



Settled 1752
JAMESTOWN
NORTH CAROLINA

Regular Meeting of the Town Council

April 18, 2023

6:00 pm in the Civic Center

Agenda

- I. **Call to Order-**
 - A. Roll Call
 - B. Pledge of Allegiance
 - C. Moment of Silence
 - D. Approval of Agenda
- II. **Consent Agenda-**
 - A. Approval of minutes from the March 21st Regular Town Council Meeting
 - B. Resolution requesting that NCDOT lower the speed limit along Main Street to 30 Miles Per Hour (MPH) between Teague Drive and Potter Drive
 - C. Proclamation Spring Litter Sweep 2023
 - D. Proclamation declaring April 16th-22nd as Volunteer Week
 - E. Reappointment of Jane Payne to the Guilford County Historic Preservation Commission
 - F. Appointment of Lamar Lee as a Parks and Recreation Committee Alternate Member
 - G. Approval of Amended Livability Communities Committee Job Description
 - H. Analysis of the Financial Position of the Town of Jamestown
 - I. Analysis of the Financial Position of the Jamestown Park and Golf Course
 - J. Resolution to Establish Materiality Threshold for Recognition of Subscription-Based Information Technology Arrangements ("SBITAs") Under GASB Statement No. 96
 - K. Whistleblower Policy
 - L. Budget Amendment #14
- III. **Public Comment**
- IV. Presentation regarding stormwater and regulatory measures- Danica Heflin, Stormwater Smart Representative, and Grace Messinger, Piedmont Triad Regional Council (PTRC Representative)
- V. Presentation of Annual Comprehensive Financial Report Fiscal Year 2021/2022- Forvis LLP Representative
- VI. **Old Business-**
 - A. Consideration of adoption of the Comprehensive Operations Review of the Jamestown Park & Golf Course- Richard Singer, National Golf Foundation (NGF) Consulting
 - B. Overview of Pay Classification Study- Cheryl Brown, The MAPS Group Representative
 - C. Consideration of approval of ground lease agreement with Pinecroft Sedgefield Fire Department (PSFD) for property located at 6007 West Gate City Blvd. (parcel #156246) Matthew Johnson, Town Manager
- VII. **New Business-**
 - A. Jamestown Park & Golf Course Quarterly Report- Ross Sanderlin, Golf Course Manager
 - B. Jamestown Park & Golf Course Maintenance Quarterly Report- Jamey Claybrook, Golf Course Superintendent
 - C. Consideration of approval of Special Events Permit Request for the Arts Splash Summer Concert Series- Matthew Johnson, Town Manager

- D. Presentation of the Preliminary Budget & Capital Improvement Program (CIP) 2023/2024 Fiscal Year (FY)- Judy Gallman, Finance Director, & Faith Wilson, Deputy Finance Officer
- E. Request to set the public hearing date for the Recommended Budget & CIP FY 2023/2024- Judy Gallman, Finance Director, & Faith Wilson, Deputy Finance Officer
- F. Consideration of award of the 2023 Resurfacing Contract to the lowest, responsive, responsible bidder- Paul Blanchard, Public Services Director

VIII. Manager/Committee Reports

- A. Manager Report
- B. Council Member Committee Reports

IX. Public Comment

X. Other Business

XI. Closed Session Per G.S. 143-318 to discuss matters related to Attorney Client Privilege (301 Lee Street)

XII. Adjournment

Working Agenda for the April 18th Regular Town Council Meeting

Tentative Time Line	Agenda Item	Responsible Party	Action required by the Town Council
6:00 pm	I. Call to Order	Mayor Montgomery	Mayor Montgomery to call the meeting to order.
6:00 pm	A. Roll Call	K. Weiner	Weiner to take roll call.
6:00 pm	B. Pledge of Allegiance	Mayor Montgomery	Mayor Montgomery to lead everyone in the Pledge of Allegiance.
6:00 pm	C. Moment of Silence	Mayor Montgomery	Mayor Montgomery to call for a moment of silence
6:00 pm	D. Approval of Agenda	Mayor Montgomery	Mayor Montgomery to ask Council if there are any items that need to be added or deleted. Council Member makes a motion to approve the agenda. Council Member makes a second to the motion. Then vote.
6:05 pm	II. Consent Agenda		
6:05 pm	<ul style="list-style-type: none"> A. Approval of minutes from the March 21st Regular Town Council Meeting B. Resolution requesting that NCDOT lower the speed limit along Main Street to 30 Miles Per Hour (MPH) between Teague Drive and Potter Drive C. Proclamation Spring Litter Sweep 2023 D. Proclamation declaring April 16th-22nd as Volunteer Week E. Reappointment of Jane Payne to the Guilford County Historic Preservation Commission F. Appointment of Lamar Lee as a Parks and Rec Alternate Member G. Approval of Amended Livability Communities Committee Job Description H. Analysis of the Financial Position of the Town of Jamestown I. Analysis of the Financial Position of the Jamestown Park and Golf Course J. Resolution to Establish Materiality Threshold for Recognition of Subscription-Based Information Technology Arrangements (“SBITAs”) under GASB Statement No. 96 K. Whistleblower Policy L. Budget Amendment #14 		Council Member makes a motion to approve the consent agenda. Council Member makes a second to the motion. Then vote.
6:05 pm	III. Public Comment		Please state your name and address and adhere to the 3 minute time limit
6:20 pm	IV. Presentation regarding stormwater and regulatory measures	Call on M. Johnson	Johnson to introduce Danica Heflin, Stormwater Smart Representative, and Grace Messinger, Piedmont Triad Regional Council (PTRC Representative). Heflin and Messinger to present information on stormwater.
6:35 pm	V. Presentation of Annual Comprehensive Financial Report Fiscal Year 2021/2022	Call on J. Gallman	Gallman to introduce an auditor with Forvis LLP. Forvis LLP Representative to present an overview of the Annual Comprehensive Financial Report for FY 2021/2022.
6:45 pm	VI. Old Business		
6:45 pm	A. Consideration of adoption of the Comprehensive Operations Review of the Jamestown Park & Golf Course	Call on M. Johnson	Johnson to introduce Richard Singer, National Golf Foundation (NGF) Representative. Singer to present an overview of the Comprehensive Operations Review of the Jamestown Park & Golf Course. Council Member makes a motion to adopt the Comprehensive Operations Review of the Jamestown Park & Golf Course. Council Member makes a second to the motion. Then vote.
6:55 pm	B. Overview of Pay Classification Study	Call on M. Johnson	Johnson to introduce Cheryl Brown, MAPS Group Representative. Brown to present an overview of the Pay Classification Study.
7:05 pm	C. Consideration of approval of ground lease agreement with PSFD for the property located at 6007 West Gate City Blvd. (parcel #156246)	Call on M. Johnson	Johnson to call on Koonce to give Council an update on the lease agreement with PSFD.

7:10 pm	VII. New Business		
7:10 pm	A. Jamestown Park & Golf Course Quarterly Report	Call on R. Sanderlin	Sanderlin to present his Jamestown Park & Golf Course Quarterly Report to Council.
7:15 pm	B. Jamestown Park & Golf Course Maintenance Quarterly Report	Call on J. Claybrook	Claybrook to present his Jamestown Park & Golf Course Maintenance Quarterly Report to Council.
7:20 pm	C. Consideration of approval of Special Events Permit Request for the Arts Splash Summer Concert Series	Call on M. Johnson	Johnson to present information regarding the Special Events Permit Request for the Arts Splash Summer Concert Series. Johnson to request that Council approve the request. Council Member makes a motion to approve/deny the Special Events Permit Request for the Arts Splash Summer Concert Series. Council Member makes a second to the motion. Then vote.
7:25 pm	D. Presentation of the Preliminary Budget & Capital Improvement Program (CIP) 2023/2024 Fiscal Year (FY)	Call on J. Gallman and F. Wilson	Gallman and Wilson to present an overview of the Preliminary Budget and CIP for FY 2023/2023.
7:40 pm	E. Request to set the public hearing date for the Recommended Budget & CIP FY 2023/2024	Call on J. Gallman and F. Wilson	Gallman and Wilson to request that Council set a public hearing date for the Recommended Budget & CIP for FY 2023/2024 for the May 16 th Town Council meeting. Council Member makes a motion to set a public hearing date for the Recommended Budget & CIP for FY 2023/2024 for the May 16 th Town Council meeting at 6:00 pm in the Civic Center. Council Member makes a second to the motion. Then vote.
7:45 pm	F. Consideration of the 2023 Resurfacing Contract to the lowest, responsive, responsible bidder	Call on P. Blanchard	Blanchard to present information regarding the award of the 2023 Resurfacing Contract. Blanchard to request that Council award the contract to the lowest, responsive, responsible bidder. Council Member makes a motion to award the 2023 Resurfacing Contract to the lowest, responsive, responsible bidder _____ in the amount of _____ and authorize the Town Manager and Finance Director to execute all documents. Council Member makes a second to the motion. Then vote.
7:55 pm	VIII. Manager/Committee Reports		
7:55 pm	A. Manager Report	Call on M. Johnson	Johnson to present his monthly Manager's Report to Town Council.
8:00 pm	B. Council Member Committee Reports	Mayor Montgomery	Mayor Montgomery to request that Council Members give reports for any Committees that they serve on.
8:05 pm	IX. Public Comment		Please state your name and address and adhere to the 3 minute time limit
8:20 pm	X. Other Business		
8:25 pm	XI. Closed Session per G.S. 143-318 to discuss matters related to Attorney Client Privilege (301 Lee Street)		Council Member makes a motion to go into closed session per G.S. 143-318 to discuss matters related to Attorney Client Privilege (301 Lee Street). Council Member makes a second to the motion. Then vote. Council Member makes a motion to resume open session. Council Member makes a second to the motion. Then vote.
8:45 pm	XII. Adjournment		Council Member makes a motion to adjourn. Council Member makes a second to the motion. Then vote.

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: Approval of minutes from the March 21st Regular TC Meeting

AGENDA ITEM #: II-A



CONSENT AGENDA ITEM



ACTION ITEM



INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Administration

CONTACT PERSON: Katie Weiner, Asst. Mgr./Town Clerk

SUMMARY:

Minutes from the March 21st Regular Town Council Meeting

ATTACHMENTS: Minutes from the March 21st Regular Town Council Meeting

RECOMMENDATION/ACTION NEEDED: Staff recommends that Council approve the consent agenda.

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: Council Member makes a motion to approve/amend the consent agenda.

FOLLOW UP ACTION NEEDED: N/A

**Regular Meeting of the Town Council
March 21, 2023
6:00 pm in the Civic Center
Minutes & General Account**

DRAFT

Council Members Present: Mayor Montgomery, Council Members Wolfe, Rayborn, & Capes

Council Members Absent: Council Member Straughn

Staff Members Present: Matthew Johnson, Katie M. Weiner, Paul Blanchard, Anna Hawryluk, Judy Gallman, Faith Wilson, Elizabeth Greeson, & Beth Koonce

Visitors Present: Pam Burgess, Carl Burgess, Will Ragsdale, Mary Ragsdale, Robert Frederick, Matthew Williams, Samuel Williams, Jacob Tipton, Nicholas Tipton, Davin Powell, Jameson Apple, John Tipton, Jay McQuillan, & Carol Brooks

Call to Order- Mayor Montgomery called the meeting to order.

- Roll Call- Weiner took roll call as follows:
 - Council Member Wolfe- Present
 - Council Member Capes- Present
 - Mayor Montgomery- Present
 - Council Member Straughn- Absent
 - Council Member Rayborn- Present

Weiner stated that a quorum was present.

- Pledge of Allegiance- Boy Scout Troop 68 led everyone in the Pledge of Allegiance.
- Moment of Silence- Mayor Montgomery called for a moment of silence.
- Approval of Agenda- Mayor Montgomery asked if anyone had any changes to make to the agenda.

Council Member Rayborn made a motion to remove Budget Amendment #14 and the Whistleblower Policy from the Consent Agenda. Council Member Wolfe made a second to the motion. The motion passed by unanimous vote.

Council Member Capes made a motion to approve the agenda for the March 21st Town Council meeting as amended. Council Member Rayborn made a second to the motion. The motion passed by unanimous vote.

Consent Agenda- The consent agenda included the following items:

- Approval of minutes from the January 24th Town Council Budget Retreat
- Approval of minutes from the February 21st Regular Town Council meeting
- Proclamation declaring March 24th as Arbor Day in the Town of Jamestown
- Proclamation Year of the Trail 2023
- Appointment of Phyllis Bridges as a Parks and Recreation Committee Member and Maria Ashburn as a Parks & Recreation Committee Alternate

DRAFT

- Analysis of the Financial Position of the Town of Jamestown
- Analysis of the Financial Position of the Jamestown Park & Golf Course
- Budget Amendment #15
- Approval of Amended Capitalization of Assets Policy for the Town of Jamestown

Council Member Capes made a motion to approve the Consent Agenda. Council Member Rayborn made a second to the motion. The motion passed by unanimous vote.

(Proclamation declaring March 24th as Arbor Day in the Town of Jamestown, Proclamation Year of the Trail 2023, Budget Amendment #15)

Public Comment-

- Krisdena Reeser, 2621 Glasshouse Road- Reeser spoke about the Town of Jamestown's March 8th press release regarding the Town's water supply. She claimed that the calculations included in the release were inaccurate. She said that the Town of Jamestown should be held accountable for any issues that arose from High Point's Eastside Wastewater Treatment Plant.
- Robert Frederick, 500 Wyndwood Drive- Frederick thanked everyone that volunteered for the community and those that spoke during meetings. He said he appreciated those that spoke against the Development Agreement with DR Horton. He claimed that the Town had not followed public notice requirements because of the changes made to the Agreement.
- Pam Burgess, 207 Pearce Drive- Burgess said that she had been a resident of the Town for 25 years, and that she had noticed an increase in disrespectful behavior, misinformation campaigns, and people pushing their own personal agendas throughout Town. Burgess noted that the actions were being exhibited by a select few. She added that most residents recognized the Town's desire to positively involve the community through engagement opportunities. However, she highlighted that non-residents and non-taxpayers continue to focus on pessimistic versions of their expectations of the Town of Jamestown. She added that the Town Council and staff continue to strive for harmony in spite of the corrosive episodes, hostile noise, fabrications, and derogatory statements made by some in an attempt to dismantle the attractiveness of the Town. She said that she hoped the negative dispositions represented by some would be met with positive contributions and involvement by residents who wish to continue to make Jamestown a great place to live. She thanked the Mayor, Council, and staff.

Presentation of Resolution honoring William "Billy" G. Ragsdale, III to William and George Ragsdale- Mayor Montgomery presented the Resolution honoring the life of Billy Ragsdale to Will and Mary Ragsdale.

Council Member Wolfe thanked them for sharing Billy with the Town.

(Resolution honoring William "Billy" G. Ragsdale, III)

Presentation of Resolution to Jay McQuillan honoring his service on the Parks and Recreation Committee- Council Member Capes presented the Resolution to Jay McQuillan and thanked him for his service on the Parks and Recreation Committee.

(Resolution to Jay McQuillan honoring his service on the Parks and Recreation Committee)

Old Business-

- Consideration of adoption of Capital Project Ordinance for the Parks and Recreation Trust Fund (PARTF) Project- Gallman said that staff was requesting that a grant project fund be set up as a multi-year fund to budget and account for revenue and expenditures related to the Parks and Recreation Trust Fund (PARTF) Project. She noted that the Guilford County Coronavirus State and Local Fiscal Recovery Act funds would serve as the match for the project. She requested that Council approve the Resolution adopting a Grant Project Ordinance for the PARTF Project.

Council Member Martha made a motion to approve the Resolution to set up a Grant Project Ordinance for the PARTF Project. Council Member Rayborn made a second to the motion. The motion passed by unanimous vote.

(Resolution adopting a Grant Project Ordinance for the PARTF Project)

- Consideration of adoption of Capital Project Ordinance for the Accessibility for Parks (AFP) Project- Gallman stated that staff was requesting that a grant project fund be set up for the Accessibility for Parks (AFP) Project . She noted that the Guilford County Coronavirus State and Local Fiscal Recovery Act funds would serve as the match for the project. She requested that Council approve the Resolution adopting a Grant Project Ordinance for the AFP Project.

Council Member Wolfe said she was excited about the upcoming projects at the Park. She thanked staff for their hard work on getting the projects funded.

Council Member Capes made a motion to approve the Resolution to set up a Grant Project Ordinance for the AFP Project. Council Member Rayborn made a second to the motion. The motion passed by unanimous vote.

(Resolution adopting a Grant Project Ordinance for the AFP Project)

- Consideration of adoption of Capital Project Ordinance for the American Rescue Plan Act (ARPA) (Guilford Co.) Jamestown Sidewalks Project- Gallman said that staff was requesting that a grant project fund be set up for the American Rescue Plan Act (ARPA) (Guilford Co.) Jamestown Sidewalks Project. She noted that the project would be funded by Guilford County's Coronavirus State and Local Fiscal Recovery funds.

Council Member Wolfe thanked Guilford County for funding the sidewalk connections included in the project.

Council Member Rayborn made a motion to approve the Resolution to set up a Grant Project Ordinance for the ARPA (Guilford Co.) Jamestown Sidewalks Project. Council Member Capes made a second to the motion. The motion passed by unanimous vote.

(Resolution adopting a Grant Project Ordinance for the ARPA (Guilford Co.) Jamestown Sidewalks Project)

- Consideration of adoption of Capital Project Ordinance for the American Rescue Plan Act (ARPA) (Guilford Co.) Jamestown Stormwater Project- Gallman stated that staff was requesting that a grant project fund be set up for the American Rescue Plan Act (ARPA) (Guilford Co.) Jamestown Stormwater Project. She added that the project would be funded by Guilford County's Coronavirus State and Local Fiscal Recovery funds.

Council Member Wolfe made a motion to approve the Resolution to set up a Grant Project Ordinance for the ARPA (Guilford Co.) Jamestown Stormwater Project. Council Member Rayborn made a second to the motion. The motion passed by unanimous vote.

(Resolution adopting a Grant Project Ordinance for the ARPA (Guilford Co.) Jamestown Stormwater Project)

Manager/Committee Reports-

- Manager Report- Johnson presented his monthly report to Council. He stated that Council would have a Budget Retreat on March 23rd and April 14th. He noted that totes for solid waste would be delivered to customers the week of April 3rd-7th. Johnson stated that the Town would begin collecting solid waste in totes on April 11th and 12th. He highlighted that the Town had been awarded the Accessibility for Parks (AFP) grant in the amount of \$500,000. Johnson thanked Coakley and Hawryluk for their hard work on the grant. He spoke about the MyRec software that would be implemented for the Parks and Recreation Department. He stated that it would allow users to see the availability of amenities and rent those online. Johnson noted that Arbor Day would be observed on March 24th. He also updated Council on ongoing projects. He introduced Jason Pegram, Assistant Director of Public Services, to Council.

Council Member Wolfe discussed the status of ongoing projects with Johnson.

Council Member Capes discussed the possibility of offering a virtual tour of the Mendenhall Room on the MyRec software with Johnson.

Council Member Capes asked Johnson to speak about the safety of Jamestown's water source. Johnson said that there had been some discussion about emerging compounds within the water. He noted that the EPA was aware of the compounds, but they were still trying to determine the appropriate thresholds to set for safety. Johnson stated that treatment agencies were waiting for the EPA and the Federal Government to provide additional guidance about those chemicals. He noted that all agencies would be required to adhere to threshold requirements once they are established.

- Council Member Committee Reports-
 - Council Member Wolfe said that she had attended a TAC meeting on February 28th. She spoke about ongoing sidewalk projects.
 - Council Member Capes stated that the Parks and Recreation Committee met on March 6th. He noted that they elected Doug Sampson to serve as Chair and Daniel McDaniel to serve as Vice Chair.

Public Comment- Nobody spoke.

DRAFT

Other Business- Council Member Wolfe spoke with Hawryluk about code enforcement issues at the Oakdale Cotton Mill.

Council Member Wolfe also discussed the possibility of adopting a Resolution in opposition of legislative bills being considered by the NC General Assembly with Council.

Adjournment- Council Member Capes made a motion to adjourn. Council Member Capes made a second to the motion. The motion passed by unanimous vote.

The meeting ended at 6:40 pm.

Mayor

Town Clerk

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: Request NCDOT reduce speed along Main Street

AGENDA ITEM #: II-B

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 3 min.

DEPARTMENT: Administration

CONTACT PERSON: Matthew Johnson, Town Manager

SUMMARY:

The Town of Jamestown has discussed (and has requested in the past) a speed reduction along Main Street between Teague Dr. and Potter Dr. This would encompass the greater part of the central business district (CBD). Town staff and previous Councils have felt that this reduction would enhance safety of pedestrians and cyclists, as well as to allow motorists to have an opportunity to view the businesses located along the CBD. Historically, NCDOT has been reluctant to reduce speed in the area as it served as a conduit between Greensboro and High Point. With the completion of the new Jamestown Bypass, through traffic now has a higher-speed alternative route. Staff met with NCDOT officials to renew this request. NCDOT's staff felt that a reduction of speed from 35 MPH to 30 MPH would be prudent given the current circumstances. Therefore, staff respectfully requests that the Council pass an official resolution requesting that NCDOT consider the reduction in order to begin the process.

ATTACHMENTS: Draft resolution requesting NCDOT lower speed along Main St.

RECOMMENDATION/ACTION NEEDED: Vote to adopt the resolution.

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: N/A - part of consent agenda

FOLLOW UP ACTION NEEDED: Staff will send the resolution to NCDOT staff.



Resolution
Requesting the North Carolina Department of Transportation To
Consider a Speed Limit Reduction
on SR 4121 (Main Street) in Jamestown, NC

WHEREAS, the Town Council of the Town of Jamestown recognizes that since the completion of the U-2412 project, through traffic can now utilize the Jamestown Bypass to avoid slower speeds along SR 4121 (Main St.); and,

WHEREAS, the Town of Jamestown Town Council believes that our businesses, pedestrians, and cyclists would benefit from a slower speed limit along SR 4121 (Main St.) from the intersection of Teague Dr. to Potter Dr.; and,

WHEREAS, the Town of Jamestown Town Council recognizes that a speed limit reduction from 35 mph to 30 mph on SR 4121 (Main St.) would allow better increase public safety for our pedestrians and cyclists;

NOW THEREFORE BE IT RESOLVED BY THE, Town of Jamestown Town Council that the North Carolina Department of Transportation is requested to consider:

- a. A Speed Limit Reduction on SR 4121 (Main Street) from 35 mph to 30 mph, in the area between Teague Dr./Main St. intersection to the Potter Dr./Main St. intersection.

This the 18th day of April, 2023.

Town of Jamestown

S. Lynn Montgomery, Mayor

ATTEST:

Katie M. Weiner, CMC,
Assistant Town Manager/Town Clerk

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: Proclamation Spring Litter Sweep 2023

AGENDA ITEM #: II-C



CONSENT AGENDA ITEM



ACTION ITEM



INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Administration

CONTACT PERSON: Katie Weiner, Asst. Mgr./Town Clerk

SUMMARY:

The North Carolina Department of Transportation (NCDOT) encourages local governments to sponsor and organize roadside cleanups every spring and fall. The Town of Jamestown will be participating in a Spring Litter Sweep on April 22nd. Town staff and volunteers will meet at the Food Lion parking lot at 9:00 am. The Litter Sweep will last until 11:00 am. Volunteers are encouraged to wear long sleeve shirts and high top shoes to protect against any hazards.

ATTACHMENTS: Proclamation Spring Litter Sweep 2023 & Litter Sweep Flyer

RECOMMENDATION/ACTION NEEDED: Staff recommends that Council approve the consent agenda.

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: Council Member makes a motion to approve/amend the consent agenda.

FOLLOW UP ACTION NEEDED: N/A



Settled 1752
JAMESTOWN
NORTH CAROLINA

PROCLAMATION
SPRING LITTER SWEEP APRIL 2023

WHEREAS, the North Carolina Department of Transportation organizes an annual spring statewide roadside cleanup to ensure clean and beautiful roads across our state; and

WHEREAS, the **SPRING 2023 LITTER SWEEP** roadside cleanup will take place April 15th-April 29th, 2023 and encourages local governments and communities, civic and professional groups, businesses, churches, schools, families and individual citizens to participate sponsoring and organizing local roadside cleanups; and

WHEREAS, Adopt-A-Highway volunteers, Department of Transportation employees, Department of Public Safety-Division of Adult Correction inmates, community service workers, local government agencies, community leaders, civic and community organizations, businesses, churches, schools, and environmentally concerned citizens conduct annual local cleanups during **SPRING LITTER SWEEP** and may receive certificates of appreciation for their participation; and

WHEREAS, the great natural beauty of our state and a clean environment are sources of great pride for all North Carolinians, attracting tourists and aiding in recruiting new industries; and

WHEREAS, the cleanup will increase awareness of the need for cleaner roadsides, emphasize the importance of not littering, and encourage recycling of solid wastes; and

WHEREAS, the **SPRING 2023 LITTER SWEEP** cleanup will be the 40th biannual celebration of the North Carolina Adopt-A-Highway and its 4,400 volunteer groups that donate their labor and time year-round to keep our roadsides clean; and

WHEREAS, the **SPRING LITTER SWEEP** cleanup will be a part of educating the children of this great state regarding the importance of a clean environment to the quality of life in North Carolina;

NOW, THEREFORE, I, LYNN MONTGOMERY, Mayor of the Town of Jamestown, do hereby proclaim April 22nd, 2023 as "**Spring Litter Sweep**" day in the Town of Jamestown and encourage all citizens to take an active role in making Jamestown a cleaner community.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Great Seal of the Town of Jamestown on this the 18th day of April, 2023.

Mayor S. Lynn Montgomery

Join Town of Jamestown Annual Spring Litter Sweep

April 22, 2023----9-11am

**Meet at the Jamestown Food Lion Parking Lot –
Main Street and Ragsdale Road**

RSVP to 336-454-1138

**Plan to wear long sleeve shirts and high top shoes to
protect against unforeseen hazards.**

HOPE TO SEE YOU THERE!



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: Proclamation declaring April 16th-22nd as Volunteer Week

AGENDA ITEM #: II-D



CONSENT AGENDA ITEM



ACTION ITEM



INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Administration

CONTACT PERSON: Katie Weiner, Asst. Mgr./Town Clerk

SUMMARY:

National Volunteer Week is celebrated annually during the third week of April. This year it will be observed from April 16th-22nd. This week-long celebration is about placing a spotlight on those that spend their time volunteering to make their community a better place. National Volunteer Week was established in the United States in 1974. It challenges everyone to take the initiative to be active participants in their local government and to make positive impacts on their community. Volunteers that serve the Town of Jamestown will be highlighted on the Town's social media throughout the week of April 16th-22nd. We could not operate our local government without those that dedicate their time and efforts to serving the Town.

Staff recommends that Council approve the Proclamation declaring April 16th-22nd as Volunteer Week in the Town of Jamestown.

ATTACHMENTS: Proclamation Volunteer Week 2023

RECOMMENDATION/ACTION NEEDED: Staff recommends that Council approve the consent agenda.

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: Council Member makes a motion to approve/amend the consent agenda.

FOLLOW UP ACTION NEEDED: N/A



PROCLAMATION VOLUNTEER WEEK
April 16th-22nd, 2023

WHEREAS, the week of April 16th-22nd has been designated nationally as Volunteer Week to recognize the hard work, dedication, and passion of volunteers and national service members throughout our nation; and

WHEREAS, National Volunteer Week is an opportunity to recognize and honor the countless individuals who selflessly invest in the lives of others; and

WHEREAS, volunteering one's time, talents, and resources has been an integral part of our heritage and it is essential that we continue this tradition of giving and sharing to preserve and improve the quality of life for all citizens in our community; and

WHEREAS, the receiver is not the only one who benefits from volunteer service- for the giver reaps the rewards of improved skills and widened horizons as well; and

WHEREAS, the Town of Jamestown could not function without the volunteers that dedicate their time and energy to serving our residents and the larger community; and

WHEREAS, each year a special week is designated in our nation for the dual purpose of recognizing those who give of themselves and of encouraging all citizens to become involved in volunteer work; and it is fitting at this time that we say "thank you" to all individuals, groups, and businesses who give to our community through volunteer service;

NOW, THEREFORE, I, Lynn Montgomery, by virtue of the authority vested in me as Mayor of the Town of Jamestown, do hereby proclaim April 16th-22nd, 2023 as **VOLUNTEER WEEK** in the Town of Jamestown.

AND encourage our citizens to observe this week by celebrating the important work that volunteers do every day throughout our community.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Great Seal of the Town of Jamestown
This the 18th day of April, 2023.

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: Reappointment of Jane Payne to the Guilford Co. Historic Pres. Com. **AGENDA ITEM #:** II-E



CONSENT AGENDA ITEM



ACTION ITEM



INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Administration

CONTACT PERSON: Katie Weiner, Asst. Mgr./Town Clerk

SUMMARY:

Jane Payne's term on the Guilford County Historic Preservation Commission (HPC) expired April 2023. Kaye Graybeal, Guilford Co. Deputy Director of Planning & Development, has requested that Council reappoint Payne to serve an additional term. Payne has regularly attended scheduled meetings and has faithfully served as Jamestown's representative since March 2013. If reappointed, she will serve a fourth term that expires in April 2027.

Staff recommends that Council reappoint Payne to serve a fourth term on the Guilford Co. Historic Preservation Committee.

ATTACHMENTS: Jane Payne's Application

RECOMMENDATION/ACTION NEEDED: Staff recommends that Council approve the consent agenda.

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: Council Member makes a motion to approve/amend the consent agenda.

FOLLOW UP ACTION NEEDED: Staff will notify Guilford County about Payne's reappointment.



CITIZEN APPLICATION FOR ADVISORY BOARDS AND COMMITTEES

Name: Jane Walker Payne

Home address: 105 Burrows Road, Jamestown, NC 27282

***Must reside within the Town limits of Jamestown**

Email address: jwpayne@northstate.net

Telephone number: Home 336-454-6552 Mobile: 336-456-0823

Gender: Male Female Birthdate: January 24, 1950

How long have you been a resident of Jamestown? Since November 6, 2006

Current Occupation/Title: Retired Paralegal

Employer/Business Name: _____

Business Address and Zip: _____

Education: High School College Graduate School Other

Degree/Subject of Study: B.A. Political Science

School/Name Years Attended: UNC-Charlotte - Graduated 1974

BOARD/COMMITTEE APPLYING FOR (list all that you may be interested in): Comprehensive Plan Steering Committee

List any Board or Committee on which you currently serve and your term expiration date:

Guilford County Historic Preservation Commission, 2023

What are your qualifications for serving on the Board/Committee for which you are applying? I have dealt with historic preservation, land use, zoning and transportation as a litigation

paralegal and member of Greensboro Transportation Authority, the N.C. Secretary of

Transportation's Rail Advisory Council, Operation Lifesaver, Guilford County Historic

Preservation Commission and a member and president of Historic Jamestown Society.

Please submit a copy of your resume with this application

AFFIRMATION OF ELIGIBILITY

Has any formal charge of professional misconduct, criminal misdemeanor or felony ever been filed against you in any jurisdiction?

Yes No if yes, explain complete disposition. _____

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee to a Board/Committee?

Yes No if yes, explain _____

I understand this application is public record, and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all statements contained herein. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement or conduct will be cause for my removal from any Board or Committee.

Signature of Applicant: Jane Walker Payne Date: 7-29-19

**Applications will be kept on file for two (2) years and then purged.

RETURN COMPLETED FORM

TO:

Town Clerk, PO Box 848, Jamestown, NC 27282 Telephone: (336) 454-1138 Fax: (336) 886-3508

Email: kmcbride@jamestown-nc.gov

JANE WALKER PAYNE
105 Burrows Road
Jamestown, NC 27282

Education

Bachelor of Arts, Political Science, 1974
University of North Carolina at Charlotte

Greensboro College - Legal Administration Program, 1975-1976
Courses - Domestic Law, Insurance Law and Legal Research

Guilford Technical Community College, 1977
Course - Criminal Law I

Employment

Brooks, Pierce, McLendon, Humphrey & Leonard, Greensboro, North Carolina
Railroad, Civil Litigation Paralegal, November 1984- Present

Railroad, Construction, Bank Fraud and other types of litigation: Federal and State Court. Maintain daily contact with railroad client and other clients as needed; draft all forms of pleadings, motions and discovery; review, summarize and analyze investigation materials from railroad and other clients; investigate collisions and interview witnesses; coordinate expert witnesses; draft releases and settlement agreements in railroad cases; manage all aspects of trial preparation including drafting motions, briefs and jury instructions; manage large numbers of files and documents; research legal, historical, medical and other types of questions and/or issues; index documents; prepare railroad monthly billing; serve as liaison between City of Greensboro Inspections Department and railroad client.

Gabriel, Berry & Weston, Greensboro, North Carolina
Paralegal, April 1981 - November 1984

Personal injury litigation, real estate, wills and estates and represented clients at Social Security Disability Hearings before an Administrative Law Judge.

Edwards, Greeson, Weeks & Turner, Greensboro, North Carolina
Paralegal, February 1979-April 1981

Personal injury litigation and estates and wills. Sole paralegal for the Defense Team in the State Criminal Nazi/Klan Trial.

Jane Walker Payne
Resume
Page 2

Central Carolina Legal Services, Greensboro, North Carolina

Paralegal, May 1975 - April 1978

Represented clients at Social Security Disability Hearings before an Administrative Law Judge and drafted pleadings, interviewed clients and witnesses.

Hudson, Petree, Stockton, Stockton & Robinson, Winston-Salem, North Carolina

Paralegal, May 1974 - April 1975

Litigation and Collections paralegal

Certifications

North Carolina State Bar Certified Paralegal
2005 - Present

Professional Development

Asbestos Studies Certificate - 4 Day Intensive Course
Institute for Paralegal Training, 1988
Philadelphia, Pennsylvania

Governor's Highway Safety Program/N.C. Operation Lifesaver
Training course on Grade Crossing Investigation, 1991
Certified Grade Crossing Investigator

University of Tennessee - Transportation Institute
3-Day Symposium on Highway/Rail Crossing Safety, 1992

Lexis/Nexis Training -Certificate, 2004
5-hour Course - Training in Cite Checking,
Shepherdizing, Company Profiling, Case Analysis

Greensboro Commission on the Status of Women "Woman of Achievement Award for Government"
March 16, 2006

Professional Associations and Business Organizations

North Carolina Department of Transportation, Rail Advisory Council

Member, 2002- 2009

Appointed by the North Carolina Secretary of Transportation.

Advise the Secretary of Transportation on all aspects of rail, including freight, passenger and economic development.

Transportation Research Board, Washington, D.C.

Member, 1994- present

A unit of the National Research Council - provides members with access to innovation and progress in transportation.

North Carolina Citizens for Business and Industry, Raleigh, North Carolina

Transportation Committee Member, 1995- present

Committee meets and discusses ways to improve all aspects of transportation in the State of North Carolina.

North Carolina Paralegal Association, Inc.

Member, November 1984- present

National Association of Legal Assistants (NALA)

Member, November 1984- present

North Carolina Bar Association - Paralegal Division

Member, 2005-present

Civic and Public Interest Organizations

Jamestown Historic Preservation Group

Member 2010-Present

Worked with Mary Browning, Dot Perdue, Bill Harris, Carol Brooks and Billy Ragsdale on setting up a historic preservation commission for the Town of Jamestown. Met with N.C Historic Preservation staff; drafted ordinance, researched how to set up a commission, researched state and federal laws and requirements; and attended training session given by Durham Historic Preservation Commission to the Guilford County Historic Preservation Commission.

Jane Walker Payne
Resume
Page 4

Greensboro Transit Authority

Board Member, 1998-2005

Secretary, 2001

Vice Chairperson, 2002-2003

Chairperson, September 2003-2005

Appointed to Authority by Greensboro City Council to oversee the Public Transportation System in the City of Greensboro

North Carolina Operation Lifesaver, Raleigh, North Carolina

Council Member and Legislative Committee Member, 1989-present

An organization that promotes Highway/Railroad Grade Crossing safety as well as pedestrian safety throughout the State of North Carolina. Was trained to give and have given presentations to different organizations and groups across the state about highway/rail safety.

Battle Forest Village Homeowners Association, Inc., Greensboro, North Carolina

President and Board Member, October 1997-2007

Treasurer and Board Member, 1983 - 1988

A homeowners' association that deals with the operations and maintenance of 210 town homes and 39 Single-Family homes.

John Kernodle Guilford County School Board Campaign

Campaign Chairperson, 1992

Greensboro PTA Council

Secretary, 1992 - 1993

Legislative Committee Chairman - 1990-1992

Cultural Arts Chairman, 1989-1990

An organization that promoted schools and children in the Greensboro City Schools

Page High School PTA Board, Greensboro, North Carolina

Legislative Chairman, 1992-1993

Mendenhall Middle School PTA Board, Greensboro, North Carolina

Board Member, 1989 - 1992

Forum on Magnet School Education, Greensboro, North Carolina

Member, 1990-1992

Steering Committee Member 1991- 1992

An advisory board appointed by the Greensboro School Board to study magnet schools.

Guilford County Commissioners Schools of Choice Commission

Member, 1991- 1992

An advisory board appointed by the Guilford County Commissioners to study the concept of Schools of Choice for the students of Guilford County

Erwin Open Elementary School PTA, Greensboro, North Carolina

President, 1988 - 1989

Brooks, Pierce, McLendon, Humphrey & Leonard, LLP

United Way Committee

Member, 2004-2006, 2008, 2010

Meet weekly to prepare Firm United Way campaign schedule, materials and goals. Encourage donations and raffle prizes to meet goal. Help coordinate Team Events. In year 2010, the Firm's goal was surpassed greater than any previous year.

Paralegal Committee

Member, 2006 to Present

Meet with other members to schedule quarterly meetings of Firm paralegals to enhance and continue all paralegals' education by having in house speakers as well as speakers from the Community on various topics.

Speaking Engagements

Paralegal Program at Guilford Technical Community College -- 2004-2010

Guest Speaker Civil Litigation, Civil Investigation and Legal Research and Writing Classes.

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: Appointment of Lamar Lee as a Parks and Rec Committee Alternate **AGENDA ITEM #:** II-F

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Administration

CONTACT PERSON: Katie Weiner, Asst. Mgr./Town Clerk

SUMMARY:

There is currently a vacancy for a Parks and Recreation Committee Alternate Member. Lamar Lee has submitted his application for Council's consideration for appointment.

Staff recommends that Council appoint Lamar Lee as a Parks and Recreation Committee Alternate Member.

ATTACHMENTS: Lamar Lee Application

RECOMMENDATION/ACTION NEEDED: Staff recommends that Council approve the consent agenda.

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: Council Member makes a motion to approve/amend the consent agenda.

FOLLOW UP ACTION NEEDED: N/A



CITIZEN APPLICATION FOR ADVISORY BOARDS AND COMMISSIONS

		Date:	3-13-2023
Last Name:	Lee	First Name:	Lamar
		Middle Initial:	
Birthdate:	10-28-1990		
Email:	lamar1914@gmail.com	Home Phone:	
Daytime Phone:		Cell Phone:	336-420-9485
Home Address:	704 Ragsdale Road Jamestown, NC 27282		
Live in Jamestown Town Limits? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
Current Occupation/Title	Playground Safety Manager		
Employer/Business Name	National Recreation and Park Association		
Business Address (with zip code):	22377 Belmont Ridge Rd, Ashburn, VA 20148		
Supervisor's Name:	Julie Boland		
Education: <input type="checkbox"/> High School <input type="checkbox"/> College <input checked="" type="checkbox"/> Graduate School <input type="checkbox"/> Other:			
Degree and Subject of Study:	MPA		
School Name/Years Attended:	Elon University (2008-2012) / UNCG- Grad (2014-2017)		
Applying for Board/Commission (enter one):		Parks and Recreation Committee	
Why are you interested in serving on that Board/Commission?	I have over a decade of experience working in Parks and Recreation in special events, facility, management, and administration. I would love the opportunity to support the town however I can.		
What Board or Commission are you currently serving?	The Greensboro Downtown Parks Inc.- General Board Member		
	Term Expiration Date:	2025	
Are you willing to serve on any other Board/Commission? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, please list:	any		
Are you interested in serving in any other community volunteer activities? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, please list:	any		

Interests/Skills/Areas of Expertise/ Professional Organizations: I enjoy spending time with my family by visiting local attractions and events. I've worked with the City of Burlington, High Point, and Howard County (Maryland) Parks and Recreation depts, so I value utilizing the facilities within my community and participating in community programs.

List two professional references below:			
1.	Name:	Colten Marble	Daytime Phone: 336-883-3487
	Address:		
	Relationship:	Previous Supervisor- City of High Point (Special Facilities Manager)	
2.	Name:	Josh Tucker	Daytime Phone: 336-883-3498
	Address:		
	Relationship:	Previous Co-worker- City of High Point (City Lake Park Manager)	
AFFIRMATION OF ELIGIBILITY			
Has any formal charge of professional misconduct, criminal misdemeanor, or felony ever been filed against you in any jurisdiction? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
If yes, explain.			
Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee to a Board/Commission? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
If yes, explain.			
I understand this application is public record, and I certify the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all statements contained herein. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree any misstatement or conduct will be cause for my removal from any board or commission.			
Signature of Applicant: <i>(Please print and sign.)</i>		Lamar Lee	Date: 3/13/2023

PLEASE ATTACH RESUME

RETURN COMPLETED FORM TO:

Town of Jamestown, Attn: Town Clerk PO BOX 848 Jamestown, NC 27282

Website: www.jamestown-nc.gov

Email kmcbride@jamestown-nc.gov Fax: 336-886-3804 Telephone: 336-454-1138

Note: Applications will be kept on file for two years from the date of application.

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: Ammended Livable Communities Committee Description

AGENDA ITEM #: II-G



CONSENT AGENDA ITEM



ACTION ITEM



INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 min

DEPARTMENT: Planning

CONTACT PERSON: Anna Hawryluk, Planning Director

SUMMARY:

The original goal of the Livable Communities Committee to obtain an AARP designation has been achieved. The amended Livable Communities Committee description has updated goals of maintaining the Livable Community Designation, pursuing grant opportunities, and clarifies the availability of alternate positions.

ATTACHMENTS: Updated Livability Committee Description

RECOMMENDATION/ACTION NEEDED: Staff recommends that Council approve the consent agenda

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: Council Member makes a motion to approve/amend the consent agenda.

FOLLOW UP ACTION NEEDED: N/A

Livable Communities Committee

The Town Council has elected to participate in the AARP Livable Communities program. The goal of this initiative is to provide feedback to the Council regarding ways to make our community more accessible for aging adults. Additionally, team members are expected to be advocates for positive change with respect to improving livability for all citizens. There are several goals that this team will focus on:

- 1) Maintaining the AARP Livable Community Designation.
- 2) Helping citizens feel safe in the community.
- 3) Participating in community activities.
- 4) Having access to safe, appropriate and affordable housing and transportation.
- 5) Having access to recreational opportunities and health services.
- 6) Knowing what services and activities are available and have access to information.
- 7) Being active, vital contributors to the economic, civic and social life of the community.
- 8) Pursuing grant opportunities that promote quality of life for aging adults.

The Committee shall be made up of seven (7) members and up to two (2) alternates.

Members of the Team will be expected to:

- A) Share a passion and vision for the livability project.
- B) Motivate one another.
- C) Bring different skills, experiences, contacts and interests to the work.
- D) Have expert knowledge or willingness to learn.
- E) Are willing and able to put in the time to see the project through.

Similar to other Council-appointed committees, the Livable Communities Committee will meet on an as-needed. As an informal committee, there will not be a Chairperson and formal minutes will not be kept. In order to be respectful of our volunteer's time, Town staff will work with the members of the team appointed by Council to determine best times for meeting to minimize any disruption to your normal schedules.

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: Financial Analysis for March 2023

AGENDA ITEM #: 11-H

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Finance

CONTACT PERSON: Faith Wilson

SUMMARY:

Summary schedule of cash & deposits, debt balances, total revenues collected to date and expenditures to date is provided. A detailed budget to actual statement is also included as of 03-31-2023.

Expenditures during March include the Jacobsen Eclipse 322 mower for Golf Maintenance and repairs, repainting the interior and exterior at the Clubhouse, and March had three payroll cycles. Services during the month include code enforcement, fire services, library services, surveying at Penny Road, and replacing the storm drainage at the water sewer facility. Debt service payments were made on the garbage truck and leaf truck.

Interest rates on earnings continue to increase.

