



Settled 1752
JAMESTOWN
NORTH CAROLINA

Town Council Budget Retreat

April 14, 2023

9:00 am in the Civic Center

Agenda

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

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

- III. **Discussion of the 2023/2024 Fiscal Year (FY) Annual Budget and Capital Improvement Plan (CIP)**- Judy Gallman, Finance Director, & Faith Wilson, Deputy Finance Officer

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

- V. **Adjournment**

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:

AGENDA ITEM #:

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE:

ESTIMATED TIME FOR DISCUSSION:

DEPARTMENT:

CONTACT PERSON:

SUMMARY:

ATTACHMENTS:

RECOMMENDATION/ACTION NEEDED:

BUDGETARY IMPACT:

SUGGESTED MOTION:

FOLLOW UP ACTION NEEDED:

Budget for FY 23/24

This budget includes the following at this point:

Salaries -

COLA of 4.00%

Merit 0-3%

Work Force Reduction

currently budget includes 3% merit for all employees; will be adjusted upon evaluations

Retirement-

401 (K)-

Health insurance-

increase in employer rate of contribution to 12.89% from current year rate of 12.5%

Maintain employer rate of contribution at 5%

increase approximately 2.5%

New positions:

Grant administrator

Assistant Public Services Dir.

Assistant to Town Clerk (PT)

hired this fy - to start in late April

hired this fy

As needed (\$40,000 in budget)

Rates:

Proposed tax increase of \$.10; rate would increase to \$.585

Increase water rate by approximately 4%, to match purchase increase from our partners PTRWA & City of HP

Increase sewer rate by approximately 30% to match City of HP increase

Increase monthly fee for garbage & recycling by \$2.50

(Pinecroft/Sedgefield Fire District rates are proposed to remain the same as in current year)

Projects - General Fund (on CIP)

Stormwater audit prep and inspection \$ 50,000

Capital Outlay

General Fund:

Mowers at golf course

Tractor & implement - golf

Snow plow

Spreader/sprayer - Recreation

Lane marker - Recreation

Wrenn Miller bathrooms

| | | |
|-------------------|-------------------|------------------------------------|
| | | Took out of original |
| | | 23-24 budget - deferred to next FY |
| \$ 344,000 | | |
| | 108,000 | |
| 9,000 | | |
| 16,000 | | |
| | 41,000 | |
| | 450,000 | |
| <u>\$ 369,000</u> | <u>\$ 599,000</u> | |

Water/Sewer Fund:

Eastside improvements

Sewer slip lining

Other sewer projects

Main Street & other water line projects

Service truck

| |
|---------------------|
| \$ 943,000 |
| 650,000 |
| 100,000 |
| 1,600,000 |
| 60,000 |
| <u>\$ 3,353,000</u> |

