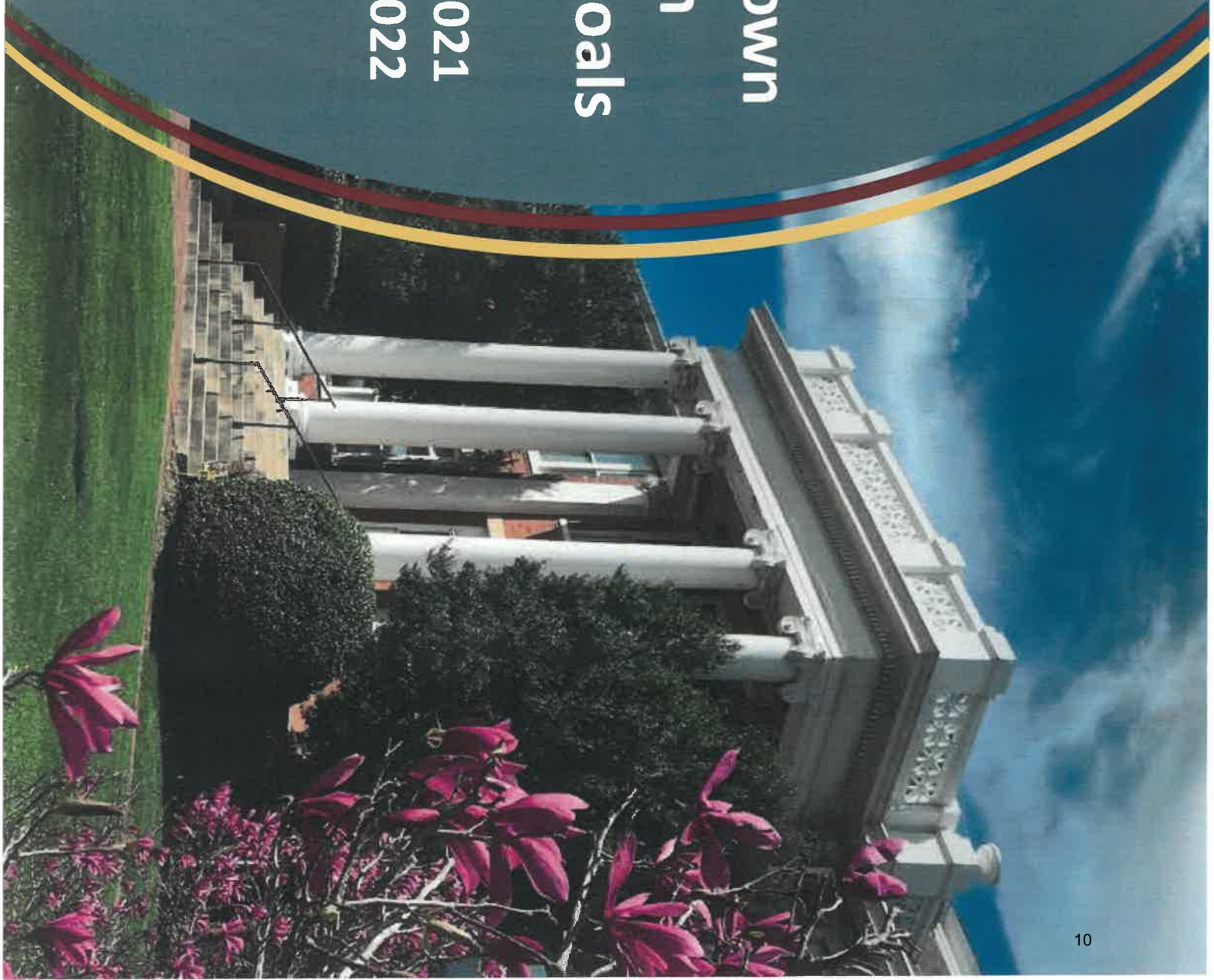
Comparisons to peer group averages published in LGC staff memos are helpful in assessing if units have sufficient reserves.

How can we make this page better for you?

<https://www.nctreasurer.com/blog/2022/07/11/lgc-staff-guidance-fund-balance-available>

Town of Jamestown Strategic Plan Outcomes and Goals

Adopted: June 15, 2021
Last Update: June 2022





Introduction to the Town's Strategic Plan

The Town of Jamestown Strategic Plan is designed to be a multiyear representation of the Town's mission. It aims to serve as a roadmap for staff and Town Council over the next three to five years.

This plan—an outgrowth of Council and staff input from earlier this year as well as several pre-existing documents—further defines the Town's strategic priorities.

The structure better links Council and staff plans and employs a format that should be more useable for elected officials, staff, partners and citizens.