ATTACHMENTS: 3 page Summary and Detail to Actual Report for March 2023

RECOMMENDATION/ACTION NEEDED:

BUDGETARY IMPACT:

SUGGESTED MOTION:

FOLLOW UP ACTION NEEDED:

Town of Jamestown
 Financial Summary Report
 Cash Balances
 as of March 31, 2022

Petty Cash	\$	1,350
Operating Cash		1,356,581
Certificates of Deposit		3,004,511
Money Market Accounts - First Bank		1,956,525
North Carolina Capital Management Trust		<u>11,974,564</u>
	\$	<u>18,293,530</u>

Reservations of cash:

Cash reserved for Randleman Reservoir	\$	590,051
Cash reserved by Powell Bill for street improvements		342,260
General Capital Reserve Fund		65,886
Lydia Multi-use Greenway Capital Project		36,968
Oakdale Sidewalk Phase 3		114,240
Oakdale Sidewalk Phase 2		30,103
Penny Road Sidewalk Capital Project		51,000
Recreational Maintenance Facility Capital Project		644,049
Water Sewer Capital Reserve Fund		<u>1,298,837</u>
	\$	<u>3,173,395</u>

Cash by Fund:

General	\$	5,583,674
General Capital Reserve Fund		65,886
Lydia Multi-use Greenway Capital Project		36,968
Oakdale Sidewalk Phase 3		114,240
Oakdale Sidewalk Phase 2		30,103
Penny Road Sidewalk Capital Project		51,000
Recreational Maintenance Facility Capital Project		644,049
Water/Sewer		9,878,721
Randleman Reservoir		590,051
Water/Sewer Capital Reserve Fund		<u>1,298,837</u>
	\$	<u>18,293,530</u>

Cash by Bank:

NCCMT	\$	11,974,564
Pinnacle Bank		3,358,588
First Bank		<u>2,959,028</u>
	\$	<u>18,292,180</u>

**Town of Jamestown
Financial Summary Report
Debt Balances
as of March 31, 2023**

Installment Purchase Debt:	Balance at 03/31/2023	Final Payment Date	Final Payment Fiscal Year
GENERAL FUND:			
Sanitation truck, financed in 2017	\$ 23,267	12/1/2023	2023/2024
Leaf truck, financed in 2017	23,784	12/1/2023	2023/2024
Knuckleboom truck, financed in 2020	67,561	5/7/2025	2024/2025
Golf Clubhouse Renovation	<u>316,687</u>	11/3/2027	2027/2028
	<u>\$ 431,299</u>		
WATER & SEWER FUND:			
Water & Sewer Maintenance Facility Construction	<u>\$ 237,472</u>	11/3/2027	2027/2028

Town of Jamestown
 Financial Summary Report
 Total Revenues & Expenditures by Fund
 as of March 31, 2023

	<u>General Fund #10</u>	<u>General Capital Reserve Fund #11</u>	<u>Water/Sewer Fund #30</u>	<u>Randleman Reservoir Fund #60</u>	<u>Water/Sewer Capital Reserve Fund #61</u>
Current Year Revenues (and transfers)	6,391,995	120,144	2,701,873	45,192	431,358
% of budget received	86%	85%	31%	38%	43%
% of budget, excluding appropriated fund balance, received	83%	85%	54%	140%	78%
Expenditures (and transfers)	5,117,743	58,551	2,811,093	0%	-
% of budget expended	53%	45%	33%	0%	0%
	<u>Fund #17</u>	<u>Fund #18</u>	<u>Fund #20</u>	<u>Fund #21</u>	<u>Fund #23</u>
	Lydia (E Main) Capital Project	Oakdale Sidewalk Ph 3 Capital Project	Recreational Maint Facility Capital Project	Oakdale Sidewalk Ph 2 Capital Project	Penny Road Sidewalk Capital Project
Life to Date Revenues & Other Financing Sources	2,134,051	218,773	1,078,892	79,589	-
% of budget received	91%	32%	100%	40%	0%
Life to Date Expenditures	2,128,669	103,987	434,842	48,488	-
% of budget expended	91%	15%	40%	26%	0%

TOWN OF JAMESTOWN, NC
Statement of Revenue Budget vs Actuals
For the Accounting Period: 3 / 23

10 GENERAL FUND

Account	Received		Estimated Revenue	Revenue	
	Current Month	Received YTD		To Be Received	% Received
3000					
3100 AD VALOREM TAXES	31,518.60	2,729,001.67	2,822,000.00	92,998.33	97 %
3101 Interest on Ad Valorem Taxes	910.91	2,029.60	2,500.00	470.40	81 %
3102 Tax and Tag revenue	22,298.91	155,362.78	234,600.00	79,237.22	66 %
3103 Interest on Tax and Tag Revenues	184.05	1,304.68	1,100.00	-204.68	119 %
3230 SALES AND USE TAX	99,986.07	536,071.32	1,050,000.00	513,928.68	51 %
3250 Solid Waste Disposal Tax	0.00	2,183.16	3,400.00	1,216.84	64 %
3256 ELECTRICITY SALES TAX	47,740.98	109,929.10	206,000.00	96,070.90	53 %
3257 TELECOMMUNICATIONS SALES TAX	6,065.29	12,712.31	39,000.00	26,287.69	33 %
3258 PIPED NATURAL GAS SALES TAX	6,138.71	8,314.78	21,000.00	12,685.22	40 %
3261 VIDEO PROGRAMMING TAX	8,234.29	16,569.64	36,000.00	19,430.36	46 %
3312 GRANTS FROM GUILFORD COUNTY	0.00	55,500.00	55,500.00	0.00	100 %
3316 POWELL BILL	0.00	107,488.72	107,000.00	-488.72	100 %
3322 ALCOHOLIC BEVERAGES TAX	0.00	0.00	17,000.00	17,000.00	0 %
3325 ABC DISTRIBUTION	0.00	37,500.00	50,000.00	12,500.00	75 %
3341 Telecommunications Planning Fees	0.00	0.00	7,500.00	7,500.00	0 %
3343 REVIEW FEES	200.00	6,926.00	7,500.00	574.00	92 %
3344 CODE ENFORCEMENT FEES	0.00	0.00	100.00	100.00	0 %
3345 INSPECTION AND PERMIT FEES	50.00	425.00	200.00	-225.00	213 %
3346 CELL TOWER LEASE REVENUE	36,417.88	59,151.61	83,000.00	23,848.39	71 %
3348 REFUSE COLLECTION FEES	17,200.00	154,100.00	203,700.00	49,600.00	76 %
3600 GREEN FEES	49,083.31	406,979.07	535,000.00	128,020.93	76 %
3603 Golf Now Booking Fees	140.69	261.46	0.00	-261.46	** %
3610 MECHANICAL CART RENTALS	26,434.69	215,215.18	280,000.00	64,784.82	77 %
3620 PULL CART RENTALS	35.00	217.00	300.00	83.00	72 %
3650 DRIVING RANGE	5,576.00	34,319.00	55,000.00	20,681.00	62 %
3660 GOLF SHOP CONCESSIONS SALES	8,646.23	71,843.46	89,000.00	17,156.54	81 %
3661 Golf Shop Grill Catering Revenues	0.00	0.00	500.00	500.00	0 %
3665 Golf Special Orders - Sales	1,716.00	9,761.35	12,000.00	2,238.65	81 %
3675 Golf Clubhouse Rental Fees	1,400.00	4,820.00	8,000.00	3,180.00	60 %
3831 INVESTMENT EARNINGS	19,724.07	100,024.73	135,000.00	34,975.27	74 %
3832 Sponsorships	0.00	1,450.00	1,450.00	0.00	100 %
3835 SALES OF FIXED ASSETS	0.00	3,250.00	3,250.00	0.00	100 %
3836 SALES - PRO SHOP GOLF INVENTORY	5,138.19	43,422.65	59,000.00	15,577.35	74 %
3837 SHELTER RENTALS	1,150.00	3,450.00	3,000.00	-450.00	115 %
3838 Building lease revenue	0.00	11.00	3,611.00	3,600.00	0 %
3839 MISCELLANEOUS REVENUES	66.62	1,028.10	500.00	-528.10	206 %
3840 Rental Golf Sets	410.00	2,285.00	2,400.00	115.00	95 %
3841 Ball Field Rentals	50.00	11,225.00	15,950.00	4,725.00	70 %
3983 TRANSFER FROM GENERAL CAPITAL RESERVE FUND	0.00	56,551.37	75,000.00	18,448.63	75 %
3985 Transfer from Grant Project Fund	0.00	1,431,310.57	1,431,310.00	-0.57	100 %
3990 POWELL BILL RESERVE APPROPRIATED	0.00	0.00	197,000.00	197,000.00	0 %
3991 FUND BALANCE APPROPRIATED	0.00	0.00	1,833,869.00	1,833,869.00	0 %
Account Group Total:	396,516.49	6,391,995.31	9,688,240.00	3,296,244.69	66 %
Fund Total:	396,516.49	6,391,995.31	9,688,240.00	3,296,244.69	66 %

04/11/23
13:12:03

TOWN OF JAMESTOWN, NC
Budget vs. Actual Report
For the Accounting Period: 3 / 23

Page: 1 of 12
Report ID: B100B

10 GENERAL FUND

Account	Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
0							
4100 GOVERNING BODY EXPENDITURES							
1019	PROFESSIONAL SERVICES	3,187.50	101,195.75	30,054.50	131,250.25	160,000.00	28,749.75
2100	DEPARTMENT SUPPLIES	0.00	1,409.98	99.00	1,508.98	2,675.00	1,166.02
2200	FOOD AND PROVISIONS	0.00	1,779.29	0.00	1,779.29	2,500.00	720.71
2600	OFFICE SUPPLIES	0.00	15.99	0.00	15.99	200.00	184.01
2900	ASSETS NOT CAPITALIZED	0.00	691.47	0.00	691.47	1,500.00	808.53
3100	TRAVEL	0.00	0.00	0.00	0.00	1,000.00	1,000.00
3150	CONFERENCE FEES AND SCHOOLS	0.00	450.00	0.00	450.00	2,000.00	1,550.00
3200	COMMUNICATIONS	0.00	26.00	0.00	26.00	2,500.00	2,474.00
3400	PRINTING	0.00	0.00	0.00	0.00	500.00	500.00
3700	MARKETING / ADVERTISING	145.00	885.00	0.00	885.00	1,000.00	115.00
3800	DATA PROCESSING SERVICES	52.85	430.79	369.21	800.00	800.00	0.00
3950	DUES AND SUBSCRIPTIONS	0.00	1,782.00	0.00	1,782.00	2,300.00	518.00
3955	Permit Fees	800.00	800.00	0.00	800.00	1,000.00	200.00
3980	MISCELLANEOUS EXPENSE	0.00	374.40	0.00	374.40	500.00	125.60
4990	OTHER CONTRACTED SERVICES	150.00	2,475.00	2,025.00	4,500.00	5,500.00	1,000.00
9700	CONTINGENCY	0.00	0.00	0.00	0.00	325.00	325.00
Account Total:		4,335.35	112,315.67	32,547.71	144,863.38	184,300.00	39,436.62
4200 ADMINISTRATION EXPENDITURES							
1000	SALARIES AND WAGES	54,770.57	349,004.61	0.00	349,004.61	472,500.00	123,495.39
1003	LONGEVITY PAY	0.00	9,029.22	0.00	9,029.22	9,000.00	-29.22
1009	FICA EXPENSE	4,151.33	27,088.86	0.00	27,088.86	36,750.00	9,661.14
1010	RETIREMENT EXPENSE	6,593.88	42,954.42	0.00	42,954.42	57,750.00	14,795.58
1011	HEALTH INSURANCE EXPENSE	4,410.50	37,031.81	0.00	37,031.81	56,100.00	19,068.19
1012	PLEX & PR TIME ADMIN FEES	6.00	136.15	144.85	281.00	700.00	419.00
1014	WORKER'S COMPENSATION	0.00	545.47	0.00	545.47	700.00	154.53
1017	401K EXPENSE	2,713.62	17,156.10	0.00	17,156.10	23,200.00	6,043.90
1019	PROFESSIONAL SERVICES	0.00	8,587.50	8,912.50	17,500.00	17,500.00	0.00
2100	DEPARTMENT SUPPLIES	100.96	2,936.10	330.89	3,266.99	4,500.00	1,233.01
2200	FOOD AND PROVISIONS	41.14	802.41	0.00	802.41	1,000.00	197.59
2600	OFFICE SUPPLIES	258.33	1,174.95	0.00	1,174.95	2,200.00	1,025.05
2900	ASSETS NOT CAPITALIZED	319.99	2,647.89	0.00	2,647.89	5,000.00	2,352.11
3100	TRAVEL	229.84	2,828.44	0.00	2,828.44	10,000.00	7,171.56
3150	CONFERENCE FEES AND SCHOOLS	80.00	3,679.00	0.00	3,679.00	7,000.00	3,321.00
3200	COMMUNICATIONS	907.11	5,584.31	1,360.24	6,944.55	10,700.00	3,755.45
3400	PRINTING	0.00	0.00	0.00	0.00	500.00	500.00
3500	REPAIRS AND MAINTENANCE	0.00	0.00	0.00	0.00	300.00	300.00
3700	MARKETING / ADVERTISING	0.00	0.00	0.00	0.00	100.00	100.00
3800	DATA PROCESSING SERVICES	1,428.12	13,510.47	5,477.53	18,988.00	19,000.00	12.00
3900	DRUG TESTING & BACKGROUND CHECKS	0.00	123.00	0.00	123.00	0.00	-123.00
3950	DUES AND SUBSCRIPTIONS	339.98	10,080.97	164.94	10,245.91	11,500.00	1,254.09
3960	BANK AND MERCHANT FEES	0.00	0.00	0.00	0.00	200.00	200.00
3980	MISCELLANEOUS EXPENSE	0.00	32.96	0.00	32.96	1,000.00	967.04
4300	EQUIPMENT RENTAL	275.92	2,441.95	982.57	3,424.52	3,500.00	75.48
4400	SERVICE & MAINTENANCE CONTRACTS	2,864.92	10,117.76	67.70	10,185.46	13,000.00	2,814.54
4500	INSURANCE AND BONDING	0.00	5,560.30	0.00	5,560.30	6,000.00	439.70
4990	OTHER CONTRACTED SERVICES	573.43	27,604.24	9,891.23	37,495.47	46,000.00	8,504.53
6820	First Bank Credit Card Encumbrance	0.00	0.00	4,000.00	4,000.00	4,000.00	0.00

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TOWN OF JAMESTOWN, NC
Budget vs. Actual Report
For the Accounting Period: 3 / 23

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10 GENERAL FUND

Account Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
Account Total:	80,055.64	500,658.89	31,332.45	611,991.34	819,700.00	207,708.66
4900 PLANNING DEPARTMENT EXPENDITURES						
1000 SALARIES AND WAGES	12,520.00	67,871.60	0.00	67,871.60	111,000.00	43,128.40
1003 LONGEVITY PAY	0.00	695.00	0.00	695.00	750.00	55.00
1009 FICA EXPENSE	960.75	5,278.67	0.00	5,278.67	8,550.00	3,271.33
1010 RETIREMENT EXPENSE	1,522.14	8,252.24	0.00	8,252.24	13,500.00	5,247.76
1011 HEALTH INSURANCE EXPENSE	1,764.20	13,231.50	0.00	13,231.50	21,600.00	8,368.50
1012 FLEX & PR TIME ADMIN FEES	6.00	142.17	66.83	209.00	500.00	291.00
1014 WORKER'S COMPENSATION	0.00	340.92	0.00	340.92	500.00	159.08
1017 401K EXPENSE	626.43	3,562.39	0.00	3,562.39	5,550.00	1,987.61
2100 DEPARTMENT SUPPLIES	155.58	841.65	143.00	984.65	3,500.00	2,515.35
2200 FOOD AND PROVISIONS	0.00	112.49	0.00	112.49	750.00	637.51
2500 VEHICLE SUPPLIES	0.00	0.00	0.00	0.00	500.00	500.00
2520 FUELS - GAS & OIL	0.00	352.79	0.00	352.79	500.00	147.21
2600 OFFICE SUPPLIES	122.23	197.70	0.00	197.70	2,000.00	1,802.30
2900 ASSETS NOT CAPITALIZED	0.00	1,408.93	832.00	2,240.93	4,500.00	2,259.07
3100 TRAVEL	0.00	7.00	0.00	7.00	2,500.00	2,493.00
3150 CONFERENCE FEES AND SCHOOLS	0.00	1,279.00	0.00	1,279.00	3,000.00	1,721.00
3200 COMMUNICATIONS	302.78	1,664.32	721.78	2,386.10	4,100.00	1,713.90
3400 PRINTING	0.00	0.00	0.00	0.00	1,250.00	1,250.00
3500 REPAIRS AND MAINTENANCE	0.00	0.00	0.00	0.00	500.00	500.00
3700 MARKETING / ADVERTISING	1,000.00	6,844.96	4,550.04	11,395.00	20,000.00	8,605.00
3800 DATA PROCESSING SERVICES	737.84	4,087.37	2,112.63	6,200.00	6,200.00	0.00
3900 DRUG TESTING & BACKGROUND CHECKS	0.00	119.00	131.00	250.00	250.00	0.00
3950 DUES AND SUBSCRIPTIONS	59.98	4,074.60	219.92	4,294.52	5,000.00	705.48
3980 MISCELLANEOUS EXPENSE	0.00	47.00	0.00	47.00	500.00	453.00
4400 SERVICE & MAINTENANCE CONTRACTS	0.00	0.00	0.00	0.00	700.00	700.00
4500 INSURANCE AND BONDING	0.00	193.29	0.00	193.29	300.00	106.71
4990 OTHER CONTRACTED SERVICES	3,360.00	30,886.44	29,320.00	60,206.44	70,000.00	9,793.56
4991 Telecommunications Contracted	0.00	0.00	7,500.00	7,500.00	7,500.00	0.00
6820 First Bank Credit Card Encumbrance	0.00	0.00	1,000.00	1,000.00	1,000.00	0.00
9700 CONTINGENCY	0.00	0.00	0.00	0.00	2,500.00	2,500.00
Account Total:	23,145.93	151,491.03	46,597.20	198,088.23	299,000.00	100,911.77
5000 BUILDING & GROUNDS EXPENDITURES						
2100 DEPARTMENT SUPPLIES	971.95	3,990.31	339.72	4,330.03	8,000.00	3,669.97
2140 SEED and SOD	0.00	800.00	0.00	800.00	800.00	0.00
2141 CHEMICALS	0.00	197.50	0.00	197.50	500.00	302.50
2142 FERTILIZER AND LIME	0.00	497.50	0.00	497.50	600.00	102.50
2144 MULCH & PINE NEEDLES	0.00	0.00	2,475.00	2,475.00	2,500.00	25.00
2400 CONSTRUCTION & REPAIR SUPPLIES	301.75	620.85	0.00	620.85	2,500.00	1,879.15
2900 ASSETS NOT CAPITALIZED	0.00	0.00	0.00	0.00	7,500.00	7,500.00
3200 COMMUNICATIONS	302.06	1,363.87	556.13	1,920.00	2,000.00	80.00
3300 UTILITIES	2,034.81	14,069.74	730.45	14,800.19	30,000.00	15,199.81
3350 Water Utilities	0.00	149.39	0.00	149.39	500.00	350.61
3500 REPAIRS AND MAINTENANCE	0.00	3,018.75	1,596.58	4,615.33	50,000.00	45,384.67
3940 LANDFILL FEES/DUMPSTER P/U	0.00	0.00	0.00	0.00	500.00	500.00
3980 MISCELLANEOUS EXPENSE	0.00	0.00	0.00	0.00	500.00	500.00
4300 EQUIPMENT RENTAL	0.00	0.00	0.00	0.00	200.00	200.00
4400 SERVICE & MAINTENANCE CONTRACTS	3,805.43	30,184.96	6,985.15	37,170.11	40,000.00	2,829.89

① Code Enforcement Services

10 GENERAL FUND

Account	Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
4500	INSURANCE AND BONDING	0.00	16,107.76	0.00	16,107.76	22,000.00	5,892.24
4990	OTHER CONTRACTED SERVICES	125.00	25,992.72	3,836.81	29,829.53	42,000.00	12,170.47
5800	CAPITAL OUTLAY - BUILDINGS &	0.00	27,790.00	5,100.00	32,890.00	484,000.00	451,110.00
9700	CONTINGENCY	0.00	0.00	0.00	0.00	4,000.00	4,000.00
Account Total:		7,541.00	124,783.35	21,619.84	146,403.19	698,100.00	551,696.81
5100 PUBLIC SAFETY EXPENDITURES							
4910	SHERIFF CONTRACT	0.00	219,544.36	0.00	219,544.36	550,000.00	330,455.64
4911	Sheriff Off Duty - Town events	0.00	1,872.00	4,628.00	6,500.00	6,500.00	0.00
4912	Sheriff off-duty for non-profit	0.00	1,068.00	0.00	1,068.00	2,500.00	1,432.00
4920	ANIMAL CONTROL CONTRACT	0.00	5,020.00	5,020.00	10,040.00	14,000.00	3,960.00
Account Total:		0.00	227,504.36	9,648.00	237,152.36	573,000.00	335,847.64
5300 FIRE EXPENSES							
2500	VEHICLE SUPPLIES	0.00	0.00	0.00	0.00	500.00	500.00
3500	REPAIRS AND MAINTENANCE	0.00	0.00	0.00	0.00	1,000.00	1,000.00
3956	Fire Inspection Fees	0.00	2,887.50	0.00	2,887.50	12,000.00	9,112.50
3980	MISCELLANEOUS EXPENSE	0.00	154.44	0.00	154.44	300.00	145.56
4900	PINECROFT SEDGEFIELD FIRE CONTRACT	216,538.48	866,153.92	0.00	866,153.92	866,154.00	0.08
4990	OTHER CONTRACTED SERVICES	0.00	0.00	0.00	0.00	9,000.00	9,000.00
9700	CONTINGENCY	0.00	0.00	0.00	0.00	1,000.00	1,000.00
Account Total:		216,538.48	869,195.86	0.00	869,195.86	889,954.00	20,758.14
5600 STREET MAINTENANCE EXPENDITURES							
2100	DEPARTMENT SUPPLIES	440.00	1,157.04	0.00	1,157.04	3,500.00	2,342.96
2400	CONSTRUCTION & REPAIR SUPPLIES	0.00	6,476.75	0.00	6,476.75	8,000.00	1,523.25
2500	VEHICLE SUPPLIES	0.00	1,997.53	6,100.00	8,097.53	8,700.00	602.47
2520	FUELS - GAS & OIL	0.00	4,963.45	0.00	4,963.45	6,000.00	1,036.55
2900	ASSETS NOT CAPITALIZED	0.00	299.49	3,234.50	3,533.99	20,000.00	16,466.01
3300	UTILITIES	14,428.81	115,296.76	0.00	115,296.76	160,000.00	44,703.24
3500	REPAIRS AND MAINTENANCE	2,883.77	3,981.04	4,500.00	8,481.04	9,260.00	778.96
3940	LANDFILL FEES/DUMPSTER P/U	0.00	0.00	0.00	0.00	500.00	500.00
3955	Permit Fees	0.00	860.00	0.00	860.00	1,100.00	240.00
3980	MISCELLANEOUS EXPENSE	0.00	0.00	0.00	0.00	100.00	100.00
4300	EQUIPMENT RENTAL	0.00	320.92	219.08	540.00	540.00	0.00
4400	SERVICE & MAINTENANCE CONTRACTS	171.50	1,519.50	1,640.50	3,160.00	5,600.00	2,440.00
4500	INSURANCE AND BONDING	773.17	773.17	0.00	773.17	1,200.00	426.83
4980	STORMWATER FEES	0.00	5,605.00	0.00	5,605.00	6,000.00	395.00
4990	OTHER CONTRACTED SERVICES	0.00	22,998.40	38,945.75	61,944.15	75,000.00	13,055.85
5500	CAPITAL OUTLAY EQUIPMENT	0.00	8,432.79	0.00	8,432.79	8,500.00	67.21
5700	CAPITAL OUTLAY - LAND IMPR -	0.00	17,836.70	0.00	17,836.70	17,837.00	0.30
9700	CONTINGENCY	0.00	0.00	0.00	0.00	0.00	0.00
Account Total:		18,697.25	192,518.54	54,639.83	247,158.37	331,837.00	84,678.63
5700 POWELL BILL							
4990	OTHER CONTRACTED SERVICES	0.00	0.00	0.00	0.00	300,000.00	300,000.00
Account Total:		0.00	0.00	0.00	0.00	300,000.00	300,000.00

② Pinecroft Sedgefield Fire Dept - April - June 2023 Service contract payment

10 GENERAL FUND

Account	Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
5800 SANITATION EXPENDITURES							
1000	SALARIES AND WAGES	9,612.00	60,562.32	0.00	60,562.32	75,000.00	14,437.68
1003	LONGEVITY PAY	0.00	976.00	0.00	976.00	1,100.00	124.00
1009	FICA EXPENSE	720.94	4,621.62	0.00	4,621.62	10,000.00	5,378.38
1010	RETIREMENT EXPENSE	1,173.92	7,531.55	0.00	7,531.55	15,000.00	7,468.45
1011	HEALTH INSURANCE EXPENSE	1,764.20	14,962.40	0.00	14,962.40	24,500.00	9,537.60
1012	FLEX & PR TIME ADMIN FEES	6.00	130.17	78.83	209.00	500.00	291.00
1014	WORKER'S COMPENSATION	0.00	5,113.78	0.00	5,113.78	6,000.00	886.22
1017	401K EXPENSE	480.63	2,973.34	0.00	2,973.34	6,000.00	3,026.66
2100	DEPARTMENT SUPPLIES	1,718.36	3,328.70	118,463.50	121,792.20	140,000.00	18,207.80
2200	FOOD AND PROVISIONS	0.00	30.19	0.00	30.19	100.00	69.81
2500	VEHICLE SUPPLIES	0.00	11,513.67	0.00	11,513.67	12,000.00	486.33
2520	FUELS - GAS & OIL	2,350.88	19,710.36	10,326.19	30,036.55	35,000.00	4,963.45
3200	COMMUNICATIONS	132.48	816.38	83.62	900.00	1,200.00	300.00
3400	PRINTING	0.00	0.00	0.00	0.00	2,000.00	2,000.00
3500	REPAIRS AND MAINTENANCE	2,123.95	11,648.10	0.00	11,648.10	12,300.00	651.90
3700	MARKETING / ADVERTISING	3,797.98	16,297.98	0.00	16,297.98	16,300.00	2.02
3900	DRUG TESTING & BACKGROUND CHECKS	0.00	386.00	614.00	1,000.00	1,000.00	0.00
3940	LANDFILL FEES/DUMPSTER P/U	817.72	38,409.03	31,679.32	70,088.35	74,500.00	4,411.65
3945	Recycle Fees	0.00	57,464.26	57,535.74	115,000.00	115,000.00	0.00
3980	MISCELLANEOUS EXPENSE	0.00	0.00	0.00	0.00	200.00	200.00
4300	EQUIPMENT RENTAL	0.00	0.00	0.00	0.00	500.00	500.00
4500	INSURANCE AND BONDING	0.00	2,560.98	0.00	2,560.98	2,500.00	-60.98
4990	OTHER CONTRACTED SERVICES	3,632.85	35,552.30	24,862.71	60,415.01	72,000.00	11,584.99
5400	CAPITAL OUTLAY - MOTOR VEHICLES	0.00	443,876.30	443,863.00	887,739.30	908,000.00	20,260.70
5500	CAPITAL OUTLAY EQUIPMENT	0.00	41,981.00	44,845.00	86,826.00	87,000.00	174.00
9700	CONTINGENCY	0.00	0.00	0.00	0.00	0.00	0.00
Account Total:		28,331.91	780,446.43	732,351.91	1,512,798.34	1,617,700.00	104,901.66
6200 RECREATION EXPENDITURES							
1000	SALARIES AND WAGES	16,304.41	99,358.64	0.00	99,358.64	142,000.00	42,641.36
1003	LONGEVITY PAY	0.00	3,134.00	0.00	3,134.00	3,100.00	-34.00
1009	FICA EXPENSE	1,239.07	7,764.83	0.00	7,764.83	11,500.00	3,735.17
1010	RETIREMENT EXPENSE	1,993.14	12,543.93	0.00	12,543.93	18,000.00	5,456.07
1011	HEALTH INSURANCE EXPENSE	2,646.30	21,156.03	0.00	21,156.03	31,000.00	9,843.97
1012	FLEX & PR TIME ADMIN FEES	12.00	130.17	78.83	209.00	500.00	291.00
1014	WORKER'S COMPENSATION	0.00	2,045.51	0.00	2,045.51	3,000.00	954.49
1017	401K EXPENSE	815.37	4,888.70	0.00	4,888.70	7,100.00	2,211.30
2100	DEPARTMENT SUPPLIES	204.79	7,987.74	656.99	8,644.73	11,000.00	2,355.27
2140	SEED and SOD	0.00	1,240.00	0.00	1,240.00	2,000.00	760.00
2141	CHEMICALS	0.00	3,637.50	0.00	3,637.50	5,000.00	1,362.50
2142	FERTILIZER AND LIME	0.00	1,490.50	0.00	1,490.50	3,000.00	1,509.50
2143	IRRIGATION SUPPLIES	0.00	372.41	0.00	372.41	500.00	127.59
2144	MULCH & PINE NEEDLES	420.00	885.40	3,093.75	3,979.15	5,000.00	1,020.85
2145	TOPSOIL (Sand)	0.00	1,411.41	0.00	1,411.41	1,500.00	88.59
2200	FOOD AND PROVISIONS	0.00	35.67	0.00	35.67	50.00	14.33
2400	CONSTRUCTION & REPAIR SUPPLIES	0.00	1,742.29	0.00	1,742.29	3,000.00	1,257.71
2500	VEHICLE SUPPLIES	0.00	972.14	0.00	972.14	1,000.00	27.86
2520	FUELS - GAS & OIL	0.00	2,470.08	0.00	2,470.08	8,500.00	6,029.92
2550	EQUIPMENT SUPPLIES	64.95	1,624.95	0.00	1,624.95	2,500.00	875.05
2600	OFFICE SUPPLIES	0.00	0.00	0.00	0.00	300.00	300.00

3

3 Bradley Personnel - Temp Employee

10 GENERAL FUND

Account	Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
2900	ASSETS NOT CAPITALIZED	0.00	6,299.64	203.04	6,502.68	6,500.00	-2.68
3100	TRAVEL	0.00	1,060.87	0.00	1,060.87	1,000.00	-60.87
3150	CONFERENCE FEES AND SCHOOLS	0.00	445.00	0.00	445.00	1,500.00	1,055.00
3200	COMMUNICATIONS	1,537.56	6,721.39	2,225.05	8,946.44	13,000.00	4,053.56
3300	UTILITIES	1,366.11	10,800.00	0.00	10,800.00	15,500.00	4,700.00
3350	Water Utilities	22.14	215.92	0.00	215.92	350.00	134.08
3500	REPAIRS AND MAINTENANCE	241.78	22,579.01	0.00	22,579.01	24,000.00	1,420.99
3700	MARKETING / ADVERTISING	0.00	0.00	0.00	0.00	100.00	100.00
3800	DATA PROCESSING SERVICES	20.19	166.16	233.84	400.00	1,400.00	1,000.00
3900	DRUG TESTING & BACKGROUND CHECKS	67.00	257.00	343.00	600.00	600.00	0.00
3940	LANDFILL FEES/DUMPSTER P/U	0.00	95.48	0.00	95.48	500.00	404.52
3950	DUES AND SUBSCRIPTIONS	0.00	1,442.00	0.00	1,442.00	1,500.00	58.00
3980	MISCELLANEOUS EXPENSE	0.00	57.45	0.00	57.45	500.00	442.55
3981	Special Events	421.00	7,466.25	2,300.00	9,766.25	12,000.00	2,233.75
4101	Library Services	23,500.00	119,500.00	0.00	119,500.00	119,500.00	0.00
4102	Recreation Services	0.00	10,543.00	0.00	10,543.00	20,000.00	9,457.00
4103	Culture/Historical Services	6,000.00	6,000.00	0.00	6,000.00	10,500.00	4,500.00
4300	EQUIPMENT RENTAL	1,852.71	19,776.68	2,793.51	22,570.19	24,680.00	2,109.81
4400	SERVICE & MAINTENANCE CONTRACTS	154.35	1,343.55	417.45	1,761.00	3,000.00	1,239.00
4500	INSURANCE AND BONDING	-773.17	1,159.76	0.00	1,159.76	1,500.00	340.24
4990	OTHER CONTRACTED SERVICES	317.00	4,717.63	0.00	4,717.63	5,300.00	582.37
5700	CAPITAL OUTLAY - LAND IMPR -	0.00	7,556.00	0.00	7,556.00	223,325.00	215,769.00
5800	CAPITAL OUTLAY - BUILDINGS &	0.00	12,750.00	2,250.00	15,000.00	15,000.00	0.00
9700	CONTINGENCY	0.00	0.00	0.00	0.00	0.00	0.00
Account Total:		58,426.70	415,844.69	14,595.46	430,440.15	760,805.00	330,364.85
6300 GOLF COURSE MAINTENANCE							
1000	SALARIES AND WAGES	43,768.25	290,852.99	0.00	290,852.99	410,000.00	119,147.01
1003	LONGEVITY PAY	0.00	6,139.00	0.00	6,139.00	6,200.00	61.00
1009	FICA EXPENSE	3,214.26	21,879.59	0.00	21,879.59	32,000.00	10,120.41
1010	RETIREMENT EXPENSE	5,348.19	36,357.79	0.00	36,357.79	47,000.00	10,642.21
1011	HEALTH INSURANCE EXPENSE	6,174.70	55,586.67	0.00	55,586.67	76,000.00	20,413.33
1012	FLEX & PR TIME ADMIN FEES	12.00	124.17	42.83	167.00	650.00	483.00
1013	RETIRE HEALTH INSURANCE EXPENSE	220.32	1,982.88	0.00	1,982.88	5,800.00	3,817.12
1014	WORKER'S COMPENSATION	0.00	3,750.11	0.00	3,750.11	5,000.00	1,249.89
1015	Unemployment Compensation	0.00	1,012.11	0.00	1,012.11	6,000.00	4,987.89
1017	401K EXPENSE	2,188.32	14,476.10	0.00	14,476.10	20,000.00	5,523.90
2100	DEPARTMENT SUPPLIES	444.64	5,463.23	786.16	6,249.39	11,000.00	4,750.61
2140	SEED and SOD	0.00	1,117.96	0.00	1,117.96	8,000.00	6,882.04
2141	CHEMICALS	0.00	38,567.42	716.50	39,283.92	45,000.00	5,716.08
2142	FERTILIZER AND LIME	0.00	3,616.75	12,171.15	15,787.90	30,000.00	14,212.10
2143	IRRIGATION SUPPLIES	0.00	3,524.96	0.00	3,524.96	7,000.00	3,475.04
2144	MULCH & PINE NEEDLES	0.00	1,662.50	0.00	1,662.50	5,000.00	4,337.50
2145	TOPSOIL (Sand)	0.00	1,564.79	0.00	1,564.79	16,000.00	14,435.21
2155	TEE AND GREEN SUPPLIES	316.65	593.65	3,232.97	3,826.62	5,000.00	1,173.38
2200	FOOD AND PROVISIONS	0.00	0.00	0.00	0.00	200.00	200.00
2400	CONSTRUCTION & REPAIR SUPPLIES	480.00	480.00	0.00	480.00	2,500.00	2,020.00
2500	VEHICLE SUPPLIES	0.00	19.74	0.00	19.74	700.00	680.26
2520	FUELS - GAS & OIL	1,575.33	15,612.91	17,535.71	33,148.12	35,000.00	1,851.88
2550	EQUIPMENT SUPPLIES	1,705.08	20,327.23	5,583.23	25,910.46	32,175.00	6,264.54
2600	OFFICE SUPPLIES	0.00	11.36	0.00	11.36	1,500.00	1,488.64

④ Library Services for April-June 2023

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TOWN OF JAMESTOWN, NC
Budget vs. Actual Report
For the Accounting Period: 3 / 23

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10 GENERAL FUND

Account	Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
2900	ASSETS NOT CAPITALIZED	2,139.95	3,594.08	0.00	3,594.08	8,000.00	4,405.92
3100	TRAVEL	0.00	2,138.66	0.00	2,138.66	3,000.00	861.34
3150	CONFERENCE FEES AND SCHOOLS	0.00	505.00	0.00	505.00	1,550.00	1,045.00
3200	COMMUNICATIONS	1,004.31	5,673.99	1,196.01	6,870.00	7,700.00	830.00
3300	UTILITIES	901.49	8,860.23	1,280.14	10,140.37	20,000.00	9,859.63
3350	Water Utilities	22.14	215.92	0.00	215.92	400.00	184.08
3500	REPAIRS AND MAINTENANCE	30.00	5,664.17	4,901.76	10,565.93	14,375.00	3,809.07
3800	DATA PROCESSING SERVICES	54.56	455.06	344.94	800.00	800.00	0.00
3805	Subscription Fees	0.00	0.00	0.00	0.00	1,000.00	1,000.00
3900	DRUG TESTING & BACKGROUND CHECKS	0.00	67.00	1,433.00	1,500.00	1,500.00	0.00
3940	LANDFILL FEES/DUMPESTER P/U	162.72	1,650.72	765.71	2,416.43	2,450.00	33.57
3950	DUES AND SUBSCRIPTIONS	0.00	4,617.86	0.00	4,617.86	5,800.00	1,182.14
3980	MISCELLANEOUS EXPENSE	0.00	0.00	0.00	0.00	500.00	500.00
4300	EQUIPMENT RENTAL	7,718.87	52,308.09	10,567.40	62,875.49	63,900.00	1,024.51
4400	SERVICE & MAINTENANCE CONTRACTS	51.45	3,423.45	99.15	3,522.60	4,000.00	477.40
4500	INSURANCE AND BONDING	32.38	6,572.67	0.00	6,572.67	10,000.00	3,427.33
4990	OTHER CONTRACTED SERVICES	56.00	2,702.00	0.00	2,702.00	7,000.00	4,298.00
5500	CAPITAL OUTLAY EQUIPMENT	10,670.00	89,007.03	344,411.74	433,418.77	441,859.00	8,440.23
5700	CAPITAL OUTLAY - LAND IMPR -	0.00	0.00	35,673.70	35,673.70	295,000.00	259,326.30
5800	CAPITAL OUTLAY - BUILDINGS &	0.00	1,460.00	2,160.00	3,620.00	248,200.00	244,580.00
6820	First Bank Credit Card Encumbrance	0.00	0.00	2,000.00	2,000.00	2,000.00	0.00
9700	CONTINGENCY	0.00	0.00	0.00	0.00	0.00	0.00
Account Total:		88,291.61	713,639.34	444,902.10	1,158,541.44	1,947,759.00	789,217.56
6301 GOLF SHOP EXPENDITURES							
1000	SALARIES AND WAGES	32,146.70	218,059.18	0.00	218,059.18	315,000.00	96,940.82
1003	LONGEVITY PAY	0.00	3,615.00	0.00	3,615.00	3,700.00	85.00
1009	FICA EXPENSE	2,471.93	17,095.45	0.00	17,095.45	24,500.00	7,404.55
1010	RETIREMENT EXPENSE	2,721.12	18,984.14	0.00	18,984.14	25,000.00	6,015.86
1011	HEALTH INSURANCE EXPENSE	3,526.51	31,738.59	0.00	31,738.59	43,000.00	11,261.41
1012	FLEX & PR TIME ADMIN FEES	0.00	0.00	0.00	0.00	1,800.00	1,800.00
1013	RETIREE HEALTH INSURANCE EXPENSE	0.00	6,302.70	0.00	6,302.70	6,800.00	497.30
1014	WORKER'S COMPENSATION	0.00	1,090.94	0.00	1,090.94	1,500.00	409.06
1017	401K EXPENSE	1,119.81	7,406.80	0.00	7,406.80	9,800.00	2,393.20
2100	DEPARTMENT SUPPLIES	2,879.54	7,543.95	598.34	8,142.29	10,500.00	2,357.71
2101	Grill Supplies	266.12	2,976.03	2,663.97	5,640.00	7,500.00	1,860.00
2156	RANGE SUPPLIES	1,304.95	5,168.57	0.00	5,168.57	7,000.00	1,831.43
2200	FOOD AND PROVISIONS	0.00	144.99	0.00	144.99	400.00	255.01
2400	CONSTRUCTION & REPAIR SUPPLIES	0.00	77.50	0.00	77.50	1,000.00	922.50
2500	VEHICLE SUPPLIES	0.00	0.00	0.00	0.00	500.00	500.00
2520	FUELS - GAS & OIL	0.00	0.00	0.00	0.00	500.00	500.00
2600	OFFICE SUPPLIES	76.97	150.96	0.00	150.96	1,000.00	849.04
2700	GOLF INVENTORY FOR RESALE	3,147.31	29,285.19	12,710.71	41,995.90	55,000.00	13,004.10
2705	Golf Special Orders - Purchases	1,338.63	6,430.17	0.00	6,430.17	10,000.00	3,569.83
2710	CONCESSION INVENTORY RESALE	2,276.58	22,281.22	15,106.98	37,388.20	39,000.00	1,611.80
2715	Food purchased not in inventory	502.67	10,770.64	3,599.34	14,369.98	17,500.00	3,130.02
2900	ASSETS NOT CAPITALIZED	0.00	203.05	2,103.05	2,306.10	2,500.00	193.90
3100	TRAVEL	0.00	20.18	0.00	20.18	500.00	479.82
3150	CONFERENCE FEES AND SCHOOLS	0.00	185.00	0.00	185.00	1,000.00	815.00
3200	COMMUNICATIONS	1,457.82	7,467.32	2,807.68	10,075.00	11,200.00	1,125.00
3300	UTILITIES	1,163.39	10,470.52	543.08	11,013.59	18,000.00	6,986.41

5

5 Received Jacobsen Eclipse 322 mower

04/11/23
13:12:03

TOWN OF JAMESTOWN, NC
Budget vs. Actual Report
For the Accounting Period: 3 / 23

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10 GENERAL FUND

Account Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
3350 Water Utilities	22.13	215.94	0.00	215.94	350.00	134.06
3400 PRINTING	0.00	128.00	0.00	128.00	400.00	272.00
3500 REPAIRS AND MAINTENANCE	0.00	4,028.39	0.00	4,028.39	5,000.00	971.61
3700 MARKETING / ADVERTISING	60.40	543.60	181.20	724.80	10,000.00	9,275.20
3800 DATA PROCESSING SERVICES	789.67	6,515.18	3,484.82	10,000.00	10,000.00	0.00
3900 DRUG TESTING & BACKGROUND CHECKS	123.00	417.00	1,583.00	2,000.00	2,000.00	0.00
3940 LANDFILL FEES/DUMPSTER F/U	202.31	1,967.90	1,223.67	3,191.57	3,200.00	8.43
3950 DUES AND SUBSCRIPTIONS	11.25	1,474.00	0.00	1,474.00	2,500.00	1,026.00
3955 Permit Fees	100.00	220.00	0.00	220.00	200.00	-20.00
3960 BANK AND MERCHANT FEES	1,525.61	15,725.43	6,150.67	21,876.10	25,000.00	3,123.90
3980 MISCELLANEOUS EXPENSE	0.00	0.00	0.00	0.00	250.00	250.00
4300 EQUIPMENT RENTAL	158.04	1,577.97	485.18	2,063.15	2,500.00	436.85
4310 GOLF CART RENTALS	5,327.28	56,612.14	10,118.88	66,731.02	69,200.00	2,468.98
4311 SALES AND USE TAX PAID	1,146.55	15,237.39	0.00	15,237.39	19,000.00	3,762.61
4400 SERVICE & MAINTENANCE CONTRACTS	1,651.76	11,693.88	3,864.96	15,558.84	17,000.00	1,441.16
4500 INSURANCE AND BONDING	0.00	8,698.19	0.00	8,698.19	10,000.00	1,301.81
4990 OTHER CONTRACTED SERVICES	35,496.95	58,512.62	2,150.00	60,662.62	55,500.00	4,837.38
5700 CAPITAL OUTLAY - LAND IMPR -	0.00	59,080.00	0.00	59,080.00	60,000.00	920.00
Account Total:	103,015.00	650,115.71	69,175.53	719,291.24	916,300.00	197,008.76
8000 Debt Service						
7100 DEBT PRINCIPAL PAYMENTS	15,486.82	117,933.19	0.00	117,933.19	158,800.00	40,866.81
7200 DEBT INTEREST PAYMENTS	395.56	9,213.22	0.00	9,213.22	13,000.00	3,786.78
Account Total:	15,882.39	127,146.41	0.00	127,146.41	171,800.00	44,653.59
9600 OTHER FINANCING USES						
9600 TRANSFERS TO OTHER FUNDS	52,337.30	172,082.66	0.00	172,082.66	177,985.00	5,902.34
Account Total:	52,337.30	172,082.66	0.00	172,082.66	177,985.00	5,902.34
Account Group Total:	696,608.55	5,117,742.94	1,457,410.03	6,575,152.97	9,688,240.00	3,113,087.03
Fund Total:	696,608.55	5,117,742.94	1,457,410.03	6,575,152.97	9,688,240.00	3,113,087.03

⑥ repainting / repairs on exterior + interior at Clubhouse

⑦ Debt service payments / on garbage truck and leaf truck interest

⑧ transfer to Penny Road Sidewalk, transfer \$.02 of tax collection for 3/1/23

04/10/23
15:00:25

TOWN OF JAMESTOWN, NC
Statement of Revenue Budget vs Actuals
For the Accounting Period: 3 / 23

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11 General Capital Reserve Fund

Account	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
3000					
3831 INVESTMENT EARNINGS	7.89	46.06	40.00	-6.06	115 %
3981 TRANSFER FROM GENERAL FUND	1,337.30	120,097.66	126,000.00	5,902.34	95 %
Account Group Total:	1,345.19	120,143.72	126,040.00	5,896.28	95 %
Fund Total:	1,345.19	120,143.72	126,040.00	5,896.28	95 %

To transfer \$.02 of tax collections

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TOWN OF JAMESTOWN, NC
Budget vs. Actual Report
For the Accounting Period: 3 / 23

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11 General Capital Reserve Fund

Account	Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
0							
9600	OTHER FINANCING USES						
	9600 TRANSFERS TO OTHER FUNDS	0.00	56,551.37	0.00	56,551.37	126,040.00	69,488.63
	Account Total:	0.00	56,551.37	0.00	56,551.37	126,040.00	69,488.63
	Account Group Total:	0.00	56,551.37	0.00	56,551.37	126,040.00	69,488.63
	Fund Total:	0.00	56,551.37	0.00	56,551.37	126,040.00	69,488.63

30 WATER AND SEWER

Account	Received			Revenue	
	Current Month	Received YTD	Estimated Revenue	To Be Received	% Received
3000					
3345 INSPECTION AND PERMIT FEES	110.26	4,058.45	3,400.00	-658.45	119 %
3710 UTILITY CHARGE - WATER	66,005.36	637,293.15	958,000.00	260,706.85	73 %
3720 UTILITY CHARGE - SEWER	762,819.94	1,750,085.05	2,600,000.00	849,914.95	67 %
3741 Meter Fee	400.00	2,800.00	500.00	-2,300.00	560 %
3742 System Development Fees to be transferred	2,800.00	11,800.00	0.00	-11,800.00	** %
3743 System Admin / Installation fee	150.00	850.00	100.00	-750.00	850 %
3745 Connection Fees - Water and Sewer	650.00	7,101.50	10,000.00	2,898.50	71 %
3750 NONPAYMENT / RECONNECTION FEES	300.00	14,384.40	20,000.00	5,615.60	72 %
3755 Return Check Fees	0.00	425.00	200.00	-225.00	213 %
3760 LATE FEES	1,840.00	16,420.00	20,000.00	3,580.00	82 %
3765 CREDIT CARD ADMINISTRATION FEES	71.95	591.50	600.00	8.50	99 %
3831 INVESTMENT EARNINGS	30,970.83	195,928.57	238,000.00	42,071.43	82 %
3839 MISCELLANEOUS REVENUES	0.00	135.13	200.00	64.87	68 %
3987 TRANSFER FROM RANDLEMAN CAPITAL RESERVE FUND	0.00	0.00	118,500.00	118,500.00	0 %
3988 TRANSFER FROM WATER SEWER CAPITAL RESERVE	0.00	0.00	1,000,000.00	1,000,000.00	0 %
3992 NET POSITION APPROPRIATED	0.00	0.00	3,643,585.00	3,643,585.00	0 %
Account Group Total:	866,118.34	2,701,872.75	8,613,085.00	5,911,212.25	31 %
Fund Total:	866,118.34	2,701,872.75	8,613,085.00	5,911,212.25	31 %

30 WATER AND SEWER

Account	Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
0							
7100	WATER AND SEWER						
1000	SALARIES AND WAGES	75,868.17	542,291.53	0.00	542,291.53	800,000.00	257,708.47
1003	LONGEVITY PAY	0.00	13,633.00	0.00	13,633.00	15,500.00	1,867.00
1009	FICA EXPENSE	5,821.84	42,537.85	0.00	42,537.85	63,000.00	20,462.15
1010	RETIREMENT EXPENSE	9,217.97	67,544.65	0.00	67,544.65	100,000.00	32,455.35
1011	HEALTH INSURANCE EXPENSE	9,703.10	88,416.77	0.00	88,416.77	144,000.00	55,583.23
1012	FLEX & PR TIME ADMIN FEES	12.00	252.17	244.83	497.00	1,600.00	1,103.00
1013	RETIREE HEALTH INSURANCE EXPENSE	1,366.99	12,244.35	0.00	12,244.35	21,600.00	9,355.65
1014	WORKER'S COMPENSATION	0.00	7,500.23	0.00	7,500.23	9,000.00	1,499.77
1015	Unemployment Compensation	0.00	0.00	0.00	0.00	500.00	500.00
1017	401K EXPENSE	3,768.34	26,086.04	0.00	26,086.04	40,000.00	13,913.96
1019	PROFESSIONAL SERVICES	0.00	8,587.50	8,912.50	17,500.00	17,500.00	0.00
2100	DEPARTMENT SUPPLIES	3,398.54	24,896.11	1,747.11	26,643.22	30,000.00	3,356.78
2105	WATER METERS	1,625.75	29,985.00	0.00	29,985.00	30,000.00	15.00
2200	FOOD AND PROVISIONS	0.00	627.69	0.00	627.69	1,000.00	372.31
2400	CONSTRUCTION & REPAIR SUPPLIES	14.93	22,515.47	9,900.00	32,415.47	39,000.00	6,584.53
2500	VEHICLE SUPPLIES	92.33	3,488.84	0.00	3,488.84	7,500.00	4,011.16
2520	FUELS - GAS & OIL	3,199.97	21,611.20	43,388.80	65,000.00	65,000.00	0.00
2550	EQUIPMENT SUPPLIES	1,677.35	7,760.73	0.00	7,760.73	13,500.00	5,739.27
2600	OFFICE SUPPLIES	275.93	783.80	0.00	783.80	2,000.00	1,216.20
2750	PURCHASE OF WATER	56,863.49	213,492.95	92,656.17	306,149.12	375,000.00	68,850.88
2755	Water Transmission Fees	12,265.07	25,386.96	0.00	25,386.96	27,500.00	2,113.04
2900	ASSETS NOT CAPITALIZED	479.99	12,058.09	4,228.05	16,286.14	29,600.00	13,513.86
3100	TRAVEL	0.00	0.00	0.00	0.00	2,500.00	2,500.00
3150	CONFERENCE FEES AND SCHOOLS	0.00	3,729.45	0.00	3,729.45	7,500.00	3,770.55
3200	COMMUNICATIONS	2,917.28	18,544.14	6,310.86	24,855.00	35,000.00	10,145.00
3300	UTILITIES	1,243.12	12,166.16	386.60	12,552.76	16,000.00	3,447.24
3350	Water Utilities	0.00	130.30	0.00	130.30	500.00	369.70
3400	PRINTING	404.31	3,250.17	1,249.83	4,500.00	7,000.00	2,500.00
3500	REPAIRS AND MAINTENANCE	681.30	23,473.75	2,700.00	26,173.75	60,000.00	33,826.25
3700	MARKETING / ADVERTISING	0.00	0.00	0.00	0.00	1,000.00	1,000.00
3800	DATA PROCESSING SERVICES	1,473.55	12,695.04	8,304.96	21,000.00	21,000.00	0.00
3900	DRUG TESTING & BACKGROUND CHECKS	0.00	365.00	935.00	1,300.00	1,300.00	0.00
3940	LANDFILL FEES/DUMESTR P/U	0.00	0.00	0.00	0.00	4,000.00	4,000.00
3950	DUES AND SUBSCRIPTIONS	0.00	4,564.55	0.00	4,564.55	6,000.00	1,435.45
3955	Permit Fees	327.50	3,235.00	0.00	3,235.00	5,000.00	1,765.00
3960	BANK AND MERCHANT FEES	1,148.51	11,808.16	1,810.75	13,218.91	20,000.00	6,781.09
3980	MISCELLANEOUS EXPENSE	0.00	0.00	0.00	0.00	1,500.00	1,500.00
4300	EQUIPMENT RENTAL	275.91	2,992.37	982.61	3,974.98	15,000.00	11,025.02
4400	SERVICE & MAINTENANCE CONTRACTS	7,534.54	37,452.22	11,830.70	49,282.92	50,000.00	717.08
4401	NC811 Fees	105.85	1,148.45	1,517.30	2,665.75	3,000.00	334.25
4500	INSURANCE AND BONDING	0.00	24,913.08	0.00	24,913.08	30,000.00	5,086.92
4950	LAB TESTING	500.00	4,140.29	4,859.71	9,000.00	9,000.00	0.00
4960	SEWER TREATMENT	116,833.98	411,121.03	0.00	411,121.03	791,500.00	380,378.97
4990	OTHER CONTRACTED SERVICES	45,928.84	136,651.52	397,557.39	534,208.91	670,380.00	136,171.09
4995	ENGINEERING FEES NOT CAPITALIZED	0.00	3,820.00	17,280.00	21,100.00	22,000.00	900.00
5400	CAPITAL OUTLAY - MOTOR VEHICLES	0.00	60,371.88	0.00	60,371.88	60,000.00	-371.88
5500	CAPITAL OUTLAY EQUIPMENT	0.00	110,262.79	29,500.00	139,762.79	158,500.00	18,737.21
5900	CAPITAL OUTLAY - WATER IMPROVEMENTS	0.00	53,033.77	0.00	53,033.77	400,000.00	346,966.23
5910	CAPITAL OUTLAY - SEWER IMPROVEMENTS	0.00	18,050.10	0.00	18,050.10	3,550,000.00	3,531,949.90

① Mark Terry + Associates - Surveying Services @ Penny Road
 Hazen + Sawyer - updating Hydraulic model + water system planning
 Dillon + Griffith Ent - replace storm drainage @ WIS Facility

04/11/23
13:12:03

TOWN OF JAMESTOWN, NC
Budget vs. Actual Report
For the Accounting Period: 3 / 23

Page: 10 of 12
Report ID: B100B

30 WATER AND SEWER

Account Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
6800 OPERATING PAYMENTS TO REGIONAL	0.00	45,332.18	0.00	45,332.18	48,000.00	2,667.82
6801 DEBT PAYMENTS TO PIEDMONT TRIAD	0.00	118,375.56	0.00	118,375.56	119,000.00	624.44
6810 Payments for Odor Control Project	0.00	12,881.75	0.00	12,881.75	23,000.00	10,118.25
6820 First Bank Credit Card Encumbrance	0.00	0.00	1,000.00	1,000.00	1,000.00	0.00
7100 DEBT PRINCIPAL PAYMENTS	0.00	37,502.49	0.00	37,502.49	50,005.00	12,502.51
7200 DEBT INTEREST PAYMENTS	0.00	4,764.70	0.00	4,764.70	6,300.00	1,535.30
9600 TRANSFERS TO OTHER FUNDS	0.00	462,616.00	0.00	462,616.00	582,100.00	119,484.00
9700 CONTINGENCY	0.00	0.00	0.00	0.00	3,000.00	3,000.00
Account Total:	365,226.35	2,811,092.83	646,903.17	3,457,996.00	8,613,085.00	5,155,089.00
Account Group Total:	365,226.35	2,811,092.83	646,903.17	3,457,996.00	8,613,085.00	5,155,089.00
Fund Total:	365,226.35	2,811,092.83	646,903.17	3,457,996.00	8,613,085.00	5,155,089.00

04/10/23
15:00:25

TOWN OF JAMESTOWN, NC
Statement of Revenue Budget vs Actuals
For the Accounting Period: 3 / 23

Page: 4 of 5
Report ID: R110

60 RANDLEMAN RESERVOIR CAPITAL RESERVE FUND

Account	Received		Estimated Revenue	Revenue %	
	Current Month	Received YTD		To Be Received	Received
3000					
3831 INVESTMENT EARNINGS	1,864.97	13,092.11	100.00	-12,992.11	*** %
3986 TRANSFER FROM ENTERPRISE FUNDS	0.00	32,100.00	32,100.00	0.00	100 %
3992 NET POSITION APPROPRIATED	0.00	0.00	86,300.00	86,300.00	0 %
Account Group Total:	1,864.97	45,192.11	118,500.00	73,307.89	38 %
Fund Total:	1,864.97	45,192.11	118,500.00	73,307.89	38 %

04/11/23
13:12:03

TOWN OF JAMESTOWN, NC
Budget vs. Actual Report
For the Accounting Period: 3 / 23

Page: 11 of 12
Report ID: B100B

60 RANDLEMAN RESERVOIR CAPITAL RESERVE FUND

Account	Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
0							
7130	RANDLEMAN RESERVOIR						
	9600 TRANSFERS TO OTHER FUNDS	0.00	0.00	0.00	0.00	118,500.00	118,500.00
	Account Total:	0.00	0.00	0.00	0.00	118,500.00	118,500.00
	Account Group Total:	0.00	0.00	0.00	0.00	118,500.00	118,500.00
	Fund Total:	0.00	0.00	0.00	0.00	118,500.00	118,500.00

04/10/23
15:00:25

TOWN OF JAMESTOWN, NC
Statement of Revenue Budget vs Actuals
For the Accounting Period: 3 / 23

Page: 5 of 5
Report ID: B110

61 WATER AND SEWER CAPITAL RESERVE FUND

Account	Received		Estimated Revenue	Revenue %	
	Current Month	Received YTD		To Be Received	Received
3000					
3831 INVESTMENT EARNINGS	158.86	839.63	10.00	-829.63	*** %
3986 TRANSFER FROM ENTERPRISE FUNDS	0.00	430,516.00	550,000.00	119,484.00	78 %
3992 NET POSITION APPROPRIATED	0.00	0.00	449,990.00	449,990.00	0 %
Account Group Total:	158.86	431,355.63	1,000,000.00	568,644.37	43 %
Fund Total:	158.86	431,355.63	1,000,000.00	568,644.37	43 %
Grand Total:	1,266,003.85	9,690,359.52	19,545,865.00	9,655,305.48	50 %

04/11/23
13:12:03

TOWN OF JAMESTOWN, NC
Budget vs. Actual Report
For the Accounting Period: 3 / 23

Page: 12 of 12
Report ID: B1008

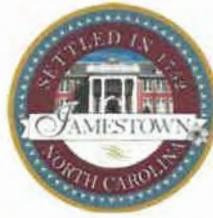
61 WATER AND SEWER CAPITAL RESERVE FUND

Account Object	Expended Current Month	Expended YTD	Encumbered YTD	Committed YTD	Current Appropriation	Available Appropriation
0						
9600 OTHER FINANCING USES						
9600 TRANSFERS TO OTHER FUNDS	0.00	0.00	0.00	0.00	1,000,000.00	1,000,000.00
Account Total:	0.00	0.00	0.00	0.00	1,000,000.00	1,000,000.00
Account Group Total:	0.00	0.00	0.00	0.00	1,000,000.00	1,000,000.00
Fund Total:	0.00	0.00	0.00	0.00	1,000,000.00	1,000,000.00
Grand Total:	1,061,834.90	7,985,387.14	2,104,313.20	10,089,700.34	19,545,865.00	9,456,164.66

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: Golf report for March 2023

AGENDA ITEM #: II-I

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Finance

CONTACT PERSON: Faith Wilson

SUMMARY:

Attached is the report for golf operations for March 2023.

