

February 20, 2016
Board of Commissioners Retreat

The Wendell Town Board of Commissioners held a Board Retreat on Saturday, February 20, 2016 at the Wendell Falls Farm House. Present were Mayor Virginia Gray, Commissioners Jason Joyner, John Boyette, David Myrick, Ben Carroll and Jon Lutz; Manager Teresa Piner; Sherry Scoggins-Special Assistant to the Town Manager, Jonnie Driver-Town Clerk; Butch Kay-Finance Director; Bill Carter-Police Chief; David Bergmark-Planning Director; Alton Bryant-Public Works Director; Tamah Hughes-IT Administrator; and Madeleine Henley-Consultant for Walking Stick Associates; Jim Cauley Attorney, Regina Harmon business owner; and Johnny Whitfield-Eastern Wake News.

Teresa introduced Madeleine Henley.

Madeleine Henley asked that everyone introduce themselves. Mayor, commissioners, and staff introduced themselves.

Opening Items:

Rules

Madeleine asked if the board had any rules for the Retreat. She said if you all agree on something that it is not necessary for all six of you to say I agree. If you are contributing to the conversation that is fine, but if not just a nod would indicate you are in agreement.

Roles

It was decided that staff would be in a support role, but if someone had something they really wanted to add to the conversation the board wanted to hear it.

Objectives of the meeting

Madeleine said we have as an objective, a fully supported plan of action for the future. Unless the board has other objectives that they want to add, Madeleine said we will concentrate on the plan of action. If there is anything else you want to talk about let her know. There were no recommendations for additional items.

Madeleine said I use the S.M.A.R.T objectives which are: specific, measurable, achievable, relevant, and time bound.

Madeleine said when you already have things done that you can use; for instance “Small Town Big Charm” that can be very useful in the formulation of your vision for the town. You also did a retreat last year that had a fairly extensive vision session, and you also have your strategic Economic Development plan which has a vision in it.

Madeleine gave the board sticky notes and asked them to use the resources that were given to them and write on the sticky notes things that you want for your citizens, what does Council and staff need to do their jobs, what financial parameters should we maintain, and how well do we operate. She said from your list she will establish a vision for you.

February 20, 2016
Board of Commissioners Retreat

The list of things that were given by the Board for what you want for our citizens was the ability to do their day to day living here: jobs, facilities, amenities, full vibrant business district, vibrant, walkable, clean, safe, security, reputation, knowledgeable staff, safe community that attracts a diverse population, communicating and imitating other towns, diverse businesses that allow citizens to conduct daily chores in Wendell, Downtown full of niche business.

Madeleine said the operation process notes say we run our business in a transparent way, we are efficient, uniform, great customer service, open for business our operation process needs to be focused on being business and citizen friendly, we finish the things we start, the board needs to hear more frequently from department heads on current status.

Madeleine said on Organizational Capacity the notes say ownership of position, assess staffing needs, efficiency, qualified employees, technology, money, incentive process for all staff for raises and rewards, training, continuing education, manpower, task citizen boards specifically the Economic Development Committee, increase staff, training and development this increases job satisfaction, complete facility upgrades for Town Hall and Public Works.

Madeleine said in Financial Stewardship the notes say balanced budget, return on investment, transparency, maintain fund balance, well planned itemized budget, return on investment, good responsible stewardship of tax dollars, maintain current fund balance, ownership of water and sewer, taxes and water bills very high no tax increases, itemized budget, leverage funds.

Madeleine said while the board is on break, she will write a vision statement. We will start back at 10:00 am.

Madeleine said we have worked on your list of items and while it is not perfect, she thinks you can work with it today and work on it at future meetings if you feel it needs to be changed. She said we are going to use this vision to drive goals that you will create to get us from where we are to where you want to be. The vision is The Town of Wendell is clean, safe, vibrant, full service with a diverse population and knowledgeable staff that work efficiently to provide great customer service. Our citizen friendly reputation is assured by the quality of our facilities and professional staff, knowledgeable board members who work efficiently to incorporate input from citizens boards and staff to be responsible stewards of the tax dollars by or through leveraging by watching our return on investment and maintaining fund balance. Everyone was in agreement with the vision.