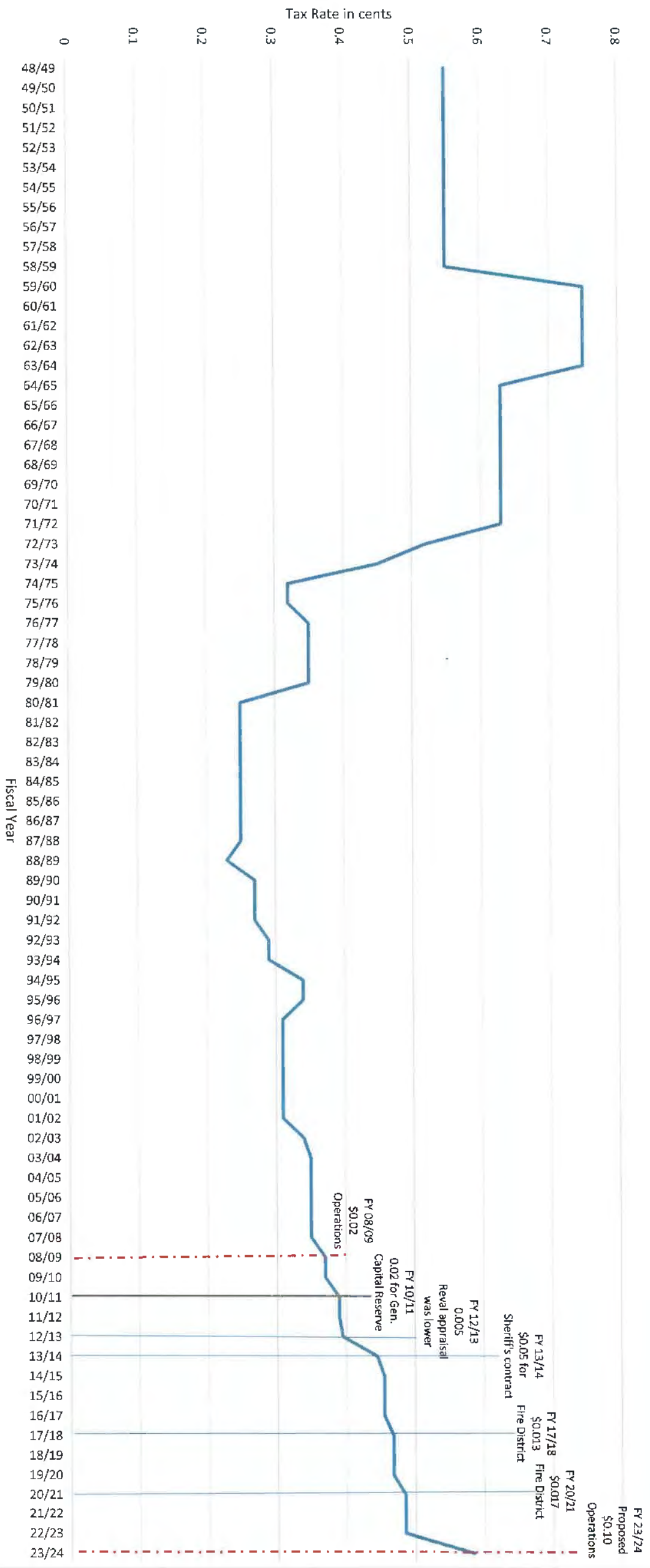
Appropriated Fund Balance:

General Fund

W/S Fund

| |
|--------------|
| \$ - |
| \$ 1,978,450 |

Historic Tax Rates - Jamestown, NC



Water & Sewer Rates - proposed increases

| | Average Monthly Usage (in units) | <u>Current Rates 2022-2023</u> | | <u>Proposed Rates 2023-2024</u> | | Average Bill Increase/month | |
|-----------------------------|-------------------------------------|--------------------------------|----------------|---------------------------------|-----------------|--------------------------------|---------------|
| | | Rate | Average Bill | Rate | Average Bill | | |
| Inside Town Limits: | | | | | | | |
| WATER | 8 units | \$3.25/unit | \$26.00 | \$3.40/unit | \$27.20 | \$1.20 | 4.62% |
| SEWER | 8 units | \$4.25/unit | \$34.00 | \$5.50/unit | \$44.00 | \$10.00 | 29.41% |
| | | | <u>\$60.00</u> | | <u>\$71.20</u> | <u>\$11.20</u> | <u>18.67%</u> |
| Outside Town Limits: | | | | | | | |
| WATER | 6 units | \$6.50/unit | \$39.00 | \$6.80/unit | \$40.80 | \$1.80 | 4.62% |
| SEWER | 6 units | \$8.50/unit | \$51.00 | \$11.00/unit | \$66.00 | \$15.00 | 29.41% |
| | | | <u>\$90.00</u> | | <u>\$106.80</u> | <u>\$16.80</u> | <u>18.67%</u> |
| Inside Town Limits: | | | | | | | |
| IRRIGATION | 10 units | \$4.90/unit | \$49.00 | \$5.10/unit | \$51.00 | \$2.00 | 4.08% |
| Outside Town Limits: | | | | | | | |
| IRRIGATION | 5 units | \$9.80/unit | \$49.00 | \$10.20/unit | \$51.00 | \$2.00 | 4.08% |