Total revenues for the month of March 2023 were \$96,864 and operating expenditures were \$180,637. There were Capital Outlay expenditures in March for Golf Maintenance totaling \$10,670. The Jacobsen Eclipse 322 mower was received that was ordered at the beginning of the fiscal year. Repainting and repair work was completed on the interior and exterior of the clubhouse. March had three payroll cycles. Thus there was a net operating loss of \$83,773 for the month. In March 2022, there was an operating loss of \$35,098.

For the month of March 2023 there were 2,608 rounds played compared to 2,412 rounds played in March 2022.

March 2023 had 7 bad weather days and no closed days.

The grill had a loss of \$255 for March 2023; in March 2022, the profit of \$5. For the current fiscal year-to-date the grill has a net loss of \$11,302; in 2022 (year to date), there was a net loss of \$10,734. The cost of grill supplies, food, beverages and personnel cost have increased over the year.

March 2023 was a good month for golf. There were fewer bad weather days and more rounds played, which resulted in more revenue generated in comparison to March 2022.

ATTACHMENTS: Golf report for March 2023

RECOMMENDATION/ACTION NEEDED:

BUDGETARY IMPACT:

SUGGESTED MOTION:

FOLLOW UP ACTION NEEDED:

FYE 6/30/23

	March 2023	March 2022	Variance	% Variance	YTD FYE 6/30/23	YTD FYE 6/30/22	Variance	% Variance
<i>Golf Course Operating Revenues</i>	96,864	89,113	7,751	8.70%	779,363	742,320	37,043	4.99%
<i>Golf Course Maintenance Expenditures (before capital outlay)</i>	77,622	69,478	8,144	11.72%	623,172	563,196	59,976	10.65%
<i>Golf Course Golf Shop Expenditures (before capital outlay)</i>	103,015	54,733	48,282	88.21%	591,036	481,436	99,600	20.27%
<i>Net exp < or > rev before Capital Outlay</i>	(83,773)	(35,098)	(48,675)	138.68%	(434,845)	(312,311)	(122,534)	
<i>Capital Outlay</i>	10,670	7,180	3,490		149,547	63,411	(86,136)	
<i>Net expenditures < or > revenues</i>	<u>(94,443)</u>	<u>(42,278)</u>	<u>(52,165)</u>	-123.38%	<u>(584,392)</u>	<u>(375,722)</u>	<u>(208,670)</u>	-55.54%
<i>Golf Rounds Played (not including complimentary play)</i>	2,608	2,412			16,341	20,274		
<i>Bad Weather Days (1)</i>	7	8			49	73		
<i>Days closed for aerification, covered greens</i>	0	0			9	6		
<i>Golf course employees paid during the month:</i>								
<i>Full-time positions</i>	11	11						
<i>Part-time hours</i>	903	483						

(1) - Defined as rain, snow, 49 degrees or below, 95 degrees or above

**Revenues
FYE 6/30/23**

	<u>March 2023</u>	<u>March 2022</u>	<u>Variance</u>	<u>% Variance</u>	<u>YTD FYE 6/30/23</u>	<u>YTD FYE 6/30/22</u>	<u>Variance</u>	<u>% Variance</u>
Greens	49,083	43,465	5,618	12.93%	406,979	375,309	31,670	8.44%
Golf Now Booking Fees	141	-	141	100.00%	261	-	261	100.00%
Cart Rentals	26,435	25,612	823	3.21%	215,215	207,234	7,981	3.85%
Pull Carts	35	22	13	59.09%	217	189	28	14.81%
Driving Range	a. 5,576	5,712	(136)	-2.38%	34,319	41,276	(6,957)	-16.85%
Sales - Golf Shop Inventory	5,138	5,956	(818)	-13.73%	43,423	49,066	(5,643)	-11.50%
Sales - Golf Shop Concessions	8,646	7,476	1,170	15.65%	71,843	65,906	5,937	9.01%
Golf Clubhouse Rental Fees and golf clubs	b. <u>1,810</u>	<u>870</u>	<u>940</u>	<u>108.05%</u>	<u>7,105</u>	<u>3,340</u>	<u>3,765</u>	<u>112.72%</u>
	<u>96,864</u>	<u>89,113</u>	<u>7,751</u>	<u>8.70%</u>	<u>779,363</u>	<u>738,980</u>	<u>37,043</u>	<u>5.01%</u>

Variances:

- a. Driving range is continuing to rebound after being closed for improvements
- b. Golf clubhouse rental continues to increase

**Jamestown Park Golf Course Operations
Golf Maintenance Expenditures
FYE 6/30/23**

	<u>March 2023</u>	<u>March 2022</u>	<u>Variance</u>	<u>% Variance</u>	<u>YTD FYE 6/30/23</u>	<u>YTD FYE 6/30/22</u>	<u>Variance</u>	<u>% Variance</u>
Salaries & Employee Benefits	a. 60,926	40,597	20,329	50.07%	432,161	382,128	50,034	13.09%
Supplies & Materials	6,662	16,175	(9,514)	-58.82%	96,156	91,747	4,409	4.81%
Contractual Services	7,859	7,965	(106)	-1.33%	65,006	62,443	2,563	4.10%
Other Operating Expenditures (utilities, communications, etc)	<u>2,175</u>	<u>4,741</u>	<u>(2,566)</u>	-54.12%	<u>29,849</u>	<u>26,878</u>	<u>2,970</u>	11.05%
Total Exp before Capital Outlay	<u>77,622</u>	<u>69,478</u>	<u>8,144</u>	11.72%	<u>623,172</u>	<u>563,196</u>	<u>59,976</u>	10.65%
Capital Outlay	b. <u>10,670</u>	<u>7,180</u>	<u>3,490</u>		<u>90,467</u>	<u>40,558</u>	<u>49,909</u>	123.05%
	<u>88,292</u>	<u>76,658</u>	<u>11,634</u>	15.18%	<u>713,639</u>	<u>603,754</u>	<u>109,885</u>	18.20%

Variances:

- a. March had 3 payroll cycles
- b. Received Jacobsen Eclipse 322 mower

Jamestown Park Golf Course Operations
Golf Shop Expenditures
FYE 6/30/23

		<u>March</u> <u>2023</u>	<u>March</u> <u>2022</u>	<u>Variance</u>	<u>%</u> <u>Variance</u>	<u>YTD</u> <u>FYE 6/30/23</u>	<u>YTD</u> <u>FYE 6/30/22</u>	<u>Variance</u>	<u>%</u> <u>Variance</u>
Salaries & Employee Benefits	a.	41,986	26,079	15,907	61.00%	304,293	272,256	32,037	11.77%
Supplies & Materials		11,793	15,491	(3,699)	-23.87%	85,032	85,072	(40)	-0.05%
Contractual Services	b.	43,781	7,476	36,305	485.64%	152,332	88,835	63,497	71.48%
Other Operating Expenditures <i>(utilities, communications, etc)</i>		<u>5,456</u>	<u>5,687</u>	<u>(232)</u>	-4.07%	<u>49,378</u>	<u>45,272</u>	<u>4,106</u>	9.07%
Total Exp before Capital Outlay		<u>103,015</u>	<u>54,733</u>	<u>48,282</u>	88.21%	<u>591,036</u>	<u>491,436</u>	<u>99,600</u>	20.27%
Capital Outlay		<u>-</u>	<u>-</u>	<u>-</u>		<u>59,080</u>	<u>22,853</u>	<u>36,227</u>	
		<u><u>103,015</u></u>	<u><u>54,733</u></u>	<u><u>48,282</u></u>	88.21%	<u><u>650,116</u></u>	<u><u>514,288</u></u>	<u><u>135,827</u></u>	26.41%

Variiances:

- a. March had 3 payroll cycles
- b. Interior and Exterior repainting and repairs at Clubhouse

Grill Operations
FYE 6/30/23

	March	YTD	March	YTD
	2023	FYE 6/30/23	2022	FYE 6/30/22
Golf Shop Grill Revenues	8,646	71,843	7,476	65,906
Golf Shop Rental Revenue	1,400	4,820	710	1,695
	<u>10,046</u>	<u>76,663</u>	<u>8,186</u>	<u>67,601</u>
 Expenditures:				
Wages	a. 5,107	35,158	3,189	31,593
FICA	392	2,789	244	2,424
Benefits	1,756	13,990	1,470	13,630
Grill supplies	266	2,976	218	1,861
Food & beverage purchases	2,779	33,052	3,060	28,827
	<u>10,301</u>	<u>87,965</u>	<u>8,181</u>	<u>78,335</u>
	<u>(255)</u>	<u>(11,302)</u>	<u>5</u>	<u>(10,734)</u>

Variance:

- a. March had 3 payroll cycles

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: Materiality Threshold for SBITAs

AGENDA ITEM #: II.J.



CONSENT AGENDA ITEM



ACTION ITEM



INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Finance

CONTACT PERSON: Judy Gallman

SUMMARY:

This resolution is to establish a materiality threshold for recognition of subscription-based information technology arrangements (SBITAs) under GASB Statement No. 96.

ATTACHMENTS: Resolution to Establish Materiality Threshold for Recognition of SBITAs Under GASB Statement No. 96

RECOMMENDATION/ACTION NEEDED: Approve resolution for establishing a materiality threshold for SBITAs

BUDGETARY IMPACT: none

SUGGESTED MOTION: Approve resolution to establish a materiality threshold of \$5,000 for recognition of subscription-based information technology arrangements (SBITAs) under GASB Statement No. 96.

FOLLOW UP ACTION NEEDED:



Settled 1752
JAMESTOWN
NORTH CAROLINA

**Resolution to Establish Materiality Threshold for Recognition Of
Subscription-Based Information Technology Arrangements (“SBITAs”)
Under GASB Statement No. 96**

WHEREAS, General Accounting Standards Board (“GASB”) Statement No. 96 provides guidance on the accounting and financial reporting for subscription-based information technology arrangements (“SBITAs”); and

WHEREAS, a SBITA is defined as a contract that conveys control of the right to use another party’s information technology (IT) software, alone or in combination with a tangible capital asset, as specified in the contract for a defined period of time (a “subscription term”); and

WHEREAS, under GASB Statement No. 96, a government entity generally should recognize a right-to-use subscription *asset*, and a corresponding subscription *liability*; and

WHEREAS, for certain IT subscriptions, either the initial price or present value of future subscription payments will be immaterial to the total value of the Town’s SBITA assets and liabilities; and

WHEREAS, after review of the IT subscription contracts currently in place, town staff believes that a materiality threshold of \$5,000 is reasonable with respect to compliance with GASB Statement No. 96, and therefore recommends that the Town Council adopt that materiality threshold for GASB Statement No. 96 accounting purposes;

NOW, THEREFORE, the Jamestown Town Council does hereby adopt \$5,000 as the materiality threshold for subscription-based information technology arrangements (SBITAs) when determining whether to recognize such subscriptions as assets and the cost related to same as liabilities in compliance with GASB Statement No. 96. The Town Council reserves the right to adjust this materiality threshold from time to time as may be needed or recommended for audit purposes.

Adopted this 18th day of April, 2023.

S. Lynn Montgomery, Mayor

Attest:

Katie M. Weiner, Town Clerk

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: Whistleblower Policy

AGENDA ITEM #: II-K



CONSENT AGENDA ITEM



ACTION ITEM



INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Finance

CONTACT PERSON: Faith Wilson, Deputy Finance Officer

SUMMARY:

There will be a request to remove this item from the agenda.

ATTACHMENTS: N/A

RECOMMENDATION/ACTION NEEDED: N/A

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: N/A

FOLLOW UP ACTION NEEDED: N/A

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: Budget Amendment #14

AGENDA ITEM #: II-L



CONSENT AGENDA ITEM



ACTION ITEM



INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 0 Minutes

DEPARTMENT: Finance

CONTACT PERSON: Judy Gallman

SUMMARY:

This amendment will take out of the budget in the General Fund the projects for storm drainage replacement and PARTF match. These items will be funded by Gullford County Coronavirus State and Local Fiscal Recovery Funds. Thus this will also reduce Fund Balance Appropriated.

ATTACHMENTS: Budget Amendment #14

RECOMMENDATION/ACTION NEEDED: Approve Budget Amendment #14

BUDGETARY IMPACT: \$425,205 reduction in expenditures and appropriated fund balance

SUGGESTED MOTION: Approve Budget Amendment #14

FOLLOW UP ACTION NEEDED:

**FYE 6/30/23
BUDGET AMENDMENT #14**

		<u>Debit</u>	<u>Credit</u>
Capital Outlay - Land Improvements	10-6300-5700		210,000.00
Capital Outlay - Land Improvements	10-6200-5700		215,205.00
Appropriated Fund Balance	10-3991	425,205.00	

Due to the approval of the Guilford County Coronavirus State and Local Fiscal Recovery Funds for the Jamestown projects (stormwater and PARTF grant match), this budget amendment removes these items from Fund 10 capital outlay. Thus this total amount is also removed from Fund Balance Appropriated in this fund.

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: Presentation re: Stormwater and Regulatory Measures

AGENDA ITEM #: IV

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 20 min.

DEPARTMENT: Administration

CONTACT PERSON: Matthew Johnson, Town Manager

SUMMARY:

The Town is scheduled for an audit of its stormwater system in 2023. As we have discussed in the past, the results of the audit may include financial commitments to address issues identified in the audit. The town has several capital projects that will require financial support to complete and ongoing inspections and education components are putting pressure on the general fund to maintain. As has been discussed over the past several years, staff are recommending the implementation of a stormwater utility to assist in funding the mandates from Federal and State organizations. Danica Heflin, Environmental Programs Coordinator, at PTRC and director of Stormwater SMART will be presenting some information on the regulatory requirements that the Town is required to meet and how a stormwater utility may assist the Town in meeting its obligations. This also represents Town Council's Strategic Plan Goal #5.3 to prepare a plan to implement a stormwater program to address Federal and State mandates.

ATTACHMENTS: N/A

RECOMMENDATION/ACTION NEEDED: N/A

BUDGETARY IMPACT: N/A

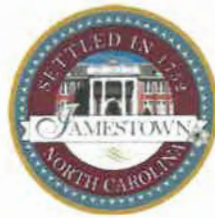
SUGGESTED MOTION: N/A

FOLLOW UP ACTION NEEDED: N/A

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: Presentation of Annual Comprehensive Financial Report

AGENDA ITEM #: V

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 10 Minutes

DEPARTMENT: Finance

CONTACT PERSON: Judy Gallman

SUMMARY:

John Frank, Partner at FORVIS LLP, will present the Annual Comprehensive Financial Report for fiscal year ended 6-30-22.

ATTACHMENTS:

RECOMMENDATION/ACTION NEEDED:

BUDGETARY IMPACT:

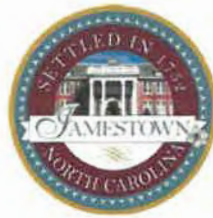
SUGGESTED MOTION:

FOLLOW UP ACTION NEEDED:

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: Presentation of the Golf Course Strategic Plan

AGENDA ITEM #: VI-A

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 30 min.

DEPARTMENT: Administration

CONTACT PERSON: Matthew Johnson, Town Manager

SUMMARY:

The Town hired National Golf Foundation Consulting to assist the Town in preparing a strategic plan for the Town's golf course facility. The goal is to help evaluate the golf course's long-term potential sustainability to help the Town properly evaluate the future of this property. The Town is seeking to better understand the physical requirements and business practices that are needed to sustain golf at this location. The impetus for this plan is derived from the Council's own Strategic Plan and is goal number 5.8.

Specifically, NGF was asked to perform a high-level review of the market and JPGC facility with a primary objective of identifying the best business practice recommendations for operations, staffing, pricing, capital investment, and potential new revenue opportunities aimed at improving the financial performance of the Town's municipal golf course.

The NGF and its Consulting division have tremendous experience throughout the country in working with the public sector to improve the economic performance of their golf course assets, or to identify and implement the most appropriate changes that can be made to maximize economic performance. In addition to our many municipal clients across the country, NGF has worked with many municipalities in North Carolina, including a 2022 engagement with the Town of Mooresville. The plan was introduced to the Parks & Recreation Advisory Committee who voted to recommend that the Town Council consider the adoption of the plan and begin to work with staff to implement the plan at JPGC.

Richard Singer first joined the National Golf Foundation (NGF) consulting staff in 1989 after completing his Finance MBA at the University of Florida, and was named Director of Consulting Services in 1997 and Senior Director in 2015. Mr. Singer has successfully managed the NGF's well-known golf consulting practice with an industry-respected track record of success and a reputation for delivering projects on time and on budget. Mr. Singer is now widely viewed as the leading municipal golf facility consultant available in the United States.

ATTACHMENTS: Final Draft of the Golf Strategic Plan

RECOMMENDATION/ACTION NEEDED: Adoption of the Golf Course Strategic Plan

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: Move to adopt the Golf Course Strategic Plan and to direct the Town Manager to work with the staff to identify key elements of the plan for implementation.

FOLLOW UP ACTION NEEDED: N/A

Comprehensive Operations Review Executive Summary Report of the Jamestown Park Golf Course in Jamestown, NC



Prepared For:

Town of Jamestown
Office of the Town Manager
301 E. Main Street
Jamestown, NC 27282

Prepared By:

NGF CONSULTING
NATIONAL GOLF FOUNDATION

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December 2022

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General Limiting Conditions

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Although we believe that the expectations in this report are reasonable, any or all of the estimates contained herein could prove to be incorrect. To the extent possible, the NGF has attempted to verify and confirm all estimates and assumptions used in this analysis. However, some assumptions may not materialize as a result of known or unknown risks and/or unanticipated events. Consequently, actual results achieved by any golf facility during the period covered by NGF projections may vary from our estimates, and these variations may be material. As such, the National Golf Foundation accepts no liability in relation to the estimates provided herein.

To protect you and other clients, and to assure that the research results of NGF Consulting's work will continue to be accepted as objective and impartial by the business community, it is understood that our fee for the undertaking of this project is in no way dependent upon the specific conclusions reached or the nature of the advice given by us in our report to the Town of Jamestown.

Every reasonable effort has been exerted in order that the data contained in the written report reflects the most accurate and timely information possible, and is believed to be reliable. However, no responsibility will be assumed for inaccuracies in reporting by the client, client's agents, or any other data source used in preparing the report.

The client agrees that the report is not to be used in conjunction with any public or private offering of debt or equity securities or to otherwise induce investment without the prior written consent of NGF Consulting, which may be conditioned upon client agreeing to pay an additional fee in an amount to be reasonably determined by NGF Consulting.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

Executive Summary

The following is a summary of key findings made by National Golf Foundation in its study of the Jamestown Park Golf Course. The supporting text and tables are found in the body of the attached report. Some items are repeated from the full report.

INTRODUCTION AND PURPOSE

National Golf Foundation Consulting, Inc. (“NGF”) was retained by Town of Jamestown, North Carolina (“Town”) to assist in reviewing the operation and facility condition of the Town’s Jamestown Park Golf Course (“Jamestown Park GC” or “JPGC”). The Town required a strategic review of the golf facility as part of its ongoing plan to improve the golf course and maintain the facility for future generations. The following report details findings on Jamestown Park GC, with analysis of the physical and economic condition of the facility and the market environment within which it operates. Based on these findings, NGF has provided a set of recommendations to the Town that we believe will improve overall operations and economics of the popular golf facility.

Jamestown Park GC is a popular golf facility that consists of one 18-hole championship golf course, driving range, maintenance facility and clubhouse. The golf course dates back to 1974 when it was developed by the Town as a recreational amenity for residents of Jamestown. The Town has chosen to self-operate its golf facility with all Town employees, a form of operation that is still the most common in public-sector golf nationwide and offers the Town the most direct control for maximum benefit to the community. The facility is in mostly good condition, although some areas of concern were noted by NGF consultants like damaged cart paths, inefficient irrigation, a few spots of inadequate drainage and all bunkers in need of repair. The NGF team also found a dedicated staff of professionals working to present an outstanding golf course to the public, but also facing economic challenges that limit their ability to succeed.

Jamestown Park GC produced total top-line revenue of just over \$1.14 million in FY2022, an amount that represented a recent peak in performance. With total direct operating expenses totaling around \$1.5 million, it is clear that Jamestown Park GC is not able to cover its operating requirements nor provide any funding to make investments for the future of the property. As a result, the Town is subsidizing the golf operation with over \$350,000 in support in each of the last five years. This current financial condition is not unique in municipal golf, as most public-sector golf facilities in the U.S. also require outside support. However, the size and proportion of this support in Jamestown seems much higher than normal due mostly to a small revenue profile as opposed to high expenses. Going forward, the Town should make some changes to this operation to help improve the revenue collected and help reduce the loss on this golf operation. As our review will show, although the Town should be able to reduce its loss on JPGC, it is unlikely that this economic loss can be eliminated entirely.

SUMMARY OF JAMESTOWN PARK GOLF COURSE

Jamestown Park GC is a good quality golf facility with a mix of amenities that is consistent with economically successful public golf courses. However, as we review the property in 2022, the NGF found a golf course facility being operated as a public accommodation rather than a golf course business. As a result, the quality of maintenance, customer service and marketing/promotion of the facility all need considerable improvement. A summary of NGF key findings on the JPGC facility and operation include:

- Jamestown Park GC enjoys a good location in the heart of the Piedmont Triad, with easy access from a wide geographic area. However, with a small population in the Town of Jamestown, JPGC will always have to rely on golfers who are not residents of Jamestown to thrive economically.
- While the mix of amenities offered at JPGC is consistent with success in public golf, it is clear that these amenities are not in the most ideal condition upon review in 2022. This includes concerns on the golf course playing area and clubhouse building. The Town may find that even though there has been recent investment in clubhouse improvement, additional investment in this building would help to expand capacities and lead to enhanced non-golf revenue.
- In all, the NGF identified some \$868,000 to \$1.12 million in base capital projects to address needed repairs, deferred maintenance and provide some new investments to upgrade the golf course. The most expensive of these capital items would be a project to repair and modify the 26 bunkers on the course and fix broken cart paths. These items were identified as high priority by NGF that should be addressed as soon as possible by the Town.
- The NGF team has also found a golf course facility that is being operated with a staff that is more reliant on full-time employees than is usual for a municipal golf course. The NGF recognizes that the realities of the current difficulty in attracting part-time staff, especially in golf course maintenance positions. The resulting reliance on full-time labor with a limited budget is contributing to the maintenance conditions that are documented in this report.
- The marketing of JPGC appears to be modest, but with staff showing a clear effort to enhance and improve in the immediate future. As this facility will always require some level of non-local participation, adoption of a modern, technology-driven marketing program will be necessary to attract the customers needed to sustain (or grow) rounds and revenue.
- Playing fees for golf and concessions are appropriate at JPGC, and clearly place the facility in the middle range for public golf in this market, consistent with the quality of the product offered. The NGF believes that the Town needs to adopt a program of ongoing fee adjustments to keep up with rising costs, and to implement more “demand-based” pricing that allows for deeper discounts during off-peak periods and higher prices when demand is strong. Thus, there may be room to increase the price for certain high-demand tee times and lower the price for off-peak periods.
- The food and beverage service at JPGC is not ideal and clearly lags behind the other public golf competition in the market. The problems in this area of service are the result of several factors, including a small kitchen size that limits menu offering and capacity, inadequate staff (just one person handles everything), and large under-utilized patron spaces. It is clear to NGF that the F&B service at this facility could be more than what it is, and the site has potential to host more non-golf business.
- The survey of golfers conducted by NGF in 2022 shows support for Jamestown Park GC, but a corresponding concern for its condition and operating profile. Ratings that NGF can compare to other golf facilities that use this system show this course to be below the 50th percentile on almost all key factors, with some specific factors rating under the 5th percentile (rating lower than 95% golf facilities that use the survey). The lowest rated factors at JPGC include the bunkers, on-course services (restrooms, drinking fountains, etc.) and the food and beverage operation.

EXTERNAL ENVIRONMENT

The NGF market analysis shows that while golf is not a defining character of the greater Greensboro market area, there are many public golf courses in the Piedmont Triad that are hosting a high level of golf activity. As such, the NGF has a reasonable expectation that while the market will provide support for the continued operation of JPGC, such strong support is not guaranteed. Other key findings from NGF's analysis of the Jamestown golf market include:

- While some national trends continue to create headwinds for golf operators, overall golf participation in the U.S. appears to be stabilizing and golf is far from “dead.” While demand for golf strengthened during the Covid-19 pandemic in 2020, NGF shows that golf was gaining momentum in 2019 and the sport remains popular with a deep well of interested prospects. The key challenge for golf operators like Jamestown Park GC is to sustain the momentum from 2020 into the coming years.
- The demographic profile of permanent residents in the Jamestown market is consistent with strong golf demand, and the local economy also has elements that tend to support golf participation. There are an estimated 1.7 million residents in the Piedmont Triad market, with several large employers and an outstanding system of interconnected highways and surface arterials. Given its location in the center of the Triad market area, Jamestown Park GC is in position to capture some of this large and growing market.
- The overall balance between golf demand and supply is favorable for golf courses in the greater Greensboro market area. The NGF has documented that this local market area has between 38% and 50% more households for each 18 holes compared to the national benchmark (favorable for golf courses).
- The most important local competition to Jamestown Park includes other public golf facilities at both higher and lower price points. Given JPGC's strong price-quality market position and the Town's desire to fit in the middle range of fees in this market, it appears to NGF that JPGC would be well positioned in comparison to its most immediate competition like Bryan Park, Holly Ridge and Meadowlands GCs.
- Golf playing fees among the competitive set had some variation, with the highest in-season fees observed at Meadowlands (\$55), Bryan Park (\$53) and Olde Homeplace (\$42), and Jamestown Park GC in the middle range with some room for modest increase. All of the market competitors are offering various forms of discounting for day of week, time of day, juniors and seniors, as well as pre-paid golf memberships. Again, JPGC is priced in the middle of the market with some room for modest increase in fees. Providing a discount rate for seniors is common in this market, with all of the identified market competitors offering a senior discount at age 55+, comparable to JPGC.
- Finally, all golf facilities face a couple of other factors beyond their control: First, high fixed expenses that are subject to inflation that is more rapid than revenues (e.g., ability to raise fees is inhibited); this dynamic appears to be particularly acute with infrastructure and increasing capital costs. Second, while golf is more popular than ever with younger children, the activity is losing appeal with younger adults and this will provide a continuing challenge for golf courses facing attrition from older players.

NGF RECOMMENDATIONS

As part of our review for the Town of Jamestown, the NGF team prepared a schedule of specific recommendations to be considered for Jamestown Park GC. These recommendations have been organized into: (1) basic oversight, structure and staffing; (2) operational insights; and (3) physical enhancements.

Basic Oversight, Structure and Staffing

The Town has chosen to self-operate its golf course with a mix of full and part-time staff that is more heavily weighted towards full-time than is customary in public golf. In considering alternatives to this structure, the NGF finds it might be possible for the Town to improve this golf operation by making a change to an alternate form of oversight, but also may find that minor adjustments to the existing structure may be all that is needed to enhance the facility's position. In an effort to help improve the understanding among Town officials, the body of this report includes a summary of alternatives the Town can consider for golf operations, along with a recommendation for the Town and JPGC.

The NGF team recommends that Jamestown make no immediate change to its operating structure and retain self-operation for its base oversight. Over time, the Town may find that adoption of a new F&B contract or even a full-service management contract may become necessary if subtle changes to the current structure does not lead to improvement after identification of new best practices. If allowable under current public finance rules and regulations, the Town should re-adopt a revised F&B concession contract to help stimulate improved performance in this area of the operation. The NGF notes that improvements to F&B will affect the performance of the facility in two ways:

1. Provide for enhanced **direct revenue** from increased F&B sales, banquets, and even some non-golf lunch activity;

and

2. **Indirect revenue** improvement from the sale of additional golf rounds (golf facilities with high-quality F&B service tend to attract more rounds and higher golf revenue).

Basic Operational Recommendations

In addition to the larger oversight and physical recommendations, NGF provided a set of other minor adjustments that we believe will help the Town improve the bottom-line performance of its golf course. The most significant of these relate to the expansion of modern technologies and marketing, including the full implementation of all facets of the existing point-of-sale (POS) system. It is understood that JPGC is operating in a competitive market with many golf courses trying to maximize rounds and revenue. In all, the NGF has provided recommendations to the Town on a broad range of issues, including: (1) marketing and technology; (2) pricing; (3) enhanced customer service; (4) golf maintenance practices; and (5) recommendations for increasing participation from less-traditional segments.

Specific Physical Recommendations

The NGF recommendations for enhancing the physical plant of Jamestown Park GC considers specific improvements that need to be addressed, along with potential new investments to enhance the overall facility offering and help improve revenue. The NGF vision for the future of Jamestown Park GC considers the most ideal physical condition of the facility so as to maximize the potential economic performance.

Completion of Capital Investment Considerations

The specific capital projects identified by the NGF team were documented previously in this report, and are summarized by necessity and investment in the table below:

Jamestown Park GC Summary of Capital Upgrades by Type			
	Items	Low Estimate	High Estimate
High Priority Items	Cart paths, trees, drainage, bunkers, irrigation repairs	\$868,000	\$1,121,000
Investments in new Revenue Potential	Clubhouse enhancement	800,000	1,000,000
Grand Total of Capital Projects		\$1,668,000	\$2,121,000

All figures are NGF Consulting estimates based on similar projects completed in the region in the last 3 years that have been provided to allow for preliminary planning. These amounts may or may not reflect actual costs for Town of Jamestown, and the Town should engage appropriate research to cost out specific projects. cy= Cubic Yard; lf = linear feet; sf= Square Feet; Ac = Acre

FINANCIAL ANALYSIS

NGF has assisted Town of Jamestown in preparing an analysis to show what the potential economic performance of Jamestown Park GC could be over the next few years in consideration of the current golf course operation and potential changes that could be implemented. This analysis was prepared based on a set of assumptions that may or may not become reality, but are presented as a “fair estimate” of performance for this golf facility over the next five years. We completed this estimate considering the direct and indirect impact of improvements, with new or enhanced revenue streams such as: (1) additional rounds activity (especially tournament rounds); (2) ability to increase peak playing fees; (3) increased driving range activity; and (4) increased clubhouse sales (grill, banquets, pro shop).

Projection Results

The results of the economic projections show that JPGC can improve net income with the changes proposed, but still not to a level of full profitability. With the changes proposed, it is expected that JPGC will see increases in rounds, green fees, range sales and clubhouse sales, but much of the new clubhouse sales (F&B + banquets) would accrue to a contracted vendor (if the Town makes that change), but would also eliminate many F&B expenses leaving around 10% of the gross income to the Town. NGF projects increases in rounds played after some property enhancement and a change in F&B structure, and thus direct golf revenue will increase as well. The result is a new economic equation for JPGC that will see total operating losses after basic on-site expenses start to come down closer to **(\$100,000) to (\$125,000)** per year, much improved from the **(\$400,000+)** loss on operations observed in FY2022.

The projections from NGF represent a conservative view of the golf facility based on actual performance and comparable golf operations. This review clearly shows that a much higher level of facility gross revenue is possible at JPGC with improvements, derived from more rounds of golf at a higher average rate per round. Overall, NGF has projected that green fee, cart fee and range revenue can increase by about \$325,000 by 2027. The NGF has chosen to present this future projection in a conservative fashion so as to provide a base level of projection for decision-making purposes and for comparison to possible future performance and in consideration of possible changes to F&B concession contracting.

Support for Projections

The key justifications for the projections of future economic performance of JPGC are based on understanding of the demand drivers for the golf facility, and summarized as:

- Growing resident and visitor population
- Strong and diversified local economy, with traditionally low unemployment
- A potentially high volume of seasonal travelers to supplement demand
- Site accessibility
- The added appeal of proposed property enhancements.

Potential Threats / Mitigating Factors Relative to Projections

While growth in rounds and revenue is expected at JPGC in the next five years, there are mitigating factors that could negatively affect the facility, including:

- Regional economic recession
- Continued overall decline in golf participation – recent trends show declines in golf participation, especially among the younger generation.
- Rapid inflation of golf course maintenance expenses

SUMMARY STATEMENT

Town of Jamestown continues to own and operate the 18-hole Jamestown Park Golf Course that is clearly facing challenges for the Town of Jamestown. In our review, NGF has found that while Jamestown Park GC includes the features and amenities that often correlate with success in public golf, the current physical condition and operating service profile of the facility are not consistent with success and improvement in both areas is needed. Going forward, the Town of Jamestown will have to make some decisions about what it is willing to do to secure JPGC as a functioning amenity for the community, including new capital investment and some possible changes in how it employs key operational, maintenance and concession staff.

The current circumstance provides an opportunity for the Town to “re-set” Jamestown Park GC and find the new facility condition and operating profile that will help expand the appeal of this property to a wider segment of area golfers. Completion of several on-course improvements and possible clubhouse enhancement would open up a new level of quality the Town can promote, and is consistent with success in public golf. In addition, other changes in operation to enhance customer service, improve technology and marketing will lead to an improved customer experience that can be communicated to the local population and lead to enhanced revenue. These are the most important adjustments that are needed to bring the Town golf course to an acceptable level of marketability in this competitive golf environment.

In summary, it is clear that the Town's golf course can be more than what it is at present, but the Town will have to commit to a more "business-like" approach to the operation, rather than the public park approach that appears to be in place at present. The upgrades proposed by NGF will address the most significant capital requirements at Jamestown Park, and allow the Town to consider other investments that could lead to even greater revenue production, such as clubhouse improvements that can expand capacities and enhance F&B quality. Jamestown Park offers a challenging golf course that is well-located and popular with golfers of all skill levels. The 18-hole golf facility, all appurtenant amenities and variable pricing gives the Town an opportunity to offer "something for everyone" within its own golf course. In review of this golf course, the NGF has identified five important actions that the Town can take right now to improve Jamestown Park GC performance:

1. Commit to completing the needed capital projects over the next five years, and begin planning for other investments like clubhouse improvement and/or expansion.
2. Work to improve the food and beverage concession at JPGC, possibly involving a return to a private concession form of operation to maximize the "entrepreneurial initiative" within this area of service.
3. Enhance expertise in the technology that supports operations (POS, website, etc.), and use these platforms to enhance the marketing and promotion to less frequent users.
4. Increase focus on new player development and beginner programs, especially with juniors and young adults.
5. Consider other new investments to help modernize and "liven up" facilities like the driving range cover, patio expansion and the addition of a bar to help broaden appeal, especially with younger adults.

Comprehensive Operations Review of the Jamestown Park Golf Course in Jamestown, NC



Prepared For:

Town of Jamestown
Office of the Town Manager
301 E. Main Street
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Prepared By:

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December 2022

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This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

Subject Facility Review – Jamestown Park Golf Course

The subject property is the Jamestown Park Golf Course (“Jamestown Park GC” or “JPGC”), an 18-hole public golf facility that is owned by the Town of Jamestown (“Town”) and self-operated by Town employees. The facility consists of one 18-hole championship golf course, driving range, maintenance facility and clubhouse. The golf course dates back to 1974 when it was developed by the Town as a recreational amenity for residents of Jamestown.

Jamestown Park GC includes a mix of amenities that is common in public golf, and generally correlates well with economic success. The facility is in mostly good condition, and the Town has made investment in the property in recent years to enhance the golf course and clubhouse. The most significant of these large capital investments was the installation of a new irrigation system in 2009 and a major clubhouse upgrade in 2016. Still, despite these investments, the NGF consultants observed continuing challenges to address irrigation deficiencies and severe limitations on capacities and kitchen functionality in the clubhouse.

Jamestown Park GC produced total top-line revenue of just over \$1.14 million in FY2022, an amount that is significantly higher than the \$725,000-\$840,000 in revenue generated between FY2018 and FY2020. With total direct operating expenses totaling around \$1.55 million, it appears that Jamestown Park GC is not able to cover its operating requirements, and required a subsidy from the Town of over \$400,000 in FY2022. While this current financial condition is comparable to most public-sector golf operations in the U.S. (only about 33% of municipal courses can cover all expenses), the size of the deficit is much larger than the typical muni golf course.

In our review of Jamestown Park GC, the NGF found a good-quality public golf course that appeared to be in good condition and providing affordable recreation to the community. However, the operational profile of the facility appeared to be more consistent with a municipal park operation, rather than a facility service business that needs to be focused on marketing, customer development and customer service. Going forward, the key issue for the Town in the JPGC operation is how to transition the operation to run more like a business and less like a public accommodation, while also considering new capital spending to address key infrastructure issues such as golf course cart paths, irrigation improvements, kitchen expansion and other less intense golf course improvements.

JAMESTOWN PARK GOLF COURSE FACILITY OVERVIEW

Jamestown Park GC is an important public golf facility with a location in a growing section of the Greensboro/High Point suburban area. This golf facility has remained popular among a select group of local golfers who find the layout appealing and the affordable price a good match. As growth in activity and revenue is needed at the facility to match increasing expenses, the Town will have to consider some changes in facility and operations to enhance JPGC so as to attract a wider golfing contingent, in light of other Town priorities and the market realities at this location.

Location, Access and Surrounding Elements

The golf course is located in Jamestown, in the center of the growing suburban area between Greensboro and High Point. The golf course is in the heart of a residential and open parkland section of Jamestown with limited commercial infrastructure in the immediate vicinity. The facility is accessed via E. Fork Rd., which connects to Penny Rd about a ¾ mile northwest of the golf entrance intersection. The course is convenient to Highway 68, a major north-south thoroughfare that connects High Point and western Greensboro (Piedmont area). Overall, JPGC lies in the center of a growing metro area and is convenient from all directions to larger population centers.

Overall, the immediate area surrounding Jamestown Park GC includes the roadways as noted, but with some large areas of open space to the north and south of the property in and around High Point Lake. The implication for the golf course is that Jamestown Park GC is proximate to several key elements that are expected to provide support to the golf course for the foreseeable future, and the course is convenient enough for the enhanced attraction of tourists and visitors that will be needed to provide golf activity and economic support.

Site Positives

- **Ease of Access:** The JPGC location is close enough to important roadways that connect between Greensboro and High Point, making the facility easily accessible from all areas of greater Greensboro.
- **Site Setting and Topography:** The site has outstanding natural features, trees waterways and topography, which leads to positive feedback from golfers and provides a high degree of inherent potential for golf improvement.
- **Logistical Layout and Facility Organization:** With about 160+/- acres of property, the overall size of Jamestown Park GC is adequate, well organized and efficient. All of the key golf elements (course, cart storage, range, putting) are in close proximity to clubhouse and parking.

Site Negative

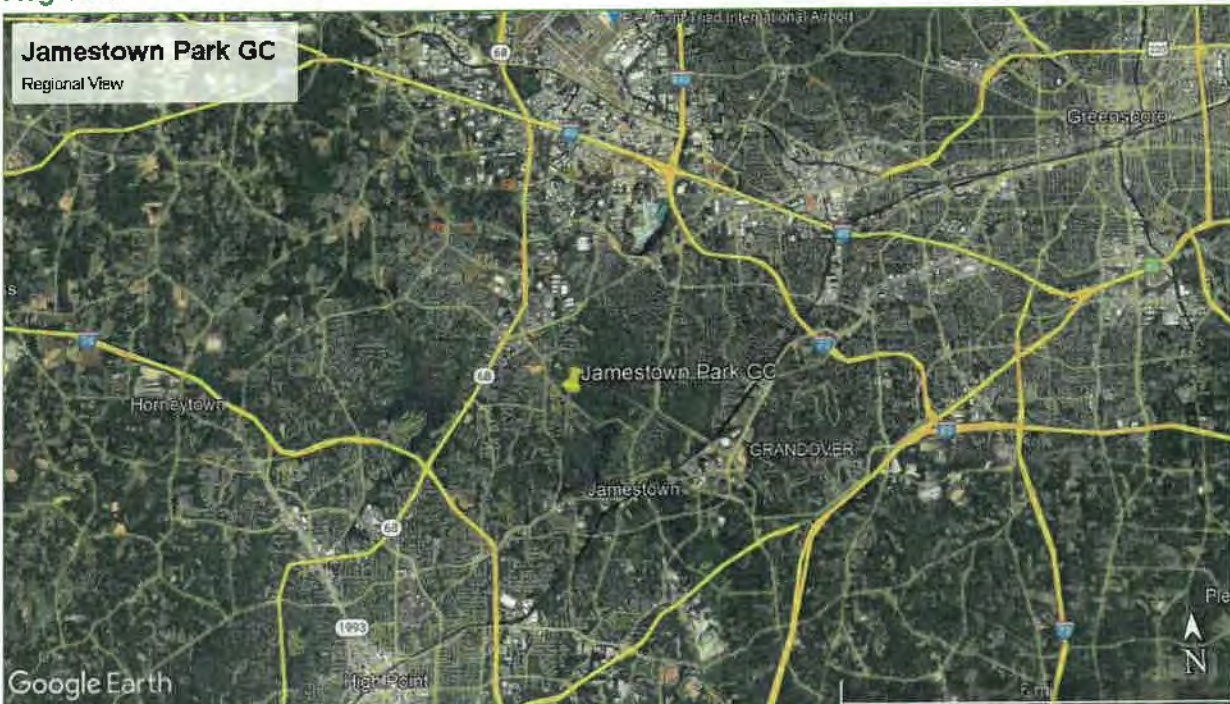
- **Location:** While a positive for access from a wide area, the immediate local market around Jamestown Park GC is small and the Town of Jamestown has a small population (under 4,000). This means that there is only modest (but growing) residential development in close proximity to provide market support to the facility. However, the major roadways that provide access in and around Jamestown are immediately proximate to JPGC, meaning that non-local golfers should be able to access the course provided they know about it and its quality. As this facility does require support from non-local patrons, the course location will always require accurate directions from signage and facility marketing/promotion.

Aerial View – Jamestown Park GC



Google Earth image showing JPGC and direct surrounding elements, showing proximity to local residences, vast open spaces, Jamestown Park and High Point Lake.

Regional View – Jamestown Park GC



Google Earth image showing a broader regional view of JPGC and its location in between Greensboro and High Point, with proximity to the extensive area roadway network.

JAMESTOWN PARK GOLF COURSE SUMMARY OF FACILITIES

Jamestown Park GC is a public golf course located in a parkland setting with appealing vegetation and the appropriate support amenities (clubhouse, cart storage, maintenance, etc.). As of October 2022, the Jamestown Park GC facility includes the following key components:

- An 18-hole championship golf course with all commonly associated modern amenities (large greens, multiple tee boxes, wide fairways, cart paths, etc.).
- Extensive practice amenities including a driving range with 20-25 hitting stations, short-game practice area and practice putting green, all ideal for beginning golfers and growing the game in Jamestown.
- Full-service 8,200sf clubhouse in two sections that includes a pro shop, snack bar area, kitchen, restrooms and offices, plus extended covered outdoor dining spaces.
- A 32,500sf (.75 acre) maintenance compound with two 3,400sf maintenance buildings for storing maintenance equipment and housing maintenance staff. It is expected that the Town will move to a new maintenance building when completed (more below).
- A separate 5,100sf barn for storing and charging golf carts.

Championship 18-Hole Golf Course

Jamestown Park Golf Course includes a single 18-hole golf course that was designed by John V. Townsend, a lesser-known golf architect with no other golf designs on record. The course involves a “traditional” parkland layout that plays to a standard par of 72, and has a compact design with several areas of parallel golf holes. The course is routed with returning nines (holes #1, #9, #10 and #18 all near the clubhouse). Jamestown Park GC includes all of the basic design elements that are commonly associated with a regulation-length course that can appeal to a wide variety of golfer skill levels. Other NGF observations:

- The Jamestown Park GC scorecard shows a maximum distance of 6,700 yards and this is a significant factor in the popularity of this course. The back (Blue) tee shows a USGA slope rating of 129, which represents that the back-tee golf course is more difficult than the ‘standard’ slope of 117, but not too extreme with slope over 130 or 135. The intermediate (White/Gold) tees offer golf courses between 5,722 and 6,153 yards with slope ratings of 120-123 (much closer to the standard). The more forward course (Red) is 4,686 with a slope rating of 116. In all, these numbers suggest that this golf course is providing a solid mix of challenge that falls on the easier side, with a course length to suit all skill levels (ideal for a public golf course).
- The most forward tee on the course is 4,686 yards, which is within the NGF-recommended distance of under 4,800 total yards in length for a forward course. This forward tee placement makes the course appropriate for less-skilled players, and does not include any golf shots that require long carries over hazards (“forced carries”) that can limit the appeal and constrain revenue.
- Jamestown Park course has design features that make it playable for all golfers (such as shorter par 4 holes, tree-lined holes and water hazards, etc.). The course has about 26 bunkers, which is appropriate for a traditional 18-hole course. A primary challenge of this course is the narrow hole-corridors that are lined by dense trees. This adds greatly to the scenic and challenge appeal of the golf courses, but also to the difficulty for less-skilled players. These trees can also add significantly to cart path damage and add to maintenance requirements by blocking sun and breeze (more below).