Madeleine said if this vision is where you want to be the idea is to have a discussion of where you are. Teresa had some comments for the board. She talked about last year's vision and what we have done. She said we held customer service training for the employees. We have been preparing for the growth that we are starting to see from the water and sewer allocation, the merger with Raleigh, Buffalo Creek Outfall Line, and annexations. We have talked about a vibrant downtown and thinks you have all seen an increase in the new businesses downtown, and we are having a vibrant downtown. We are looking at our facilities to make sure they are impressive as people come and talk with us. She said we want to continue our wayfinding signs. Our Parks and Recreation has realized that not everyone wants to play baseball or softball and he added more activities for people who are not as sports oriented. She said when we look at this

February 20, 2016
Board of Commissioners Retreat

and we look at leveraging of dollars and we are talking about Clean Water Grants and Funds from Wake County and next week we are going to meet with DOT to work on continuing the enhancement project. She said coming from a planning background she understands it is hard for the citizens to see the plans that we have. She said I as a citizen she wants to see something on the ground.

Commissioner Boyette said the county is moving forward on building Wendell Fire Department #3 and it will be located at Wendell Falls. The town had discussed joining that venture to have a satellite police station of about 2,000 square feet and the county is moving forward on the project and the town needs to either get on board or the ship is going to sail. Madeleine suggested that they put that up as a goal.

Teresa said this is happening quickly, and we have some information in your packet about it. Wake County is looking at land acquisition in May or June of this year. She said Wake County will pull together some preliminary cost estimates and wants to know if the town is going to be on board, but we need more information. She said the positive thing about this is depending on the space we have here it may give us some time and flexibility of where we are. She said we currently lease the building that the police are in. She said the town will need to know something by the end of this year as to what direction the town wants to go in partnering with Wake County.

Madeleine said Teresa and she talked about the CIP Plan and that is generally a big part of the vision process, how forward thinking have you been able to be as far as funding big ticket items. Teresa said it could affect where we need to go with Town Hall with the growth we hope to continue to experience. She said the board has talked in the past about future bond referendum and this might be a time to go with a bond for expansions. She said she sees us working towards our CIP putting more emphasis on that than we ever have in the past.

Commissioner Lutz questioned when looking at the points of consideration the bridge project on Old Battle Bridge Road, do we have any information on that. Teresa said she contacted DOT and they are aware of our needs, but no plans right now to come back with that. She said another consideration that DOT has is with the growth that is coming into the area and development on the Anderson property does the bridge need to be changed with the way the road alignments are. She said it will be heavily driven by development in that specific area.

Commissioner Boyette stated as it relates to this project the county is going to build a combination Fire and EMS Station whether that bridge gets replaced or the road reopened because the county has identified this as a place of growth and the need for fire service. He said he is not sure what impact the bridge has on whether or not we site the police here or not, but he doesn't think we have much consideration there.

Madeleine said let's talk about the ownership of water and sewer. Commissioner Boyette said water and sewer is traditionally handled by counties or a municipality that handles their own. He said we are in a position where another municipality with elected officials that we do not and cannot vote for control a core utility service for our town. He said they set rates, decide when things will be replaced, upgraded and how those things are going to be done. He said we have

February 20, 2016
Board of Commissioners Retreat

no control over the water and sewer in Wendell. The City of Raleigh is in control and that is not the way it is supposed to be.

Commissioner Joyner said when he moved here, he had something leaking and when he called Raleigh they said it his problem, but he had no way of holding you accountable if it is not my his problem. Could we facilitate some sort of working relationship so if a person has an issue they are not dealing with someone hired by another town through the whole process? He said he got charged for them to come out and look at his line and he was not satisfied with how they did it. We are at least taking ownership of our communities' problem.

Teresa said when we started talking with the City of Raleigh the ultimate plan was to have two systems, and some of the comments and questions that are coming in is whether or not we need to have a water authority where everyone is equally represented. She said it may be that we can look at where that discussion is.

Madeleine asked who listed technology. Commissioner Lutz said he did and just wanted to make sure that the town is staying up to date on the technology. We need to make sure that everyone can do as much on-line bill paying, paying for permits and other things as possible.