Town of Jamestown
Capital Improvement Program
General Fund

| Department | Priority | Strategic Plan Initiative | FY 2023/24 | FY 2024/25 | FY 2025/26 | FY 2026/27 | FY 2027/28 | Beyond 5 Years | Total |
|--|-----------------------------|---------------------------|------------|-------------------|-------------------|------------|------------|----------------|------------------|
| Outcome Goal | | | | | | | | | |
| Sidewalk - Oakdale Rd (Phase 3) (Capital Project Fund) | Planning | Must Do | 7A | 540,000 (7) (8) | | | | | 540,000 |
| Sidewalk - Penny Rd (Main St - HP Greenway)-(Capital Project Fund) | Planning | Must Do | 7A | | 1,205,000 (7) (8) | | | | 1,205,000 |
| Sidewalk - Oakdale Rd (Phase 2) (Capital Project Fund) | Planning | Must Do | 7A | 160,000 (7) (8) | | | | | 160,000 |
| PARTF project | Planning | Must Do | 8J | 430,410 (11) (10) | | | | | 430,410 |
| AFP project | Planning | Must Do | 8J | 600,000 (12) (10) | | | | | 600,000 |
| Sidewalk connectors - Guilford County ARPA funding | Public Services-Streets | Must Do | 7A | 2,294,795 (10) | | | | | 2,294,795 |
| Storm Drainage project - golf course | Public Services-Stormwater | Must Do | 8H | 210,000 (10) | | | | | 210,000 |
| Totals for Capital Project Funds (Multi-year funds) | | | | 4,235,205 | 1,205,000 | | | | 5,440,205 |
| Operating Budget Items: | | | | | | | | | |
| Roadway Improvements (paving) | Public Services/Powell Bill | Must Do | 5F | - | 200,000 (1) | | | 400,000 (1) | 600,000 |
| Paving - Crosswalk Improvements (stamping, etc) | Public Services/Streets | Must Do | 5F | | | | | 35,000 | 35,000 |
| New Sanitation Truck | Public Services/Sanitation | Must Do | 8E | | 375,000 (6) | | | | 375,000 |
| Civic Center Improvements (architect FY 23-24) | Admin - Building | Must Do | 8E | | 175,000 | | | | 175,000 |
| Civic Center Sound System | Admin - Building | Must Do | 8E | | 75,000 | | | | 75,000 |
| Storm Drainage - Street Improvements | Public Services-Stormwater | Should Do | 8H | | 142,000 (2) | | | | 142,000 |
| Stormwater Audit Prep and Inspection - Blue Stream | Public Services-Stormwater | Should Do | 8H | 50,000 (2) | | | | | 50,000 |
| Snow plow | Public Services-Streets | Should Do | 8E | 9,000 (2) | | | | | 9,000 |
| Replace drainage system at golf course | Golf - Maint | Should Do | 5C | | 75,000 (2) | 60,000 (2) | | 40,000 | 40,000 |
| Repave cart paths | Golf - Maint | Should Do | 5C | | 250,000 (2) | 250,000 | | 240,000 | 375,000 |
| Bunker Construction | Golf - Maint | Should Do | 5C | | 250,000 (2) | 250,000 | | | 500,000 |
| 2 Greensmaster TriFlex 3300 mowers (November) PO #6504 | Golf - Maint | Should Do | 8E | 130,000 (6) | | | | | 130,000 |
| Reelmaster Fairway mower (January) PO #8569 | Golf-Maint | Should Do | 8E | 100,000 (6) | | | | | 100,000 |
| Greenmaster Triflex 3300 mowers (January) PO #8569 | Golf-Maint | Should Do | 8E | 114,000 (6) | | | | | 114,000 |
| Tractor | Golf - Maint | Should Do | 8E | | 65,000 (2) | | | | 65,000 |
| Trimax Snake | Golf-Maint | Should Do | 8E | | 43,000 (2) | | | | 43,000 |
| Wrenn Miller bathrooms | Recreation | Should Do | 8J | | 450,000 (2) | | | | 450,000 |
| Pave shelter parking lot | Recreation | Should Do | 8J | | | | | 8,000 | 8,000 |
| New bathrooms at shelters | Recreation | Should Do | 8J | | 450,000 (2) | | | | 450,000 |
| New Park Shelter - replacement of shelter #3 | Recreation | Should Do | 8J | | | | | 100,000 | 100,000 |
| Standon Spreader/Sprayer | Recreation | Should Do | 8E | 16,000 (2) | | | | | 16,000 |
| Swozi Auto Lane Marker | Recreation | Should Do | 8E | | 41,000 (2) | | | | 41,000 |
| Soccerfield overflow parking lot | Recreation | Should Do | 8I | | 100,000 | | | | 100,000 |
| Updates to Land Development Ordinance | Planning | Should Do | 8C | | 50,000 (2) | | | | 50,000 |
| Main Street Corridor Study | Planning | Should Do | 7A | | 50,000 (2) | | | | 50,000 |
| HVAC system replacements | Building - Town Hall | Should Do | 8E | | 15,000 (2) | | | | 15,000 |
| Paving at golf shop, including driveway into parking lot | Golf Shop | Could Do | 5C | | 65,000 (2) | | | | 65,000 |
| Shelter at Wrenn Miller Park | Recreation | Could Do | 8I | | 20,000 (2) | | | | 20,000 |
| Baseball Field Improvements: | | | | | | | | | |
| Baseball Field Improvements- Dugouts (4) - in-house construction | Recreation | Could Do | 8J | | | | | 70,000 | 70,000 |
| Pave baseball parking lot | Recreation | Could Do | 8J | | | | | 45,000 | 45,000 |
| Renovate/Replace Bathrooms at Baseball Complex | Recreation | Could Do | 8J | | | | | 40,000 | 40,000 |
| Replace drainage system at baseball fields and re-grade | Recreation | Could Do | 8J | | | | | 75,000 | 75,000 |
| Baseball field lights | Recreation | Could Do | 8J | | | | | 112,000 | 112,000 |
| Sidewalk Improvements - Guilford Rd at Wyndwood | | | | | | | | | |
| Intersection Improvements - Guilford Rd at Wyndwood | Planning | Could Do | 5F | | | | | 70,000 | 70,000 |
| Sidewalk - Potter - (Main to Mendenhall to Guilford Rd) | Planning | Could Do | 7A | | | | | 182,900 | 182,900 |
| Sidewalk - Scientific St (Main St to Shannon Gray Ct) | Planning | Could Do | 7A | | | | | 126,000 | 126,000 |
| Sidewalk - Forestdale (Main St-Woodland) | Planning | Could Do | 7A | | | | | 207,375 | 207,375 |
| Sidewalk - Forestdale (Woodland-Oneil) | Planning | Could Do | 7A | | | | | 209,250 | 209,250 |
| Sidewalk - Cloverbrook (Forestdale-Guilford) | Planning | Could Do | 7A | | | | | 240,000 | 240,000 |
| Deep River Paddle Trail/Greenway Trail (Phase I, II & III) | Planning | Could Do | 7A | | | | | 650,000 | 650,000 |