- The parallel holes and tree separation is most acute and challenging between the 10th and 18th holes. These two holes are close together and separated by a thin tree line, plus they share a cart path down the left side of each hole. Due to even modestly errant shots on either hole potential hitting players on the other hole, JPGC has a “local rule” that deems any shot left of the cart path to be “out of bounds” with stroke and distance penalty. If adhered to, this rule will help to reduce the potential for injury on these holes.
- This golf course is highly marketable in this area given its attractive and challenging layout and scenic views, although this must include a high-level maintenance standard. The golf course provides enough challenging and unique features to add to its overall appeal and offers a unique golf experience proposition that can be marketed by the Town through photos on the website and in print advertising and brochures, etc.
- The course is also designed to include appropriate on-course services such as restrooms, shelters and drinking fountains with one restroom on each of the front and back 9-hole courses. However, the condition and functionality of these facilities is not adequate at the time of the NGF review and improvement is needed.

Overall, the NGF finds this golf course has the physical elements to be economically successful, including a flexible golf layout that can appeal to all skill levels, including beginners. A program of high-quality maintenance that will provide outstanding conditions (including some down time for applications) should be part of the operating program to ensure the good-quality physical plant remains in place. This golf course has the potential to be in the upper range of public golf courses in this part of North Carolina, providing the corresponding service is clearly superior to lower-fee facilities, even if not at the level of the highest fee public-access golf facilities (more in market analysis section).

Jamestown Park GC Clubhouse and Cart Storage

The Jamestown Park GC clubhouse includes approximately 8,000 sf. of space and was extensively renovated in 2014-2016. The building is in good condition, is easily accessible for customers and is laid out with good logistics. The building shows well with a good outside appearance and an inviting circular driveway entrance. The facility contains all basic features commonly associated with successful golf facilities, including:

- **Pro Shop** – The pro shop area includes a small area for retail space, an office, pass-through snack window and the main check-in counter. This space appeared adequate, but with a very light inventory of goods for sale. As with all successful public golf courses, the merchandise offered for sale should match the clientele and the golf fees charged. The NGF observation of this pro shop area in 2022 showed very little inventory of items for sale and a generally inefficient use of space (more later in this report). The pro shop location is good, with multiple entrances and there is enough space for a much larger inventory of items for sale.
- **Food and Beverage Service Area** - The service area for F&B is of modest size, with seating capacity of around 80 indoors, but with far fewer actual seats available. JPGC has additional space for covered outdoor seating, which is nicer and in greater demand from patrons. Overall, the space is suitable for day-to-day golf service, but limited by the lack of key clubhouse features that correlate with high revenue, such as a bar for gathering after golf and space for larger banquets, parties or tournament gatherings.

- **Kitchen Space** - The JPGC clubhouse has a mid-size kitchen, but with limited equipment that constrains the full potential of the F & B service. The recent renovation left behind a kitchen that has only one primary cook area (hood), one fryer, one burner, a small flat grill and only one small oven. The result is a smaller kitchen that limits the potential menu and size of parties that can be served at JPGC, despite the actual square-footage of the kitchen being adequate for a larger operation. The kitchen runs the length of the interior of the building, and has open access to the snack area and the pro shop.
- **Entry Presentation and Restrooms** – Jamestown Park has a very appealing external entry, although signage could be clearer for patrons less familiar with the facility layout. The clubhouse includes some covered outdoor spaces on the perimeter walkway, which is the concept that has become popular in public golf. The men's and ladies' restrooms are easy to find and accessed via the walkway between the pro shop and snack bar area.
- **Cart Storage** - JPGC clubhouse includes a separate facility for golf cart storage and charging. The building is a simple design for storing up to 75 carts with entrance/exit at each end to facilitate storage and proper set-up / staging to start the day. This concept is ideal for a public golf course and will help extend the life and condition of golf carts.

The above-noted clubhouse program includes all elements commonly associated with successful public golf courses and should provide adequate support for the golf operation and add to facility revenue. However, some key elements that can help to expand non-golf revenue are not present at Jamestown Park, including an adequate kitchen, more appealing space for gathering/dining, a bar area for gathering after golf, and there is limited outdoor seating for F&B service. Public golf facilities with these elements included tend to support a much higher level of ancillary revenue than has traditionally been earned at JPGC.

Driving Range / Practice Amenities

The JPGC includes a golf practice facility that comprises a full driving range with about 20-25 stations, including 16+/- fixed stations along a newly-installed artificial turf mat. With 300+ yards of length, the range is of appropriate size to accommodate all but the most powerful golfers. There is also a small teaching area with additional tee surface at the south end of the range. The range faces north/south, which is ideal to avoid hitting directly into a rising or setting sun. There is also a small open area just to the north of the clubhouse and west of the parking lot that is functioning as a small practice chipping area. This space is not a formal practice area, but is used regularly by golfers in conjunction with the practice green and tee for the first hole. The practice facilities at JPGC are sufficient to support any program of lessons, camps, schools and/or other new player development programming.

This concept of golf practice amenities has proven to be very successful in public golf and can be a key support for both direct (fees generated from patrons) and indirect (helps to sell facility and train new customers) revenue. As such, it is assumed that additional features and amenities that correlate to success in this area will be present, such as high-quality hitting surface with daily tee-line changes, high quality golf balls and convenient access to range balls (through automated "swipe card" or "key" system). Industry "standards" suggest that on-course driving ranges average around \$1.50 to \$2.00 per round in revenue, and JPGC has consistently fallen close to this threshold. Still, it may be beneficial for the Town to consider ways to enhance this space and make it more conducive to higher revenue performance (more later in this report).

JAMESTOWN PARK GC – CONDITION OF FACILITIES

The golf course playing area at Jamestown Park GC appeared in generally good condition with only a few minor areas of concern. The business plan going forward assumes that high quality is maintained so the overall facility has a match of value between the facility quality and the price being charged. The NGF review of key infrastructure challenges and capital investment considerations for JPGC (with input from JPGC staff) is documented below:

Property Condition Report

This NGF consulting engagement included a general site review to provide the Town with observations on facility conditions, with significant input from Jamestown Park GC staff. We note that this effort is not intended to be a formal site analysis or agronomic inspection, but rather was provided to help the Town understand the basic challenges of operating and maintaining a “living and breathing” asset, and to provide our estimate of ongoing maintenance and capital requirements for JPGC for the coming years. The primary areas of NGF review for the Town include the following elements:

Golf Course Playing Area

The NGF team was concerned about a reduced level of key maintenance activities that was reported by JPGC staff. The NGF review showed that the golf course was not fully set up every day with new hole locations, fresh mowed greens & fairways and fully raked bunkers. This was likely a result of a smaller-size maintenance staff resulting in fewer staff hours available for maintenance. Senior staff reported to NGF that there are currently only seven full-time employees for a golf course that should have upwards of 9-10 maintenance individuals amassing between 500-to-600-man hours per week to maintain the quality level desired by the Town. Specific golf course components were reviewed as follows:

- **Greens:** The existing greens average around 5,000-6,000 square feet (sf) in size, which is appropriate for a regulation golf course. Upon inspection in October 2022, the overall turf canopy and density appeared excellent, and the mowing height and fertility was adequate to withstand a high volume of golf rounds. Town staff did not report any concerns related to the JPGC greens, and the Town should assume that upgrade or replacement to more modern greens with fresh turf will not be required in the next 5-10 years (see [Appendix A](#)).



Images of selected JPGC greens showing generally good conditions with a very few concerns that would require new investment.

- **Tees:** The existing tees are well located, but some uneven conditions were observed by NGF due to small size (especially on par-3 holes) and some areas of tees being located in shaded areas. The Town may want to consider enlarging some tee areas on par-3 holes and some tree thinning in other tee areas.



Images of selected tees on par-3 holes at JPGC showing generally good conditions but requiring adequate space to move tee positions away from areas that get overused, especially on par-3 holes.

- **General Turf & Maintenance Practices:** The NGF observed good-quality turf conditions, with some stress related to activity and the review occurring in fall at the end of the peak summer growing season. This did not appear to be serious enough to require any new investment.
- **Bunkers:** As noted there are 26 sand bunkers on the 18-hole golf course, which is appropriate and should not be overly challenging for maintenance responsibilities. A review of bunker conditions in October 2022 showed serious deficiency in sand quality and linings, many of which are now exposed making the sand traps unplayable. As high-quality sand bunkers are a key feature of a good quality golf course, and they have the shortest expected lifespan ([Appendix A](#)), some capital requirement to improve the sand, linings and edges of bunkers should be assumed. The NGF also notes that JPGC has several par-3 holes with unique bunkers that are not a good fit for the holes or the course and could be removed. The narrow bunkers in front the greens on holes #4, #8 and at least one on #17 could be removed without any real detractor of play quality.





Images of selected sand bunkers at JPGC showing poor conditions with lack of drainage, lack of sand and exposed linings. In addition, there are several small bunkers in awkward locations that are difficult to maintain properly (most notably on par-3 holes # 4 and #17). It is clear that some improvement is needed to this key golf course feature.

- Cart Paths:** The cart paths at Jamestown Park GC are in poor condition due to deterioration and/or impact from tree roots and other cracking. Improvement to cart paths can help upgrade the condition of the carts and presets a more comfortable condition for golfers. The cart path system is a combination of asphalt and concrete and is in a serious state of disrepair. The disruption of golf cart traffic can cause safety hazards and creates a major inconvenience for the customer.





Images of cart paths at JPGC showing the uneven surface and the impact of tree roots. This condition can make the ride in carts uncomfortable for players and leads to driving on grass causing other damage. Paths like this also add to the wear and tear on carts.

- **Trees:** JPGC includes several areas where trees have become overgrown and are interfering with golf play and maintenance of the golf course, and some significant tree trimming will be required to improve sunlight on the turf and help improve conditions. A program to trim and remove trees should be part of ongoing maintenance practices and be included in capital planning for JPGC.
- **On-Course Services:** The condition of on-course services (restrooms, shelters, drinking fountains) are poor at JPGC, and this impacts customer satisfaction. A good-quality public golf course has clean restrooms on the front and back nine holes, and functioning water fountains. The Town should assume new investment to improve these facilities will be required at JPGC.



Images of on-course services at JPGC showing extremely poor conditions. Restrooms and drinking stations are being replaced in 2022.

- **Water Features / Lake Banks:** Lake banks were generally well taken care, although there was one area of concern near the 9th hole where excess run-off has impacted lake edges, with only minor safety hazard.



Images of the lake-bank by hole #9 that has been impacted by runoff, which could continue to get worse if not addressed.

Irrigation System

The Jamestown Park irrigation system was upgraded via new installation in 2009, but the actual installation appears to have been flawed leading to continued maintenance concerns in 2022. As such, it is expected that some form of new irrigation upgrade or repair will be required at JPGC in the next 5-10 years, even though the system is well within its expected useful life (see [Appendix A](#)). Despite its recent installation, the JPGC irrigation system has numerous leaks that require hands-on attention, taxing the limited maintenance staff resources in place at JPGC. In general, the turf looked adequately healthy with respect to irrigation coverage, meaning that the system is still working adequately enough to sustain good playing conditions. It is likely that this system can be repaired over time, as opposed to a full system replacement, but will still require Town economic resources and capital.

Drainage

The overall drainage profile of Jamestown Park GC is good, with adequate topography and only a few spots where water tends to collect after heavy rains. Staff reported that the course is rarely closed due to heavy rain, and there are only a handful of days each year when wet conditions require a “cart path only” designation. Specific locations on the course includes holes #1, #5 and #11 where some lower-lying areas can stay wet for days after rain. These areas will need to be identified (roped off) to keep golfers from driving carts into these areas and causing damage to the course. This will require staff attention, further taxing already strained maintenance staff resources. Capital investment leading to drainage improvement will increase the capacity of the course and lead to improved rounds and revenue

Maintenance Facility and Equipment

At the time of the NGF review, the maintenance facility at JPGC included a defined ¾-acre compound with two 3,400sf buildings to house equipment and staff areas. The space was generally well organized, but probably too small to provide all maintenance services and service equipment in an efficient manner. The Town was preparing to move the maintenance operation to a new facility on the north end of the Turner Sports Complex, about 450+/- yards north of the pathway behind the first green (650+/- yards from the current maintenance yard). This move to a newer and larger maintenance facility should help improve maintenance efficiencies and the condition of maintenance equipment. While the location is less convenient, it is not so far that it would hinder golf maintenance in any way.

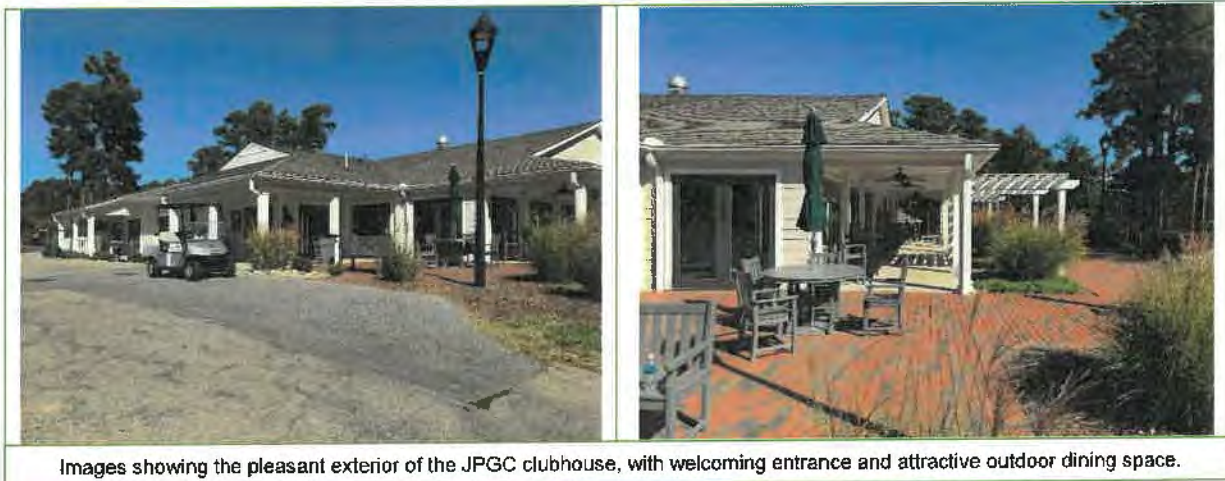
In general, the condition of the equipment was excellent due to good preventive maintenance, care by the staff and attention to detail by staff. The equipment is leased for about \$60,000 - \$65,000

per year, and this system seems to be working for JPGC. Once again, the small staff size most likely leads to a small number of weekly operating hours on equipment. Usually, equipment starts to show a diminished value between 3000-3500 hours, and almost all JPGC equipment is under this threshold.

Clubhouse

The clubhouse facility at JPGC appears to be in good condition after a recent renovation in 2014. The upgrades to the building included “facelift” items such as improved flooring, treatments, paint, furnishings, finishes and some modest HVAC and electrical upgrades. A key deficiency in the JPGC clubhouse is the size and functionality of the kitchen, which was not addressed in the facility upgrade. The size and modest equipment in the kitchen is limiting the capacity and quality of F&B service at JPGC, and this is reflected in the low revenue total from this segment (more below).

Among the other issues identified by NGF involve what is not present and could be added to provide a more robust golf facility offering. Public golf courses nationwide were finding enhanced revenue derived from modern clubhouse amenities that include enhanced bar and outside dining options. Of course, the Covid-19 pandemic affected revenue generation, but facilities with enhanced outdoor dining options tended to fare much better in servicing the F&B needs of golfers.



Images showing the pleasant exterior of the JPGC clubhouse, with welcoming entrance and attractive outdoor dining space.

Jamestown Park GC Capital Investment Considerations

In order to maintain the highest quality golf course conditions, Jamestown Park GC requires some upgrades to basic infrastructure (irrigation, drainage) and some improvements to facility features (cart paths, bunkers, clubhouse). Outlined below are the items listed in priority order that are recommended capital expenditures that will help keep this facility functioning properly and improve the facility's competitiveness in the market place. We note that the dollar costs estimated by NGF are intended to be rough “ballpark” estimates and that more comprehensive cost bids should be obtained before undertaking completion:

1. **Cart Paths:** The golf course has full cart paths with most areas that need improvement (re-surfacing). The cart path improvements will direct traffic and minimize wear and tear to green and tee surrounds, provide a more comfortable experience for golfers and improve the wear-and-tear on golf carts. **NGF estimated cost = \$288,000 to \$360,000 (18,000lf @ \$16-\$20/lf).**

2. **Drainage:** Additional surface/subsurface drainage is needed to enhance the quality of the playing surface, especially on hole #1, #5 & #11. Any new on-course drainage may include expansion of the retention lake and new 6" and 8" pipe for local and mainlines. **NGF estimated cost = \$175,000 to \$200,000 (lump sum).**
3. **Bunkers:** Renovation of all 26 bunkers to add lining and improve drainage, plus removal of 2-3 bunkers on par-3 holes. This project can be completed over time with 6-7 bunkers per year over 4+ years. **NGF estimated cost = \$10,000 to \$12,000 per bunker / \$60,000 to \$84,000 per year (\$240,000 to \$336,000 total over 5 years).**
4. **Tree Trimming / Thinning:** The property would be greatly enhanced by instituting a comprehensive tree care program, implemented over a period of time to address overhanging limbs and dead and/or dying trees. Possibly a Town or County arborist on staff could help to formulate the plans. There are also some exotic tree species that should be removed **NGF estimated cost = \$40,000 to \$50,000 (lump sum).**
5. **Irrigation Repairs:** Program to address irrigation system challenges and infrastructure, including pipe breaks, controllers and some lake bank improvements. **NGF estimated cost = \$125,000 to \$175,000 (lump sum).**
6. **Clubhouse Enhancement:** This project would include a program to expand the kitchen add a new bar, modify indoor dining and add space for an outdoor deck or patio. Clubhouse enhancement would involve re-configuring present spaces and not involve an actual expansion to the building, thus retaining the existing base. **NGF estimated cost = \$800,000 to \$1,000,000 (based on 8,000sf @ \$100/sf - \$125/sf).**

Jamestown Park GC Recommended Upgrades – by Type			
High Priority Capital Investments	Inputs	Low Estimate	High Estimate
1. Cart Paths	18,000lf at \$16-\$20/lf	\$288,000	\$360,000
2. Irrigation Repairs	Lump Sum	125,000	175,000
3. Drainage Repairs	Lump Sum	175,000	200,000
4. Bunker Renovation	\$10-\$12,000 per bunker over 4 years	240,000	336,000
5. Tree Trimming / Thinning	Lump Sum	40,000	50,000
6. Clubhouse Enhancement	8,000sf @ \$100 - \$125/sf	800,000	1,000,000
Grand Total of Capital Projects		\$1,668,000	\$2,121,000

All figures are NGF Consulting estimates based on similar projects completed in the region in the last 3 years that have been provided to allow for preliminary planning. These amounts may or may not reflect actual costs for Town of Jamestown, and the Town should engage appropriate research to cost out specific projects. cy= Cubic Yard; lf = linear feet; sf= Square Feet; Ac = Acre

Jamestown Park GC Golf Course Maintenance Considerations

Suggestions for improving day-to-day course conditions has to take in consideration the available labor man hours and the materials that can be utilized within the current approved budget. The Town reports a golf maintenance staff of seven (7) full-time and two (2) part-time maintenance workers, including a superintendent, assistant superintendent, equipment mechanic and four (4) groundskeepers. The property is about 160 acres with about 120 acres actively maintained. The key items in a standard golf course maintenance plan include:

- Fairways, tees and greens mowed daily
- Roughs mowed 4-5 times per week
- Rotate tee positions daily
- Rotate hole (cup) locations at least 5 times per week
- Bunker maintenance 3-4 times per week
- Verticutting greens 2 times per month.
- Routine topdressing should be completed at least once a month on greens.
- Fairway fertilization should be completed 4 times per year.

Summary of Maintenance Staff

The standard golf maintenance staff for a mid-priced public golf courses includes four (4) full-time personnel (superintendent, assistant superintendent, equipment mechanic and irrigation technician), plus nine (9) part-time staff mostly responsible for basic groundskeeping activities (both with and without mechanical equipment). The golf business is competitive in nature, so it is really important to stay current with operating systems and course conditions to capture market share. The course conditioning levels need to match up to the fees charged.

Jamestown Park GC Maintenance Budget (2017-2020)

Reviewing the total golf course maintenance expense for Jamestown Park, we see some basic differences between what is “standard” for an 18-hole public golf course in the southeast U.S. region and what the Town is spending at JPGC. In addition, we note that total personnel costs are a little higher than standard. Overall, an 18-hole course on 160 acres in this part of North Carolina should have a total maintenance budget of around \$1.1 million. The table below provides a summary of golf maintenance expenses at Jamestown Park GC in 2022 compared to the industry standards. We see that the proportions are generally in line with expectations, but the total amount is lower than what would be required to complete all the tasks noted earlier:

Jamestown Park Golf Course Golf Course Maintenance Expenses by Function (2022)			
Function	2022	Pct. Of Total	Industry Standard
Payroll & Benefits	\$524,654	60.8%	55.0%
Materials, Products, Chem., Fertilizer, Sand, Seed, Top-dress	130,776	15.2%	15.0%
Utilities (power, fuel, pumps, etc.)	28,043	3.3%	12.5%
Facility Care (repairs, cleaning, maintenance, water, etc.)	14,760	1.7%	5%
Equipment (Replacement or Lease)	61,171	7.1%	5%
Capital Improvements	65,762	7.6%	5.0%
Other/Admin	36,998	4.3%	2.5%
Operating Expenses*	\$862,164	100.0%	\$1,100,000

REVIEW OF GOLF OPERATIONS - JAMESTOWN PARK GC

The Jamestown Park GC is a Town-owned public-access golf facility that is self-operated by the Town and staffed by all Town employees. The Town has expressed a clear desire to continue to operate the JPGC in such a way that the facility and all amenities will be “open and available to the public” at an affordable rate. In the following section, NGF reviews the structure, staffing, technology, marketing, fees, carts, merchandising, food & beverage service, player development programs and other organized activities associated with the operation of the Town facility. Jamestown Park GC is currently organized as a separate department within the Town’s General Fund account, with oversight by the Town Manager. Direct on-site management of the facility falls to the Golf Course Manager, who is a golf professional and a Town employee.

Town of Jamestown Responsibilities

Jamestown Park GC is owned by the Town of Jamestown and operated as part of the Town's General Fund, although the golf facility is hoped to be economically self-sufficient and produce enough revenue to not adversely impact other Town operations. The Town has some direct oversight and financial responsibilities in this golf facility, including direct administration and oversight, as well as economic contribution in the form of operating subsidies to cover outstanding debt from previous capital improvements. The Town of Jamestown provides additional support to the golf facility operation through general administrative oversight and basic services (accounting, payroll, legal and marketing services).

The Town is also involved in developing long-range planning for the golf facility and must approve any operator initiatives to alter physical spaces or change basic fees and charges. The Town of Jamestown is involved in marketing the golf course and other Town of Jamestown amenities to visitors and the public at large.

On-Site Management and Staffing of Jamestown Park GC

NGF has reviewed the staffing and budget for the Jamestown Park GC operation for each year from 2018 through 2022. Documentation provided by the Town shows a total facility labor expense of over \$900,000 in FY2022, up 15% from the \$782,000 recorded in FY2021. This total labor budget amounts to 62% of the total operating budget, compared to an industry 'standard' that is closer to 55-60%. The Town of Jamestown golf staffing is divided into two primary divisions of service – clubhouse/ pro shop operations and golf course maintenance. We note that all staff is employed directly by the Town, including both full-time and part-time employees.

In general, full-time (FT) positions within the Jamestown Park GC include salary and benefits (insurance, holidays, vacation, etc.), with some other positions staffed with full-time hourly (FTH) and/or part-time/seasonal (PT) hourly labor. The staffing required to successfully operate JPGC includes key on-site management positions and support positions in each department. This structure provides the JPGC the greatest chance to provide the hands-on control so as to maximize implementation of program elements that are required for the Town to succeed in golf. Of particular note by NGF consultants is the small staff of only one full-time employee to handle the entire F&B service, including all food preparation, cooking and service to customers. This staff size may be too small to provide proper service and is impacting customer satisfaction (more later in this report). A summary of all staff positions at JPGC are summarized below:

Jamestown Park Golf Course Total Facility Staffing – 2022	
Golf & Clubhouse Operations	Golf Course Maintenance
Head Golf Pro / Director of Golf (FT)	Golf Course Superintendent (FT)
Asst. Golf Professional (FT)	Asst. Golf Course Superintendent (FT)
Golf Shop Clerk (FT)	Turf Equipment Mechanic (FT)
Café Grill Manager (FT)	Groundskeeper I (FT)
Golf Shop Clerks (5 - PT)	Groundskeeper II (2 - FT)
Cart / Range Attendants (10 – PT)	Groundskeeper III (FT)
	Golf Maintenance Summer Support (2 -PT)
Total Staff Charged to JPGC = 11.5 FTE	Total Staff Charged to JPGC = 8.0 FTE
FT = Full-time w/benefits; PT = limited part-time positions (0.5 FTE).	

Comparison to National Standards

When comparing staff at Jamestown Park GC to national public golf standards, the NGF team finds this facility has golf operations staffing that is comparable to the industry, but golf maintenance staffing that is heavy on full-time staff, light on part-time staff and is providing golf maintenance with fewer “bodies” than is typical for a public golf course. While there are no industry standards that can be referenced to determine the **appropriate** staffing levels for a golf operation, the **industry averages** are presented below. The size of the staff needed for a particular golf operation depends on several factors, not the least of which is budget considerations. Personnel costs typically represent the largest single expense item in a golf operation, as is the case for Jamestown Park GC. The NGF data on public golf operations in 2022 show averages for full-time staffing at 18-hole public golf courses nationwide (table below).

Jamestown Park Golf Course Total Facility Identified Staffing – 2022			
Facility	Operations Staff (FT / PT) *	Maintenance Staff (FT / PT)	Total Staff (FT / PT)
Jamestown Park GC (18H)	4.0 / 15.0	7.0 / 2.0	11.0 / 17.0
Industry “Standards” (per 18 holes)			
Total U.S. Average (per 18 Holes)	4.0 / 12.0	4.0 / 9.0	8.0 / 21.0
* The national standard for operations staff includes administration and F&B.			

Review of Technology, Website and Marketing

POS System

Jamestown Park GC is currently using the *EZ-Links* system for its Point-of-Sale (POS) and tee-time reservation system. The *EZ-Links* service is part of the *Golfnow* suite of services to golf facilities that is provided via barter agreement with *Golfnow*, in lieu of direct cash payment. The service includes the POS system, online tee-time support, hardware support and basic website services. Golf facility senior staff then provides monthly updates to keep the site up to date on fees, conditions, events, pictures, etc. (through administration rights). At present, JPGC is providing two (2) tee-time per day (8 player slots) to *Golfnow* that they can sell on their platform. The tee times are after 11:00 AM and if all are filled, would equate to a cost of about \$55,000+/- per year (2,800 rounds @ \$19.64 avg rate). While this amount is slightly higher cost than traditional golf POS system the Town could utilize via purchase, the extras related to hardware and website support make the *Golfnow* concept an appropriate fit for Jamestown Park.

EZ-Links is a well-known provider of POS systems for golf facilities and the system includes all of the key elements that NGF typically recommends for successful public golf courses (fully integrated tee sheet management, ability to include gift card purchasing and loyalty programs, dynamic pricing options, a marketing suite and other features). The NGF sees the POS system as an essential component for a successful golf operation, and a good public golf POS should allow golf course managers to integrate the system to its website to allow online purchases, offer online tee-times, reliable credit card processing and customer tracking. The system also has the ability to create ongoing marketing and communications to a set of email addresses that are collected by *Golfnow* for JPGC.

Jamestown Golf Website

It is clear that in 2022 and the foreseeable future, the Internet is the most significant tool in golf marketing. Golfers, especially when traveling, are using the web to find places to play. **As such, the Internet is now the most important element in golf facility marketing.** NGF studies show that upwards of 90% of all golfers will view web content on a regular basis. The web has several key advantages over other forms of advertising, such as low cost, wide reach and unlimited information.

The website for JPGC is located at www.Jamestownparkgolf.com, and is easy to find for first time users. The site includes most all of the basic information that is common in websites at successful public golf courses, such as current rates, league & event information, pictures, directions and the ability to book tee-times directly online. NGF has identified the most important features of a golf facility website should include (most all are included in the Jamestown Park GC site):

- Clear access to all fees and charges (not just green fees).
- Lots of pictures of the scenic beauty of Jamestown Park GC, but also of golfers having a great time.
- A Map with directions (be sure the current Google Map location is accurate for GPS).
- Full information about restaurant and/or banquet activities.
- An ability to purchase gift cards online (not available at JPGC).
- Full information about programming and how to join Jamestown Golf Association (JGA).
- A calendar of events and results - very popular with websites at successful golf facilities.

It is essential that the website be kept current for rates, hours, etc. The best sites are the ones that are constantly being updated, so that customers get in the habit of checking them. Maintaining the golf course website should be an ongoing task, most likely included in the activities of the senior staff member most responsible for marketing the facility.

Search Engine Optimization

The most effective websites are those that can be found easily, and Jamestown Park GC could use some upgrade. With its strong name match to the facility, the Jamestown Park GC site is found easily in a narrow local search based on Jamestown, but is much more difficult to find in the broader context of the Greensboro or Piedmont Triad, indicating some tags could be added to the course website landing page. Search Engine Optimization (SEO) is the process of maximizing the number of visitors to a particular website by ensuring that the site appears high on the list of results returned by a search engine. The process is optimized by providing important HTML clues (page headings / detailed descriptions) that help search engines (and users) determine relevancy to search clues. NGF findings when searching for these common search terms used by potential customers:

- “Golf in Jamestown” – Jamestown Park GC site is the first listing
- “Banquet or wedding Venue in Jamestown” – JPGC is not on any of the first five pages
- “Golf in Greensboro” – JPGC is not on any of the first five pages (several key competitors are listed)
- “Golf in the Triad” - JPGC is not on any of the first five pages

E-mail Communications

E-mail databases are essential in today’s golf market place, as a means of staying in touch with the golfer customer base via active newsletter. E-mail marketing, with the exception of word-of-mouth and free advertising, is the most cost-effective advertising possible. At present, JPGC is not directly maintaining a database of customers, but *Golfnow* has over 1,800+ active emails from golfers who have reserved times at JPGC. As part of the contractual service to JPGC, the Town can send unlimited email advertising to this database with relative ease. Staff reports using the system for communications to advertise events and specials, and golf staff should be active in keeping communications open with customers, although not so frequently it becomes a nuisance (1-2x per month is considered standard and 1x per week is max).

Social Media

Social networking is the fastest growing marketing tool in golf, and golf staff is trying to better promote Jamestown Park GC on social media platforms like *Facebook* and *Twitter*. This is best to use as a method to communicate “what’s going on” type of messages (who won a tournament, who had a hole-in-one, etc.), in an attempt to build loyalty and repeat activity. YouTube is the second most utilized search engine on the internet and Jamestown Park GC can develop a presence with informational videos of the facilities and golf courses, as well as league, tournament and instructional activities.

Technology Summary and Recommendations

The review of the POS and other technology systems in place at Jamestown Park GC illustrates the growing recognition of staff that a strong emphasis needs to be placed on technology. There may be additional services that the management team at JPGC can tap into using *Golfnow*, but additional training may be required to access all modules in the marketing suite, and to enhance customer service and online sales to maximize revenue potential. In our review, NGF found that Jamestown Park GC is active in some of the NGF identified areas of technology, but more is needed to maximize the impact on facility revenue. Some recommendations from NGF:

- **E-mail** – Expanding the frequency of email communications to the *Golfnow* database should be a top priority of the Town so that email marketing can be optimally implemented and a strong network to keep up the awareness of Jamestown Park GC is developed.
- **Website** – In an effort to fully enhance the marketing of Jamestown Park GC, key words like “Greensboro” and “Piedmont Triad” should be part of the search engine optimization strategy for the golf website.
- **Social Media** - Social media is the fastest growing marketing tool in golf and JPGC staff should become more active with Facebook and Twitter. YouTube is the second most utilized search engine on the internet and JPGC could develop a presence, including informational videos of the facility, as well as league activities, tournaments, & instruction.

Golf Courses Marketing

Traditionally, NGF recommends marketing budgets for golf courses of at least 1% of total revenue, or roughly \$10-11,000 for JPGC based on 2022 performance. At public golf facilities that rely heavily on non-resident participation (like Jamestown Park) marketing budgets tend to be closer to 2% of total revenue, or upwards of \$20,000 for JPGC. Review of data shows the Town did exceed the 1.0% level in each of the last four years, with between \$10,000 and \$14,000 spent on marketing the JPGC.

Going forward, the key marketing initiatives that should be part of the program for JPGC include the items more common in modern (2022) golf marketing, like the electronic methods that typically have much lower cost than more traditional print and media ads (TV/Radio). This would make the budget requirement less important than the effectiveness of electronic and website methods. The Town is currently focusing its marketing efforts on its website, *Golfnow* and selected print media.

Golf Playing Fees

The primary source of revenue to the Town from golf is green and cart fees, plus other ancillary revenue. The daily fees for golf play for the current (2022) golf season are shown in the table below. If there are any proposed changes to the fee structure from the prior year, fees must be approved by Town Council prior to the start of the season. Golf course management conveyed to NGF that the posted set rates must be adhered to, with no “flexibility” or ability to change rates based on time of year, course conditions, etc. The maximum green fee is the highest amount that Jamestown Park can charge, and was set at \$45 for the 2022 season.

Daily Green and Other Fees

The tables below show the fee rates at Jamestown Park for 2022. The Town has continued a program of price breaks for residents, seniors, and juniors on weekdays, with lower rates for all golfers willing to walk (no cart). The basic pricing convention at Jamestown Park is consistent with other public golf courses in this market, with the highest fees charged on weekends (Sat – Sun) during the peak summer season (starts April 1), though JPGC does not lower rates during the winter (more below). Time restriction policies relative to offering 9-hole and walking rates vary, but are typical in this market, especially for weekend play. JPGC’s policy – no 9H or walking allowed on weekends before 2 pm – seems reasonable. Overall, Jamestown Park GC golf fee conventions are generally standard for the industry and for the market area (more in Competitive section).

Jamestown Park Golf Course Green Fee and Cart Rates		
Summer 2022	9-Holes*	18-Holes
Weekend / Holiday Riding	\$26.00	\$45.00
Weekend / Holiday Walking*	\$17.00	\$32.00
Weekday (M-F) Riding	\$24.00	\$36.00
Weekday (M-F) Walking	\$15.00	\$23.00
Weekday Twilight** (Riding Only)		\$30.00
Weekend Twilight** (Riding Only)		\$37.00
Seniors (60+) / Jun. Riding Monday-Friday	\$19.00	\$28.00
Seniors (60+) / Jun. Walking Monday-Friday	\$12.00	\$18.00
Range Fees		
Small Range Basket		\$4.00
Large Range Basket		\$8.00
*9-hole and walking rates not available before 2:00 PM		
**Twilight time is 3 pm in-season; otherwise 2 pm or 1 pm, depending on sunset		

Fees at JPGC are year-round, with no seasonal adjustments and little flexibility to change rates based on demand and/or course conditions. However, discounts - typically in the range of 15% to 20% and listed as a "hot deal" by *Golfnow* - are sometimes offered for on-line booking during slower demand times. *Golfnow* monitors the tee sheet every hour and posts the deals depending on how busy the course is around that time. For example, a Tuesday tee time in the 1 PM hour may have a 20% discount, but a 10 AM Saturday time would not be discounted. Management reports seeing an increase in on-line bookings the last couple of years after this limited dynamic pricing feature was added. *Golfnow* currently gets a \$10 per-reservation booking fee.

Jamestown Golf Fee Summary

NGF believes that JPGC's fees are appropriate, given the price-value proposition relative to key competitors like Oak Hollow and Holly Ridge (more in Competitive section). Based on our analysis of JPGC green fees in the context of the competitive market and industry best practices, NGF notes the following considerations and recommendations related to green fee pricing:

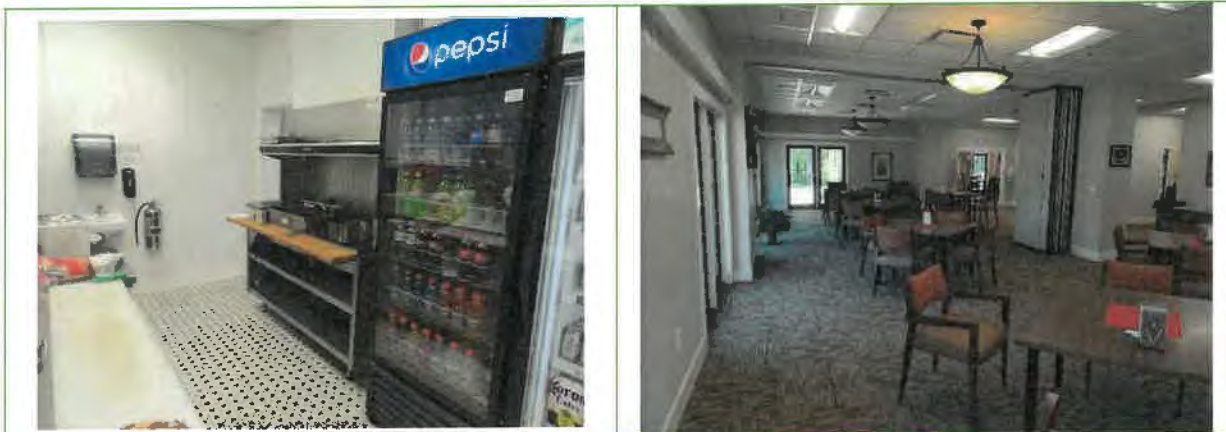
- The Town should institute annual nominal increases that keep up with rising costs. This practice is especially critical in today's inflationary environment for input costs (e.g., fuel, fertilizer, wages, etc.). It is an industry best practice to adjust fees modestly at least every two years to reflect higher costs and / or market rate dynamics.
- NGF recommends - as per industry standard when there is differential demand during different parts of the year - that the Town institute an off-season rate (winter, in the case of this market). This could be kept simple - for example, making the winter, prime time fee equal to the peak season "twilight" rates (currently \$30 weekdays and \$37 weekends for 18H riding).
- The Town could consider allowing a little more flexibility for golf staff to practice yield management by allowing periodic specials during traditionally slow demand times, or when course conditions warrant. More flexibility would also allow the facility to take advantage of pricing power during peak demand times. NGF has observed this toned-down form of dynamic pricing with other municipal facilities, whereby the Town/City annually approves minimum and maximum fees, but allows some flexibility within that range, based on tee sheet dynamics, as well as course and market conditions.
- Also, within the realm of allowing some flexibility with respect to green fees is offering periodic "package" deals that combine golf and food/beverage. This practice, typically implemented during traditionally slow demand times, should reduce the number of tee times that "perish" and increase net revenues, so long as the input cost of the food & beverage item is covered. An example of this that NGF has observed is promoting an all-inclusive package during a typically slow period (e.g., weekday mid-day) that includes green fee, cart, beverage and hot dog.
- Some market facilities, such as Bryan Park, include Friday with their weekend rate. NGF recommends that JPGC closely examine their recent historic demand on Fridays and consider including that day with the weekend rates if the tee sheets look similar to Saturday and Sunday.

Review of Food & Beverage Operations

A high-quality Food & Beverage (F&B) operation correlates well with success in public golf. Traditionally, golf course F&B services do not produce strong net revenue, but provide a service to golfers to help enhance golf fee revenue. One exception to this standard is golf facilities that include some form of banquet facility or attraction, which is not a strength of JPGC at present.

Jamestown Park GC F&B Service

The basic food and beverage service provided at JPGC includes the main grill service in the clubhouse. This grill operation provides a limited level of service that appears restricted due to limitations in the kitchen size and available equipment. The service concept is common at typical municipal golf courses, with a walk-up / take-away form of restaurant service that is preferred by public golf customers. The grill seating area includes space that can accommodate up to about 120+/- patrons in two main sections, but is currently set up for a much lower volume with few tables in the main dining area. There is also a modest amount of additional outdoor seating on the walkway around the clubhouse. It is clear that the F&B service at JPGC can be more than what it is at present, but some changes in both physical plant and service profile will be needed.



Images showing the basic snack bar area with a small kitchen, limited equipment and considerable unused dining space.

The grill at Jamestown Park GC is open daily from 10:00 AM to 4:00 PM, and may be closed for inclement weather. These hours mean the grill area may not be open when golfers are present in the morning (for breakfast) and in the late afternoon. It is standard in public golf for the grill to be open when the golf course is open to provide proper service to golfers and help maximize revenue. JPGC offers a limited menu of lunch items with burgers (from \$6.50 to \$7.00), sandwiches/wraps (\$3.00 to \$5.00), hot dogs (\$3.00), plus snacks and beverages. JPGC does not offer any soups, salads, healthy choices or fountain sodas. There is canned beer and soft drinks, but no liquor served at JPGC. The basic set up at the facility provides basic support for golfers at Jamestown Park GC, but is limited in any support that may be derived from enhancement of non-golf activity (non-golf lunches, banquets, parties, etc.). Given the lack of commercial elements in immediate proximity to JPGC, there may be an opportunity to expand the reach of the grill at JPGC with some enhancement of facilities, marketing and branding (naming) of the grill area.

Pro Shop Snack Counter Service

Given the limited hours of the grill area, JPGC offers a snack area in the pro shop to augment the grill service during grill hours and for some level of F&B service when the grill is closed. This area is basically a self-service with pre-packaged snacks and beverages. Grill staff will prepare wrapped sandwiches for grab and go service, mostly for breakfast. While this service is helpful to service golfers, it does not take the place of active grill operations being open when the golf course is open for play.



Images showing the self-service snack area in the pro shop.

Banquet and Events Operation

JPGC includes primary indoor space capable of hosting up to 130+/- patrons. While small, the space is capable of hosting some banquets and parties, and the facility does earn a modest income from this service. This level of size and accommodation is typical for a public golf course, and limits the opportunity for JPGC to capitalize and grow this segment of the facility. The real challenge for this business is the kitchen size, limited menu options and lack of equipment to support large functions. As such, almost all of the banquet business that is accommodated at JPGC is done with outside catering, thus only room rental revenue comes to the Town. Data shows this room rental revenue reaching as high as \$13,370 in 2019, before falling dramatically since the Covid era (under \$2,600 in FY21 and \$5,800 in FY2022).

Outside F&B Operations (Beverage Cart)

Beverage cart operations at JPGC can produce modest revenue if run properly with well-trained servers. This service is not expected to contribute profit in a public golf operation, but rather is viewed as a service to golfers, ultimately leading to more repeat sales of green fees and cart fees. Most public golf course operations earn less than \$1.00 per round of golf on the beverage cart, with a total cost of sales at 40%. Sales can be improved by offering credit-card processing directly on the beverage cart through a remote system linked to the POS. Another key expense in providing this service is the need for a proper beverage cart, which is often provided as part of a cart lease agreement. JPGC should consider offering this service at least on busy weekends and/or during tournaments as a service to golfers.

Total Revenue Estimates

Data presented from the Town show JPGC earning just over \$102,000 in total gross revenue on the grill in FY2022, the highest revenue since 2018. This revenue equates to \$3.27 per round of golf. The Covid-19 pandemic clearly had impact in this area of the business in 2020, as revenue fell to around \$67,000 in FY20, with recovery to around \$90,000 in FY21. The typical 18-hole public golf course will earn about \$5.65 per round in food and beverage, less direct costs. The industry standard for direct cost of sales at golf course F & B operations is around 40%. Review of JPGC shows a total of \$102,595 in total revenue and a cost of sales of \$45,611, or 43.6% (close to the standard).

Golf Cart Operations

The Town of Jamestown operates a fleet of 72 electric-powered EZ-Go golf carts, which are stored in the cart barn next to the clubhouse. The size of this storage space is sufficient to contain the fleet as it exists, and there is no room to adequately store and charge additional carts. The carts are part of a 48-month cart lease that began in 2021, so a new lease will have to be organized sometime in 2025. The number of carts is adequate for JPGC, especially considering the course allows walking at certain times. The fleet includes a base level service, with no sand buckets for divots, no coolers and no rain covering for golf clubs. The total annual cost of the fleet is around \$64,000, an amount that is within the industry-expected \$1,000 per cart per year for lease (or purchase) and maintenance of a powered cart fleet.

Having newer carts in good condition should be a high priority for any public golf course. Having cleaner carts in good working condition with modern features will reflect positively on the golf facility and encourage additional rounds demand. The cart fleet at JPGC is adequate for all but a very small number of extremely busy days and/or large tournaments. The fleet is electric powered, which is preferred by golfers, but requires the Town to properly maintain batteries and replace as needed.

Jamestown Park GC Driving Range Operation

For many public golf courses, the driving range can be a significant source of revenue if it has the appropriate features, such as good quality turf (versus artificial mats), good golf balls, convenient accessibility to the parking lot/clubhouse and adequate size (275 yards+ of length). The JPGC range has most of these characteristics, with a full renovation in the summer of 2022 to improve the grass tee area and add a new artificial tee line to help ease the stress on the grass tees. Over the past two years, the Jamestown Park range has seen considerable growth in driving range revenue, growing from around \$35,000 in FY20 to \$58,000 in FY21 and \$64,000 in FY22. The 2022 revenue equates to \$2.04 per round, which is a match to the industry standard of \$2.00 per round. As the range is one of the highest margin revenue centers in a golf operation, any growth in this area will lead to improvements in facility net revenue. Key recommendations to increase range revenue at JPGC include:

- Including a nice permanent structure to house an automated range ball dispensing machine to make range ball sales easier and not require golfers to enter the pro shop.
- Adding a covering to protect from the hot North Carolina sun. This covering can be in the form of a temporary moving structure with soft covering and can include other features such as fans or misters for keeping patrons cool.
- Adding some form of light entertainment has worked to stimulate added range sales. Ideas like playing some light music (after hours), making concessions more convenient to the range and promoting organized activities (range games) have worked to enhance range ball sales at public courses nationwide.

These ideas, coupled with other activities to increase rounds activity, should greatly enhance range revenue. JPGC also has other golf practice amenities in place at the facility, including a practice green, practice bunker and extended practice chipping area. These amenities are typically not revenue producing for public golf facilities but help to enhance the overall appeal of the facility and attract a larger share of beginners, intermediate and serious golfers to the facility.

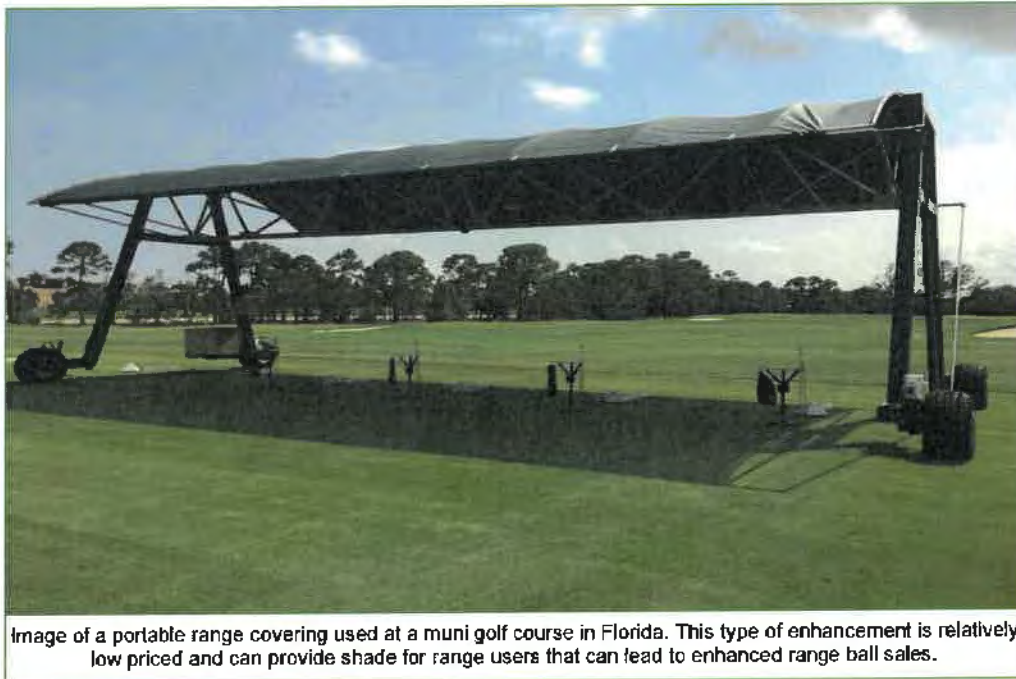


Image of a portable range covering used at a muni golf course in Florida. This type of enhancement is relatively low priced and can provide shade for range users that can lead to enhanced range ball sales.