Mayor Gray said we need to look at the Town Website and make sure that we are fresh, and look at some of the things that people come to town to get, signs, permits and smaller things you can do and see about having availability to do that on line.

Teresa said we are looking at updating the Code of Ordinances. Right now we do not have the capability to upgrade the Ordinances that pertain to the UDO, but Municode is looking at the possibility of having that on line and separate from the Code of Ordinances. This would be a good thing in that we could look at it and see when changes took place. Currently we have to update the UDO in house, so it would save us some staff time updating this. Like everything else it would involve money, so that is something that we will be looking into.

Mayor Gray said we also have staffing needs in various departments and as we increase our technology it helps offset our staffing needs a little bit.

Commissioner Joyner said can we look at when we are going to have a public forum having a place on the website that describes what the public forum is, what the issue is and allows the public to submit comments on line. They would have to submit their name, address, and their comments, but when people are not able to get to the meeting we are unable to hear their opinion or they don't like to speak in public. He realizes that someone from China could log in and have their comment, but we don't right now check ID's before we let people up there. Mayor Gray said we do have the fact that they are standing there to legitimize their comment. She asked if there was a legal implication about public hearing comments. Attorney Cauley said not really with just public hearings, but it would be with a Quasi-Judicial hearing because you are required to be under oath, but you can solicit public comment by any means you think is appropriate.

Commissioner Carroll said we could require that they state their address and name just like they would if they were in the board room in front of us. Commissioner Joyner is right in the fact that

February 20, 2016
Board of Commissioners Retreat

it takes a lot of courage to stand in front of a group of people and speak out on an issue, especially when it is televised.

Mayor Gray said she would like it if we posted that we have a town board meeting tonight, ribbon cuttings, completion of a project. It does not mean that people will attend, but they will know what is going on in town.

Commissioner Carroll said speaking of using the tools that we have for social media, he did notice that the Town Board meetings are on there.

Commissioner Boyette said we need to make sure we are still getting good use out of the app, and how that is going and does it have any of the functionality that we were talking about with some of the other issues that we just talked about that we could piggyback off of. Teresa said we find that the App is used more when we have events downtown because people are trying to find out about what is going on, but the usage dies down afterwards so maybe we can take a look at that.

Mayor Gray said we are getting ready to lose a big business in our downtown, Kannon's Clothing is moving and that will open four store fronts. Commissioner Carroll said we recently got Wine and Beer 101, and it is his understanding that happened because some of the average folks in town speaking at the Beer Society and saying one of these would be great in town. He said it does not take the Wake County Economic Planning, any of us can make that connection at any given time and he would encourage everyone to talk about and mention it to people. He said it is important as Kannon's leaves that we replace that with a business that brings something to town, not just a space filler and will continue to make Wendell a destination.

Commissioner Boyette said I he is not sure that we are the key holder to what goes into that space, and while we can say we want this or that, this is a privately owned building and it comes down to what building owners are willing and able to do with their own properties. He said we do not get a veto outside of a Special Use Permit or something else as to what goes in that building. He said what we have downtown is addressed through our zoning, special use permit and taking on a case by case basis I worry we could find ourselves trying to micro manage every property in town and he is not sure that is a spot for the board to be in.

Mayor Gray said she thinks Ben is saying, you reach for the stars and hope for the moon. She thinks he is hoping that we can have something that will add to how great the downtown is. She thinks he is saying talk to people and let them know that there are store fronts available. She said for her she would like to task the Economic Development Committee a little more to do some more recruiting, because there are some low hanging fruit that we need here and she thinks we can probably get some of those things.

Teresa said one of the things along the line of zoning and Economic Development Committee is to look at the Overlay District and incentives. Commissioner Boyette said we have an incentive program for downtown the Façade Grant and those things need to continue to be looked at. Mayor Gray said I think we need to look at the incentive policy, because it might not be as enticing as other communities.

February 20, 2016
Board of Commissioners Retreat

Commissioner Carroll said he would like to say that the façade grant is still appealing to downtown businesses, he knows that his wife has applied for it for her new business and there was an application ahead of hers, but we may need to look at it and see if it is competitive.