Hoping to finance this equipment

Total Projects, General Fund (excludes capital project funds) \$ 419,000 \$ 2,641,000 \$ 310,000 \$ - \$ - \$ 2,850,525 \$ 6,220,525

FUNDING SOURCE - Operating Budget only

| | FY 2023/24 | FY 2024/25 | FY 2025/26 | FY 2026/27 | FY 2026/27 | 5 Years | Total |
|--|---------------------|---------------------|-------------------|-------------|-------------|---------------------|----------------------|
| (1) Powell Bill current yr and reserve fund balance | | 200,000 | | | | 400,000 | 600,000 |
| (2) Operating budget / fund balance | 75,000 | 2,441,000 | 310,000 | | | | 2,826,000 |
| (3) Federal STP-EB funds | | | | | | | - |
| (4) NCDOT | | | | | | | - |
| (5) NCDOT Enhancement funding | | | | | | | - |
| (6) Installment financing | 344,000 | | | | | | 344,000 |
| (7) Transfer from General Fund to Capital Project Fund | | 241,000 | | | | | 241,000 |
| (8) CMAQ Funding | 700,000 | 964,000 | | | | | 1,664,000 |
| (9) HP MPO | | | | | | | - |
| (10) Guilford County Coronavirus State & Local Fiscal Recovery Funds | 2,840,000 | | | | | | 2,840,000 |
| (11) PARTF funding | 215,205 | | | | | | 215,205 |
| (12) AFP funding | 480,000 | | | | | | 480,000 |
| Amount unfunded | | | | | | 2,450,525 | 2,450,525 |
| Total for Budget Year | \$ 4,654,205 | \$ 3,846,000 | \$ 310,000 | \$ - | \$ - | \$ 2,850,525 | \$ 11,660,730 |

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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 quarterly 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