Merchandise Operations

NGF Consulting sees only modest performance in the merchandising operation at JPGC despite available space and indications that golf patrons are seeking greater service in this area. We note that the Head Professional at JPGC has been in the past named a “Merchandiser of the Year” by the Professional Golfers Association (PGA) of America. Pro shop sales at JPGC had been growing since 2018, with total sales peaking at \$73,516 in FY2022 (\$2.34 per round), up from \$49,400 in FY2019 (\$1.93/round). The industry standard for on-course pro shop sales \$2.48 per round, with a direct cost of merchandise sold “standard” of 70% (JPGC reported 76.9% in 2022). However, as the total margin on merchandise is only around 30% (best case), the net income will never be significant in merchandise sales. Rather, this is a service to golfers to make the round more enjoyable and help bring them back for more.

Pro shop merchandise at JPGC has traditionally included a wide variety of items, including the key golf “impulse” items such as balls, gloves, shoes, hats, towels and other small counter items. At JPGC, 45% of total pro shop sales are for golf balls, 18% for apparel (including hats and shoes) and 16% for clubs (including special orders). Going forward, JPGC should have a more extensive apparel offering and this will make up a strong proportion of actual sales. JPGC is also very light on women’s apparel and customer reports to NGF indicated a resistance to custom apparel orders (i.e. league shirts, etc.). The items that tend to sell best at facilities like the JPGC are the obvious impulse items as noted above, but also logoed merchandise like shirts and outerwear, with multiple sizes and should include a ladies’ line. Jamestown Park GC is not active in selling golf clubs and other hard goods, which is consistent with the trend NGF has documented in on-course retailing not wanting to compete with “big-box” retailers or the internet.



Golf Programming and New Player Development

One of the keys to successful public golf facility operations is the continued promotion and hosting of organized activities and programs, such as leagues, outings, tournaments and player development. These activities are important to maximizing rounds activity at public golf courses and NGF observations show Jamestown Park GC having an active league calendar, but much of the activity is derived from golfer groups themselves without strong ongoing promotion from staff. These events tend to stimulate activity and encourage repeat play, generating more rounds per golfer than at courses that do not have an active event calendar.

Leagues

Jamestown Park GC is active in hosting organized leagues that play regularly on various days during the week in golf season. These leagues serve as an important revenue supplement to standard daily fee play. The Jamestown Golf Association (JGA) reports having over 240 members and hosted at least 18 separate tournament events with over 2,700 rounds at JPGC the last three years. Staff reports several other active leagues, with ladies, seniors and regular men's leagues on almost every day of the week. These leagues help to introduce new players and stimulate activity, and NGF estimates that leagues represent a significant portion of activity. This represents a key source of weekday rounds and perhaps this is a market that can grow in the future.

Outings/Tournaments

NGF interviews with Jamestown's golf staff suggests a modest tournament and outing schedule at Jamestown Park GC prior to the slowdown related to Covid-19. JPGC reports hosting as many as six to eight large charity events (80+ players) each year, plus the course is the host of the JGA Championship. Most events typically seek out 18-hole courses that have large F&B capacity and covered areas to gather after play is completed, and kitchen limitations at JPGC leads to most events choosing to bring in outside food service to cover golf tournaments. Improvements to the JPGC food service will go a long way toward helping improve the appeal of this facility for larger golf tournaments. Successful public golf courses should have at least 5% to 10% of total rounds generated from outings and tournaments.

Lessons and New Player Development

We note that player development will be one of the critical elements to the long-term viability of Jamestown Park GC, and this should remain as a point of emphasis for the Town. At present, the Town is employing three PGA golf professionals that manage the lesson program. The NGF has

documented that a key to success at a public golf course is player development, especially a strong Junior Program, and it is important that these initiatives are continued into the future at Jamestown Park GC. Player development activity at JPGC is conducted by PGA pros on staff, including the Head Golf Professional and two assistants. Staff is allowed to earn extra income through lessons that are provided on their own time. Player development programs at golf courses are important for generating interest in golf and creating future customers, thus total revenue derived from the programs is much less important.

Other Operational Observations

Other issues related to the operation of Jamestown Park GC that should be considered by Town of Jamestown that could have direct impact on activity and revenue at JPGC:

- **Customer Service** - Strong customer service can be a key differentiator in building customer loyalty. High level service at a golf course begins the moment the golfer sets foot on the property, beginning with a friendly welcome (especially for faces that staff may not have seen before). NGF generally recommends strategies such as staff training and establishment of customer service standards & measurable metrics – monitored through periodic customer surveys and occasional secret shoppers - to make sure that the standards are being consistently met or exceeded.
- **Club Rentals and Other Services** – Jamestown Park GC currently has six sets of rental clubs to offer patrons needing this equipment. In an effort to expand service to help accommodate less frequent golfers, JPGC should always have at least 10 sets of high-quality rental club sets, and communicate this fact to potential customers. The key revenue sources for the Town are green and cart fees, and rental sets help the facility to sell more rounds. The rental sets themselves are not typically a strong profit center.

JAMESTOWN PARK GC RECENT OPERATIONAL PERFORMANCE

Jamestown Park GC earns primarily revenue from green fees and cart fees, with some additional income derived from ancillary sales (merchandise, driving range, F&B, etc.). The expense needed to operate the facility is derived primarily from these revenues, with any shortfall supported by the Town's General Fund. As is typical in public golf, much of the total expense is fixed and must be borne regardless of how many rounds are played. The following paragraphs summarize the activity, revenue, and expenses for JPGC for the last five full fiscal years (FY2018-2022). In summary, it appears that JPGC is performing with activity, revenue and expenses that are comparable to industry standards, but with expenses that are much higher than expectations. NGF has observed the Town's indication that JPGC does need to be fully "profitable," but that the facility be run in the most economically efficient manner possible. The review below covers rounds, revenues and expenses for each year at JPGC from 2018-2022.

Rounds Played at Jamestown Park Golf Course

The tables below show total rounds since 2018 and rounds by type for 2021 and 2022. The review shows modest activity prior to FY2021, with dramatic increases since the Covid-19 pandemic. Like many golf facilities in the U.S., Jamestown Park GC saw some increase in rounds activity due to Covid-19 restrictions and the availability of golf as one of the few "safe" activities for people to undertake. The nearly 31,400 rounds hosted in FY2021 was the most in any single year since 2011. As we move into 2023 and beyond, retaining this influx of new golfers will become a key challenge for JPGC.

In comparison, the total U.S. experienced a significant increase in rounds played of 13.9% for calendar year 2020, the largest increase in more than a decade. This followed a 1.6% increase in 2019 that came after a -4.8% decrease in 2018. Longer term, rounds of golf had declined an average of -8.4% per-course between 2008 and 2017. By comparison, NGF and Golf Datatech ([Appendix B](#)) record that rounds were up 5.8% in North Carolina in 2020, followed by a strong 12.9% increase in 2021. The total U.S. standard for rounds played (“starts”) at an 18-hole golf course is at 31,527 for 2020. A summary of total paid rounds by year at Jamestown Park GC since 2018 is shown in the table below:

Jamestown Park Golf Course Total Paid Rounds Played by Type (2018 – 2022)						
	FY2018	FY2019	FY2020*	FY2021	FY2022	% of Total
18-Hole Rounds	17,501	18,521	16,367	22,129	21,893	72.5%
9-Hole Rounds	6,318	7,044	5,706	9,243	8,305	27.5%
Combined Total	23,819	25,565	22,073	31,372	30,198	100%
Annual Change %		7.3%	-13.7%	42.1%	7.3%	

Source: Town of Jamestown *Closed 52 days for Covid in FY2020.

The total rounds are then divided by several types, include paid and unpaid rounds (most of which are compensation to *Golfnow* for the POS system. A summary of total rounds by type in 2021-22:

Jamestown Park Golf Course Total Rounds Played by Type (2021 – 2022)			
Unpaid Rounds	FY2021	FY2022	% of Total
Special (Afy, Police, Fire, EE, etc.)	548	646	1.8%
Golfnow Rounds	2,422	2,269	7.0%
Total Unpaid Rounds	2,970	2,915	8.8%
Paid Rounds			
WD 18	4,514	4,038	12.7%
WD 9	4,113	3,479	11.3%
WD Senior / Ladies 18	7,388	8,140	23.0%
Other WD	4,528	3,963	12.6%
WE 18	7,876	7,691	23.0%
WE 9	1,912	1,849	5.6%
Other WE	1,041	1,038	3.0%
Total Paid Rounds	31,372	30,198	91.2%
Combined Total	34,342	33,113	100%

Golf in this part of North Carolina is seasonal, with stronger demand in the peak spring and summer season, more much lower demand in January-March and in October-December. The seasonality of play at Jamestown Park GC is reflected in the chart from 2019-2021 rounds data presented below.

	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec
% of Total Rounds	13.0%	32.9%	30.7%	23.4%

Source: Jamestown Park Golf Course – 2021-2022 data

Recent Revenue Performance at Jamestown Park Golf Course

The table below shows the total revenue broken out by source since 2018. For comparison, the NGF has identified through past research that the ‘average’ revenue for an 18-hole municipal golf course was about \$1.2 million in 2021. As shown, Jamestown Park GC had been vastly under-performing on revenue, falling short of \$1.0 million until 2021. This recent improvement in revenue performance is reflective of both higher rounds played and a higher average revenue earned per round (more in section that follows the table below). In addition, we see some impact on ancillary revenues and the impact of Covid-19 closures and restrictions.

Jamestown Park Golf Course Total Golf Operations Revenue by Source (2018 – 2022)							
Revenue	FY2018	FY2019	FY2020*	FY2021	FY2022	Avg. FY2018-22	Pct. Of Total
Green Fees	\$419,842	\$435,332	\$376,517	\$551,471	\$582,985	\$473,229	51.7%
Cart Fees	204,200	215,978	192,122	304,283	314,995	246,316	26.9%
Driving Range	37,745	41,912	34,920	58,156	64,068	47,360	5.2%
Pro Shop Sales	41,669	49,432	41,453	66,711	73,516	54,556	6.0%
Golf Grill	88,605	87,826	67,482	90,523	102,595	87,406	9.6%
Clubhouse Rentals	9,889	13,370	10,355	2,595	5,820	6,406	0.9%
Other	(13,459)	322	243	341	264	(2,458)	-0.3%
Total Revenue	\$788,491	\$844,172	\$723,092	\$1,074,080	\$1,144,243	\$914,816	100.0%
Annual Change		7.1%	-14.3%	48.5%	6.5%		
Total Rev./Round	\$33.10	\$33.02	\$32.76	\$34.24	\$37.89	\$34.20	
Direct Cost of Sales							
Food & Beverage	\$37,969	\$37,790	\$30,140	\$38,984	\$45,611	\$38,099	
Merchandise	\$38,041	\$34,602	\$30,802	\$39,182	\$56,568	\$39,879	
Gross Margin	\$712,481	\$771,580	\$662,150	\$995,914	\$1,042,064	\$836,838	

Source: Town of Jamestown *Closed 52 days for Covid in FY2020.

Average Revenue Analysis

The total facility-wide average revenue per round was \$37.89 in FY2022, of which \$29.74 was derived from golf playing fees (green + cart fees) and the remaining \$8.15 derived from ancillary sources like driving range, merchandise sales and F&B. The NGF average for public golf courses in the U.S. (calculated in 2021) was \$40.45 for total revenue per round, with \$30.00 from golf playing fees (green, cart, membership), plus an additional \$5.65 for F&B, \$2.75 for merchandise and \$2.05 for other (range, instruction, etc.). In general, JPGC is earning comparable revenue per round in golf fees, but lower revenue in other ancillary sources like merchandise and F&B sales. The actual FY2022 average revenue per round compared to standards shown below:

Year	JPGC in FY2022	Generally Accepted U.S. Average
Paid Rounds	30,198	31,500 (per 18-H)
Green + Cart + Passes	\$29.74	\$30.00
Golf Shop Merchandise	\$2.43	\$2.75
Food & Beverage	\$3.40	\$5.65
Driving Range	\$2.12	\$2.00
Other (lessons & other rentals)	\$0.20	\$0.05
Total	\$37.89	\$40.45

Jamestown Park GC Expenses

The table below shows total on-site operating expenses by major line-item since FY2018. These expenses have been relatively stable, with significant increase since 2021. The overall expenses to operate JPGC are comparable to national standards for public golf courses (the NGF standard for total operating expenses is \$1.2 million per 18 holes, with 55% for labor and 58% for golf course maintenance (including labor). Total labor costs for Jamestown Park GC are averaging around 58.6% and golf course maintenance about 60%, both comparable to the national standard.

Jamestown Park Golf Course Total Golf Operations Expenses by Category (2018 – 2022)							
Expenses	FY2018	FY2019	FY2020*	FY2021	FY2022	Avg. FY2018-22	Pct. Of Total
Golf Shop							
Salaries & Wages	\$225,707	\$239,963	\$262,144	\$332,494	\$375,495	\$287,161	23.9%
Supplies	14,575	14,523	12,999	15,549	19,177	15,365	1.3%
Utilities	16,645	14,998	14,274	14,792	11,736	14,489	1.2%
Carl Lease	65,647	65,266	63,827	63,927	63,927	64,539	5.4%
Bank Fees	12,238	12,964	12,102	20,924	21,267	15,899	1.3%
Service Contracts	11,619	11,781	12,709	13,127	13,278	12,503	1.0%
Capital Outlay	0	0	23,760	0	22,853	9,323	0.8%
Taxes	12,918	13,654	11,930	19,087	19,713	15,460	1.3%
Marketing & Comm.	14,622	16,653	10,759	10,195	10,277	12,501	1.0%
Other	40,454	29,665	33,480	35,351	31,702	34,130	2.8%
Total Golf Shop	\$414,425	\$419,467	\$458,084	\$525,446	\$589,425	\$481,369	40.1%
Golf Maintenance							
Salaries & Wages	\$395,289	\$397,290	\$426,347	\$449,280	\$524,654	\$417,052	34.7%
Supplies	122,482	97,039	95,787	126,710	130,776	110,505	9.2%
Utilities	37,127	33,122	32,588	27,036	28,043	31,583	2.6%
Equipment Lease	55,795	54,340	57,300	63,979	61,171	58,517	4.9%
Capital Outlay	49,867	32,516	57,504	95,182	65,762	58,767	4.9%
Repairs & Maint.	1,146	8,842	3,334	30,139	14,760	10,865	0.9%
Insurance	10,013	11,062	9,940	10,638	8,733	10,413	0.9%
Other	28,970	20,227	16,137	21,842	28,265	21,794	1.8%
Total Maintenance	\$700,689	\$654,438	\$698,937	\$824,806	\$862,164	\$719,496	59.9%
Total Facility Expenses	\$1,115,114	\$1,073,905	\$1,157,021	\$1,350,252	\$1,451,589	\$1,200,865	100.0%

Source: Town of Jamestown *Closed 52 days for Covid in FY2020.

Summary Financial Performance (2018-2022)

In the table below, the NGF provides a review of the Jamestown Park GC operation from a business perspective. We note that some of the organization may not match Town accounting, but the line items have been re-organized by NGF to show a more business-oriented standpoint. Our review shows that Jamestown Park GC requires significant Town subsidy in order to sustain the operation. We note that this view does not include any funds for ongoing capital upgrade and facility investment. As a best business practice, it is assumed that any operational profit that could be earned on-site at JPGC would be retained within the golf department and utilized as a "reserve" to help the Town prepare for the eventual future repairs that are sure to materialize and ensure JPGC retains a high standard of maintenance that is required to remain competitive.

Jamestown Park Golf Course Summary of Performance (2018 – 2022)					
	FY2018	FY2019	FY2020*	FY2021	FY2022
Paid Rounds	23,819	25,565	22,073	31,372	30,198
Revenue					
Golf Fee Revenue	\$624,042	\$651,310	\$588,639	\$855,754	\$897,980
Ancillary Revenue	164,449	192,862	154,453	218,326	246,263
Total Revenue	\$788,491	\$844,172	\$723,092	\$1,074,080	\$1,144,243
Total Rev/Round	\$33.10	\$33.02	\$32.76	\$34.24	\$37.89
Total Direct Cost of Sales (COS)	\$76,010	\$72,592	\$60,942	\$78,166	\$102,179
Gross Margin	\$712,481	\$771,580	\$662,150	\$995,914	\$1,042,064
Operating Expenses					
Golf Shop Expenses	\$414,425	\$419,467	\$458,084	\$525,446	\$589,425
Maintenance Expenses	\$700,689	\$654,438	\$698,937	\$824,806	\$862,164
Total Expenses	\$1,115,114	\$1,073,905	\$1,157,021	\$1,350,252	\$1,451,589
Operating Income (Loss)	(\$402,633)	(\$302,325)	(\$494,871)	(\$354,338)	(\$409,525)

Source: Town of Jamestown *Closed 52 days for Covid in FY2020.

JAMESTOWN PARK GOLF COURSE CUSTOMER SURVEY

A customized version of the NGF's Golfer Survey Program was distributed in the Fall of 2022 seeking opinions on Jamestown Park Golf Course. The survey was web-based and publicized through email and the internet directly to various customers of Jamestown Park GC. A total of 176 surveys were collected by NGF, divided between three clearly definable groups:

- Member of local golf associations (JGA or other local associations) – 89 responses
- Jamestown resident daily fee player – 19 responses
- Others who are not residents of Jamestown – 68 responses

The number of responses from current golf customers falls a little short of the 200+/- NGF usually requires for statistical accuracy, although the information collected is still very useful to NGF in understanding the likes, dislikes, concerns and suggested changes of a select group of active users of Jamestown Park GC. This survey is not intended to be a scientific study of Jamestown Park GC golfers. Rather, the NGF is viewing a small sample of golfers who use the facility to get a general opinion on some of the factors in this golf operation. The NGF survey is used by hundreds of courses across the country, allowing us to compare results with other similarly priced courses nationwide (except for custom questions). The survey for JPGC shows some strong opinions about the facilities and a deep concern over the food and beverage service offered at the facility. A summary of general findings is shown below:

Summary of Responses

Overall satisfaction with Jamestown Park GC is well below average compared to other similarly-priced facilities, and the most local patrons (those who use this facility the most) tend to view the course less favorably than other patrons. All patrons rank the overall satisfaction and likelihood to recommend lower than the 17th percentile, while satisfaction compared to expectations, and satisfaction compared to other courses both also rank lower than the 40th percentile. Factors where golfers rated the facility highest included staff friendliness and service, condition of carts, convenience of course location and affordability. The lowest ratings were reserved for food & beverage service, golf course conditions, with condition of tees, bunkers and restrooms all ranking lower than 95% of golf facilities that use this survey (5th percentile). Other factors near the middle of the benchmark (between 40th – 60th percentile) include golf course design, scenery & aesthetics, tee-time availability and clubhouse amenities.

Ratings on the surveyed factors were slightly different between the two survey groups, with local golfers who are members of JGA (or other associations) tending to view the facility in a slightly less favorable light. However, both groups agree that the golf course conditions need to improve and that F&B service is not good at the present time. The differences were mostly related to service, with less frequent users being much more critical of staff and the perception of value. The raw data on percentile results from the two survey groups and the overall facility are displayed in the tables below:

Jamestown Park Golf Course Satisfaction Scores

Jamestown Park Golf Course Satisfaction Measures			
Number of Responses	176		
	Local Association Members (51%)	All Others (49%)	All Golfers (100%)
Factors	Standard Percentile*	Standard Percentile*	Standard Percentile*
Overall Customer Satisfaction	10	23	16
Satisfaction Compared to Expectations	40	34	38
Satisfaction Compared to Other Courses	21	30	28
Likelihood to Recommend	23	14	17
* Percentile score - Measured on a scale of 0 to 100, this number represents the percent of golf facilities that received lower customer ratings on this measure than the subject facility compared to other similarly-priced golf courses in U.S.			

Jamestown Park Golf Course Satisfaction Measures			
Number of Responses	176		
	Local Association Members (51%)	All Others (49%)	All Golfers (100%)
Factors	Standard Percentile*	Standard Percentile*	Standard Percentile*
Overall Value	48	40	44
Overall Course Conditions	19	26	22
Pace of Play	34	33	33
Friendliness/Helpfulness of Staff	60	2	18
Golf Course Design/Layout	32	62	51
Scenery / Aesthetics of Course	40	72	65
Convenience of Course Location	88	88	88
Tee Time Availability	65	21	40
Condition of Greens	31	46	38
Condition of Tees	2	12	5
Condition of Bunkers	1	9	2
Condition of Fairways	29	30	29
Overall Quality of Practice Facility	29	30	30
Condition of Golf Carts	56	47	52
Amenities (clubhouse, pro shop, etc.)	35	45	40
Food & Beverage Service	5	4	5
On-Course Services (restrooms, drinking)	1	2	2
Overall Experience	22	12	16
Affordability	81	59	72
Overall Quality of Golf Shop	20	21	20

* Percentile score - Measured on a scale of 0 to 100, this number represents the percent of golf facilities that received lower customer ratings on this measure than the subject facility compared to other similarly-priced golf courses in U.S.

Review of Key Survey Findings

1. The profile of Jamestown Park GC golfer is predominantly male and generally older than the national benchmarks of 85% male and 60% over 50. A review of JPGC customers is displayed below. The demographics are split between the two groups, with local association members tending to be older and play more frequently at JPGC (as expected with local residents).

Jamestown Park Golf Course Customer Profile			
	Local Association Members (51%)	All Others (49%)	All Golfers (100%)
Percent Male/Female	85% / 15%	97% / 3%	90% / 10%
Age			
Percent Age 50+	89%	59%	74%
Percent Age 60+	75%	42%	59%
Percent Age 70+	38%	17%	28%
Activity			
Only 1-7 Rounds at JPGC	11%	59%	35%
More than 25+ rounds at JPGC	55%	15%	35%
More than 50+ rounds at JPGC	22%	5%	14%

2. **Customer Origin** – Zip codes collected as part of this survey show that JPGC draws most customers from the local area. About 61% of all respondents to this survey reside within only four zip codes (27282, 27265, 27407 and 27410). We note that all zip codes recorded in this survey were from Central North Carolina, with no truly “out-of-town” respondents.
3. **Competition:** The survey indicated that Jamestown Park has several competitors, with the most significant competition to coming from Bryan Park (43% of respondents indicated playing there), Oak Hollow GC (37%), Forest Oaks CC (35%), Greensboro National GC (35%), Holly Ridge GL (28%), Grandover Resort (19%), Blair Park GC (17%), Meadowlands GC (17%), Olde Homeplace GC (15%) and Colonial CC (11%). There was some difference in this list between the two main survey groups, with non-affiliated golfers listing Bryan Park and Greensboro National higher on the list, while association members listed Oak Hollow and Holly Ridge as more frequent activity.
4. Respondents were asked to rate their satisfaction with a number of service-related factors in a recent experience at Jamestown Park GC (rated on a 1-10 scale):
 - Arrival experience – average rating = 7
 - Greeting by staff – average rating = 8
 - Pro shop check-in – average rating = 8
5. When asked how often patrons use the snack bar/grill at JPGC, most used it more than 6 times (41.3%), while 15% indicated they never use the service.
6. When asked what might make you patronize the grill/snack bar more frequently, the responses included (respondents could check up to 3). Among those selecting other” adding a beverage cart and having some form of halfway house service after the 9th hole was the most common answers:

- Better overall menu selection – 70 responses (23.6%)
- Expanded operating hours – 58 responses (19.5%)
- Improved customer service – 50 responses (16.8%)
- Having theme nights – 33 responses (11.1%)
- Availability of healthier choices – 17 responses (5.7%)
- Other – 69 responses (23.2%)

General Open-Ended Comments on What is Liked the Most

In review of the general open-ended comments survey respondents made about what they like most about Jamestown Park Golf Course, NGF noted several key themes from all respondents, including:

- Ease of play - layout
- Greens have been good lately
- Friendly staff / good service
- Usually not too crowded / easy to get on
- Close to my home
- Good value / Price
- Good practice facilities / driving range

General Open-Ended Comments on What improvement is Needed

In review of the general open-ended comments survey respondents made about what needed improvement at Jamestown Park GC, NGF noted a handful of comments with a variety of topics; the most common included:

- Specific golf features need improvement (greens, tees, bunkers, cart paths)
- Improved pace-of-play on weekends
- On-course services (restrooms / drinking fountains don't work)
- Increase variety of items for sale in pro shop
- Improve on-course restrooms
- Move pin locations more frequently
- Many comments about F&B improvements being needed

Key Survey Takeaways

In reviewing the results of the golfer survey completed in Fall 2022, NGF has noted several key takeaways to share with Town leadership. Our survey shows that the local residents and more frequent users have a slightly less favorable view of Jamestown Park, while others tend to be a little more forgiving. However, both groups agree that the golf course conditions need to improve and that F&B service is not good at the present time. The Town of Jamestown has a unique offering in the middle range of the public golf course market, with a facility that has attractive features that are in need of enhancement. The market shows signs of growth in 2022, but there is a limited supply of tee times available to service the demand. This survey suggests strongly that Jamestown Park GC has the potential to be a clear leader in the public golf segment of this Triad market, but some facility improvement is needed.

SUMMARY – JAMESTOWN PARK GOLF COURSE

Jamestown Park GC is a good quality golf facility with a mix of amenities that is consistent with economically successful public golf courses. However, as we review the property in 2022, the NGF found a golf course facility being operated as a public accommodation rather than a golf course business. As a result, the quality of maintenance, customer service and marketing/promotion of the facility all need considerable improvement. A summary of NGF key findings on the JPGC facility and operation include:

- Jamestown Park GC enjoys a good location in the heart of the Piedmont Triad, with easy access from a wide geographic area. However, with a small population in the Town of Jamestown, JPGC will always have to rely on golfers who are not residents of Jamestown to thrive economically.
- While the mix of amenities offered at JPGC is consistent with success in public golf, it is clear that these amenities are not in the most ideal condition upon review in 2022. The most significant deficiencies identified by the NGF team include the condition of bunkers, stressed cart paths, inefficient irrigation, a small kitchen and under-staffed golf course maintenance department.
- In all, the NGF identified some \$868,000 to \$1.12 million in base capital projects to address needed repairs, deferred maintenance and provide some new investments to upgrade the golf course. Although the clubhouse has been improved within the last 7-8 years, the Town may find that additional investment in the clubhouse would help to expand capacities and lead to enhanced non-golf revenue. Items such as cart path, bunker, and irrigation repairs are urgent needs that should be addressed immediately.
- The Town has chosen to self-operate its golf facility with all Town employees, with a total of 11 full-time and 17 part-time employees (19.5 FTE's). Compared to national standards, JPGC has more full-time and fewer part-time employees than is usual in public-sector golf. The NGF recognizes that the realities of the 2022 economy and local employment dynamics make the employment of part-time staff, especially in golf course maintenance positions, especially difficult to fill. The resulting reliance on full-time labor and the limited budget available to fill a full roster of needed staff is contributing to modestly reduced maintenance conditions documented in this report.
- The marketing of JPGC appears to be modest, but with staff showing a clear effort to enhance and improve in the immediate future. The NGF has observed that JPGC staff may not be making full use of the advanced technology and website/email/social media marketing that is available to this facility by way of its ongoing technology agreement with the independent POS provider *Golfnow*. As this facility will always require some level of non-local participation, adoption of a modern, technology-driven marketing program will be necessary to attract the customers needed to sustain (or grow) rounds and revenue.
- Playing fees for golf and concessions are appropriate at Jamestown Park GC, and clearly place the facility in the middle range for public golf in this market, which is consistent with the quality of golf facility product that is offered. However, NGF has observed that the Town needs to adopt a program of ongoing fee adjustments to keep up with rising costs, and to implement more “demand-based” pricing that allows for deeper discounts during periods of the year/month/week/day when demand is lower and few golfers are on the course. Thus, there may be room to increase the price for certain high-demand tee times and lower the price for off-peak periods.

- The food and beverage service at JPGC is not ideal and clearly lags behind the other public golf competition in the market. The problems in this area of service are the result of several factors, including a small kitchen size that limits menu offering and capacity, inadequate staff (just one person handles everything), and large under-utilized patron spaces. It is clear to NGF that the F&B service at this facility could be more than what it is, even considering the space and equipment limitations. This is true in both ongoing day-to-day service to golfers, as well as the site's great potential to host larger parties, luncheons and banquets.
- The merchandise offered for sale in the pro shop was limited during the NGF's review, although we note that this was at the end of the golf season. Still, a well-stocked pro shop is reflective of a high-quality golf facility operation and would lead to improved revenue for the Town. Unique Jamestown-themed apparel in particular was lacking in the pro shop, while other public courses in the region tend to generate strong sales of this (and other) golf merchandise.
- Total rounds activity at JPGC had been very consistent until a strong boost in activity in 2021 and 2022, in part related to a surge in golf interest stemming from a the recent Covid pandemic. The nearly 31,400 rounds hosted in FY2021 was the most in any single year since 2014. As we move into 2023 and beyond, retaining this influx of new golfers will become a key challenge for JPGC.
- Jamestown Park GC produced total top-line revenue of just over \$1.14 million in FY2022, an amount that represented a recent peak in performance. On average, **JPGC is generating \$37.89 per round in 2022, only slightly lower than the national standard of \$40.45 per round.**
- Total operating expenses of around \$1.4 million had been relatively stable, with recent increase due to inflation, stronger golf activity and higher wages. This expense amount includes the direct costs required to operate the golf course on site, and do not include items like depreciation or any funds for capital investments for the future of the property.
- The survey of golfers conducted by NGF in Fall 2022 shows deep-rooted support for Jamestown Park GC, but a corresponding concern for its condition and operating profile. Ratings that NGF can compare to other golf facilities that use this system show most of the customer ratings of Jamestown Park below 50th percentile, with some specific factors rating under the 5th percentile, meaning that customers rated specific JPGC factors lower than 95% golf facilities that have used this survey. The lowest rated factors at this facility that golf customers are demanding improvement include the bunkers, on-course services (restrooms, drinking fountains, etc.) and the food and beverage operation.

External Factors Affecting the Operation of Jamestown Park GC

As we plan for the future operation of Jamestown Park GC, NGF has provided a summary of important external factors that have direct effect on the facility operation. This includes a review of local demographics and economy, golf industry trends, and a review of potential golf demand and pricing in the Central North Carolina market. NGF will also provide a review of other golf courses in the area that compete with JPGC for market share. We will then provide a summary of these factors and how they relate to the continued operation of the JPGC. A summary of key findings on external factors that impact the operation of the Town's golf course are noted below:

NATIONAL GOLF INDUSTRY OVERVIEW

Prior to the pandemic year of 2020, the golf industry was healthy and was continuing a macro trend toward stabilization in terms of participation and demand, though golf course closures continued to greatly outpace openings. Ultimately, total spending on golf and club memberships will always be vulnerable to outside forces such as the economy, but the game remains popular and is fortunate to have a deep well of interested prospects. The chief challenge is **getting more non-golfers who express interest in playing ('latent demand') to give golf a try, and converting more beginners into committed participants.**

Since spring 2020, golf has received a strong boost in interest and demand resulting from the Covid-19 pandemic. This was due to many factors, not the least of which is the fact that golf is an outdoor activity that is conducive to social distancing. There are indications that part of this pandemic "dividend" may be slipping away. Golf Datatech's *National Rounds Played Report* for October shows a decline year-to-date of 2.4% (See [Appendix B](#)). Still, it is important to consider the following:

1. Early in 2022, weather appears to have had a significant impact. Pellucid reported golf playable hours (computed using detailed weather data from across the country) were down 14% over the first four months of the year, compared to same period last year.
2. The first third of the golf year (Jan-Apr), which you can loosely call golf's 'winter,' may be high season in places like Florida and Arizona, when a large percentage of annual rounds are played by migratory 'snowbirds,' but it's low season in most other places, as golf courses are either closed for extended periods or open sporadically as weather permits. Golf's winter generally accounts for 20% of total annual rounds, so while we'd of course like to start the year up, being down 10% equates to only a 2% annual impact.
3. Other metrics and parts of the golf business continue to show strength. Club and ball sales are up 14% in wholesale dollars year-to-date, golf's online search popularity remains elevated and stable, and though rounds played are down, golf revenue per round is up compared to last year.
4. Ultimately, it will be up to golf's stakeholders (major associations, course operators, golf professionals, instructors, and other staff) to make sure that a strong percentage of new and reactivated golfers stick with the game now that other leisure, recreation and entertainment activities are widely accessible.

Key Trends in Demand

Participation - The national golfer number (people age 6+ that had played at least one round of golf the prior 12 months) showed net attrition since 2012, but has been on the rise over the last several years, increasing from 23.8 million people in 2017 to 25.1 million in 2021. When both on-course and off-course participation (more below) are considered, 37.5 million Americans age 6+ played golf in 2021.

Rounds Played 2020-2022 – According to Golf Datatech, rounds played in 2020 finished up by 13.9% (about 60 million rounds) over 2019, with North Carolina up by 5.6%, despite Covid-related shutdowns for much of March and April. For 2021, national rounds were up by another 5.5%, while North Carolina saw an increase of 13.6%. National rounds played through October 2022 are down by 2.4% year-over-year, and play in the South Atlantic region has decreased by only 2.1% YTD. Looking at the results more granularly, North Carolina is down by 4.1%, but the Greensboro/Raleigh market by only 1.2% (See [Appendix B](#)).

Baby Boomer Effect and Generation G (the “Golf Generation”) – As Baby Boomers age and retire over the next 15 years or so, we expect to see a measurable increase in total rounds played in the U.S. Boomers - born between 1946 and 1964 - are currently 57 to 76 years old. About 6 million of them are golfers; that’s approximately 1/4 of all golfers, and they currently play about 1/3 of all rounds. While not technically a generation, the 46-65 age cohort is the most vital group for the golf industry, accounting for the most golfers, rounds and spend in the industry – more than \$9 billion in total annually. Generation G includes younger Boomers and older members of Gen X.

Golf Course Supply

The number of course closures has outweighed new openings for 14 consecutive years during the ongoing balancing of supply and demand. According to NGF data, since the market correction in golf course supply began in 2006, there has been a 10% cumulative reduction of U.S. golf courses in terms of 18-hole equivalents (18HEQ). In 2019 there were 279.5 permanent closures, about 40% higher than the level experienced in the prior two years. (For perspective, golf supply grew by 44% from 1986-2005). The rate of permanent closures slowed over the last two years, despite the pandemic, with 193 18HEQ shutting their doors in 2020 and 130.5 in 2021, down 53% from its peak two years ago, prior to the pandemic.

The demand for land to develop residential and commercial real estate is influencing the supply correction in golf. Closures tend to be more value-oriented, public facilities in the best-supplied areas: Florida, Texas, Ohio, California, and New York had the most closures in 2019 and all rank among the top six states with the most golf courses.

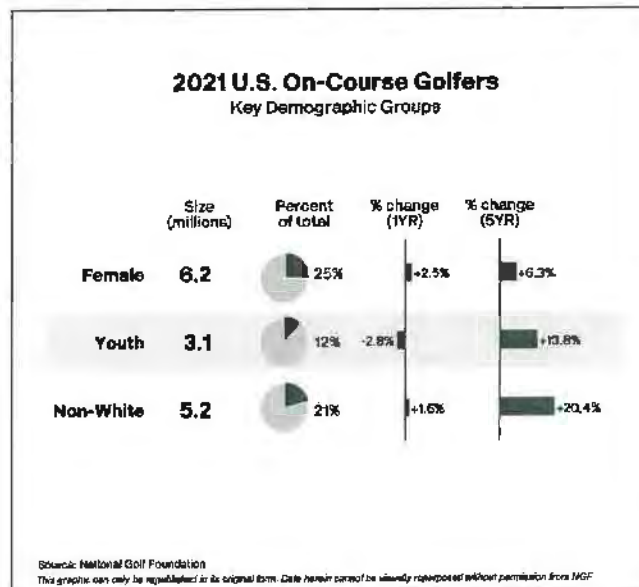
Other Measures of Health

Other metrics to consider when measuring the health and trajectory of golf include:

Investment in Facilities: Investment in major renovation projects has replaced new construction as the largest source of U.S. golf course development activity. A recent NGF study with more than 1,200 responding facilities indicated total investment of more than \$9 billion over the prior 5 years. In terms of *new construction*, NGF is currently tracking 54 new courses that are under construction, and another 38 that are in planning across the U.S. The former represents an increase of more than 55% compared to the recent three-year pre-pandemic average.



Increasing Diversity: A closer look at on-course participants (golfers) in 2021 shows a continuing trend towards diversification – spurred in some respect by the heightened interest and engagement being generated by off-course forms of golf. Women now comprise 25% of golfers, and people of color 21%, both groups having increased meaningfully. Overall, the number of non-White golfers has increased by about 900,000 since 2017, while the number of women golfers grew by about 400,000 over that time.



Beginners: The number of beginners rose to a record 3.2 million in 2021, surpassing the record of 3 million set in 2020 and representing an annual increase of about 1 million since 2014. The last two years have set records and exceeded the year 2000, when Tiger Woods was in his prime and drawing newcomers to the game in unprecedented numbers. Nearly 37% of beginning golfers are women, and the percentage of non-Caucasian beginners is significantly higher than the percentage of non-Caucasians in the total golf population. Overall, the industry has had eight straight years with more than 2 million beginners. However, one of the key issues the industry has

faced is that many of these beginners are lost out the “back door”. NGF believes that short courses – especially those combined with some technology/gaming amenities – can play a significant role in increasing engagement and retention among beginning golfers, as well as young adults in general.

Juniors: According to NGF’s Graffis Report: “In addition to the largest-ever recorded increase in beginners (+23%), 2020 saw the most significant gain for youth golfers (+25%) since 1997.” 3.1 million Juniors played golf on a course in 2021, remaining steady after a 24% increase in 2020 that was the largest since 1997. The population of junior golfers is more diverse than the overall participation base: females comprise 34% of junior golfers, compared to 24% of all golfers, while non-Caucasians are 28% of junior golfers and 20% of all golfers.

Young Adults: the category of young adults (18 to 34-year-olds) is among the sport’s biggest customer age segments, with 6.1 million on-course participants and another 4.8 million off-course participants. Ongoing NGF survey research indicates that interest in playing among non-golfing young adults is high, with more than 5 million saying they are “very interested” in taking up the game. The fun and entertainment aspects of golf – especially when consumable in relatively short time windows - are particularly salient to this cohort, making the prospective Jamestown Golf Center ideally suited to gaining traction with them due to the nature of the golf course and support amenities.

Off-Course Participation: Driven primarily by the popularity and growth of Topgolf, a non-traditional form of golf entertainment, there were an estimated 23 million off-course participants (only those activities that involve hitting a ball with a golf club) in 2019, up by 2 million from 2017. In 2020, the number grew to 24.3 million, nearly half of whom did not play on a golf course.

Latent Demand: Overall interest in playing golf remains very high. NGF survey research indicates that the number of non-golfers who say they are “very interested” in taking up golf – which had doubled between 2014 and 2018 (CAGR of ±15%), has continued to steadily rise to about 17 million in 2022.

Dedicated: Several years ago, NGF developed a scale to gauge participant engagement with golf. NGF annual golfer survey research indicates that the number of dedicated golfers has remained steady at 20 million for the past 8 years. These dedicated golfers are responsible for ±95% of rounds played and spending. Those who are more engaged are significantly more likely to continue playing.

National Overview Summary – Potential Implications for JPGC

It is difficult to conclude how the national trends discussed above will affect a particular golf course, as we cannot definitively predict which, if any, of these trends will continue. On balance, however, we believe that a continuation in the growth of beginning golfers, successful activation by golf operators and organizations such as the PGA of America, NGCOA, USGA, and National Golf Foundation of the large cohort of non-golfers that have expressed interest in playing (“latent demand”), and the continued golf course supply correction towards equilibrium should have a positive effect on golf courses.

In terms of the potential long-term impacts of the Covid-19 pandemic, it is too soon to tell what the lasting effects on golf participation and demand will be. The pandemic resulted in a significant rise in new and returning golfers, manifesting in fuller tee sheets across the U.S. Still, as we documented above, part of the Covid “dividend” may be waning, and operators will have to be proactive in keeping golfers engaged. A key part of keeping golfers engaged – especially for the

critical young adult cohort and those new to the sport – is offering a facility that is welcoming, user-friendly, and actively programmed with player development/instruction, leagues, outings & tournaments, and specialized events that offer not just the opportunity to learn, but also offer fun and entertainment. These types of activities align with many of the trends NGF is tracking via ongoing research.

LOCAL/REGIONAL GOLF MARKET ANALYSIS

In this section we provide a summary of key “external” factors that have the potential to affect the demand for golf at JPGC. The overview includes an analysis of basic demographic measures, as well as golf supply and demand indicators, that have the potential to affect the demand for golf, as well as fee/price tolerances and thus the economic performance of golf facilities.

Defining the Primary Market Area for JPGC

The primary market area for JPGC is the geographic area from which we would expect the strong majority of its demand would come from. A number of factors determine the trade area for a golf facility. In addition to the quality and price point of the subject facility, the quantity, quality, and nature of competitive facilities in the area, the availability of highway and major thoroughfare infrastructure, traffic patterns, economic and demographic factors, and the propensity for golfers to travel to play golf all play a role in establishing the primary market area for a golf facility.

Based on the price-quality proposition of JPGC and our overall market analysis, including the factors noted above, we expect that JPGC draws the majority of its customers from within approximately 10 miles, an area that includes Jamestown, High Point, much of Greensboro, and communities such as Kernersville to the northwest, Thomasville to the southwest, Trinity and Archdale to the south, and Oakwood and Pinecroft to the east. Additional secondary demand will come from beyond this radial, including eastern suburbs of Winston-Salem, and eastern areas of greater Greensboro.

Local Market Golf Supply and Demand Overview

To assess potential market opportunities for Jamestown Park GC, it is helpful to examine local economic and demographic factors that have the potential to impact demand for rounds, as well as fee tolerances. Below we provide a review of the area’s demographics, as well as an overview of key golf market demand and supply indicators. Specifically, we have examined the 5-, 10-, and 15-mile radial markets around JPGC. This information is derived from ongoing NGF golf participation research, the NGF U.S. Golf Facility Database, and NGF Golf Market Analysis Platform (GolfMAP) (See [Appendix C](#)).

Demographic Factors

- There are an estimated 123,000 people residing within 5 miles of JPGC in 2021. The population gets much denser in the broader 10-mile and 15-mile markets, which bring in some of the greater Winston-Salem and Greensboro areas and are home to 374,000 and 654,000 people, respectively. The primary 10-mile trade area is projected to add approximately 16,000 net residents by 2026. The overall population of the Piedmont Triad Region is more than 1.7 million.
- The Caucasian population in the submarkets ranges from about 45% to 52%, significantly lower than in the nation overall. Ongoing NGF survey research indicates that participation in golf among white Americans is significantly higher than for other ethnicities, though differences mitigate somewhat as incomes equalize.

- **Median household income** in the 10-mile market, at \$60,389, is about 17% lower than the corresponding national figure of \$72,506. Median incomes in the 5- and 15-mile markets are ~14% and 16% lower, respectively, than the U.S. median. **Median ages** in the subject markets are in the general range of 37 to 38 years, moderately lower than the national media of 39.4 years. Golf participation and frequency of play are positively correlated with higher income and higher age, though there is attrition at some point among elderly golfers.

Local Jamestown / Greensboro / Guilford County Economy

- The population of Jamestown decreased slightly from 3,836 in 2017 to 3,700 in 2021 (ACS 2017, 2021), a population loss of 4%. Overall, the town added 278 net new residents between 2012 and 2021.
- Greensboro's population grew by 9.4% between 2012 and 2021, to about 298,000 people. Median household income is just under \$50,000, more than 25% below the national median, while the median age of 35 is several years lower than the U.S. median. The population of the Greensboro-High Point MSA increased by about 43,000 net residents, or by 5.7%, between 2012 and 2021 and now stands at just under 779,000.
- Jamestown's largest employers include Guilford County schools (315 employees), Flowers Bakery (225), Publix (140), Shannon Gray (rehabilitation center – 110), and Highland Containers (102). For the Greensboro metro area, large private employers include Cone Health (13,000 employees), United Healthcare (2,736), Ralph Lauren (2,681), Volvo Group (2,433), and Unifi (1,957). Companies such as these, as well as smaller employers, churches, civic organizations, etc., are candidates to host outings at local golf courses like JPGC if they are actively solicited.
- The economy of Guilford County, NC employs 257,000 people. The largest industries in Guilford County, NC are Health Care & Social Assistance (37,283 people), Manufacturing (33,148), and Retail Trade (30,945).
- The unemployment rate for the Greensboro-High Point MSA doubled from 4.0% in 2019 to 8% during the pandemic year of 2020, declining to 5.4% for 2021. The jobless rate as of September 2022 was 3.7%.
- Road system: the greater Greensboro area is served by five major interstate highways – I-40, I-85, I-73, I-785, and I-840. Interstates 40 and 85 bisect the region east to west and Interstate 77 runs north/south. Two new interstates, I-73 and I-74, are already completed in most areas and under construction in others.

Piedmont Triad Regional Economy

- The 12-county Piedmont Triad region - named for the three largest cities in the region: Greensboro, Winston-Salem, and High Point - has about 1.7 million residents and is located in central North Carolina, halfway between New York and Florida, as well as halfway between Washington, DC and Atlanta. The region boasts excellent transportation and educational facilities, making the Triad a hub for commerce along the mid-Atlantic region.
- Piedmont Triad International Airport is part of a 4,000-acre campus that is home to more than 50 companies that infuse nearly \$6 billion into the local community annually. More than 8,600 people work on the campus. Total passengers rebounded to 1.23 million in 2021, a number still down significantly from the pre-pandemic total of 2.15 million in 2019. Eight additional airports handle both commuter and corporate aircraft.

- There are 13 colleges and universities in the region with a total enrollment exceeding 60,000, while 9 technical and community colleges serve an additional 50,000 students. The region’s economy has historically been tied to textiles, furniture, and tobacco, but new growth industries are emerging rapidly, including distribution, logistics, bio-technology, and aviation & aerospace.
- The **climate** for golf is year-round in the Jamestown area, though winter months are chilly, with average highs in the 50s (January is coldest at about 50°), and average lows in the 30s (right at 30° in January). The average high during the peak of summer is close to 90°. Spring and early autumn are particularly pleasant. Overall, the area averages about 4 months with high temperatures in the very pleasant range of 70° to 85°. Jamestown receives about 45 inches of rain and 5 inches of snow annually, and averages 213 sunny days.

Golf Demand

- **Golf participation rate:** Household golf participation rates in the 5-, 10-, and 15-mile submarkets around JPGC range from 7% to 11% higher than the national golfer participation rate of 7.6%. NGF’s proprietary Golf Demand Model indicate 29,000+ golfers within 10 miles of JPGC, and just under 50,000 within 15 miles.
- **Rounds played:** For the local markets, estimated (facility self-reported + modeled) annual rounds played per 18 holes are ±25,000, or about 18% lower than the national average of ±30,500, but very close to the State average. The NGF Demand Model shows annual rounds potential per 18 holes (i.e., demand from residents of the subject markets) of nearly twice that amount, suggesting that significant golf demand is being “exported” beyond the 15-mile distance from JPGC.

Summary Golf Demand Measures – Local Markets				
Jamestown Park GC	5-mile market	10-mile market	15-mile market	State of North Carolina
Golf Participation Rate	8.4%	8.2%	8.1%	8.1%
Part. Rate Index (US = 100)	111	109	107	108
Number of Golfers	9,734	29,042	49,905	806,212
Interested Non-Golfers	8,564	25,638	42,123	612,177
Est. Rounds per 18 holes	27,087	25,305	23,316	24,866
Golfers per 18H Index-Public (US=100)	100	171	151	101

- People who express an interest in playing golf but have not yet taken it up include former golfers (gave it up), and those who have never tried. The demographic profile of latent demand tends to be more female and younger than the population as a whole. Surveys show these golf-interested non-golfers cite several barriers to entry in golf, including the cost and social aspects (no one to play with). NGF modeling suggests about 8,500 “**very interested**” non-golfers in the 5-mile market, and about 26,000 in the 10-mile market.

Golf Facility Supply

- There are 11 total golf facilities in JPGC’s primary 10-mile market, including 7 public access. The 15-mile radial market is home to 21 facilities (14 public), totaling 360 holes. With the exception of one NGF-defined ‘premium’ price point (peak riding 18-hole green fee >\$70) facility, the other public facilities in each submarket are about evenly

split between 'standard' (peak fee \$40-\$70) and 'value' (<\$40) price point facilities. (At \$45 peak riding fee, Jamestown Park GC is standard).

- Over the last decade, facility closures have resulted in a **net reduction of 36 holes** in JPGC's 15-mile market. The NGF golf facility database indicates no new golf facilities either in **planning or under construction** in the Piedmont Triad region.
- **Demand-Supply:** The 10- and 15-mile radial markets around JPGC are undersupplied with golf facilities – especially on the public side - compared to the national benchmark. Specifically, the 10-mile primary trade area has 71% more golfers per 18 holes of public golf than the US average, while the 15-mile market has demand-supply index is 52% higher than the national figure.