The plan includes these components:

- Outcome statements that are the foundation of the Town's mission statement;
- Short and long-range goals that further define and support the outcomes;
- Multiyear (three- to five-year) goals that will be executed to achieve the outcomes; and
- Annual tasks captured in a separate working document and a reporting structure that will be updated regularly to track progress.

Outcomes and Goals Snapshot

The outcomes and goals snapshot represents a graphical method for displaying specific desired outcomes and the goals necessary to bring these to fruition.

Goals are grouped under the five focus areas listed above. Each individual outcome represents an initiative that has been reviewed by staff and the Council together during the annual retreat process to ensure that citizen needs are being met in an effective and efficient manner.

This document will be reviewed semi-annually and the Town Manager will communicate progress on each of the goals with the Council as needed.

The Town Council will review this document annually to ensure that goals are still relevant. The document will be updated and adopted as a part of the annual budget process in June.



Mission

Creating an exceptional quality of life for all citizens by providing superior services.

Vision

Jamestown will be a thriving community with strong roots in our history. One dedicated to a high quality of life for residents of all ages, including: recreation, education, and supporting businesses. A community of clean, beautiful, and safe surroundings and welcoming neighborhoods where everyone can feel at home.

Values

Primary:

Compassion/Fairness - We show compassion to everyone, our citizens, our staff, and our visitors. When we make decisions as a Town we are thoughtful and understanding of how those decisions will affect our citizens. We ensure that everyone gets equal consideration.

Accountability - We hold ourselves accountable and remember that we are always accountable to the citizens of Jamestown. We take ownership of the actions and decisions made by the Town and the results of those decisions.

Servant Leadership - We believe that we are leaders who have been placed here to serve our citizens and engage them while also putting their needs first.

Ability to Work Together - We will find a way to work together. Diverse backgrounds and experiences will not preclude us from finding a way to hear all voices and incorporating them into our work.

Secondary:

Listening - We actively listen to the needs and desires of our Town and reflect on what we've heard before.

Open-Mindedness - We keep our minds open so that we are able to respond effectively to the changing needs of Jamestown.

Making a Positive Impact - We strive to set goals that will have a positive impact on the lives of the people of Jamestown and allow for our values to guide us in meeting or exceeding those goals.

Respect - We will always remain respectful in our interactions with one another, Town staff, and especially the citizens of Jamestown.



The Town's Strategic Plan is organized around five focus areas, which make up its mission:

Staff Excellence

Recruit and retain a team of excellent employees.



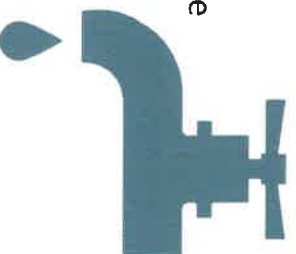
Outreach and Involvement

Provide outlets for citizen outreach and engagement.



Infrastructure and Facilities

Ensure logical investment in infrastructure and facilities to meet future needs.



Planning and Development

Grow and maintain a robust diversified economy.



Public Safety







Procure partnerships to ensure effective services that match community needs.



OUTCOMES & GOALS SNAPSHOT FY 22-2

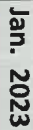
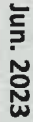






Adopted by Town Council on June 15, 2021

Last Update: June 2022

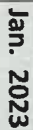
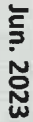







	Complete or Nearing Completion
	Significant Progress
	Moderate progress
	Pending, Deferred
	Limited progress, currently unscheduled
	Priority Goal

Focus Area: Staff Excellence

Outcome 1: To attract, develop, and retain town staff in order to support services and meet community needs.











	Goal 1: Prepare operations continuity plan for key positions		Jan. 2023		Jun. 2023
	Goal 2: Implement strategies to recruit employees from diverse populations		Jan. 2023		
	Goal 3: Perform pay classification study to remain competitive in the marketplace		Jan. 2023		
	Goal 4: Update appropriate policies to include ongoing goals		Jan. 2023		

Outcome 2: To improve the administration of Town government.

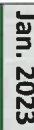






	Goal 1: Procure software for asset management (vehicle/technology maintenance/replacement)		Jan. 2023		Jun. 2023
	Goal 2: Promote excellence in customer service		Jan. 2023		
	Goal 3: Achieve minimum staffing levels for all departments		Jan. 2023		
	Goal 4: Update facility use policy and forms for Town facilities (Clubhouse, Civic Center, etc.)		Jan. 2023		

Focus Area: Outreach and Involvement

Outcome 3: Develop and implement strategies to promote Jamestown

	Goal 1: Further develop Music in the Park and other Town-sponsored events		Jan. 2023		Jun. 2023
	Goal 2: Develop branding and marketing strategies for Jamestown		Jan. 2023		
	Goal 3: Seek marketing opportunities to promote Jamestown		Jan. 2023		
	Goal 4: Schedule Work Session to discuss the Town's role in marketing opportunities		Jan. 2023		