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

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



Public Safety

Provide partnerships to ensure effective services that match community needs



Planning and Development

Grow and maintain a robust diversified economy





Jamestown Strategic Plan - Outcomes and Goals

Updated: Draft April 2023

| 1. Staff Excellence | | | |
|--|---|----------|-----------|
| Outcome 1: To attract, develop, and retain town staff in order to support services and meet community needs | | Jan 2023 | June 2023 |
| | A. Update appropriate policies to include ongoing goals | | |
| ★ | B. Seek training for improved customer service to groups with specific needs and implement safety training and security options for Jamestown staff | New Goal | |
| Outcome 2: To improve the administration of Town government | | Jan 2023 | June 2023 |
| | A. Procure software for asset management (vehicle/technology maintenance/replacement) | | |
| ★ | B. Achieve minimum staffing levels for all departments | | |
| | C. Schedule a candidate information session | New Goal | |
| 2. Outreach and Involvement | | | |
| Outcome 3: Develop and implement strategies to promote Jamestown | | Jan 2023 | June 2023 |
| ★ | A. Further develop Music in the Park and other Town-sponsored events | | |
| | B. Schedule work session to discuss the Town's goals and role in marketing opportunities | | |
| | C. Develop & utilize logo for Jamestown Park Golf Course's 50th Anniversary to further market the Golf Course and Town | New Goal | |
| Outcome 4: Conduct community engagement through multiple strategies to increase resident involvement in Town matters | | Jan 2023 | June 2023 |
| | A. Fully utilize Town social media accounts | | |
| ★ | B. Establish a process for advertising openings and selecting residents for Town boards and committees | | |
| | C. Develop and implement a Citizen Academy | | |
| 3. Infrastructure and Facilities | | | |
| Outcome 5: Make plans to improve current infrastructure, facilities, and services | | Jan 2023 | June 2023 |
| | A. Prepare a plan to implement government mandated stormwater regulations | | |
| | B. Coordinate joint staff meeting with City of GSO, City of HP, and PTRWA to discuss water/sewer cost and capacities | | |
| | C. Repair/replace golf course irrigation system, bunkers, and cart paths | | |
| ★ | D. Work with PSFD to create a plan for Fire Station improvements | | |
| | E. Increase internet capabilities at all Town facilities | | |
| | F. Seek additional revenue sources for street resurfacing | | |
| | G. Schedule a work session to update facility use of the Civic Center | New Goal | |
| | H. Clarify and update the bid process | New Goal | |

Complete or Nearing Completion

Significant Progress

Moderate Progress

Pending, Deferred


Limited Progress, Unscheduled


★ Priority Goal


| 4. Public Safety | | | |
|--|--|----------|-----------|
| Outcome 6: Continue to develop plans to improve public safety in the Town of Jamestown | | Jan 2023 | June 2023 |
| | A. Coordinate a joint staff meeting to discuss plan of service with PSFD (w/ annual review in January) | | |
| | B. Coordinate a joint staff meeting to discuss plan of service with GCSD (w/ annual review in January) | | |
| | C. Install security measures at Town facilities (parks, maintenance facilities, and Town Hall) | | |


| 5. Planning and Development | | | |
|---|---|----------|-----------|
| Outcome 7: Implement a broad program of community planning, development, and land management through zoning | | Jan 2023 | June 2023 |
| ★ | A. Utilize the Bicycle and Pedestrian plan to improve and build sidewalk and cycling connectivity | | |
| ★ | B. Utilize the ADA plan to increase compliance in public facilities | | |


| 6. Ongoing Goals | |
|--|--|
| A. Provide employee training opportunities | |
| B. Evaluate benefits and insurance for Town employees | |
| C. Maintain and update the Town's Code of Ordinances and Land Development Ordinance | |
| D. Maintain and Update Strategic Plan Outcomes and Goals | |
| E. Provide for the repair, improvement, and replacement of vehicle and facility needs | |
| F. Develop Livable Communities Initiative | |
| G. Hold a joint planning retreat for the Planning Board, Council, and Town staff | |
| H. Maintain integrity of water/sewer/stormwater infrastructure | |
| I. Seek opportunities for grant funding for pedestrian and parks/recreation facilities | |
| J. Utilize comprehensive Parks and Recreation Plan/Golf Strategic Plan to guide park infrastructure improvements | |
| K. Promote excellence in customer service | |
| L. Seek marketing opportunities to promote Jamestown | |
| M. Maintain effective communications with NCDOT and HPMPO | |


 Complete or Nearing Completion

 Significant Progress

 Moderate Progress

 Pending, Deferred

 Limited Progress, Unscheduled

 Priority Goal