LOCAL COMPETITIVE GOLF MARKET

Based on market knowledge, discussions with JPGC's Manager, the results of the NGF golfer surveys, and feedback from area golf operators, NGF has identified a representative subset of public golf courses (18-hole or greater regulation length) that comprises the primary and secondary competitors to JPGC. These facilities, along with other basic information, are listed in the table below:

Facility Summary Information – Jamestown Park GC Competitive Set								
Golf Facility	Location	Type	Year Open	Par / Slope	Front Tee/ Back Tee	Location Relative to JPGC*	Est. Rounds Played	Tee Stations
Jamestown Park Golf Course	Jamestown	MU-18H		72 / 129	4,686/ 6,700	–	31,000	20
Bryan Park Golf & Conf. Center	Browns Summit	MU-36H	1974			16.5 miles NE	62,000	30
Champions Course		18H	1990	72 / 140	5,236 / 7,255			
Players Course		18H	1974 / 1998	72 / 133	5,290 / 7,057			
Holly Ridge Golf Links	Archdale	DF-18H	1994	72 / 140	4,640 / 6,790	11 S/SE	32,000	25
Meadowlands Golf Club	Winston Salem	DF-18H	1995	72 / 140	4,754 / 6,778	11 miles W	42,000	25
Oak Hollow Golf Course	High Point	MU-18H	1972	72 / 134	4,658 / 6,534	3 miles W	35,000	14
Olde Homeplace Golf Club	Winston Salem	DF-18H	1993	72 / 128	4,481 / 6,504	10 miles W	45,000	20
Pine Knolls Golf Club	Kernersville	DF-18H	1988	72 / 123	4,335 / 6,338	14 miles NW	34,000	15

*Air miles from subject site, rounded to half-mile; actual driving distances will likely be greater.
Type: DF – Daily Fee; MU – Municipal

As part of NGF's field research for this project, visited the primary competitors to help establish their price-value proposition, general condition, and amenities in comparison to Jamestown Park GC. The competitor list is not intended to be exhaustive, as golfers in this market appear to "spread the wealth" among area courses, even if they do have a favorite. The map on the following page shows the locations of the various public courses selected as the key competitors. Following the map, we provide summary operating information for these key competitors, as well as key pricing & fee information in comparison to Jamestown Park GC.

Competitive Public Access Golf Facilities Map

The map below shows the relative locations of the facilities selected as comparable to the JPGC.



Jamestown Park Golf Course Primary Competitors Information

Jamestown Park Golf Course Primary Competitors Daily Fee Rates									
Facility	18H Peak Season Prime Time Green Fees (WD/WE)	9H Peak Season Prime Time Green Fees (WD/WE)	18H Senior Green Fees (WD/WE)	18H Junior Green Fees (WD/WE)	18H Twilight Green Fee (WD/WE)	Cart Fees (18H/9H)	Range Bucket Fees (S, M, L)	Single Annual Pass Fee	Couple / Family Annual Pass Fee
Jamestown Park GC	\$23/\$32	\$15/\$17	\$18 walking M-F \$28 riding M-F	\$18 walking M-F \$28 riding M-F	\$30/\$37 (riding)	\$13/\$9	\$4/\$8 (S/L)		
Bryan Park Golf							\$8/\$8/\$10		
Champions	Mon-Th \$53/ Fri \$56/ WE \$64		\$37 M-F only	\$37 M-F only	\$41/\$44	Included			
Players	Mon-Th \$50/ Fri \$53/ WE \$61		\$34 M-F only	\$34 M-F only	\$38/\$41	Included			
Holly Ridge Golf Links	WD: \$29 (walk); \$39 (ride); WE: \$49 (ride only)	WD: \$15 (walk); \$22 (ride); WE: \$29 (ride only)	\$23 walking WD \$33 riding WD Seniors & Ladies	WD: \$20 (walk); \$30 (ride); WE: \$39 (ride)	WD: \$20 (walk); \$30 (ride); WE: \$29 (ride only)	\$10/\$7	\$10 unlimited (incl. w/ round)		
Meadowlands Golf Club	Mon-Fri \$42/WE \$55; noon to 3 pm: \$37/\$44; 3 pm: \$32/\$39		\$32 all day M-F		\$32/\$39	Included		\$2,280 Green Fee; \$3,280 incl. Cart	\$3,280 Green Fee; \$3,960 incl. Cart
Oak Hollow Golf Course	\$19/\$28 (12 pm)	\$14/\$15 (last 3 hours)	\$14 walk / \$26 ride M-F	\$14/\$15	\$25 riding (WD)	\$15 / \$10			
Olde Homeplace Golf Club	Mon-Fri. \$32 WE \$42; walking after 1 pm: \$22/\$32	Mon-Th \$20/ Fri \$21/ WE \$30; walking \$16/\$21	\$27 M-Th only	\$5 for 9 holes \$10 for 18 holes M-F + after noon on Sat./Sun.	M-Th: \$22 walk/\$27 ride; F: \$22/\$29; WE: \$32/\$36	\$10 / \$14	\$5/\$8 (S/L)	M-F only: \$899 7-Day \$1,350	M-F only: \$1,650 7-Day \$2,300
Pine Knolls Golf Club	\$25	\$17	\$25 (riding) WD only	\$11	\$30/\$35 (riding)	9H: \$5/\$9 18H: \$10/\$16		\$800 green fee only; \$1,800 all inclusive	\$1,800 green fee only; \$2,500 all inclusive
<p>General notes: Bryan Park – Greensboro residents get \$5 discount; walking available on Players Course. Holly Ridge – weekend tee times are available on-line only. Meadowlands – senior age is 55; 9H rates are walk-in only; Ladies Day, with discounted rates, is Wednesday; has seasonal rates. Olde Homeplace – senior age is 55; Ladies Special offered on Tuesdays; Golf Discount Card is \$50 and takes \$5 off 18H riding round; \$1 cash discount; has seasonal rates. Pine Knolls – senior age is 55; children age 11 and under play free; no senior rate on weekend; offers winter rates.</p>									

Key Findings – Competitive Golf Market

NGF's key takeaways from our analysis of JPGC's competitive market:

- Based on NGF's golf course visits, interviews with area golfers, the results of the golfer survey, and feedback from JPGC management, it appears that the subject facility competes with quite a few regional golf courses, with Holly Ridge and Oak Hollow standing out as the two most important. A secondary tier of competitors – including ones that members of the JPGA and JPLGA travel to on a regular basis – is topped by Olde Homeplace, Meadowlands and Bryan Park.
- Jamestown Park offers a challenging, generally well-maintained golf course that appears to be appropriately priced among its peer group. Among the competitive set, weekday 18-hole prime time riding rates generally fall in the range of \$32 to \$40 (JPGC is \$36), while weekend rates are in the low to middle \$40s (JPGC \$45). Bryan Park Golf, a 36-hole facility owned by the City of Greensboro, is the premier public facility in the market, with green fees on the Champions course of \$53 M-Th, \$56 on Friday, and \$64 on weekends (a few dollars lower for the Players course; Greensboro residents get \$5 discount). Meadowlands Golf Club is the second highest priced public facility, with weekend fees as high as \$55. On the other end of the fee spectrum, Pine Knolls Golf Club in Kernersville is the value facility in the market, with peak riding 18-hole green fees of only \$35.
- As noted in our fee discussion earlier in the report, restrictions on 9-hole and walking play are common in the market. Several facilities, including Holly Ridge and Meadowlands GC, restrict 9-hole tee times to walk-in only.
- In addition to daily fee play, a few of the market public golf courses offer unlimited-play annual memberships. For example, Meadowlands offers a single membership for \$2,280 (\$3,280 cart included), and family membership for \$3,280 (\$3,960 with cart). Olde Homeplace offers two types of memberships – a Monday through Friday only version for \$899, and a 7-day for \$1,350.
- Estimated average rounds played per 18 holes among the competitive set has been about 35,000 to 36,000 since the pandemic-related boost beginning in 2020. By comparison, JPGC hosted about 31,400 rounds in 2021, or ±12% lower than the market average. The most active facility overall in 2021 was Bryan Park, with 62,000 rounds on its 36 holes. The most active of the 18-hole facilities were Olde Homeplace (est. 45,000 rounds) and Meadowlands Golf Club (est. 42,000).
- As noted, the Rees Jones / George Cobb-designed Bryan Park Golf and Conference Center in Greensboro is the premier facility among this competitive set. The home of the 2010 US Amateur Public Links Championship features two 18-hole championship courses, each presenting a challenge with 7,000+ yard back tees that have slope ratings of 140 (Champions) and 133 (Players). The forward tees are not especially friendly to short hitters, either, with both courses at 5,200+ yards.
 - Bryan Park has 22,000+ square feet of meeting/event space and is one of - if not the - premier venues in the region for golf outings, reportedly hosting more than 150 annually with as many as 400 players per day.
 - The facility has a very robust instruction and overall programming element, including two learning centers - The Bryan Park Golf Practice & Learning Center (home of the Robert Linville Precision Golf School) and the Ernie Edwards Learning Center. The latter features two climate-controlled hitting

bays, two outdoor hitting bays, and the latest in learning technology; it is considered a top teaching center, and its Junior Academy is home to one of the strongest junior programs in North Carolina.

- The 27-acre Practice and Learning Facility has 12+ acres of grass teeing area, 10 target greens, practice bunkers and chipping areas.
- **Meadowlands Golf Club**, a Hale Irwin Signature Design located within a master planned community, appeared to be nicely maintained during NGF's visit. The course, which plays to a difficult slope of 140 from the back tees, features a large lake near #9, #10, and #15, and has other smaller lakes and streams throughout the layout. Meadowlands has a nice, modern clubhouse that includes the Lakeside Event Room. There is a basic grill and lightly-stocked pro shop.
- **Oak Hollow Golf Course** is a Pete Dye-designed course that is owned and operated by the City of High Point and is the most proximate public golf course to Jamestown Park GC. During our visit, the course seemed to be in fair condition. The layout, which plays to 6,534 yards and a 134-slope rating from the back tee, has water features on about half the holes. The facility has a very old, unattractive clubhouse. Oak Hollow is active with programming, and offers Youth on Course, Get Golf Ready, and US Kids Golf Academy, among other programs.
- **Olde Homeplace** – this active facility located in Winston-Salem was in good condition during the consultant's visit. The layout is fairly wide open, and water is in play on about 6 holes, including 5 on the back 9. Olde Homeplace features a large range with a big teeing area, a minimalist clubhouse, and an open-air event pavilion.
- **Holly Ridge Golf Links** has very attractively maintained general grounds and golf course. The large, attractive, modern clubhouse features a bar and grill (menu is printed on the golf scorecard), a very attractive, well-laid out pro shop, and the new Bunker Lounge that features 8 high-end golf simulators. The Golf Academy facilitates individual and group instruction, junior camps and other programs.

EXTERNAL FACTORS SUMMARY

The NGF market analysis shows that while golf is not a key to the defining character of the greater Greensboro market area, the public golf courses in the Piedmont Triad are hosting a high level of golf activity. While there is strong demonstrated demand for golf in this local market, there are also numerous golf courses available to service the demand. As such, the NGF has a reasonable expectation that while the market will provide support for the continued operation of Jamestown Park GC, such strong support is not guaranteed. Other key findings from NGF's analysis of the Jamestown Park GC market include:

- The demographic profile of permanent residents in the Jamestown market is consistent with strong golf demand, and the local economy also has elements that correspond to durable golf demand. There are an estimated 1.7 million residents in the Piedmont Triad market, with several large employers and an outstanding system of interconnected highways and surface arterials. Given its location in the center of the Triad market area, Jamestown Park GC is in position to capture some of this large and growing market.
- From a macro standpoint, while some trends continue to create headwinds for golf operators, overall golf participation in the U.S. appears to be stabilizing and golf is far from "dead." While demand for golf strengthened greatly during the 2020-2022

period, NGF research shows that golf was gaining some momentum in 2019 and the sport remains popular, but sustaining this momentum remains a challenge for existing and potential golf operators.

- The overall balance between golf demand and supply is favorable for golf courses in the greater Greensboro market area. The NGF has documented that this local market area has between 38% and 50% more households for each 18 holes compared to the national benchmark (favorable for golf courses).
- The most important local competition to Jamestown Park includes other public golf facilities at both higher and lower price points. Given JPGC's strong price-quality market position and the Town's desire to fit in the middle range of fees in this market, it appears to NGF that JPGC would be well positioned in comparison to its most immediate competition like Bryan Park, Holly Ridge and Meadowlands GCs.
- Golf playing fees among the competitive set had some variation, with the highest in-season fees observed at Meadowlands (\$55), Bryan Park (\$53) and Olde Homeplace (\$42), and Jamestown Park GC in the middle range with some room for modest increase. All of the market competitors are offering various forms of discounting for day of week, time of day, juniors and seniors, as well as pre-paid golf memberships. Again, JPGC is priced in the middle of the market with some room for modest increase in fees. Providing a discount rate for seniors is common in this market, with all of the identified market competitors offering a senior discount at age 55+, comparable to JPGC.
- Finally, all golf facilities face a couple of other factors beyond their control: First, a high fixed expense structure that is growing more rapidly than revenues (e.g., ability to raise fees is constrained). Second, while golf is more popular than ever with younger children, the activity is losing appeal with younger adults and this will provide a continuing challenge for golf courses facing attrition from older players. Third, golf is always at the mercy of unexpected events like extreme weather and/or economic recession (pandemic).

NGF Recommendations for the Town and Jamestown Park GC

Based on our evaluation of Jamestown Park GC and the local market, NGF has formulated a set of recommendations to help the Town program for the future of the golf facility. The objective of NGF recommendations is to provide the Town with a strategic vision for the future of golf and maintain the appropriate physical plant and service that will elevate the patron experience, maximize the economic performance and provide the possibility of long-term sustainability of Jamestown Park GC. NGF Consulting has prepared a schedule of specific recommendations to be considered by the Town. These recommendations have been organized into: (1) basic oversight, structure and staffing; (2) operational insights; and (3) physical enhancements.

BASIC OVERSIGHT, STRUCTURE AND STAFFING

The Town of Jamestown has chosen to self-operate its golf course with Town of Jamestown employees, with 11 full-time and 17 part-time staff. An NGF survey of nearly 1,000 municipal golf courses in the U.S. in 2020 (40% of the total 2,500) found that the **Jamestown structure is still the most common form of municipal golf operation** in the country with approximately 56% of golf courses still self-operated by the municipality. In considering alternatives, the NGF finds it might be possible for the Town to improve its municipal golf operation by making a change to an alternate form of oversight, but also may find that minor adjustments to the existing structure could enhance the facility's position. In an effort to help improve the understanding among Town officials, NGF has provided a summary of alternatives the Town can consider for golf operations along with a recommendation for the future operation of JPGC.

Structure Considerations

The Town has expressed a clear desire to continue to operate Jamestown Park GC with all facilities, services and amenities open and available to the public at an affordable rate, especially to Jamestown residents. The Town of Jamestown has chosen to operate its municipal golf course with Town employees staffing all positions and under the direct authority of the Town. This structure has allowed the Town to keep the most direct control of operations, and appears to be a good fit to match goals with performance.

In our experience, there is no ideal operating scenario that fits all situations, and each public entity must arrive at its own unique approach to operation and maintenance. The most common management options are shown below (these are not intended to be exhaustive, as there are hybrids and variations thereof), presented in order from most direct Town involvement to the least direct Town involvement:

1. **Self-Operation.** This is the “status quo” for the Town of Jamestown. As all staff assigned to operate and maintain the golf course are Town employees, a key challenge in this option is finding and retaining qualified personnel, especially in senior positions like manager and superintendent. The greatest advantage to this structure is direct Town control of the operation for maximum benefit to the community, while the disadvantage is mostly economic, as the Town is ultimately responsible for the economic risk on the golf operation. As we examine other options, we see that municipalities still maintain significant economic risk, even when some of these alternate “privatization” options are implemented, and this is likely a primary reason why the majority of public sector golf courses remain self-operated.

2. **Concession Agreements:** These are similar to lease agreements and can come in several types or combinations. The advantage is shifting some risk and payroll to a private entity, but the majority of economic risk is still maintained by the Town. The key areas of operation include Pro Shop, maintenance and/or F&B, and involve the Town contracting for one, some, or all of these services. One subset of this concept includes multiple concessions, a system in which the Town creates multiple contract agreements with separate entities for each facet of the operation. The most common concession agreements for public golf include:
 - a) **Contract for Food / Beverage Services** involves hiring a separate operator for the F&B service, either through fixed fee or percentage compensation to the operator. Some of these longer-term concession contracts will include some investment in facilities and/or equipment by the operator. Prior to clubhouse renovation in 2014, the Town did utilize this structure with a separate F&B concession contract.
 - b) **Contract for Maintenance Services** involves contracting with a private entity to provide golf course maintenance services in exchange for a pre-determined fee. This agreement can be constructed to provide for labor, materials and equipment, and result in a fee to the Town that could be lower than current maintenance spending (although this is not certain). This would represent a significant change in Town golf operations and would impact the existing maintenance staff's structure, compensation, hours and benefits.
 - c) **Multiple Concessions** involves creating multiple agreements for separate entities for each facet of the golf operation (pro shop, F&B, and maintenance).
3. **Full-Service Management Contract.** The concept of a management agreement is for the Town to hire a private management entity to operate all aspects of Jamestown Park GC in exchange for a management fee, typically around 4-5% of total revenue. The Town is still earning all revenues, is responsible for all expenses (salaries, maintenance, liabilities, capital) and pays a management fee to an operator. Some advantages to this strategy are a shifting of labor expense from a public to a private structure, and the expected benefit of professional management, including access to national purchasing and marketing programs. The potential disadvantages are some loss of Town control, the fixed fee for service (regardless of yearly variations in performance), and the continued responsibility of the Town for all expenses, capital investment and shortfalls in revenue.
4. **Hybrid Contract.** A hybrid contract combines some of the advantages of a lease with those of a management contract. The most common difference from the management contract is that a variable management fee is included, allowing the operator and Town to share in the risk of the operation. Advantages are similar to the management contract with a shifting of payroll, adding expertise, but reducing some Town control.
5. **Operating Lease(s).** The only true "privatization" option would be for the Town to lease the operation to a private operator in exchange for a defined lease payment that is set between the parties. The lease can be established to include certain requirements, including a fixed fee to the Town regardless of performance, as well as defined standards and/or restrictions on fees. The ideal advantage of this option is the prospect of total privatization of the golf operation and full shifting of risk away from the Town of Jamestown. The disadvantage is that the operator has control of

decisions related to making reductions in operating expenses to meet lease requirements, that may put the physical integrity of Town's golf course at risk. One common reason a Town will enter into this form of agreement is to fund large-scale capital improvements.

Most Viable Considerations

If the Town was to consider some alteration of the operating structure of JPGC, the two most viable options for consideration include the adoption of some form of food and beverage concession or engaging a full-service management company to oversee all aspects of the operation. The NGF cannot envision this facility being better off with any form of lease or full concession, so the two most viable options for Jamestown Park GC operations would be:

- **New F&B Contract.** The Town could re-consider hiring an independent company to provide F&B services for Jamestown Park GC (subject to bank approval for finance considerations). This would restore a structure that was previously in place before 2015 clubhouse renovations and the need for public financing led to a change to direct Town operation. A new 2023 agreement can be constructed to provide for labor, materials and equipment, and result in a fee to the Town that could be higher than current F&B net revenue (although this is not certain). The Town will then continue to earn a modest income from lease or concession payments, expected to be at or near 10%+/- of total gross F&B revenue (industry standard). This would represent a significant change in Town golf operations and would impact the existing F&B staff structure, compensation, hours and benefits.
- **Fee-for-Service Management Contract.** In consideration of the condition of JPGC, the larger staff needed to support golf maintenance and F&B operations, and the need to attract non-local golfers to the facility, the Town should at least consider a **change to a full-service management contract** as a viable plan going forward. Jamestown Park GC has a chance to generate additional revenue through enhanced clubhouse activities and golf improvements leading to higher golf playing fees, and employing an operator with experience and expertise in these areas can help to maximize the total economic performance of JPGC and provide maximum benefit to the Town of Jamestown. By engaging in a management contract rather than a lease, the Town will be able to maintain direct control over the operation, as well as maintain the public purpose facet of the facility. Some key terms/provisions that should be in the Town's golf management agreement for JPGC include:
 - Compensation to the operator be a combination of a fixed + variable with a fixed base management fee (initially \$48,000) plus a variable portion based on net revenue, and/or total rounds played (or combination thereof).
 - Town maintains control (or final say) on golf all fees and charges.
 - Require the operator to employ a PGA Golf Professional and a GCSSA/Class-A superintendent.
 - Require the operator to employ senior staff with demonstrated expertise in F&B and banquet operations.
 - Defined standards for facility conditions (golf course, range, clubhouse) and customer service, with remedies for deficiencies.
 - A comprehensive monitoring system, using frequent satisfaction surveys, secret shoppers and regular independent inspections.

- Requirement for improvements in marketing, particularly technology-focused efforts such as improved website, new email program, POS data mining and active social media platforms.

NGF Recommendation

The NGF team recommends that Jamestown make no immediate change to its operating structure and retain self-operation as the base structure. Over time, the Town may find that adoption of a new F&B contract or even a full-service management contract may become necessary if subtle changes to the current structure do not lead to improvement after identification of new best practices. If allowable under current public finance rules and regulations, the Town should re-adopt a revised F&B concession contract to help stimulate improved performance in this area of the operation. The NGF notes that improvements to F&B will affect the performance of the facility in two ways:

1. Provide for enhanced **direct revenue** from increased F&B sales, new banquets, and even some non-golf lunch activity;

and

2. **Indirect revenue** improvement from the sale of additional golf rounds (golf facilities with high-quality F&B service tend to attract more rounds and higher golf revenue).

OPERATIONAL RECOMMENDATIONS

In addition to the larger oversight and physical recommendations, NGF offers the following ideas to help the Town with some minor adjustments that can help improve the bottom-line performance of its golf course. The most significant of these relate to the expansion of modern technologies and marketing, including the full implementation of all facets of the existing point-of-sale (POS) system. It is understood that JPGC is operating in a competitive market with many golf courses trying to maximize rounds and revenue.

In this review, NGF will not address details in the day-to-day operation of Jamestown Park GC. Rather, the NGF team has provided a broad overview of key issues in the operation comprising: (1) marketing and technology; (2) pricing; (3) enhanced customer service; (4) golf maintenance practices; and (5) recommendations for increasing participation from less-traditional segments. It is hoped that review of NGF recommendations on these topics can provide the Town a basic framework for the continued operation of its golf facility.

Enhance Marketing

Few things can positively affect rounds and revenue performance more than marketing. A marketing emphasis is critical to creating awareness and attracting the large volume of transient visitors who travel in and around the Triad in any given year. The NGF observed a modest program to market Jamestown Park GC, primarily through the activities of its Head Professional and other Town staff. Efforts to enhance golf activity at Jamestown Park GC should include both advertising and personal activities in direct selling, mostly related to the internet and technology.

Better Employment of Technology

Technology is one of the most important tools available to a golf course management team, and its deployment is critical in golf operations in 2022 and beyond. Technology defines and guides the marketing strategy, helps to generate exposure and provides tools to manage a customer database, create loyalty and boost revenue. In our review, NGF found that Jamestown Park GC is active in most of the NGF identified areas to improve technology, but more can be done by

Town golf staff to enhance these initiatives, especially in email communications and social media. Other technology enhancements to be enacted at JPGC include:

POS System - Jamestown Park GC currently uses the *EZLinks* POS system from the *Golfnow* suite of services. This system includes various support and marketing services that could be expanded at JPGC, including new services like accepting credit cards for online payment, the sale of gift cards and even implementing a loyalty program. The NGF can't emphasize enough how essential these modules and POS abilities are to running a successful public golf business.

E-mail – E-mail databases are essential as a means of staying in touch with the golf customer base in today's golf market. E-mail marketing is now the most cost-effective advertising possible. Adopting better utilization of the 1,700+ emails of JPGC customers that *Golfnow* has in its database, and creating a database of your own should be a top priority of the Town so that email marketing can be optimally implemented. It should then be part of an ongoing plan to communicate regularly (1-2x per month) with golf customers about pricing specials and events.

Website and Social Media – While the website for Jamestown Park GC did include many of NGF's recommended features, there is always room for improvement. Any efforts the Town can make to improve the look and feel of the golf website and present a more attractive image of the facility and all amenities and services that are offered. Social media is the fastest growing marketing tool in golf and Jamestown Park' golf staff should become more active with Facebook and Twitter, for use in communicating "what's going on" type of messages (who won a contest, who had a hole-in-one, etc.). This tends to help build loyalty and repeat activity. YouTube is the second most utilized search engine on the internet and Jamestown Park GC could develop a presence, including informational videos of the facility, as well as league activities, tournaments, & instruction.

Direct Selling and Advertising

Activities related to direct selling that should be part of the Town golf course marketing include:

- **Tournaments and Outings** – It is assumed the Head Professional and other golf staff will directly market to tournament and outing prospects. NGF recognizes that there is competition in the market, but Jamestown Park GC can be appealing for tournaments and outings, especially if clubhouse enhancements are completed.
- **Signage** - The signage for Jamestown Park GC should be improved as is allowable by local guidelines. This is especially important for Jamestown Park given its location and need to attract non-local play. The course would improve its performance with new directional signs at key intersections leading to the courses and improved to the extent that is allowable. All signage for the golf course must make it clear that the golf facility and all amenities are Town-owned and "open and available to the public."

Recommended Fee / Pricing Changes

Based on our review of Jamestown Park Golf Course fees and the competitive market environment, the NGF makes the following recommendations regarding golf course pricing:

- The Town should institute annual nominal increases that keep up with rising costs. It is an industry best practice to adjust fees modestly every year (at least every two years) to reflect higher costs and / or market rate dynamics.
- Institute new off-peak discounts for winter rates, late afternoon twilight, etc. to promote activity at lower demand periods.

- Closely monitor competitive public golf courses to be sure that golf playing fees at JPGC are always in the middle range of fees among key competitors like Oak Hollow and Holly Ridge.

Enhanced Customer Service

Strong customer service can be a key differentiator in building customer loyalty. High level service at a golf course begins the moment the golfer sets foot on the property, beginning with a friendly welcome (especially for faces that staff may not have seen before). NGF generally recommends strategies such as staff training and establishment of customer service standards & measurable metrics – monitored through periodic customer surveys and occasional secret shoppers - to make sure that the standards are being consistently met or exceeded.

Golf Maintenance Practices

The Town should implement clear standards for maintenance practices, either through increasing staff size or adoption of a prioritized system of activities. The standard golf maintenance staff for a mid-priced public golf course includes four (4) full-time personnel and nine (9) part-time staff. The golf business is competitive in nature, so it is really that golf course conditioning levels to match up to the fees charged. The key items in a standard golf course maintenance plan should include:

- Fairways, tees and greens mowed daily
- Roughs mowed 4-5 times per week
- Rotate tee positions daily
- Rotate hole (cup) locations at least 5 times per week
- Bunker maintenance 3-4 times per week
- Verticutting greens 2 times per month.
- Routine topdressing should be completed at least once a month on greens.
- Fairway fertilization should be completed 4 times per year.

Recommendations for Increased Beginner Participation

We note that new player development will be one of the critical elements to the long-term viability of Jamestown Park GC, and this should be a point of emphasis at the facility. The Town's golf course has a modest lesson program with limited resources and staff time. The NGF has documented that a critical element to the long-term viability of public golf courses is player development, especially a strong Junior Program, and it is important that these initiatives are continued.

Also, because of today's difficult climate for golf operations, tapping latent demand among groups that traditionally have shown relatively low golf participation – such as women and minorities – is more important than ever. PGA data shows every new golfer developed could be worth as much as \$250 per year (10 rounds at \$25), and the common successful player development program produces at least 200 new golfers per facility. The Town should continue its commitment to junior and other golf programming identified earlier. Jamestown Park is a clear leader in its programming for the area which is a great strength for the facility.

Increased Women’s Participation - This represents a major “industry best practice” and is recommended by NGF to every golf course we review. At present, women account for about 20% of golf participants, but 40% of beginners. There are many reasons why female golf participation is low, but increasing participation from women is one of the keys to maximizing revenue. The most common issues relate to golf course difficulty, retail selection, on-course services (restrooms, drinking fountains), food / beverage selection, and customer service. As noted, JPGC has several ladies’ leagues and programs, and these are working to attract new female players.

Golf and the Millennial Generation

In 2015, the NGF completed a comprehensive review of golf participation among what was then a 18-35-year-old group known collectively as the “Millennial” generation. The NGF’s study of millennials was in reply to a drop-in participation among this age group and a part of an industry effort to better understand golfing habits of young adults. What we discovered was that while this important segment of the population is more closely tethered to golf than most think, the commitment isn’t what it was compared to previous generations when they were the same age.

The NGF’s “State of the Industry” report in 2019 stated clearly that **“We haven’t lost the Millennials, but we seem to be missing a big opportunity to attract more of them.”** The NGF has confirmed that one out of every four golfers are a Millennial, and there are 12 million non-golfers among the generation that are “very or somewhat interested” in playing golf. NGF counts six million Millennials playing 90 million rounds and spending \$5 billion on golf annually. However, their spending patterns are different than their parents and should be considered in activities and marketing.

SPECIFIC PHYSICAL RECOMMENDATIONS

The NGF recommendations for enhancing the physical plant of Jamestown Park GC considers specific improvements that need to be addressed, along with potential new investments to enhance the overall facility offering and help improve revenue. The NGF vision for the future of Jamestown Park GC considers the most ideal physical condition of the facility so as to maximize the potential economic performance.

Completion of Capital Investment Considerations

The specific capital projects identified by the NGF team were documented previously in this report, and are summarized by necessity and investment in the table below:

Jamestown Park GC Summary of Capital Upgrades by Type			
	Items	Low Estimate	High Estimate
High Priority Items	Cart paths, trees, drainage, bunkers, irrigation repairs	\$868,000	\$1,121,000
Investments in new Revenue Potential	Clubhouse enhancement	800,000	1,000,000
Grand Total of Capital Projects		\$1,668,000	\$2,121,000

All figures are NGF Consulting estimates based on similar projects completed in the region in the last 3 years that have been provided to allow for preliminary planning. These amounts may or may not reflect actual costs for Town of Jamestown, and the Town should engage appropriate research to cost out specific projects. cy= Cubic Yard; lf = linear feet; sf= Square Feet; Ac = Acre

Jamestown Park GC – Projected Financial Performance (FY2023-FY2027)

NGF has assisted the Town of Jamestown in preparing an analysis to show what the potential economic performance of Jamestown Park GC could be over the next few years in consideration of the current golf course operation and potential changes that could be implemented, most notably enhancements to service, marketing, F&B offering and improved maintenance conditions. In this section, we provide estimates of performance based on a set of assumptions that may or may not become reality, but represent a “fair estimate” of performance for this golf facility over the next five years based on our review of the market, site and projected JPGC operation. We have completed this estimate of future economic performance considering the direct and indirect impact of improvements, with new or enhanced revenue streams such as:

1. Additional rounds activity, especially tournament rounds
2. Ability to increase peak playing fees upon completion of repairs and other enhancements
3. Increased driving range activity
4. New revenue from increased clubhouse sales (grill, banquets, pro shop)

SUMMARY OF ASSUMPTIONS FOR JAMESTOWN PARK GC PROJECTIONS

NGF has prepared a projection based on expected performance in a “normal” environment and the implementation of NGF recommendations. In preparing our estimates, the NGF has made several assumptions for input variables and external market conditions. We recognize that this estimate is prepared in November 2022 for a golf facility that is currently operating on an “as-is” basis through the end of FY2023, with some changes and improvements not likely before October 1, 2023. We recognize that this estimate is prepared in 2022, so all financial estimates are presented in 2022 dollars. A summary of NGF assumptions is detailed below.

Basic Assumptions

- The overall economic condition remains stable, without any sizable increase or decrease in the Piedmont Triad area economy, employment, or visitation. Additionally, that there are no significant setbacks relative to Covid-19.
- JPGC will continue operate with its full mix of amenities and revenue centers, with golf activity derived from daily fee golf customers, plus additional revenue from clubhouse and ancillary sources.
- JPGC will operate with service and conditions as described, placing the facility in the middle range of public golf courses in the greater Greensboro Denver metro market.
- JPGC will continue to operate in similar fashion to today with the same mix of Town full-time and part-time staff in golf operations and maintenance, and with a concession agreement for food/beverage services (more detail below). The Town will modify operations slightly with investment in the clubhouse and increased service responsibilities.

Food & Beverage Contract Considerations

We reviewed the previous Town structure for F&B services as a concession prior to 2015. The vendor would have use of the concession space for the purpose of offering high quality food and beverage + banquet service in the limited clubhouse space present at JPGC. The basic terms of the agreement call for a base fee of 10.0% of gross revenue. If the Town were to re-engage this type of service at JPGC, the terms proposed for F&B concession agreement are expected to conform with the concept noted below (based on industry standards):

- **Initial Contract Term:** Five years (10/1/2023-9/30/2028). The agreement would automatically renew annually for up to three additional one-year terms unless one party gives 90-day notice of termination.
- **Revenue Share Fee:** The new vendor will pay the Town 10% of all gross F&B revenue, to be defined as all revenue derived from the sale of food, beverage, restaurant, snack bar, beverage cart and banquet fees.
- **Room Rental Fees:** all fees collected for room rentals will remain as Town revenue.

ESTIMATED PERFORMANCE – JAMESTOWN PARK GC (FY2023-FY2027)

NGF has prepared a cash flow model for the Jamestown Park GC operation for the next five years assuming continued operation 'as-is' through FY2023, followed by some improvement to the golf course and a new F&B contract beginning in FY2024. The primary assumption that drives NGF projections is that JPGC will provide outstanding facilities in the best physical condition possible, a high level of customer service to both golf and non-golf patrons, and a commitment to efficient operations with enhanced marketing. A summary of NGF revenue and expense assumptions are detailed below.

Key Revenue and Expense Assumptions – Jamestown Park GC (FY2023-FY2027)

A summary of key assumptions that drive the revenue estimates for JPGC through 2027 are detailed below. We note that the 2023 projection is an early estimate of performance for a year that is already underway for JPGC, with no substantive changes projected until FY2024. Other assumptions that drive the projections are noted below:

- NGF has assumed a basic inflation factor of 3.0% for general expenses and 2.0% for all revenue inputs. This assumption reflects the reality of expenses growing faster than revenue in the public golf industry.
- The projection for 2023 assumes the trends established in recent performance are continued, followed by growth in activity after improvements in 2023-2024 and new emphasis on growing rounds activity, especially from tournaments. The projected activity by type through 2027:

Facility Condition / Project	As-Is	Base Improvements	All Improvements Completed		
	FY2023	FY2024	FY2025	FY2026	FY2027
Special (Comp) Rounds	800	800	800	800	800
Golfnow Rounds	2,500	2,500	2,800	2,800	2,800
Total Comp (No Fee) Rounds	3,300	3,300	3,600	3,600	3,600
Paid Rounds					
WD/18-Hole	4,300	4,600	4,600	4,600	4,600
WD/9-Hole	3,500	3,800	3,800	3,800	3,800
WD Senior Ladies	7,800	8,000	8,000	8,000	8,000
WE/18-Hole	7,800	8,000	8,000	8,000	8,000
WE/9-Hole	1,900	2,000	2,000	2,000	2,000
Other Rounds	4,500	5,000	4,800	4,600	4,600
Tournament Rounds	0	1,500	2,000	2,500	2,500
Total Paid Rounds	29,800	32,900	33,200	33,500	33,500
Total JPGC Rounds	33,100	36,200	36,800	37,100	37,100
Cart Rounds	27,500	30,000	30,500	30,800	30,800

- NGF has prepared financial projections based on blended average green + cart fees for the various categories of rounds derived from green fee pricing presented earlier. The projection assumes the same basic pricing structure in 2023, followed by 4.5% to 5.0% increases in average fees beginning in 2024. These average rates are then applied to corresponding rounds for the next 5 years:

Facility Condition / Project	As-Is	Base Improvements	All Improvements Completed		
	FY2023	FY2024	FY2025	FY2026	FY2027
Blended Average Fees					
WD/18-Hole	\$22.50	\$23.50	\$24.00	\$24.48	\$24.97
WD/9-Hole	\$15.00	\$15.75	\$16.25	\$16.58	\$16.91
WD Senior Ladies	\$15.00	\$15.75	\$16.25	\$16.58	\$16.91
WE/18-Hole (Incl. Tournaments)	\$31.00	\$32.00	\$33.00	\$33.66	\$34.33
WE/9-Hole	\$16.75	\$17.50	\$18.00	\$18.36	\$18.73
Other Rounds	\$15.00	\$15.75	\$16.25	\$16.58	\$16.91
Avg Cart Fee	\$12.00	\$12.50	\$12.75	\$13.01	\$13.27

- Average revenue for additional ancillary items such as food, beverage, merchandise, driving range and other miscellaneous items have also been projected on a per-round basis using estimates derived from actual performance in 2019-22. Key performance estimates have been created as follows:
 - NGF has assumed the recent growth in range revenue will continue, especially considering improvements made in 2022. NGF estimates \$2.15 per round for range revenue, growing to \$2.39 by 2027.
 - Merchandise sales are expected to increase as a result of increased selection and improved use of space. Average pro shop sales are estimated at \$2.50 in 2023, growing to \$3.12 by 2027. NGF estimates direct cost of merchandise sold at 70% of gross revenue (more below in expense discussion).

Facility Condition / Project	As-Is	Base Improvements	All Improvements Completed		
	FY2023	FY2024	FY2025	FY2026	FY2027
Average per Round Revenue					
Avg Range Rev	\$2.15	\$2.25	\$2.30	\$2.34	\$2.39
Avg Pro Shop	\$2.50	\$2.75	\$3.00	\$3.06	\$3.12
Avg Grill / F&B Service (Gross Revenue)	\$3.25	\$4.50	\$5.25	\$5.36	\$5.46
Avg other	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05

Gross Food & Beverage Revenue Estimate

NGF has estimated the net food and beverage revenue to the Town based on contract terms as presented earlier in this section. The basic inputs assume two levels of F&B service to be provided by the contract vendor in the new clubhouse: (1) basic golfer F&B service (snack bar, grill, bar, beverage cart); and (2) banquet service. A summary of NGF revenue assumptions is detailed below:

- **Basic Golfer F&B Service:** Service to include a golfer snack bar, bar area, beverage cart and driving range beverage service. NGF projects average revenue of \$4.50 per round of golf beginning in FY2024, growing to over 5.46 by 2027.
- **Banquets:** It is assumed that the service provided by a new third-party vendor will include new activity in hosting both large and small banquets, events, parties, luncheons, etc. throughout the year. Room rental fees will continue to accrue to the Town and are assumed to be \$9,000 in FY2023, growing at 7.5% per year to just over \$12,000 by 2027.
- Total revenue collected by the Town of Jamestown would then be 10% of gross F&B sales + Room rental fees, or about \$26,000 in FY2024 and over \$32,000 in 2027. This structure will remove any expense responsibility from the Town (more in expense discussion below).

JPGC Expense Review

Operating expense projections are based on expectations for the continued operation of Jamestown Park GC under the existing program in FY2023, with a change to contract F&B service beginning in FY2024. Other changes in the base assumption includes additional staff in golf maintenance (either full or part-time), and a continuation of current policies and staffing. Adjustments proposed for 2024-2027:

- Direct cost of sales for merchandise sold in the pro shop is shown as a separate line-item, and is removed from golf operations expense.
- **F&B -** Total golf operations labor expense is reduced by \$60,000 to reflect a shift of labor costs for the grill to the contract vendor. The golf shop expense for supplies is also reduced by \$5,000 to reflect a new responsibility of the F&B contract vendor. In addition, the Town would no longer be responsible for direct cost of sales for F&B items to be re-sold.
- Total golf course maintenance labor expense is increased by \$40,000 to reflect the addition of new maintenance staff, either as full-time or part time labor.
- Operating expenses do not include new capital projects. These capital items are listed as a separate expense item after the base operating revenue and expense estimates.

Estimated Future Performance – Jamestown Park GC (FY2023-FY2027)

Using the above-noted assumptions, a cash flow model for JPGC for the next five years is presented in the table below. Each category of revenue and expense has been listed separately, and all figures have been rounded to the nearest \$100 for simplicity.

Projected Cash Flow Analysis – Jamestown Park Golf Course W/ NGF Changes (FY2023-FY2027)					
	FY2023	FY2024	FY2025	FY2026	FY2027
Revenue	As-Is	Base Impr.	All Improvements Completed		
Daily Green Fees	\$607,400	\$711,700	\$746,200	\$774,600	\$790,100
Cart Fees	330,000	375,000	388,900	400,600	406,600
Driving Range	71,200	81,500	84,500	86,800	88,600
Pro Shop Merchandise	82,800	99,600	110,400	113,500	115,800
Golf Course Grill/Rentals	116,600	9,700	10,400	11,200	12,000
F&B Concession	0	16,300	19,300	19,900	20,300
Other	1,700	1,800	1,900	2,000	2,000
Total Golf Revenue	\$1,209,700	\$1,295,600	\$1,361,600	\$1,408,600	\$1,437,400
Avg. Revenue per Round	\$36.55	\$35.79	\$37.00	\$37.97	\$38.74
Less Cost of Sales: (COS)					
Pro Shop Merchandise	\$58,000	\$69,700	\$77,300	\$79,500	\$81,100
Total COS	\$58,000	\$69,700	\$77,300	\$79,500	\$81,100
Gross Margin	\$1,151,700	\$1,225,900	\$1,284,300	\$1,329,100	\$1,356,300
Golf Shop Expenses					
Salaries & Wages	\$300,000	\$309,000	\$318,300	\$327,800	\$337,600
Supplies	15,000	15,500	16,000	16,500	17,000
Utilities	15,000	15,500	16,000	16,500	17,000
Cart Lease	64,000	65,900	67,900	69,900	72,000
Bank Fees	20,000	20,600	21,200	21,800	22,500
Service Contracts	13,000	13,400	13,800	14,200	14,600
Taxes	20,000	20,600	21,200	21,800	22,500
Marketing & Communications	15,000	15,500	16,000	16,500	17,000
Other	32,000	33,000	34,000	35,000	36,100
Total Golf Shop Expenses	\$494,000	\$509,000	\$524,400	\$540,000	\$556,300
Golf Course Maintenance					
Salaries & Wages	\$540,000	\$556,200	\$572,900	\$590,100	\$607,800
Supplies	132,000	136,000	140,100	144,300	148,600
Utilities	30,000	30,900	31,800	32,800	33,800
Equipment Lease	62,000	63,900	65,800	67,800	69,800
Repairs & Maintenance	14,000	14,400	14,800	15,200	15,700
Insurance	10,000	10,300	10,600	10,900	11,200
Other	28,000	28,800	29,700	30,600	31,500
Total GC Maintenance	\$816,000	\$840,500	\$865,700	\$891,700	\$918,400
Total Expenses	\$1,310,000	\$1,349,500	\$1,390,100	\$1,431,700	\$1,474,700
Operating Income	(\$158,300)	(\$123,600)	(\$105,800)	(\$102,600)	(\$118,400)
Capital Outlay	\$80,000	\$82,400	\$84,900	\$87,400	\$90,000
Net Income after Capital	(\$238,300)	(\$206,000)	(\$190,700)	(\$190,000)	(\$208,400)

SUMMARY AND RESULTS COMPARISON – JPGC (FY2023-FY2027)

The results of the economic projections for Jamestown Park GC show that the facility can improve net income with the changes proposed, but still not to a level of full profitability. This is especially true when considering ongoing capital improvements of at least \$80,000 per year. With the changes proposed, it is expected that JPGC will see increases in rounds, green fees, range sales and clubhouse sales, but much of the new clubhouse sales (F&B + banquets) will accrue to the contracted vendor, leaving around 10% of the gross income to the Town. NGF projects increases in rounds played after some property enhancement and a change in F&B structure, and thus direct golf revenue will increase as well. The result is a new economic equation for JPGC that will see total operating losses after basic on-site expenses start to come down closer to **(\$100,000)** to **(\$125,000)** per year, much improved from the **(\$400,000+)** loss on operations observed in FY2022.

The above projections from NGF represent a conservative view of the golf facility based on actual performance of the subject JPGC and comparable golf operations. We note that the total F&B revenue projection is based on generally conservative inputs as well as current input from comparable facilities with a similar clubhouse size and program. This review clearly shows that a much higher level of facility gross revenue is possible at JPGC with improvements, but much of that revenue will be accrued to an independent contract vendor, along with much of the required expense to provide the new F&B services. The real benefit from improvements and changes proposed for JPGC will come from the ability to increase golf rounds, leading to improved green fee, cart fee and range revenue, which NGF has projected to increase by about \$325,000 by 2027. The NGF has chosen to present this future projection in a conservative fashion so as to provide a base level of projection for decision-making purposes and for comparison to possible future performance and in consideration of possible changes to F&B concession contracting.

Support for Projections and Potential Mitigating Factors

Support for Projections

- A growing Triad Metro resident base with demographics favorable for golf.
- Potentially strong and diversified local economy, with traditionally low unemployment.
- A potentially high volume of regional visitors to supplement demand.
- Accessible site with improving local roadway infrastructure.
- Proposed property enhancements that will add to the attraction of JPGC and help increase sales with the potential of new golf tournament/outing income.

Potential Threats / Mitigating Factors Relative to Projections

While there appears to be considerable evidence to support continued strong activity and revenue performance at JPGC, there are mitigating factors that could reduce revenue and/or increase expenses at the golf course. These include:

- Regional economic recession – previous recessions have impacted the performance of public golf courses. This is particularly acute in 2022 as the Town deals with fallout from recent increases in expenses.
- Limited time availability for golf due to long commute times in parts of greater Greensboro with the non-local demand base that is required to sustain golf at this location.

- Continued overall decline in golf participation – recent trends show declines in golf participation, especially among the younger generation.
- Golf maintenance expenses – The cost to maintain golf courses is dependent on many variables that cannot be controlled by the Town. Items such as fuel, chemicals, other utilities, labor and other maintenance expenses have shown high inflation in recent years, which could negatively impact the operation.

LIMITING CONDITIONS

The income estimates presented in this feasibility report have been prepared based on existing and projected market conditions, the quality of the subject facility and the intended segment of the golf market toward which it is oriented. Particular focus was paid to the actual performance of area public golf courses, and the potential impact of enacting various improvements to JPGC facilities, most notably a change in F&B operating structure. The NGF is confident that growth in activity and revenue can be achieved at Jamestown Park GC after the proposed facility and operational improvements. From a practical standpoint, those managing the facility will need to respond to variable market conditions as well as unforeseen maintenance needs. NGF is confident that the facility will be able to continue to achieve results as presented in our analysis beyond the next five years of operation.

When projecting a realistic market share, it is important to realize that the total number of rounds to be played on a golf course in any given year may be lower than the market opportunity appears to suggest. NGF believes it is important to project the future performance of the Town's golf facility in such a way as to help the Town make financial decisions based on realistic expectations. It is obviously possible that either more or fewer golf rounds can be sold. We note that our projections for future performance of Jamestown Park GC anticipate strong market demand through the next decade of operation.

Summary Statement

Town of Jamestown continues to own and operate the 18-hole Jamestown Park Golf Course that is clearly facing challenges for the Town of Jamestown. In our review, NGF has found that while Jamestown Park GC includes the features and amenities that often correlate with success in public golf, the current physical condition and operating service profile of the facility are not consistent with success and improvement in both areas is needed. Going forward, the Town of Jamestown will have to make some decisions about what it is willing to do to secure JPGC as a functioning amenity for the community, including new capital investment and some possible changes in how it employs key operational, maintenance and concession staff.

The current circumstance provides an opportunity for the Town to "re-set" Jamestown Park GC and find the new facility condition and operating profile that will help expand the appeal of this property to a wider segment of area golfers. Completion of several on-course improvements and possible clubhouse enhancement would open up a new level of quality the Town can promote, and is consistent with success in public golf. In addition, other changes in operation to enhance customer service, improve technology and marketing will lead to an improved customer experience that can be communicated to the local population and lead to enhanced revenue. These are the most important adjustments that are needed to bring the Town golf course to an acceptable level of marketability in this competitive golf environment.

In summary, it is clear that the Town's golf course can be more than what it is at present, but the Town will have to commit to a more "business-like" approach to the operation, rather than the public park approach that appears to be in place at present. The upgrades proposed by NGF will address the most significant capital requirements at Jamestown Park, and allow the Town to consider other investments that could lead to even greater revenue production, such as clubhouse improvements that can expand capacities and enhance F&B quality. Jamestown Park offers a challenging golf course that is well-located and popular with golfers of all skill levels. The 18-hole golf facility, all appurtenant amenities and variable pricing gives the Town an opportunity to offer "something for everyone" within its own golf course. In review of this golf course, the NGF has identified five important actions that the Town can take right now to improve Jamestown Park GC performance:

1. Commit to completing the needed capital projects over the next five years, and begin planning for other investments like clubhouse improvement and/or expansion.
2. Work to improve the food and beverage concession at JPGC, possibly involving a return to a private concession form of operation to maximize the "entrepreneurial initiative" within this area of service.
3. Enhance expertise in the technology that supports operations (POS, website, etc.), and use these platforms to enhance the marketing and promotion to less frequent users.
4. Increase focus on new player development and beginner programs, especially with juniors and young adults.
5. Consider other new investments to help modernize and "liven up" facilities like the driving range cover, patio expansion and the addition of a bar to help broaden appeal, especially with younger adults.

Appendices

A: Golf Course Life Cycle

B: National Rounds Played Report

C: Demographic, Golf Demand and Golf Supply Data

APPENDIX A – GOLF COURSE LIFE CYCLE

GOLF COURSE ITEMS EXPECTED LIFE CYCLE

HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?

No two golf courses are alike except for one thing: **deferring** replacement of key items can lead to greater expense in the future, as well as a drop in conditioning and player enjoyment. The following information represents a realistic timeline for each item's longevity.

Component life spans can vary depending upon location of the golf course, quality of materials, original installation and past maintenance practices. The American Society of Golf Course Architects (ASGCA) encourages golf course leaders to work with an ASGCA member, superintendents and others to assess their course's components.