Outcome 4: Conduct community engagement through multiple strategies to increase resident involvement in Town matters

	Goal 1: Fully utilize Town social media accounts		Jan. 2023		Jun. 2023
	Goal 2: Establish a process for advertising openings & selecting residents for Town boards and committees		Jan. 2023		
	Goal 3: Develop and implement a Citizen Academy		Jan. 2023		

Focus Area: Infrastructure and Facilities

Outcome 5: Make plans to improve current infrastructure, facilities, and services

	Jan. 2023	Jun. 2023
Goal 1: Update street pavement condition study		
Goal 2: Prepare strategic growth plan for Jamestown and surrounding ETJ areas		
★ Goal 3: Prepare a plan to implement government mandated stormwater regulations		
Goal 4: Evaluate effectiveness of current solid waste collection & recycling services		
Goal 5: Prepare plans for effective utilization of space at Town Hall & Civic Center		
Goal 6: Complete plans for the construction of a new Recreation Maintenance Facility		
Goal 7: Prepare Golf Course Strategic Plan		
Goal 8: Coordinate joint staff meeting with City of GSO, City of HP and PTRWA to discuss water/sewer cost & capacities		
Goal 9: Repair/replace golf course irrigation system		
★ Goal 10: Prepare plans for updating/installing restroom and shelters for golf and recreation facilities		
Goal 11: Maintain effective communications with NCDOT and HPMPO		
Goal 12: Seek funding through the American Rescue Plan		
Goal 13: Update Solid Waste Collection Policy		
Goal 14: Work with PSFD to create a plan for Fire Station Improvements		
Goal 15: Increase internet capabilities at all Town Facilities		
Goal 16: Seek additional revenue sources for street resurfacing		

Focus Area: Public Safety

Outcome 6: Continue to develop plans to improve public safety in the Town of Jamestown

	Jan. 2023	Jun. 2023
Goal 1: Coordinate joint staff meeting to discuss plan of service with PSFD (w/ annual review in January)		
Goal 2: Coordinate joint staff meeting to discuss plan of service with GCSD (w/ annual review in January)		
★ Goal 3: Install security measures at Town facilities (parks, maintenance facilities, and Town Hall)		
★ Goal 4: Research and implement safety options and ongoing training for security of Jamestown Staff		

Focus Area: Planning and Development

Outcome 7: Implement a broad program of community planning, development, and land management through zoning

	Jan. 2023	Jun. 2023
Goal 1: Review and update Comprehensive Pedestrian Transportation Plan		
Goal 2: Establish/redefine ordinances for application of commercial maintenance code in Jamestown		
★ Goal 3: Utilize the Bicycle and Pedestrian Plan to improve and build sidewalk and cycling connectivity		
Goal 4: Utilize ADA Plan to increase compliance in public facilities		

Ongoing Goals

8. Ongoing Goals

	Original Outcome Area	Original Outcome Area
	Goal 1: Provide employee training opportunities	Outcome 1
	Goal 2: Evaluate benefits and insurance for the Town employees	Outcome 1
	Goal 3: Maintain and update Town's Code of Ordinances	Outcome 2
	Goal 4: Maintain and Update Strategic Plan Outcomes and Goals	Outcome 2
	Goal 5: Provide for the repair, improvement, and replacement of vehicle and facility needs	Outcome 2
	Goal 6: Develop AARP Livable Communities Initiative	Outcome 4
	Goal 7: Establish a joint planning retreat for the Planning Board, Council, and Town staff	Outcome 4
★	Goal 8: Maintain integrity of water/sewer/stormwater infrastructure	Outcome 5
★	Goal 9: Seek opportunities for grant funding for pedestrian and parks/recreation facilities	Outcome 7
	Goal 10: Utilize Comprehensive Parks & Recreation Plan/Golf Strategic Plan to guide park infrastructure improvements	Outcome 7

Completed Projects

9. Completed Goals

	Original Outcome Area	Completed
	1. Review and upgrade current Town mission, vision, and core values	Outcome 2 January 2022
	2. Prepare a strategic plan for outcomes and goals	Outcome 2 January 2022
	3. Schedule a candidate information session	Outcome 2 January 2022
	4. Complete and adopt Parks & Recreation Master Plan in order to seek grant funding opportunities	Outcome 5 January 2022
	5. Complete update of the Town of Jamestown's Comprehensive Plan	Outcome 7 January 2022
	6. Enhance Code Enforcement capabilities throughout Jamestown to help protect property values	Outcome 7 January 2022
★	7. Prepare operations continuity plan for key positions	Outcome 1 June 2022
★	8. Complete plans for the construction of a new Recreation Maintenance Facility	Outcome 5 June 2022
	9. Establish/redefine ordinances for application of commercial maintenance code in Jamestown	Outcome 7 June 2022
	10. Prepare operations continuity plan for key positions	Outcome 1 June 2022