ITEM	YEARS
Greens (1)	15 – 30 years
Bunker Sand	5 – 7 years
Irrigation System	10 – 30 years
Irrigation Control System	10 – 15 years
Pump Station	15 – 20 years
Cart Paths – asphalt (2)	5 – 10 years (or longer)
Cart Paths – concrete	15 – 30 years (or longer)
Practice Range Tees	5 – 10 years
Tees	15 – 20 years
Corrugated Metal Pipes	15 – 30 years
Bunker Drainage Pipes (3)	5 – 10 years
Mulch	1 – 3 years
Grass (4)	Varies

NOTES: (1) Several factors can weigh into the decision to replace greens: accumulation of layers on the surface of the original construction, the desire to convert to new grasses and response to changes in the game from an architectural standpoint (like the interaction between green speed and hole locations). (2) Assumes on-going maintenance beginning 1 - 2 years after installation. (3) Typically replaced because the sand is being changed – while the machinery is there to change sand, it's often a good time to replace the drainage pipes as well. (4) As new grasses enter the marketplace – for example, those that are more drought and disease tolerant — replanting may be appropriate, depending upon the site.

ASGCA thanks those at the USGA Green Section, Golf Course Builders Association of America, Golf Course Superintendents Association of America and various suppliers for their assistance in compiling this information.

The materials presented on this chart have been reviewed by the following Allied Associations of Golf:



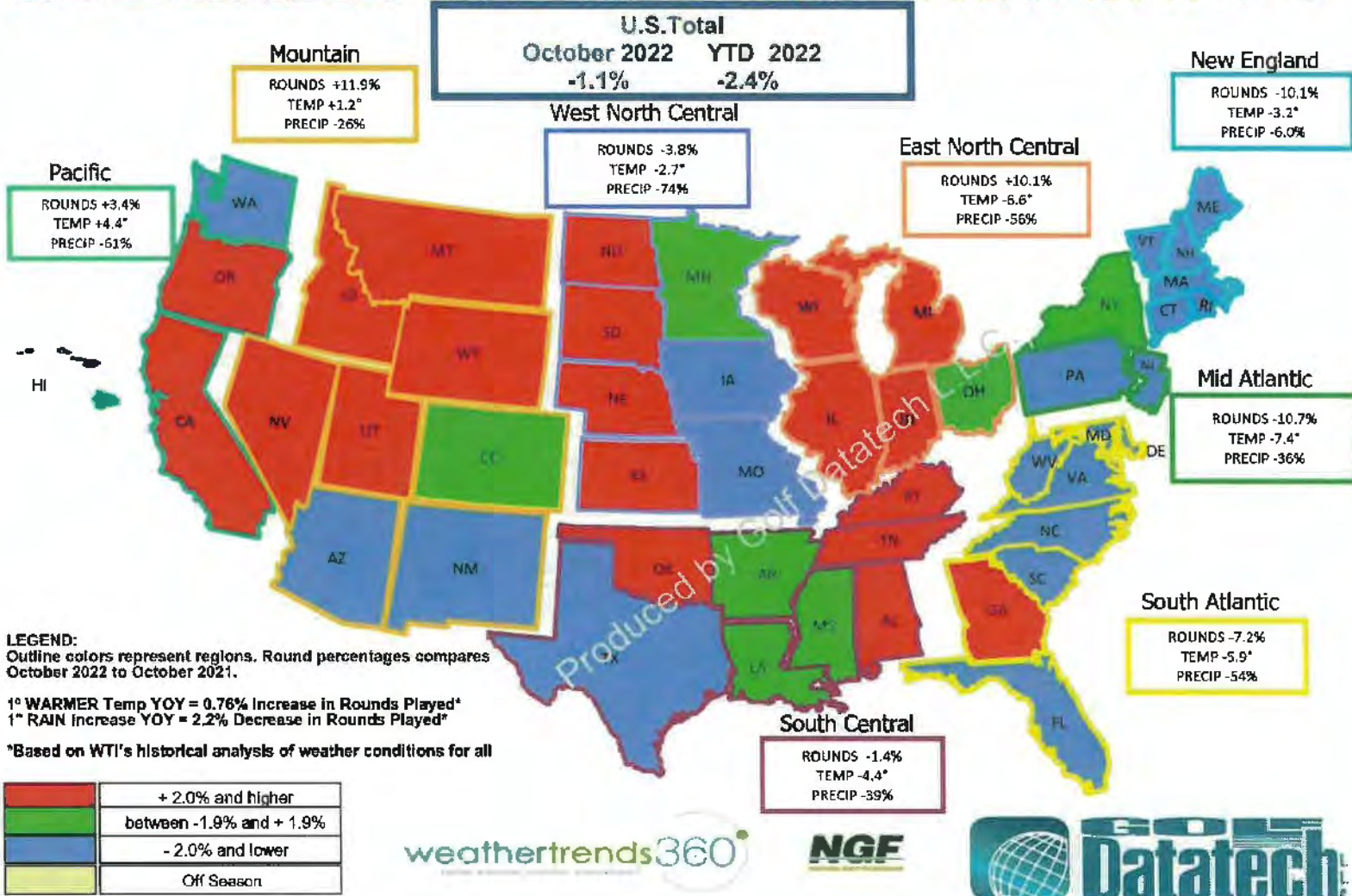
For more information, contact ASGCA at (262) 786-5960 or visit www.ASGCA.org

DATA COMPILED BY ASGCA, 125 NORTH EXECUTIVE DRIVE, SUITE 302, BROOKFIELD, WI 53005

APPENDIX B – NATIONAL ROUNDS PLAYED REPORT



Page 1 of 1



October 2022

	OCT.	YTD
PACIFIC	3.4%	-5.3%
CA	3.7%	-3.9%
Los Angeles	6.3%	-5.8%
Orange County	10.1%	5.3%
Palm Springs	-14.7%	10.0%
Sacramento	1.1%	-6.1%
San Diego	4.5%	-4.8%
San Francisco/Oakland	7.7%	-7.9%
HI	-16.3%	-7.8%
OR	34.7%	-2.1%
Portland	31.8%	-11.3%
WA	-6.1%	-11.4%
Seattle	2.6%	-10.0%
MOUNTAIN	11.9%	0.9%
AZ	-3.4%	2.3%
Phoenix	-1.8%	5.6%
CO	0.2%	-0.9%
Denver	0.4%	-1.3%
ID, WY, MT, UT	32.8%	1.5%
NM	-13.2%	-7.1%
NV	14.6%	1.6%
Las Vegas	9.6%	0.6%
WEST NORTH CENTRAL	-3.8%	-4.1%
KS, NE	8.4%	-4.8%
ND, SD	11.2%	4.1%
MN	0.4%	-6.4%
Minneapolis/St. Paul	-0.4%	-3.7%
IA, MO	-16.5%	-4.9%
St. Louis	-0.8%	2.8%
Kansas City	7.3%	-13.2%

	OCT.	YTD
UNITED STATES	-1.1%	-2.4%
Public Access	0.8%	-2.1%
Private	-7.7%	-3.4%

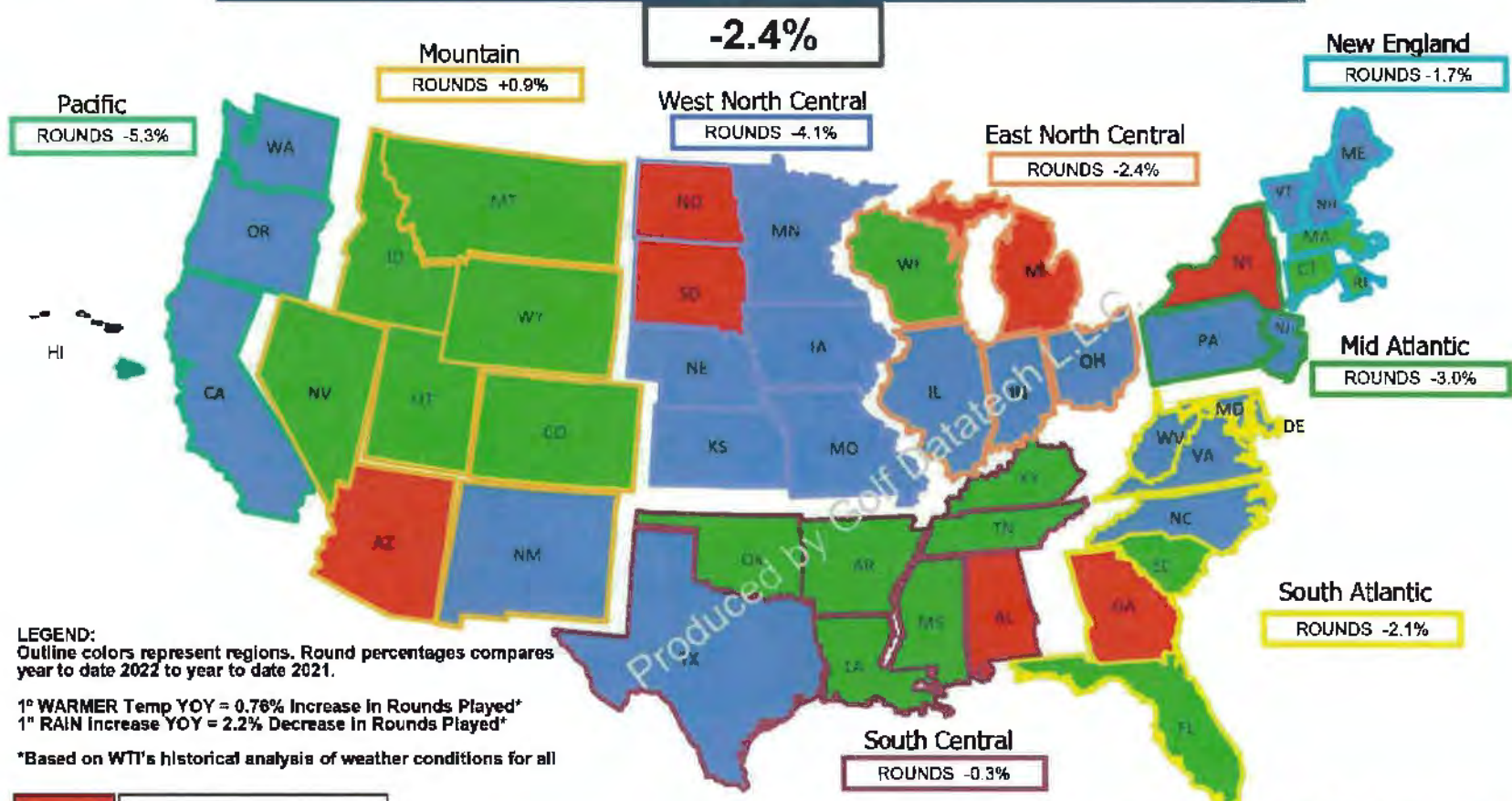
	OCT.	YTD
EAST NORTH CENTRAL	10.1%	-2.4%
IL	4.9%	-5.2%
Chicago	5.6%	-5.7%
IN	6.8%	-3.0%
MI	15.1%	6.3%
Detroit	7.0%	-1.2%
OH	-1.9%	-9.3%
Cincinnati	4.1%	-6.9%
Cleveland	7.3%	-2.1%
WI	35.0%	0.5%
SOUTH CENTRAL	-1.4%	-0.3%
AL	15.5%	12.5%
AR, LA, MS	1.2%	1.3%
OK	13.4%	-0.5%
KY, TN	8.8%	-0.3%
TX	-11.8%	-3.0%
Dallas/Ft. Worth	-4.4%	0.7%
Houston	-39.7%	-9.9%
San Antonio	-4.8%	0.0%

	OCT.	YTD
SOUTH ATLANTIC	-7.2%	-2.1%
DE, DC, MD	-17.5%	-5.9%
Washington/Baltimore	-17.8%	-4.8%
FL	-12.0%	-1.1%
Jacksonville	-6.8%	0.9%
Orlando	-20.8%	-9.8%
Tampa	1.6%	-3.2%
Palm Beach	-25.2%	-7.6%
Naples/Ft. Myers	-19.3%	-2.1%
Miami/Ft. Lauderdale	-27.0%	-2.8%
GA	9.9%	3.1%
Atlanta	16.9%	4.0%
NC	-4.5%	-4.1%
Greensboro/Raleigh	-9.3%	-1.2%
SC	-2.0%	-1.0%
Charleston	-16.0%	-1.3%
Hilton Head	-7.9%	-7.8%
Myrtle Beach	0.8%	8.5%
VA, WV	-11.0%	-6.1%
MID ATLANTIC	-10.7%	-3.0%
NJ	-21.2%	-6.2%
NY	0.5%	2.6%
New York City	-17.9%	-6.6%
PA	-15.5%	-7.2%
Philadelphia	-15.9%	-3.7%
Pittsburgh	-23.1%	-13.8%
NEW ENGLAND	-10.1%	-1.7%
CT, MA, RI	-8.8%	-0.7%
Boston	1.8%	-5.0%
ME, NH, VT	-12.9%	-4.0%

The percentages represent the differences in number of rounds played comparing October 2022 to October 2021.
 For more information contact Golf Datatech golfroundsplayed@golf-datatech.com



US 2022 vs. 2021 YTD THROUGH October



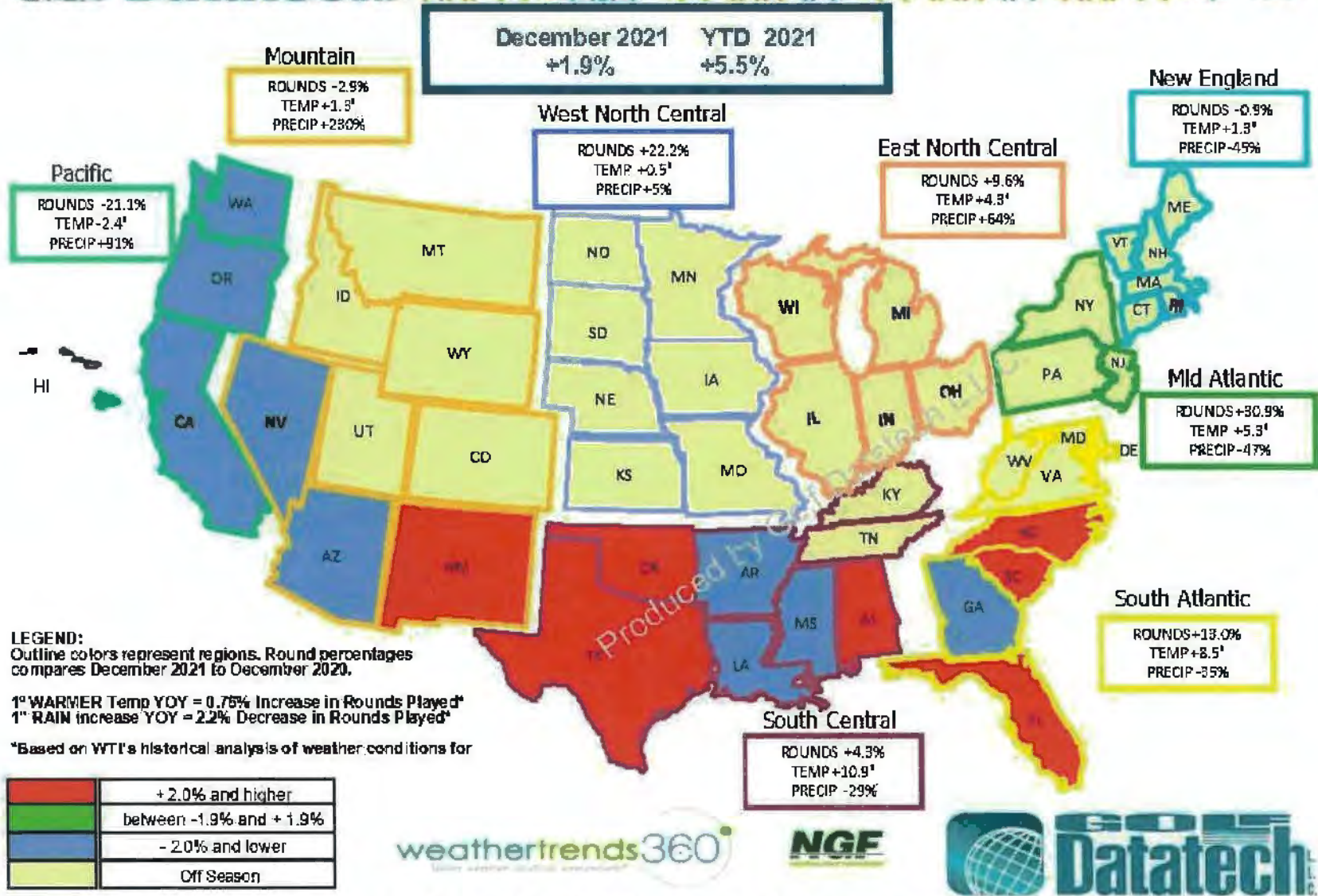
LEGEND:
 Outline colors represent regions. Round percentages compares year to date 2022 to year to date 2021.

1° WARMER Temp YOY = 0.76% Increase in Rounds Played*
 1" RAIN Increase YOY = 2.2% Decrease in Rounds Played*

*Based on WTI's historical analysis of weather conditions for all

	+ 2.0% and higher
	between -1.9% and + 1.9%
	- 2.0% and lower
	Off Season





March 2020 began lockdowns, quarantines, and travel restrictions throughout much of the United States. The result of these quarantines affected the amount of golf played throughout the country. The data comparing 2021 rounds to 2020 should be considered with caution. Many shops/courses were closed in March-May of 2020, the level of granular data we normally provide is not available.

December 2021

	DEC.	YTD
PACIFIC	-21.1%	13.9%
CA	-17.7%	13.6%
Los Angeles	*	*
Orange County	*	*
Palm Springs	*	*
Sacramento	*	*
San Diego	*	*
San Francisco/Oakland	*	*
HI	-10.3%	25.9%
OR	-41.2%	6.3%
Portland	*	*
WA	-42.8%	16.6%
Seattle	*	*
MOUNTAIN	-2.9%	2.5%
AZ	-3.9%	3.2%
Phoenix	*	*
CO	139.4%	-2.1%
Denver	*	*
ID, WY, MT, UT	-59.1%	1.9%
NM	23.2%	4.3%
NV	-16.8%	14.0%
Las Vegas	*	*
WEST NORTH CENTRAL	22.2%	3.5%
KS, NE	14.2%	-1.2%
ND, SD	-34.9%	4.4%
MN	-84.8%	0.3%
Minneapolis/St. Paul	*	*
IA, MO	35.7%	9.1%
St. Louis	*	*
Kansas City	*	*

	DEC.	YTD
UNITED STATES	1.9%	5.5%
Public Access	1.9%	6.7%
Private	2.0%	1.1%

	DEC.	YTD
EAST NORTH CENTRAL	9.6%	5.7%
IL	-7.3%	5.1%
Chicago	*	*
IN	5.5%	-8.6%
MI	-2.8%	9.9%
Detroit	*	*
OH	32.0%	6.0%
Cincinnati	*	*
Cleveland	*	*
WI	48.8%	12.6%
SOUTH CENTRAL	4.3%	1.3%
AL	8.2%	8.9%
AR, LA, MS	14.8%	-3.6%
OK	22.9%	-16.6%
KY, TN	0.2%	3.4%
TX	9.7%	4.2%
Dallas/Ft. Worth	*	*
Houston	*	*
San Antonio	*	*

	DEC.	YTD
SOUTH ATLANTIC	13.0%	5.8%
DE, DC, MD	34.6%	1.3%
Washington/Baltimore	*	*
FL	8.2%	6.0%
Jacksonville	*	*
Orlando	*	*
Tampa	*	*
Palm Beach	*	*
Naples/Ft. Myers	*	*
Miami/Ft. Lauderdale	*	*
GA	-4.4%	-0.4%
Atlanta	*	*
NC	14.0%	12.9%
Greensboro/Raleigh	*	*
SC	32.9%	13.6%
Charleston	*	*
Hilton Head	*	*
Myrtle Beach	*	*
VA, WV	31.4%	-1.7%
MID ATLANTIC	30.9%	6.7%
NJ	41.0%	8.2%
NY	-5.1%	3.5%
New York City	*	*
PA	61.1%	9.3%
Philadelphia	*	*
Pittsburgh	*	*
NEW ENGLAND	-0.9%	2.3%
CT, MA, RI	3.5%	-2.6%
Boston	*	*
ME, NH, VT	*	15.6%

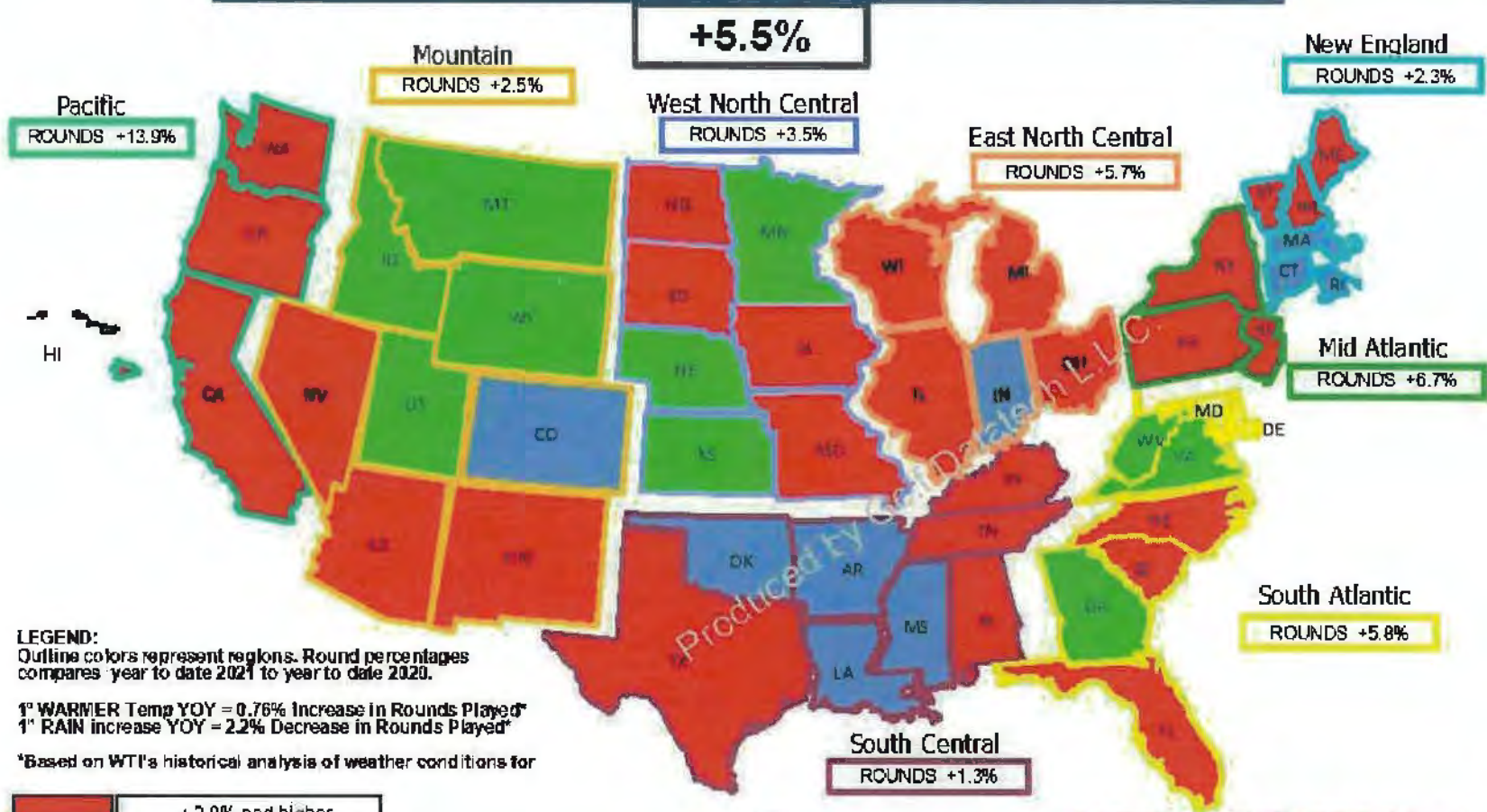
The percentages represent the differences in number of rounds played comparing December 2021 to December 2020.

For more information contact Golf Datatech golfroundsplayed@golf-datatech.com

March 2020 began lockdowns, quarantines, and travel restrictions throughout much of the United States. The result of these quarantines affected the amount of golf played throughout the country. The data comparing 2021 rounds to 2020 should be considered with caution. Many shops/courses were closed in March-May of 2020, the level of greater data we normally provide is not available.



US 2021 vs. 2020 YTD THROUGH DECEMBER



LEGEND:
 Outline colors represent regions. Round percentages compares year to date 2021 to year to date 2020.

1" WARMER Temp YOY = 0.76% Increase in Rounds Played*
 1" RAIN increase YOY = 2.2% Decrease in Rounds Played*

*Based on WTI's historical analysis of weather conditions for

	+2.0% and higher
	between -1.9% and +1.9%
	-2.0% and lower
	Off Season



March 2020 began lockdowns, quarantines, and travel restrictions throughout much of the United States. The result of these quarantines affected the amount of golf played throughout the country. The data comparing 2021 rounds to 2020 should be considered with caution. Many shops/courses were closed in March-May of 2020, the level of granular data we normally provide is not available.

APPENDIX C – LOCAL DEMOGRAPHIC, DEMAND AND SUPPLY DATA

Jamestown Golf Course	5-mile ring	10-mile ring	15-mile ring	State of North Carolina	United States
Summary Demographics					
Population 2000 Census	97,741	302,976	523,011	8,049,319	281,399,034
Population 2010 Census	113,190	341,632	600,746	9,535,483	308,745,538
CAGR 2000-2010	1.48%	1.21%	1.40%	1.71%	0.93%
Population 2021	123,081	374,438	654,192	10,493,557	332,475,723
CAGR 2010-2021	0.76%	0.84%	0.78%	0.87%	0.68%
Population 2026 Projected	128,372	390,007	681,277	11,080,916	341,925,683
CAGR 2021-2026	0.85%	0.82%	0.81%	1.10%	0.56%
Median HH Income (2021)	\$62,162	\$60,389	\$61,213	\$59,560	\$68,897
Median Age (2021)	37.2	37.7	38.2	38.0	37.7
Ethnicity					
White	45.1%	50.0%	52.2%	61.4%	61.2%
African American	32.0%	27.7%	27.7%	20.4%	12.6%
Asian	11.1%	9.7%	7.6%	4.3%	6.7%
All Other	11.7%	12.6%	12.5%	13.8%	19.2%
Hispanic Population					
Hispanic	9.3%	10.3%	10.4%	10.7%	18.8%
Not Hispanic	90.7%	89.7%	89.6%	89.3%	81.2%
Jamestown Golf Course	5-mile ring	10-mile ring	15-mile ring	State of North Carolina	United States
Golf Demand Indicators					
Total Households	49,141	151,864	262,054	4,182,076	127,187,517
Number of Golfing Households	8,472	25,263	42,721	677,701	18,189,055
Total Population	123,081	374,438	654,192	10,493,557	332,475,723
Projected Annual Growth Rate	0.90%	0.90%	0.90%	1.30%	0.31%
Seasonal Golfing Households	16	39	61	14,660	332,083
Latent Demand/Interested Non-Golfers	8,564	25,638	42,123	612,177	17,837,009
Golfer Participation Rate	8.40%	8.20%	8.10%	8.10%	7.55%
Number of Golfers	9,734	29,042	49,905	806,212	25,111,439
Number of Projected Golfers	10,174	30,294	52,076	858,300	25,900,423
Rounds Potential (resident golfers)	173,260	523,311	905,004	14,690,155	402,432,680
Estimated Course Rounds (in-market supply)	135,435	193,195	239,568	22,188	402,432,680
Demand Indices					
Golfer Participation Rate	111	109	107	108	100
Seasonal Golfing Households	12	10	9	134	100
Latent Demand/Interested Non-Golfers	130	128	120	109	100
Rounds Potential per capita (resident golfers)	116	115	114	116	100
Est. Course Rounds per capita (in-market sup)	91	59	59	92	100

Jamestown Golf Course	5-mile ring	10-mile ring	15-mile ring	State of North Carolina	United States
Golf Supply					
<i>Golf Facilities</i>					
Total	4	11	21	457	13,981
Public	3	7	14	322	10,320
Public: Daily Fee	1	3	8	282	7,762
Public: Municipal	2	4	6	40	2,558
Private	1	4	7	135	3,661
<i>Public Golf Facilities by Price Point</i>					
Premium (>\$70)	1	1	1	62	1,806
Standard (\$40-\$70)	2	3	7	139	4,183
Value (<\$40)	0	3	6	121	4,331
<i>Golf Holes</i>					
Total	90	189	360	8,478	237,564
Public	72	126	243	5,895	170,190
Public: Daily Fee	36	63	153	5,202	127,755
Public: Municipal	36	63	90	693	42,435
Private	18	63	117	2,583	67,374
Non-Regulation (Executive & Par-3)	0	0	0	135	18,531
<i>Net Change*</i>					
Net Change in Holes past 5 years	0	-18	-36	-630	-13,293
Percentage Total Holes Past 5 years	0.00%	-9.52%	-10.00%	-7.43%	-5.6%
Net Change in Holes past 10 years	0	-36	-90	-1,260	-26,523
Percentage Total Holes Past 10 years	0.00%	-19.05%	-25.00%	-14.86%	-11.2%

*Numbers may include courses under construction and temporarily closed at the end of the year.

Jamestown Golf Course	5-mile ring	10-mile ring	15-mile ring	State of North Carolina	United States
Supply-Demand Ratios					
<i>Population per 18 Holes</i>					
Total	24,616	35,661	32,710	22,279	25,191
Public	30,770	53,491	48,459	32,041	35,164
Public: Daily Fee	61,540	106,982	76,964	36,310	46,844
Public: Municipal	61,540	106,982	130,838	272,560	141,029
Private	123,081	106,982	100,645	73,126	88,826
Premium (>\$70)	61,540	187,219	327,096	141,805	155,544
Standard (\$40-\$70)	61,540	124,813	93,456	70,427	76,195
Value (<\$40)	0	187,219	145,376	100,417	112,551
<i>Golfers per 18 Hole</i>					
Total	1,947	2,766	2,495	1,712	1,903
Public	2,433	4,149	3,697	2,462	2,656
Public: Daily Fee	4,867	8,298	5,871	2,790	3,538
Public: Municipal	4,867	8,298	9,981	20,941	10,652
Private	9,734	8,298	7,678	5,618	6,709
Premium (>\$70)	4,867	14,521	24,952	10,895	11,748
Standard (\$40-\$70)	4,867	9,681	7,129	5,411	5,755
Value (<\$40)	0	14,521	11,090	7,715	8,501
<i>Population Indices</i>					
Total	104	150	138	94	100
Public	96	166	150	99	100
Private	136	118	111	81	100
Premium (>\$70)	33	102	177	77	100
Standard (\$40-\$70)	77	157	117	89	100
Value (<\$40)	0	244	190	131	100
<i>Golfers Indices</i>					
Total	108	154	139	95	100
Public	100	171	152	101	100
Private	142	121	112	82	100
Premium (>\$70)	35	104	179	78	100
Standard (\$40-\$70)	81	161	119	90	100
Value (<\$40)	0	251	192	133	100
<i>Rounds per 18 Holes</i>					
Rounds Potential (resident golfers)	34,652	49,839	45,250	31,189	30,492
Estimated Course Rounds (in-market supply)	27,087	25,305	23,316	24,866	30,492

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: Presentation of the Pay Classification Plan

AGENDA ITEM #: VI-B

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 20 min.

DEPARTMENT: Administration

CONTACT PERSON: Matthew Johnson, Town Manager

SUMMARY:

The Town Council's Strategic Plan Goal #1.5 directs staff to perform a Pay Classification Study to ensure that the Town is safeguarding one of its key assets - its staff - by ensuring that the Town remains competitive in the marketplace as an employer. Historically, the Town has completed pay classifications on a 5-year interval. The Town engaged with the MAPS Group to assist with the completion of a review of its pay scales and a review of its personnel manual to ensure competitiveness in our marketplace and compliance with personnel law changes at the Federal and State levels.

Cheryl Brown joined The MAPS Group in 2018 and currently serves as the Vice President. Cheryl spent the majority of her career, 24 years, with the City of Charlotte, retiring in 2017 as Director of Human Resources. She also served for six years as the Director of Human Resources for the City of Monroe. She has over 20 years of senior management experience in Human Resources administration and operations, providing management and consulting services to City Councils, City Managers, Department Directors and employees.

ATTACHMENTS: Pay Classification materials and Summary

RECOMMENDATION/ACTION NEEDED: The pay classification should be adopted as concurrently with the budget adoption process.

BUDGETARY IMPACT: TBD

SUGGESTED MOTION: N/A at this time. Will be considered as part of the budget adoption process.

FOLLOW UP ACTION NEEDED: N/A

SUMMARY REPORT

SUMMARY REPORT TOWN OF JAMESTOWN

Following are narrative thumbnail sketches of jobs by department with the departments in alphabetical order. Each sketch contains a synopsis of duties, recommended class title and recommended salary grade. It is important to note that recommended salary grades reflect a new pay plan and the ranges differ from the existing plan.

Administration

Because the Town Manager role is not classified, we have provided a separate letter with a salary range recommendation.

One employee currently serves in the role of Assistant Town Manager/Town Clerk. The employee performs all of the statutory responsibilities of a municipal clerk, including preparation and preservation of official records including minutes, proclamations, resolutions and ordinances, and safe keeping of the Town seal; attends all Town Council, Planning Board, Board of Adjustment, Parks and Recreation Committee, and advisory board meetings; takes minutes and prepares and disseminates minutes of various council, board and committee meetings; tracks Council appointments and terms; coordinates committee appointments and application process; coordinates the preparation of the agenda with the Town Manager and assists in developing agenda items, background materials and presentations; coordinates updates and codification of the Code of Ordinances; performs administrative duties for the Town Manager and Council members; prepares and composes replies and follow-up information related to Council actions; fulfills public records requests; maintains contracts, resolutions, proclamations, etc.; serves as liaison between the Town Manager and Town Council with the public with respect to such matters as complaints, requests and suggestions; prepares rooms and coordinates set up and catering for various meetings and related matters; prepares and posts meeting notices and advertisements; prepares and posts Town Council information on the website; represents the Town at a variety of meetings; and performs special projects as needed. In the role of Assistant Town Manager, the incumbent serves in the role of Town Manager in his absence; serves as a sounding board and provides advice and guidance to the Manager; undertakes assignment of additional, significantly more complex duties; attends almost all meetings with the Town Manager; meets with the Mayor prior to Council meetings to brief her on the agenda and discuss avenues to accomplish what needs to be accomplished; meets with members of Town Council to answer questions and provide information; assists the Town Manager with amendments and changes to Town policies; assists the Town Manager and other staff with updates to updates to the Town's Strategic Plan and works with all on the completion of the Plan's goals; supervises the Human Resources Analyst position; works on large initiatives, performs special projects as requested by the Manager, and manages other areas as assigned by the Manager; meets with citizens to resolve concerns; represents the Town in various settings and with various intergovernmental groups; coordinates and prepares special research reports on a wide variety of functions and issues for the Town; assists with the creation, submission, and monitoring of the Administration Division budget; and collaborates with other Town staff on the Town Website and upgrades and changes. The role requires strong knowledge of municipal laws and regulations regarding meeting advertisements, preservation of official records, Town services, office technology, and general municipal government operations. Recommend retaining the classification of Assistant Town Manager/Town Clerk with assignment to salary grade 24.

One employee currently serves in the role of Human Resources Analyst. This is a relatively new position for the organization and a result of the retirement and division of responsibilities of the retired employee. The HR Analyst is responsible for on-boarding employees by assisting them with completion of forms, answering questions about benefits, and enrolling them in the HR/payroll software; completing E-Verify and NC New Hires enrollment; enrolling employees and beneficiaries in insurance and retirement programs; and submitting paperwork for drug testing and background checks. The employee also off-boards employees and terminates all benefits, provides appropriate documentation to providers, provides the terminated employee with COBRA paperwork, and completes final payroll for the terminated employee. The employee coordinates the recruitment process and updates the website with new job postings, removes old postings, compiles applications, coordinates interviews, and sends offer/rejection letters. The employee is responsible for completing bi-weekly payroll including reconciling timesheets; entering data; backing up payroll and printing required reports; completing the reconciliation spreadsheet to reconcile with bank transactions/journal entries/benefits payments; completing all federal and state tax deposits, flex benefit transactions, 401(k) and 457 transactions and other benefits made bi-weekly or monthly; completing quarterly/annual reports for payroll (941, NC5, W2, etc.); updates spreadsheets for Finance, as needed, for budgeting and auditing purposes; and reimbursing retired employees under age 65 for insurance. The employee also maintains all personnel files and updates employee information in the HR/payroll software; handles Workers' Compensation claims, contact with medical vendors, and assists with OSHA reporting; serves as the Town liaison to the temporary worker service provider, receives timecards for the temporary workers, and ensures payment is made by the Town; maintains and assists employees with questions or help needed with TCP, key fobs, phones, ID badges, etc.; serves as liaison with Safe-T-Works for random screenings; updates the Town phone system for holidays or weather closings; and coordinates monthly (or as needed) employee meetings including programming, refreshments, set-up and clean-up. Recommend retaining the classification of Human Resources Analyst with assignment to salary grade 15.

Finance

The Finance Director reports to the Town Manager and plans, organizes, directs and manages the functions of accounting, operating and capital budgeting, cash and investment management, financial planning, financial reporting, auditing, ARPA administration, grants administration, purchasing and pre-auditing of contracts, and utility billing and collection. The employee establishes goals, guidelines, and procedures for the various functions within the department; coordinates and makes decisions on hiring, discipline, and termination of employees; oversees projects involving multiple Town departments and financial institutions; participates in the planning of capital projects; oversees debt management, investment management, and the design and monitoring of long term financing; provides considerable assistance to the Town Manager in the development and administration of the operating and capital budgets, budget forecasting, revenue estimates, fee schedules, expenditures, etc.; performs significant financial reporting and develops a variety of fiscal policies, procedures and processes to ensure the integrity of the financial system and effective internal control; The employee also advises the Town Manager and Council on a variety of management and fiscal issues and coordinates the annual independent audit. The role requires strong professional knowledge of public finance, budget administration, financial technology packages and spreadsheets for analysis and the application of significant judgment and decision-making. Recommend retaining the classification of Finance Director with assignment to salary grade 24.

The department has one employee serving in the role of Deputy Finance Director. The employee performs professional level general accounting and financial analysis work and is responsible for

assisting with the day-to-day efficient operation and administration of the Finance Department. The employee performs bank reconciliations and monitors bank accounts; reviews cash receipts, online payments, JV entries, and accounts receivable journals and performs month-end closing and oversight to ensure receivables are hitting the bank account and general ledger (GL) correctly; prepares monthly reports for Council; reviews and prepares budgeting and accounting reports for maintaining expenditure control; assists the Finance Director with the preparation of the annual budget and works with department heads on the development of budget estimates and reviews information for completeness, accuracy, and conformance with Town procedures and regulations; assists with developing the long range capital improvement plan and replacement schedule; and assists in the preparation of the annual audit and the CAFR. The employee also prepares purchase orders and preaudits, reviews and approves invoices to be paid, reviews paid vouchers, signs checks, and prepares credit card reconciliation and payment; prepares requests for proposals and reviews contracts for compliance with Town policies; researches purchasing statutes and ensures the Town is compliant with its bidding procedures and other aspects of municipal purchasing; reports monthly sales tax to NCDOR for golf course; maintains reports for sales tax on construction projects; prepares a variety of accounting schedules and reports for the Local Government Commission, Powell Bill reporting, etc.; and prepares and makes journal entries in the GL. The employee also assists with preparing payroll and transmitting payments to insurance and retirement providers and reviewing payroll before it's processed and assists, as needed, in the utility functions and other customer service functions. The employee is responsible for acquiring knowledge of changing accounting standards and assisting other Town staff with grant preparation and monitoring. The employee also serves as the Finance Director in the Director's absence. Recommend a slight modification in the classification title to Assistant Finance Director with assignment to salary grade 20.

One employee currently serves in the role of Utility Billing Manager. The employee is very new to the role so it is expected that her duties, responsibilities and degree of independence will continue to evolve. The employee is responsible for daily supervision of the utility billing, revenue collections, and customer service functions and for other office management duties. The employee plans, delegates, monitors, and evaluates the work of two customer service employees; coordinates with employees and other Town staff and departments on work flow, data maintenance and management, and integration of services to the customers; verifies new utility customer entry and scans documents to utility accounts; handles administrative and correspondence functions for the unit that involve more complex issues as well as customer complaint escalation; makes final decisions on utility service cut-offs and fees for delinquent payments; approves leak adjustments and oversees pool credit adjustments; handles collection of past due accounts through contacting the customer, online collections and/or debt set-off; manages the government assistance program; ensures staff is available for customer service and Town utility billing the revenue collection functions; and manages the online payment site and assists customers with online payments/issues. The employee also provides backup for staff with the morning electronic payments process and the daily deposit; assistance to customer service, when needed; and the utility billing process. The employee prepares and monitors meter reading reports; assists the Public Services Department in preparing data for the annual water quality report; prepares annual grease trap inspections reports and billing; oversees backflow prevention letters; and oversees daily receipts from the golf course. The employee performs required end of the month and year end reporting as directed by the Finance Director. Office management duties include maintaining office supplies; serving as the point person for network support; setting up system access for new employees and updating existing employees; performing Town website maintenance; auditing and preparing vendor invoices managing the copier/scanner service contract, maintenance and supplies; and serving as the point person for the cleaning crews and

other vendors. Recommend retaining the classification of Utility Billing Manager with assignment to salary grade 15.

Two employees currently serve in the job classification of Accounting Technician II. Both of the employees perform front office/customer service duties based on availability to include answering the phones and assisting walk-in customers along with collecting utility payments, answering questions for customers, explaining Town services, accepting utility applications and payments and ensuring all relevant information is present, opening the vault and retrieving cash drawers for the day's work, and sorting and distributing mail as well as processing outgoing mail and delivering to the post office.

One of the employees is more focused in accounts payable and utility billing along with performing some duties in accounts receivable and other areas. The employee opens the mail and matches invoices with pre-audits and purchase orders, ensures the product has been received, and prepares the information for supervisor review; performs daily claim entry once approval is given; drives to the golf course and picks up the prior day's deposit; processes invoices and prints checks; processes positive pay; updates the Duke Energy spreadsheet for review by Finance staff; and posts deposits and rental fees from clubhouse rentals. Utility billing responsibilities include maintaining the accounts, generating and processing billing, and preparing and reconciling a variety of reports. The employee monitors the billing cycle and ensures that all records are submitted within established deadlines; creates a meter reading thumb drive and transmits it to Public Services staff for reading and imports readings to be used for billing; generates and proofs reports of meter readings to determine if readings fall within patterns and expectations and if not, requests re-reads; makes leak adjustments within established guidelines; applies late fees; provides the cut-off list to field personnel to execute; enters new accounts and closes out accounts; prepares bills to be mailed by another staff person; works with High Point and Greensboro on shared accounts due to the unique water and sewer relationship between the entities; ensures any online utility payments that come in overnight are posted correctly, balances the spreadsheets of payments for the Finance Director and researches discrepancies; and adds grease trap billing, where appropriate, to the regular monthly bills once a year.

The second employee is more focused in accounts receivable along with performing some duties in accounts payable and other areas. The employee checks the mail and door drop every morning for payments and processes all payments received for the previous day's business at Town Hall; prepares the bank deposit, balances the cash drawer and closes the daily sales batch and researches discrepancies; receives from the golf course an email with the golf course sales and receivables from the previous day's business, verifies credit card sales, and processes the daily cash batch for the golf course; and verifies bank deposits for Town Hall and the golf course and makes the deposit. The employee also works with Public Services staff to have service turned on or off and obtains meter readings for the particular point in time and enters readings; assists the Planning Department by directing and collecting fees for clearance certificates; and monitors the 811 website, prints work orders, and dispatches Technicians to mark and enter the results. The employee processes ACH payments to vendors while the other Accounting Technician prepares the AP checks; prepares AP checks for mailing, mails checks, and files invoices; submits claims for insurance on vehicles and equipment when necessary; and maintains the asset binder and adds/deletes assets as appropriate, to include getting the bill of sale, photos, and requesting insurance coverage from the NCLM. On a monthly basis the employee sets up Excel reports for the golf course in preparation for the Finance report; calculates gas and diesel fuel use per department; calculates the cost of leaf truck fuel costs; performs water service disconnect for non-payment; creates a file for residents using ACH to send to the bank; and applies ACH payments to the proper accounts. The employee also assists with printing and assembly of budgets binders

and the CAFR; boxes and rotates yearly financial records; maintains the Town's scrapbooks; edits the bi-monthly Jamestown newsletter; and works with Public Services to create and send backflow testing letters.

Recommend retaining the classification of Accounting Technician II for both employees with assignment to salary grade 10.

Golf Course

One employee currently serves in the job classification of Golf and Recreation Director and is responsible for managing the Town's golf course clubhouse and supervising the staff that work there, including Assistant Golf Pros, Golf Shop Clerks, Clubhouse Café Manager, and approximately 23 part-time staff such as starters, cart rangers, etc. The employee assesses and evaluates golf course needs and has daily communication with the Golf Course Maintenance Superintendent related to scheduling of events like tournaments going on at the course; plans the work schedules of the staff and supervises all employees working out of the clubhouse; hires and trains new staff for the clubhouse; supervises the daily projects for the clubhouse and course events; prepares and monitors the golf course budget and supply needs for the operation, including snack items, clubs, clothing, gloves, balls, and other items sold in the pro shop, and purchases supplies according to Town policies and procedures; markets and promotes the golf course to patrons; organizes and runs tournaments; implements and monitors the handicap system; and conducts individual and group instruction. The employee supervises the daily operations such as golf shop and snack bar sales, clubhouse rentals, driving range operations, cart fleet operations, and clubhouse maintenance; places orders and stocks products for the golf shop inventory; organizes the daily tee sheet; enforces rules and regulations; responds to complaints; and provides excellent customer service to the patrons to ensure the best possible golf experience. Recommend the new classification of Golf Professional with assignment to salary grade 12. The pay grade assignment is significantly lower than the previous pay grade assignment because the previous pay grade assignment was based on the employee supervising the clubhouse and grill staff as well as the golf course maintenance function and staff and the parks and recreation function and staff. These additional responsibilities have been removed from the incumbent's realm of responsibility.

One employee at the golf course currently is classified as Assistant Golf Professional and assists the head golf professional with the day-to-day operations of the course. The employee typically opens the shop on the days that she works and begins the day by opening the safe containing the prior day's revenues and the cash drawer to be used for the current day. The employee ensures that the correct amount of cash for the day's business is present in the cash drawer and then counts cash and credit card revenues, prepares the deposit, and prepares necessary reports to send to the Finance Department. The employee receives inventory shipments in the mornings from the food vendors and checks the orders to ensure the vendor sent the proper orders in the proper quantities and refrigerates the inventory that needs to remain chilled. The employee also orders beverages for the pro shop as well as the clubhouse café and regularly shops to replenish snacks and dry goods and enters invoice information into the financial system. The employee is responsible for teaching golf lessons; running golf tournaments/outings; and hiring and training part-time staff and approving time records. The employee checks in golfers and provides needed information; answers the phone; schedules clubhouse rentals; takes food orders; and sells snacks, beverages, range balls, and merchandise. Recommend the new classification of Assistant Golf Professional II with assignment to salary grade 9.

One employee at the golf course currently works 30 hours per week and is classified as Golf Shop Clerk. The employee assists with golf course operations by checking in customers, collecting fees, booking tee times, scheduling clubhouse rentals, stocking items for sale, taking food and beverage orders, answering the phone, helping with the grill and turn orders, taking payments for purchases made in the pro shop, and providing excellent customer service to patrons. The employee also gives golf lessons; serves as the First Tee Site Director and Head Coach for the chapter at Jamestown Park and makes sure classes are covered, that the program runs smoothly, and provides quality coaching; assists with maintaining the club's USGA handicap system; manages the work of the part-time staff during a shift; and may make aesthetic improvements around the driving range and short games areas of the clubhouse as well as keeping the area around the clubhouse clean. The employee may prepare deposits and the accompanying reports for the Finance Department. The employee's current classification of Golf Shop Clerk is no longer reflective of increased responsibilities of moving into a 30-hour per week role. However, responsibilities for ordering inventory and supplies, managing the inventory, working in the financial system, and other administrative-type responsibilities do not elevate the role to that of Assistant Golf Professional. Therefore, recommend the new classification of Assistant Golf Professional I with assignment to salary grade 7.

One employee at the golf course clubhouse serves as the Clubhouse Café Manager. The employee is responsible for daily operations of the grill, including food preparation, stocking and ordering supplies (food, beverage, plates, napkins, utensils, cleaning supplies, etc.); following Town purchasing policies and procedures; cleaning all equipment and the food preparation area; waiting on customers at the counter and in the café; preparing for special events; preparing catering orders; setting up rooms for events and breaking them down after events; and completing daily reports and preparing monies for deposit. The employee must follow all regulations imposed by the health department and practice safe food handling and preparation. The employee must also be proficient in the use and handling of food preparation equipment to limit accidents, burns, etc. The employee's job requires extensive interaction with the public and vendors/suppliers. Recommend retaining the classification of Clubhouse Café Manager with assignment to salary grade 9.

Gold Course Maintenance

One employee currently serves in the job classification of Golf Maintenance Superintendent. The employee is responsible for the maintenance and upkeep of the golf course and supervises the entire operation of the maintenance center, facility complex and equipment repair shop. The employee supervises the Assistant Golf Maintenance Superintendent, the Turf Equipment Mechanic, and numerous Groundskeepers. The employee hires, trains, schedules, and develops staff; monitors the scheduling of all maintenance operations and directs the work of the staff; ensures all human resources, payroll, administrative and reporting requirements set by the Town are completed timely and accurately; supervises the ordering of materials and supplies; and records daily maintenance activities. The employee also implements and oversees the golf course operations safety program; develops and monitors all regulatory compliance programs to include hazardous communications, GHS safety data sheets, and all other associated rules and regulations; develops programs and directs the application of fertilizers and plant protecting pesticides and monitors the record keeping of the applications and adjusts programs as required; oversees all mixing of chemicals; and obtains and maintains a pesticide applicators license. The employee also develops and monitors the annual maintenance operating budget and takes corrective action to ensure financial expectations are met; develops the annual capital equipment and project budgets; provides appropriate information and recommendations to the Town Manager and management team about needed facility maintenance, construction, changes,

materials, supplies, services, and equipment not provided for and approved within the business plan and/or budget; monitors compliance with the Town's purchasing policies and procedures; and manages all components and repairs of the irrigation system to include supply, pump station, central and field controllers, piping and valves, and sprinkler heads. The employee regularly interacts with the public and receives feedback on course conditions and other matters related to the course. Recommend a slight modification in the classification title to Golf Course Maintenance Superintendent with assignment to salary grade 18.

One employee currently serves in the role of Assistant Golf Maintenance Superintendent. The employee is responsible for assisting the Superintendent with assigning and overseeing the work performed by the Groundskeepers in maintaining the course; assisting the Superintendent with personnel management and budget forecasting; recommending corrective action and/or discipline of employees to the Superintendent and providing input into employee performance evaluations; helping ensure that employees complete assigned tasks in an effective, efficient and safe manner and meet deadlines; working alongside the Groundskeepers and performing all of the same type of work tasks, as needed; and performing more complex assignments such as spraying chemicals and fertilizers and diagnosing problems and making repairs to the irrigation system. The employee confers with the Superintendent about the prioritization of daily work assignments and helps prepare a schedule of operations and a schedule of pesticides and fertilizers to be applied to the turf; aids in proper calibration and record keeping for all fertilizer and pesticide applications; aids in the development and implementation of an agronomic plan for ultra-dwarf Bermuda greens and 419 tees; records employee work and other information in the task tracker application utilized by the maintenance shop; communicates with Pro Shop staff to determine the work flow for the day; helps ensure equipment is repaired and preventive maintenance schedules are followed; answers questions and provides guidance to employees in the field on work and repairs to be performed; and addressing problems and conflicts between team members when they occur. The employee regularly observes course conditions and determines if corrective action needs to be taken and recommends such to the Superintendent. The employee also serves in the role of Golf Maintenance Superintendent in the Superintendent's absence. On the employee's assigned weekend to work, he makes decisions for the crew assignments and course conditions. The employee regularly interacts with the public and receives feedback on course conditions and other matters related to the course. Recommend a slight modification in the classification title to Assistant Golf Course Maintenance Superintendent with assignment to salary grade 14.

One employee currently serves in the role of Turf Equipment Mechanic. The employee is responsible for managing the maintenance shop and taking care of 50+ pieces of equipment, some of it being very specialized and/or large. The employee diagnoses and repairs mechanical, electrical, and hydraulic issues on all equipment and maintains/diagnoses problems with reel mower cutting units. The employee performs preventive maintenance on all equipment; welds, cuts, grinds, and fabricates equipment and parts; grinds reels of mower units to a very high standard and takes precise measurements so that reels stay accurate; checks quality of cut and height of cut daily; rebuilds or replaces reels and roller bearings within specifications; maintain reel and bed knife grinders; and diagnosing quality of cut issues out on the course and taking appropriate action regarding equipment needs; establishes and maintains safety procedures for using the equipment; and communicates and reports to the Superintendent any needs or problems relating to course equipment. Shop management includes maintaining a clean, organized and safe work area; tracking and maintaining sufficient inventory; following Town finance and purchasing policies and procedures; purchasing and receiving parts/supplies from vendors and working with vendors/suppliers to get the best pricing; keeping up with the equipment shop budget; managing a system for detailed preventive maintenance and service records;

advising on upcoming small and large equipment purchase needs and recommending replacement capital improvement purchases; and assisting other staff on the course, when needed. Recommend retaining the classification of Turf Equipment Mechanic with assignment to salary grade 13.

At the time of the study there were four employees serving in either the Groundskeeper I, II, or III classification. The Groundskeeper I level is the entry level classification and employees may perform any or all of the following including mowing; weed eating or hand pulling weeds; clearing debris from greens and tee boxes using a blower or by hand; picking up trash from the course and emptying trash bins; raking sand traps with the raking machine and/or rake; resetting tee boxes; sanding tee boxes and the driving range; putting out mulch and pine needles throughout the course and performing other landscaping duties; checking and cleaning bathrooms; hauling tree limbs and logs to a wood chipper; refilling cans and equipment with fuel; rolling out covers during winter then collecting and storing; and operating a variety of hand and power tools.

The Groundskeeper II level performs all of the same types of job tasks as the Groundskeeper I level and in addition is required to have a broad scope of knowledge of golf course maintenance operations and be able to operate all pieces of motorized equipment used in the work, in particular the variety and size of mowers used to mow the tees, fairways, and greens, including reel mowers. Groundskeeper IIs may also serve as the crew leader for assigned weekend. Groundskeeper IIs may also put out seed, lime, and fertilizer; spray Roundup; assists with repairs to irrigation lines, pumps, and valves; make minor, small repairs to equipment and attach implements to tractors; and possess the experience and ability to notice matters dealing with golf course property, such as downed trees, and relay the information to supervisors.

The Groundskeeper III level performs all of the same types of job tasks performed by the Groundskeepers Is and IIs. In addition, the Groundskeeper III is required to have comprehensive knowledge of golf course maintenance operations and serves as the crew supervisor overseeing and evaluating the work of the other Groundskeepers on weekend shifts, in the absence of the Superintendent and Assistant Superintendent, or based on the type and complexity of a particular work assignment. The employee assures the other employees are starting and finishing in a timely manner during the absence of the supervisors. The Groundskeeper III level also changes cup locations on the greens; waters hot spots; rolls and top dresses the greens; observes for disease; and has thorough knowledge of the application of pesticides and herbicides.

Recommend retaining the classification series of Groundskeeper I, II, and III with assignment to salary grades 6, 8, and 10, respectively.

Parks and Recreation

The Parks and Recreation Department is responsible for providing and maintaining recreational and athletic opportunities for the residents of Jamestown and neighboring communities, offering athletic fields and courts for play, plenty of open green space for walking and biking, ample outdoor shelters and picnic tables for gatherings, and an amphitheater for enjoying a variety of outdoor events and performances.

The Parks and Recreation Superintendent reports to the Town Manager, manages a staff of two full-time employees, and performs a wide variety of supervisory, administrative and professional work in the management of parks and recreation for the Town. The Superintendent manages projects, field scheduling and use, soccer tournaments, and special events at Jamestown Park, Wrenn Miller Park, and the Soccer Complex, including walking trails, shelters, bathrooms,

playgrounds, concession areas, and athletic fields and courts. The work includes planning and coordinating community events, concerts, etc., hiring bands and food trucks, and ensuring sufficient numbers of Police Officers and portable toilets are present for the events. Work involves planning work operations, assigning work to department staff, and ensuring they perform the work as directed and in a safe manner; preparing and administering the departmental budget; making presentations at Town Council meetings and Parks and Recreation Board meetings; projecting departmental needs, including the need for vehicles and equipment; obtaining quotes for supplies, tools, equipment and other materials needed for construction projects and working with the Finance Department to obtain purchase orders and make purchases; scheduling the upkeep and maintenance of a variety of structures within the parks; developing new and modifying existing policies and procedures; working with town staff to apply for and secure grant funding and ensuring funds are spent as required; and monitoring the work of contractors. The Superintendent also assists departmental staff, as needed, with general maintenance and improvements to athletic fields and facilities at the parks and soccer complex, including but not limited to prepping and lining athletic fields; making repairs to facilities, irrigation systems, and playground equipment; operating, maintaining and repairing equipment used in the work; and landscaping and applying fertilizers, pesticides, etc. Work involves significant public contact with contractors, vendors, non-profit sports groups, and other municipalities, and with park patrons to ensure they are aware of and follow park policies and rules, responding to complaints and concerns. Recommend the new classification of Parks and Recreation Director with assignment to salary grade 18.

Two employees serve in the classification of Groundskeeper I. The employees are responsible for performing grounds maintenance, mowing and semi-skilled landscaping tasks at the parks and soccer complex; trimming trees and removing dead trees; maintaining the athletic turf fields and preparing the fields for competition, including striping fields; assisting the superintendent with irrigation repairs; applying Roundup where needed; inspecting playground equipment and repairing, if within their capabilities; and operating a variety of equipment used in the performance of work, including mowers, weed eaters, blowers, tractors, trucks, chainsaws, skid steers, and various power and hand tools. The employees are also expected to maintain equipment, including changing oil, servicing, and repairing, when able. Work also includes inspecting and cleaning the park, park facilities, grounds and bathrooms; making building and shelters repairs and minor plumbing repairs to bathroom facilities; reporting any issues or concerns to the superintendent; answering questions from and interacting with park patrons; and assisting with special Town events, particularly concerts and festivals at the parks and soccer tournaments. Recommend the new classification of Parks Maintenance Technician with assignment to salary grade 8.

Planning and Development

The Planning Department is responsible for providing guidance and regulation of the growth, preservation and development of the Town of Jamestown through development plan review; enforcement of the Town's planning ordinances and codes; and providing technical expertise to the citizens, elected officials, developers, and other Town departments. The Department currently consists of positions, the Town Planner and a Planning Technician.

The Town Planner performs professional management, technical and administrative work overseeing all land development activities including planning, zoning administration, subdivision and plat review, floodplain administration, watershed management, nuisance and minimum housing code enforcement, and GIS mapping. Work involves both long and short-range planning; preparing and administering the departmental budget; serving as staff support for planning related

boards and commissions such as the Planning Board and Board of Adjustment as well as other boards and committees; serving as the Town representative on the High Point Metropolitan Planning Organization; serving on the Town's Technical Review Committee; administering the plan review process; reviewing, approving and answering questions related to Development Clearance Certificates; floodplain management; assisting developers with land development issues; interpreting, enforcing and providing assistance to the public on zoning and other ordinances; updating, revising and interpreting planning documents including the Land Development Ordinance, Comprehensive Plan, Bicycle and Pedestrian Plan, Parks and Recreation Master Plan and other similar documents; rewriting ordinances, when necessary, and drafting Town Code amendments and zoning text and map amendments; overseeing various public input processes; preparing reports as needed and required; making presentations; representing the Town in intergovernmental activities, at meetings and on committees; researching, writing and administering grants for the Town; and other special projects, as assigned. The employee also works in ArcGIS to update Town limits and zoning, water, sewer, and infrastructure changes; designs flyers, posters, logos, and social media banners for the Town; and updates the website with relevant information. Work involves significant public contact and coordination with other departments, developers, boards and commissions, requiring skill in facilitating public and intergovernmental processes. Recommend the new classification of Planning and Development Director with assignment to salary grade 20.

One employee serves in the role of Planning Technician. The employee is very new to the role so it is expected that his duties, responsibilities and degree of independence will continue to grow. At the time of the study the employee is primarily responsible for reviewing and approving or denying applications for residential and commercial new construction, known as Development Clearance Certificates (DCC), based upon the application of Town codes, ordinances, etc., seeking guidance from other Town staff when questions arise. Additionally, the employee performs research in codes and ordinances on topics such as lot conformance, land use, easements, signage, fencing, home businesses, etc., and makes permitting decisions based upon the information supplied by the applicant. If the request is denied, the employee helps the applicant understand additional information or changes needed so that the application can be accurate, complete and fall within the Town's regulations, thus enhancing the likelihood of approval. If the request is approved, the employee issues the DCC. The employee also researches external records such as accessing Guilford County GIS to obtain deed numbers, tax parcels, etc., to ensure all information on the DCC is correct before it is issued and will be providing zoning verification letters to confirm zoning of parcels and requirements of the zoning to realtors and developers. The employee responds to requests from citizens, business owners, governmental entities and others to provide information and answer questions. The employee attends meetings of Town Council and the various Planning related boards and commissions and assists in the preparation and presentation of materials for those meetings. Recommend retaining the classification of Planning Technician with assignment to salary grade 10.

Public Services Department

The Public Services Department currently provides a variety of services to the Town, including water distribution, wastewater collection, building maintenance, street maintenance, stormwater, sanitation collection (trash, recyclables, bulk trash, limbs, leaves, etc.), and fleet and equipment maintenance. The department also utilizes temporary staff provided through a placement agency to supplement staffing, particularly when vacancies occur. The work of the department is very collaborative in that employees frequently work with other Town departments to assist with unexpected needs and large Town events.

The Public Services Director reports to the Town Manager and plans, organizes and directs the work of employees and contractors engaged in providing the Town's public works services as described above. While not part of his official titles, the Director also functions in the role of Town Engineer, designing or hiring consultants to design various projects and providing engineering oversight to most Town projects as needed, across all departments. The Director is responsible for establishing priorities, goals and deadlines for the various functional areas; short and long-range planning; implementing and administering new programs, policies, rules and regulations; preparation of a proposed budget and administration of the approved budget; overseeing purchasing, hiring and staff management; overseeing several reports that are required to meet state and federal regulations; developing technical specifications for projects, equipment and vehicles; managing major public works related capital construction and renovation projects and coordinating with consulting engineers; preparing and assembling bid packages for construction and repair projects and participating in bid and construction meetings; inspecting construction and repair projects for compliance with town specifications and contracts; and ensuring that safe, effective and efficient practices are utilized by employees. The Director represents the Town to a wide variety of citizens, contractors, engineers, and state and federal regulatory officials and is expected to work collaboratively to resolve issues. The Director provides technical advice, assistance and recommendations to the Town Manager on a variety of topics, including policies and ordinances related to public works and infrastructure maintenance and expansion needs; and attends Town Council meetings and makes presentations on behalf of the department and serves as the technical resource. Recommend retaining the classification of Public Services Director with assignment to salary grade 24.

The Public Services Superintendent reports to the Public Services Director and performs technical, administrative, and managerial work directing the daily operations of the department, including water distribution and wastewater collection systems maintenance, street and sidewalk maintenance, stormwater system maintenance, building maintenance, sign installation and maintenance, fleet and equipment maintenance, sanitation collection (including routing and equipment maintenance), and management of safety programs. The Superintendent schedules the work of departmental employees to meet the needs of the Town, keeping the projects on schedule, and quickly pivoting as those needs change; coordinating daily, monthly, seasonal and annual tasks tied to various permits and planning; supervises, trains, coaches, evaluates and motivates staff; monitors the work of employees in the field and ensures work is performed safely and within guidelines established by Town policy and OSHA regulations; ensures the location of gas, telephone, power, television, water and sewer lines prior to excavation work; and may participate in the work. The Superintendent collaborates with contractors on construction and maintenance projects and in emergency situations; maintains positive working relationships with vendors and suppliers; responds to citizen requests and concerns; investigates complaints and determines proper resolution; and completes required records and reports for the Director and state and federal agencies. The Superintendent works closely with the Public Services Director to discuss project status; get assistance with mapping needs; seek guidance on human resources issues; forecast equipment replacement needs and costs at budget time; and communicate needs to the Director and other Town staff related to funding and project scheduling. Recommend retaining the classification of Public Services Superintendent with assignment to salary grade 20.

One employee in the department serves in the role of Project Coordinator. This is a relatively new role within the organization established to assume more responsibility for project conception, inspection and compliance with Town specifications and construction contracts, particularly as it relates to new development. The employee assists in scoping projects and determining project needs so that it can be designed, bid and built in the most cost-efficient manner possible and communicates regularly with Town staff, designers, bidders/contractors and review agencies.

The employee reviews engineering and construction plans in conjunction with other Town staff and members of the development community; oversees installation and maintenance of projects within the Town to ensure conformance to contract requirements; conducts inspections during the installation and maintenance of water, sewer, street and sidewalk utilities in the Town; evaluates completed projects and repairs to ensure all work is performed according to Town standards and regulations; and ensures regulatory compliance of the work performed by contractors and Town staff. The employee assists the Superintendent with overseeing the planning, coordination, assignment and inspection of workers in the field; responds to citizen complaints, concerns and questions; provides input into the development and monitoring of the operating and capital budgets; performs supervisory responsibilities in the absence of the Superintendent; provides training and mentoring to Public Services field personnel; reviews the work performed by other employees in the field and ensures they are performing the work assigned to them in a safe and effective manner; serves as the Operator Responsible in Charge (ORC) for the water distribution and sewer collection systems and cross-connection control; and may perform equipment operation and other work in the field in support of Town crews, when needed. Recommend retaining the classification of Project Coordinator with assignment to salary grade 15.

One employee currently serves in the job classification of Water Specialist II. The employee is called upon to assist in all maintenance and repair operations of the department, but has three main areas of work for which he is responsible. First, the employee is responsible for water sampling associated with the water distribution system. The employee travels to numerous sites in Town to obtain water samples and record readings; performs daily disinfectant residual testing; schedules, coordinates with the laboratory and collects bacteriological, lead, copper, disinfectant by-product, and asbestos samples; performs water quality flushing; takes samples to the laboratory for analysis; logs activities on a daily, weekly and monthly basis; and prepares the monthly operating report for the samples he collects. Second, the employee also reads water meters using automated radio read and manual reading methods, where necessary; diagnoses equipment and programming malfunctions; works with staff on troubleshooting; replaces metering/reading devices; and assists citizens with usage questions. Third, the employee diagnoses problems with Town vehicles and equipment and performs routine to complex maintenance and mechanical work on gasoline and diesel automobiles, heavy equipment and small engines used by the Town; performs preventive maintenance and annual service on vehicles and equipment; ensures all repairs are completed in an efficient, safe and effective manner; provides technical advice and recommendations to the Public Services Superintendent on fleet maintenance work; and collects quotes and coordinates outside repairs and warranty work with local vendors. The employee also schedules state and DOT safety inspections for Town equipment. Recommend new the classification of Public Services Specialist with assignment to salary grade 13.

One employee currently serves in the job classification of Sanitation Equipment Operator. The employee is responsible for collecting household waste, yard waste and bulking items, and inspecting the trucks daily to ensure safety, fluid levels, and proper operation. The employee also performs minor maintenance on the vehicles, including changing the tires. The employee currently operates trash trucks that require Sanitation Technicians to manually load the trash into the truck. However, the Town will begin using an automated truck in April that will load trash totes placed at the curbside by residents and this truck will be absent Sanitation Technicians to assist. Trucks currently used for household waste collection will begin use for recycling collection, which will be loaded by the Technicians. The employee also operates the knuckle boom dump truck used to collect and transport large piles of yard waste and bulky items. Once trucks are full, the employee transports the waste collected to the landfill, obtains the weight ticket, and turns it in at the end of the month for financial reconciliation. The employee is expected to operate all

sanitation vehicles in street and pedestrian traffic, in tight spaces, and in other places that require a higher level of skill and competency. The employee makes judgements about what can be collected according to landfill regulations; uses mirrors, cameras and safe driving techniques to help ensure the safety of the Sanitation Technicians riding the back of the truck; occasionally park the truck and help the Technicians collect waste and yard waste, particularly larger, heavier items; keeps the exterior and interior of the sanitation trucks clean; and assists in other areas of the work of the department after his main duties are completed. Recommend retaining the classification of Sanitation Equipment Operator with assignment to salary grade 11.

Two employees currently serve in the job classification of Equipment Operator I. The employees perform the same type of labor and trades duties within the department as other employees, assisting in the construction, maintenance, and repair of water and sewer lines, streets, sidewalks, facilities and grounds; details of these positions are provided in the following paragraph. Additionally, the employees are expected to have a working knowledge of and be competent in operating all pieces of equipment used by the Town and may be called upon to operate the equipment at any time on a variety of projects. The employees consistently operate pickup trucks with trailers, tractors, leaf vac truck, bucket truck and mowers, and may be called upon to operate a sanitation truck or knuckle boom truck if the regular operator is absent or the volume necessitates, as well as fill in as an operator on other pieces of excavating and ground moving equipment such as backhoes, dump trucks, skid steers, etc. The employees also may perform minor maintenance on the equipment used in the work. The equipment operation work is distinguished from higher level Equipment Operator positions by the requirement to regularly operate the larger and more complex pieces of equipment used in the work and having to manipulate the controls of these complex, heavy pieces of equipment in street and pedestrian traffic, around underground and overhead utilities and in other tight spaces requiring care and skill. Additionally, the employees perform grease trap inspections for the Town and complete the necessary paperwork and maintain the sewer outfall lines within and on the outskirts of Town to ensure accessibility. The employee must be cognizant of motorized traffic and pedestrians, guardrails, utility poles, signs, hills, ditches, holes, and other obstacles that may be present during the performance of duties. Recommend retaining the classification of Equipment Operator I with assignment to salary grade 9.

One employee currently serves in the job classification of Public Services Maintenance Technician II. The employee performs skilled work in the maintenance and repair of streets, sidewalks, street signs, water distribution and wastewater collection systems, buildings and grounds. Work includes cutting streets, spreading and grading asphalt; breaking up and removing concrete and constructing and smoothing new concrete sidewalks; cleaning storm drains, ditches and catch basins; maintaining and repairing water and sewer lines; making taps; viewing and unstopping sewer lines; installing, repairing and replacing fire hydrants; installing, maintaining and repairing street signs; traffic control; and seeding and strawing areas once work is completed. The employee also assists in mowing, trimming, weed-eating, leaf blowing/removal, and other grounds maintenance activities. The employee also troubleshoots electrical, HVAC and plumbing problems and repairs these, if able. Work may include replacing plumbing fixtures, pipes and replacing damaged lines; replacing fixtures, outlets, lights, ballasts, some wiring and lights on poles; replacing filters on HVAC units and unstopping drains; and performing minor carpentry work. In addition, the employee assists the Water Specialist II with welding involved in the minor maintenance and repair of vehicles and equipment and collects water samples during the employee's absence from work. The employee also diagnoses, repairs, and/or replaces water meters for the Town. The position requires operation of equipment such as saws, drills, jack hammers, tampers, rollers, service trucks, skid steer, loaders, air compression driven equipment, jetter, chipper, lawn mower, weed eater, blower, and other hand tools. Employees may

occasionally operate the backhoe, track hoe, tractor, and garbage trucks and may pull trailers. Recommend retaining the classification of Public Services Maintenance Technician II with assignment to salary grade 7.

One employee currently serves in the job classification of Public Services Maintenance Technician I. The employee performs a variety of routine unskilled to semi-skilled tasks related to the maintenance and repair of streets, sidewalks, street signs, water distribution and wastewater collection systems, buildings and grounds. The employee works as part of a crew alongside more senior staff to assist with maintaining and repairing water and sewer lines, streets, sidewalks, and storm drains; making water and sewer taps; digging holes; repairing and replacing water meters and 2meter boxes and reading meters; repairing and replacing fire hydrants; unstopping sewer lines to help prevent overflows and blockages; patching and resurfacing streets; directing traffic; riding the back of the garbage and yard waste trucks and collecting trash, yard waste and leaves; removing leaves from Town property and other designated facilities; mowing, trimming, weed-eating, and other grounds maintenance activities; installing and repairing street signs; hanging banners and lights during various seasons of the year and setting up and taking down for special events; performing minor equipment maintenance; and assisting in other areas of the department where the need arises. The employee also works independently to locate lines; paint Town assets such as fire hydrants and buildings; perform checks on lift stations to record run times and ensure they are operating properly; assess accessibility to outfalls; and ride the streets of Town and remove trash and debris. The employee operates a variety of equipment including pickup truck, loader, leaf vacuum, jetter, chipper, lawn mower, weed eater, blower, chainsaw, pitch fork, shovel, rake, and other hand tools. The employees may also answer questions from citizens when performing work. Recommend retaining the classification of Public Services Maintenance Technician I with assignment to salary grade 5.

PAY PLAN RECOMMENDATIONS

PAY PLAN IMPLEMENTATION

Overview

We conducted a market survey of minimum and maximum salaries for the selected jobs. Range percentages (the difference between the minimum and maximum of the range) varied as follows:

Archdale	30-60%
Clemmons	55%
Elon	50%
Gibsonville	52.4%
Greensboro	66%
High Point	56-71%
Lexington	varies
Thomasville	70%
Winston-Salem	50%
Forsyth County	70%
Guilford County	varies
Average	59.77%
Jamestown Current	60%
Jamestown Recommended	60%

The salary ranges in the recommended pay table are approximately 60% from hiring to maximum salary. While several surrounding jurisdictions have a 50% spread from hiring to maximum, we believe a reduction from the current 60% spread to a 50% or 55% spread is too large of a change. Grades 5% apart have been established. An open range salary schedule has been recommended to provide flexibility in providing in-range salary increases. These ranges provide for employee advancement as a result of increased value to the Town because of increased experience, and as an incentive and reward for increased performance. When annual market adjustments (cost of living adjustments) are made to pay ranges to account for inflation and local labor market changes, the whole table should reflect the adjustment, thus maintaining competitive entry rates of pay. A linked spreadsheet has been provided to the Town to facilitate this process.

Compression. Normally, given the seniority of Town employees, one would expect to find half of the Town's employees below Midpoint and half above Midpoint. This is essentially the case in the recommended implementation options. There is a high concentration of employees near the beginning of their assigned paygrade because of the 34 employees studied, 15 have been hired since 2020. By carefully moving employees through the pay ranges, as it has done, the Town has been able to minimize the disadvantages of pay compression. In organizations with pay compression problems, long-term high-performing employees are making the same or nearly the same as short term employees, often causing morale problems and leading to turnover. Secondly, when organizations have a highly qualified employee to hire, it is very difficult to go above the entry salary because long term employees are very close to entry.

Recommended Implementation Strategy

The new salary schedule proposed for the Town reflects adjustments to the minimum, midpoint and maximum salaries by 4%.

Having knowledge of the Town's excellent history of granting cost of living adjustments to mirror adjustments in its salary schedule, and as a result, anticipating that a cost of living adjustment of approximately 4% will be granted for FY2024, we recommend the following be considered the desired implementation strategy:

Employee salaries are adjusted to at least the Minimum Rate of the new range. In addition, employees are moved into the range based on .75% per year of service in their current position.

Initial cost to implement	\$15,498 for a full year
Cost as a percentage of payroll	0.76.%

Employees should be placed in the new pay ranges at the beginning of the fiscal year and receive any associated change in pay. The full cost to implement the study will need to be included in the FY2024 budget.

Additionally, it is also recommended that the Town maintain its practice of granting a cost of living adjustment for its employees. At the time any cost of living adjustment may be granted, it is strongly recommended that the Town adjust the pay ranges accordingly to take into account movement of pay ranges at other jurisdictions that were used for study comparisons. It is important to continue to adjust the pay ranges each year to account for market changes and to stay competitive with surrounding jurisdictions.

Because the recommendations are based on jobs, not people, we also recommend that the Town Manager have the authority to withhold or delay increases for any individual employee where there are documented disciplinary actions indicating that the employee is not fulfilling job requirements.

Important Notes:

1. The costs identified above reflect the annual implementation cost.
2. The costs reflected above represent salary cost only and do not reflect the cost of benefits associated with salaries.
3. Effective July 1, 2024, many of the same organizations we surveyed will adjust their ranges with market adjustments/cost of living adjustments. This means that if the Town does not continue to adjust its ranges each year, the ranges will fall behind the Town's competition.

Salary Schedule
2023-2024

GRADE	MINIMUM	MID POINT	MAXIMUM	GRADE
4	34,203	44,464	54,725	4
5	35,913	46,687	57,461	5
6	37,709	49,022	60,334	6
7	39,594	51,472	63,350	7
8	41,574	54,046	66,518	8
9	43,653	56,749	69,845	9
10	45,836	59,587	73,338	10
11	48,128	62,567	77,005	11
12	50,534	65,694	80,854	12
13	53,061	68,980	84,898	13
14	55,714	72,428	89,142	14
15	58,500	76,050	93,600	15
16	61,425	79,853	98,280	16
17	64,496	83,845	103,194	17
18	67,721	88,038	108,354	18
19	71,107	92,439	113,771	19
20	74,662	97,061	119,459	20
21	78,395	101,914	125,432	21
22	82,315	107,010	131,704	22
23	86,431	112,361	138,290	23
24	90,753	117,979	145,205	24
25	95,291	123,879	152,466	25
26	100,056	130,073	160,090	26
27	105,059	136,577	168,094	27
28	110,312	143,406	176,499	28
29	115,828	150,577	185,325	29
30	121,619	158,105	194,590	30
31	127,700	166,010	204,320	31
32	134,085	174,311	214,536	32
33	140,789	183,026	225,262	33
34	147,828	192,177	236,525	34
35	155,219	201,785	248,350	35

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: Consideration of Lease Agreement with PSFD for 6007 W. Gate City **AGENDA ITEM #:** VI-C

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 5 min.

DEPARTMENT: Administration

CONTACT PERSON: Matthew Johnson, Town Manager

SUMMARY:

The Town owns property at 6007 W. Gate City Blvd. and would like to enter into a long-term ground lease with Pinecroft Sedgefield Fire Dept. for future use of the property for a fire station. This item has been under review by both the Town Attorney and attorneys for PSFD. Town Attorney, Beth Koonce, will offer an update on this for the Council at the April 18th regular meeting.

ATTACHMENTS: N/A

RECOMMENDATION/ACTION NEEDED: Beth will provide an update at the 4/18/23 meeting.

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: N/A

FOLLOW UP ACTION NEEDED: N/A

Mayor
Lynn Montgomery



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

Town Attorney
Beth Koonce

TOWN OF JAMESTOWN AGENDA ITEM

ITEM ABSTRACT: Golf/Clubhouse Operations for 3rd Quarter

AGENDA ITEM #: VII-A

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: 4/18/2023

ESTIMATED TIME FOR DISCUSSION: 10 min

DEPARTMENT: Golf Course

CONTACT PERSON: Ross Sanderlin

SUMMARY:

Golf course numbers showed a significant improvement 3rd quarter 2023 compared to 2022. Paid rounds in 2022 were 3,933 compared to 5,432 in 2023 leading to an increase in green fee revenue of 55 percent.

Driving range revenue was up 40 percent this quarter compared to 3rd quarter last year and total revenue was up 45 percent.

There were 4 clubhouse rentals this quarter compared to 0 in 2022. The past few months have also shown an increase in clubhouse rentals with 7 future bookings (5 daytime and 2 evening).

Rounds of golf YTD were roughly the same with 1,000 less rounds in 22/23; however revenue was up approximately 10%. Driving range revenue was down 20% (Due to 6 week range renovation).

ATTACHMENTS:

RECOMMENDATION/ACTION NEEDED:

BUDGETARY IMPACT:

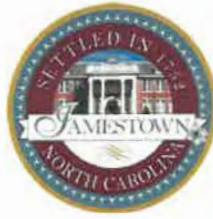
SUGGESTED MOTION:

FOLLOW UP ACTION NEEDED:

Mayor
Lynn Montgomery

Town Manager
Matthew Johnson

Town Attorney
Beth Koonce



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

TOWN OF JAMESTOWN AGENDA ITEM

ITEM ABSTRACT: Jamestown Park & Golf Course Maintenance Quarterly Report

AGENDA ITEM #: VII-B

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 10 Minutes

DEPARTMENT: Golf Maintenance

CONTACT PERSON: Jamey Claybrook

SUMMARY:

Over the past 3 Months, we have cut several trees that were dead. We rented a chipper to make this job more efficient and produced mulch that we can use around the golf course.

In the shop, Justin King is continuing fabrication of brooms that attach to our rollers so we can broom sand into the canopy on our putting greens while we roll the greens at the same time. This will free up an employee to do other tasks when these cultural practices are preformed.

We are continuing to put out mulch around the golf course where needed and freshen up some of those areas that we applied mulch earlier.

We have applied all of our pre-emerge weed control around the golf course. New sprayer is working well.

We are starting the process of placing bunker sand in our bunkers that need it the most.

The restrooms at the golf course have been demolished and we are waiting for the new construction to take place. We cut several large trees down for them to begin the process on holes 4 and 14.

Will discuss new building updates including the roof, painting, electrical, and others.

ATTACHMENTS:

RECOMMENDATION/ACTION NEEDED:

BUDGETARY IMPACT:

SUGGESTED MOTION:

FOLLOW UP ACTION NEEDED:

Mayor
Lynn Montgomery

Town Manager
Matthew Johnson

Town Attorney
Beth Koonce



Council Members
Martha Stafford Wolfe, Mayor Pro Tem
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Lawrence Straughn

TOWN OF JAMESTOWN AGENDA ITEM

ITEM ABSTRACT: Consideration of Special Events Permit Request for HP Arts Council **AGENDA ITEM #:** VII-C

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 10 min.

DEPARTMENT: Administration

CONTACT PERSON: Matthew Johnson, Town Manager

SUMMARY:

The Town of Jamestown was approached by the High Point Arts Council to include Jamestown in their community "Arts Splash" summer concert series. The concert series is hosted by the Arts Council in public parks in and around the High Point Community. The Arts Council would like to use Wrenn Miller Park on June 23, 2023, to host a 1.5 hour concert event in the park. The Arts Council will be responsible for all facets of the event (music, vendors, portable toilets, off-duty officers, etc.). The Town has indicated that it would be willing to provide staffing to assist with solid waste collections.

The Town is requesting a "conditional" approval for this event based on the need for the High Point Arts Council to provide the Town with several items, including but not limited to, liability insurance information, music and vendor information, hold harmless agreements, and ABC permits.

ATTACHMENTS: Special Events Permit application

RECOMMENDATION/ACTION NEEDED: Conditional approval of the permit.

BUDGETARY IMPACT: Minimal staff time to assist with solid waste.

SUGGESTED MOTION: Move to conditionally approve the special events permit for High Point Arts Council's Summer Splash concert on 6/23/23 with the condition that the Town Manager and staff secure all necessary documents prior to the event.

FOLLOW UP ACTION NEEDED: N/A



SPECIAL EVENTS PERMIT

This permit must be received no later than 60 days prior to your event.

Date: 3/31/2023

Name: High Point Arts Council Address: 121 S. Centennial St. High Point, NC 27260

Date of Event: 06/23/2023 Time of Event: 6:00 - 7:30 pm

Location of Event: Wrenn Miller Park

Phone Number (336)-889-2787 x 26 (work) Alternate Phone Number: _____

Email: programs@highpointarts.org Plans attached YES NO

Description of Special Event (attach additional sheets if necessary): Arts Splash summer concert series hosted by the High Point Arts Council from June to August for free to the public in city parks. Sound load-in at 2 pm. Food and alcohol to be served through Guilford County approved vendors.

Will Alcohol be Served or Brought to Premises? YES NO
(If Yes, attach any applicable ABC Permits and copies of your third party liability insurance)

By signing, I agree to reimburse the Town of Jamestown for services including, but not limited to, Police, Sanitation, and Public Services. These fees may be waived by Town Council, at their discretion. Please indicate if you wish to petition Town Council to waive these fees: YES NO

NO FEE IS REQUIRED FOR THIS PERMIT

The individual or group, their guests and invitees, understand and agree that the Town of Jamestown will NOT be responsible for injury to persons using the premises under the terms of its application, nor for damage to or loss of property brought onto the premises, and that the Town of Jamestown will be held harmless for any and all claims for such injury, damage or loss, personal injury or death resulting from the use of its property, or related to the provision of outdoor table service and/or alcohol use, including any court costs and attorney fees.

The individual or organization, their guests and invitees agree to abide by all rules, laws and guidelines established by the Town Council or the State of North Carolina. I have also read and agree to abide by the Town's Special Events Ordinance. I also understand that if I violate this Ordinance, I may be subject to the penalties listed therein.

Signed: Jada Weathers Date: 3/31/2023

Date received: _____ Received by: _____

GENERAL GUIDELINES:

- 1) Required Information from the Applicant, including, but not limited to:
- A copy of the Special Events Permit application and any applicable plans.
 - All information as requested in *ARTICLE III: Requirements for special event permit application*, of the Town of Jamestown Special Events Ordinance for required information on special event plans.
 - A copy of your comprehensive general liability insurance policy from an A-rated insurance company for a minimum of \$1,000,000.00 which names the Town of Jamestown as a third-party, per *ARTICLE IX. Insurance required to conduct special events; hold harmless*, of the Special Events Ordinance.
 - All ABC permits
 - Proof that adjacent property owners have been notified of the time, date, duration, and scope of the special event.
 - Applicant must have signed an agreement to indemnify and hold harmless the Town of Jamestown from any and all claims of property damage, personal injury or death arising from or related to the provision of outdoor table service and/or alcohol at the special events venue.
 - Any other information requested by the Town Manager.

Procedure for Approval:

The Town Manager will review the request and schedule it for a hearing before the Town Council, if necessary. If additional information is required the Town Manager will notify you. Once the Special Events Permit is approved, you will receive an “approved” copy of the permit from the Town Manager or his/her designee.

Please keep a copy of the approved Special Events Permit and any applicable plans “on-site” during the duration of the event.

Mayor
Lynn Montgomery

Town Manager
Matthew Johnson

Town Attorney
Beth Koonce



Council Members
Martha Stafford Wolfe, Mayor Pro Tem
Rebecca Mann Rayborn
John Capes
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TOWN OF JAMESTOWN AGENDA ITEM

ITEM ABSTRACT: Presentation of Preliminary Budget for FY23-24

AGENDA ITEM #: VII. D.

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION:

DEPARTMENT: Finance

CONTACT PERSON: Judy Gallman / Faith Wilson

SUMMARY:

Staff will present the preliminary budget for the FY23-24.

There is a budget retreat scheduled for April 14th; it is possible that this meeting could impact the preliminary budget before the April 18th Town Council meeting.

ATTACHMENTS: Overview of Budget FY 23/24, Historic Tax Rates, Water & Sewer Proposed Increases, Updated CIP

RECOMMENDATION/ACTION NEEDED:

BUDGETARY IMPACT:

SUGGESTED MOTION:

FOLLOW UP ACTION NEEDED: Set public hearing date.

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
\$ 369,000	\$ 599,000

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
\$ 3,353,000

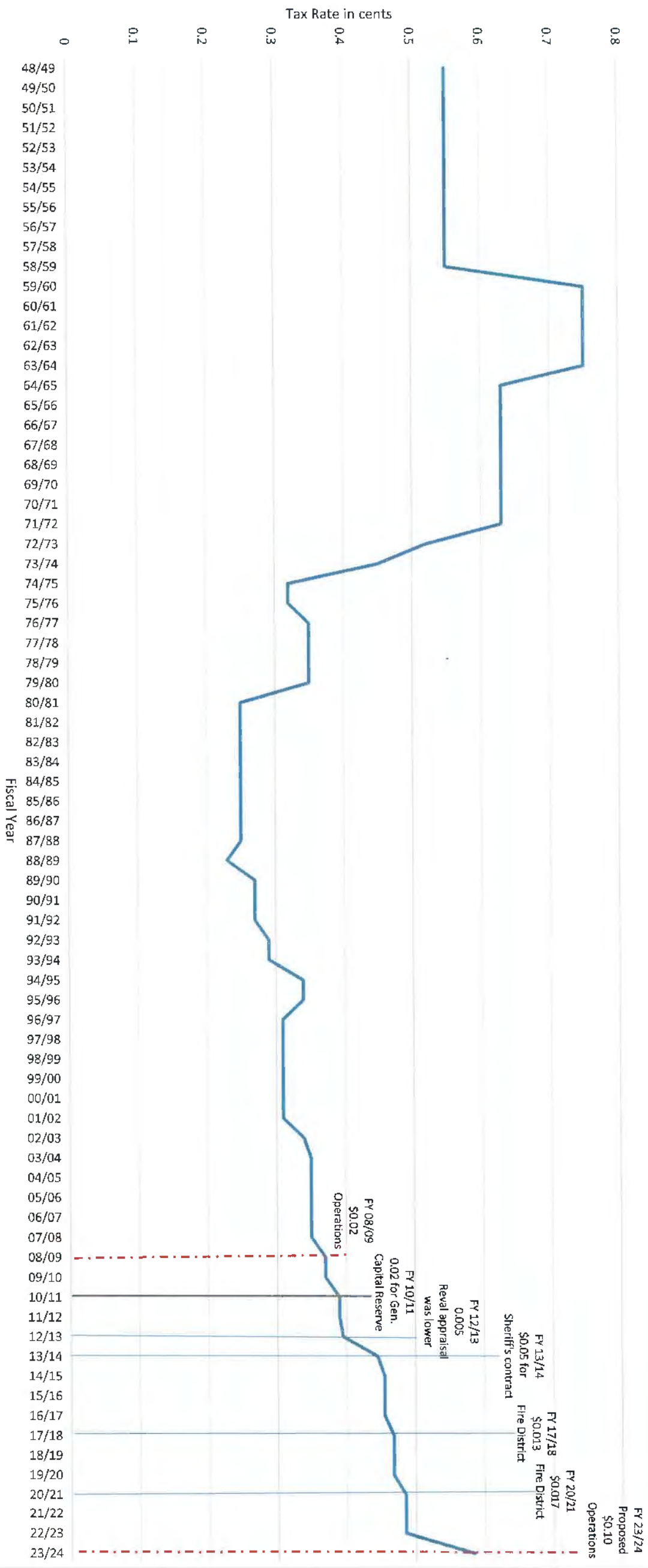
Appropriated Fund Balance:

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)				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
Intersection Improvements - Guilford Rd at Wyndwood									
Sidewalk - Potter - (Main to Mendenhall to Guilford Rd)	Planning	Could Do	5F					70,000	70,000
Sidewalk - Scientific St (Main St to Shannon Gray Ct)	Planning	Could Do	7A					182,900	182,900
Sidewalk - Forestdale (Main St-Woodland)	Planning	Could Do	7A					126,000	126,000
Sidewalk - Forestdale (Woodland-Oneil)	Planning	Could Do	7A					207,375	207,375
Sidewalk - Cloverbrook (Forestdale-Guilford)	Planning	Could Do	7A					209,250	209,250
Deep River Paddle Trail/Greenway Trail (Phase I, II & III)	Planning	Could Do	7A					240,000	240,000
								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

Town of Jamestown
Capital Improvement Program
Water/Sewer Fund

	Department	Dept. Priority	Priority	Strategic Plan Initiative Outcome, Goal	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	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)	23,000 (1)	138,000 (1)	253,000
Eastside UV System Upg & Primary Drain Pump Station	Public Services	City of HP ②	Must Do	5.12	880,000 (1)						880,000
Pre-Heat Burner				5.12	40,000 (1)						40,000
Eastside Expansion	Public Services	City of HP ②	Must Do	5.12						8,040,000 (2)	8,040,000
Eastside Rebuild of Final Clarifier	Public Services	City of HP ②	Must Do	5.12		49,600 (1)	24,800 (1)				74,400
Eastside Filter Rebuild	Public Services	City of HP ②	Must Do	5.12		57,060 (1)					57,060
Riverdale Pump Station Phase 2 Rebuild	Public Services	City of HP ②	Must Do	5.12					3,776,920 (1)		3,776,920
Total - Eastside / Riverdale					943,000	129,660	47,800	23,000	3,799,920	8,178,000	13,121,380
Expansion of Randleman Reservoir Treatment Plant	Public Services	PTRWA	Must Do	5.12			4,000,000 (2)				4,000,000 Estimated year of completion
Sewer System Improvements - slip lining	Public Services		Must Do	5.12	650,000 (1)	200,000 (1)				1,000,000 (1)	1,850,000
Other Sewer projects	Public Services		Must Do	5.12	100,000 (1)						100,000
Plan / Survey for water line replacements	Public Services		Must Do	5.12	50,000 (1)	40,000 (1)					90,000
Main Street Water Line	Public Services		Must Do	5.12	1,050,000 (1)						1,050,000
Other Water Line projects	Public Services		Must Do	5.12	150,000 (1)	450,000 (1)					600,000
Penny Road waterline	Public Services		Must Do	5.12	350,000 (1)						350,000
AMI meter reading system	Public Services		Must Do	5.12		200,000 (1)					200,000
Vehicle Replacement	Public Services		Should Do	2.1	60,000 (1)	60,000 (1)	60,000 (1)	60,000 (1)	60,000 (1)	120,000 (1)	420,000
Tractor	Public Services		Should Do	2.1						50,000 (1)	50,000
Sewer Jet Truck	Public Services		Should Do	2.1						150,000 (1)	150,000

Total Projects, Water/Sewer Fund \$ 3,353,000 \$ 1,079,660 \$ 4,107,800 \$ 83,000 \$ 3,859,920 \$ 9,498,000 \$ 21,981,380

FUNDING SOURCE

(1) Operating / Net Position Appropriated	3,353,000	1,079,660	\$ 107,800	\$ 83,000	3,799,920	1,458,000	\$ 9,881,380
(2) Financing - through City of High Point or PTRWA			4,000,000			8,040,000	12,040,000
(3) Transfer-in from W/S Capital Reserve Fund							
(4) Installment financing							

Amount unfunded

Total for Budget Year \$ 3,353,000 \$ 1,079,660 \$ 4,107,800 \$ 83,000 \$ 3,799,920 \$ 9,498,000 \$ 21,921,380

OPERATING BUDGET EFFECTS

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

NOTE: Jamestown is an 8% owner of Eastside WWTP; Jamestown share of Riverdale Pump Station costs is based on % of flows

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: Set Public Hearing Date for Recommended Budget & CIP for FY23-24 **AGENDA ITEM #:** VII. E.

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 5 Minutes

DEPARTMENT: Finance

CONTACT PERSON: Judy Gallman / Faith Wilson

SUMMARY:

Request to set public hearing date for the Recommended Budget and CIP for FY23-24 for the May 16th Town Council meeting at 6:00 pm in the Civic Center.

ATTACHMENTS:

RECOMMENDATION/ACTION NEEDED: Approve public hearing date

BUDGETARY IMPACT:

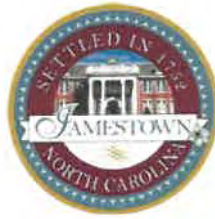
SUGGESTED MOTION: Council Member makes a motion to set a public hearing date for the Recommended Budget and CIP for FY23-24 for the May 16th Town Council meeting at 6:00 pm in the Civic Center.

FOLLOW UP ACTION NEEDED:

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: Resurfacing Contract

AGENDA ITEM #: VII-F

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 5 minutes

DEPARTMENT: Public Services

CONTACT PERSON: Paul Blanchard

SUMMARY:

We are opening bids for the 2022-23 Resurfacing Contract on Tuesday, April 17, 2023. We are anticipating receiving one to four bids. This project falls under the informal bidding rules per North Carolina General Statutes.

We intend to recommend approval of the lowest responsive, responsible bid at the regular Town Council meeting on April 18, 2023.

ATTACHMENTS:

RECOMMENDATION/ACTION NEEDED:

BUDGETARY IMPACT:

SUGGESTED MOTION:

FOLLOW UP ACTION NEEDED:

Mayor
Lynn Montgomery

Town Manager
Matthew Johnson

Town Attorney
Beth Koance



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

TOWN OF JAMESTOWN AGENDA ITEM

ITEM ABSTRACT: Manager Report

AGENDA ITEM #: VIII

CONSENT AGENDA ITEM

ACTION ITEM

INFORMATION ONLY

MEETING DATE: April 18, 2023

ESTIMATED TIME FOR DISCUSSION: 5 Minutes

DEPARTMENT: Administration

CONTACT PERSON: Matthew Johnson, Town Manager

SUMMARY:

The Manager Report is attached.

ATTACHMENTS: Manager Report

RECOMMENDATION/ACTION NEEDED: N/A

BUDGETARY IMPACT: N/A

SUGGESTED MOTION: N/A

FOLLOW UP ACTION NEEDED: N/A

- I. The Town Council held their third and final budget workshop on Friday, April 14th. As you have heard, the Town staff have been working diligently to prepare a balanced budget in light of a challenging budget year. I would like to publicly thank the members of the Council and the staff who have tirelessly worked to bring our citizens the very best services and amenities for the lowest cost possible.
- II. Goal 5.4 of the Council's Strategic Plan is to "Evaluate effectiveness of current solid waste collection & recycling services". Town staff began collections on April 11th and 12th utilizing trash cans. Calls to Town Hall have been reasonable and it appears that most residents have adapted quickly to the new schedules. We encourage residents to visit our website at www.jamestowncando-nc.gov to find out important information about the new collection methods. Many thanks to Girl Scout Troop 30066 for their assistance in distributing cans and information to residents along Gannaway St. and Ragsdale Rd. as they work on their Bronze Award.
- III. Arbor Day was observed on Friday, March 24th along the walkway to the pedestrian bridge along East Fork Rd. Anna Hawryluk and Scott Coakley coordinated the event, culminating with the presentation of our 15th annual Tree City USA award. Again, Girl Scout Troop 30066 assisted in the planting of 6 new trees along this walkway and they appear to be flourishing.
- IV. National Volunteer Week is April 16-22. Stay tuned to our social media platforms for some very special content centered on volunteerism in Jamestown. And, if you wish to volunteer, please be sure to contact Katie Weiner, Assistant Town Manager/Town Clerk for an application.
- V. Several major projects are currently underway or completed.
 - A. Golf Strategic Plan – As you have heard this evening, this represents the completion of Council Strategic Plan Goal 5.8.
 - B. Golf Maintenance Building – Under construction (Council Strategic Plan Goal 5.6). Estimated completion date is July 2023.
 - C. Town Hall renovations – renovations are currently underway. (Goal 5.5)
 - D. Golf Course bathrooms – Demolition is complete and construction should be underway soon. (Goal 5.10)

Key Dates:

May 16, 2023 – Regularly Scheduled Town Council meeting – 6PM – Civic Center