Madeleine asked who wrote great customer service, she needs a little more definition. Commissioner Lutz wrote it and it is incredibly important to him. He said when you walk into a place and say I need help with this permit and you turn your back to them that is not good. We need to help them out and be friendly. He said it goes not only for town staff, but for the Board of Commissioners and being a good representative for the town. Madeleine said are we talking about returning citizens phone calls within a week, day or what. Mayor Gray said within one day, phone calls, emails and other things.

Commissioner Joyner said he thinks that the mindset is that every person in every town department needs to be citizen advocates, even if the person comes in and what they want to do is not something that we would prefer. He said until they hit that wall that will stop them, it is our job to help them down the road, even if we know his plan is not going to work, we need to help them all the way to the point they can't go any farther. He said it is not any of our jobs to do anything but try to help them, the system is set up to stop them, but we need to be as friendly as we possibly can and let them know that we are going to work with them until we get to the point in the system that stops that process. He said that way if they don't get what they want they have gotten great service all the way through it and that is the key. Commissioner Carroll said he would say to just facilitate the process, and be willing to think outside the box and come up with the reasons why, and how we can do it versus being so quick to say no, you can't do that.

Mayor Gray said she would like for us to better anticipate hurdles down the road. She said she feels that sometimes people come and have a project that they are going to do and she wants us to be able to hold their hand and guide them a little more. Commissioner Carroll said it is a bigger picture thing; happy employees are going to be more apt to do that. Commissioner Boyette said while they are not mutually exclusive of each other, being more customer service oriented and helping people on a personal level move through the process is going to cost you efficiency. He said it will cost you time and will tend to slow the process down in his mind. He said if we want efficiency and clarity of rules and things like that, when we start inserting ourselves into individual situations that will take time. He said there is balance there between how efficient you want to be. Commissioner Myrick said in the short term is there something that we can do maybe with the permitting process, where the customer takes a survey at the end and rates their experience on the permitting process. He said we cannot afford not to be customer service oriented throughout the process, because if a business owner comes to town and we lose them in the application process, we cannot afford to do that it is a road block to business owners. He said we just need to make sure we are efficient on the front end, back end and all the way through the process. Commissioner Lutz said we may not be dealing with a customer service problem at all, if our surveys come back and say it was easy, fantastic and wonderful then we are doing things right. Commissioner Carroll said it is there, there is an issue.

February 20, 2016
Board of Commissioners Retreat

Mayor Gray said one way we may be able to help this along and maintain efficiency as well, we have a small business resource center that was set up, so maybe when people need to come in they could set up an appointment and let our concierges walk them through the process.

Commissioner Carroll said if customer service slows down our efficiency, and we bring a business to town that is going to generate revenue and income for the town; to him we have won.

Madeleine said who wrote finish some of the things that we have started, wayfinding and streetscapes. Mayor Gray said she did and we have not finished our street scape project on Third Street and we did one end of Main, but have not finished the other end. She said we need to make some decisions about our wayfinding signs, we did branding a couple of years ago and we need a plan in place and get it out there. She said she knows we can't afford to do the whole wayfinding project at one time, but we need to plan how and when we will do this. Teresa said we hired N.C. State to help us with branding and wayfinding. David is working with Broach Signs and two major sign have been installed. She said David is working the Broach and DOT on the wayfinding and where those signs are to go and looking at the cost for those signs. She said there are currently 46 signs that need to be installed. She said it all comes down to funding and the same thing on streetscapes.

Madeleine questioned is there anything else that you want to talk about to understand where you are now as opposed to what your vision says you want to be. No one had any additional comments.

Madeleine asked the board to write 3-5 focus areas that you feel has a gap, where the biggest gaps are, or where are the gaps you think you can get filled over the next 3-4 years from where your vision is to where you are standing now. What are the focus areas you would like for this board to look at over the next 3-5 years?

Madeleine said we have a rewrite on the vision –The Town of Wendell is clean, safe, vibrant and full service with a diverse population. Our citizen friendly reputation is assured by the quality of our facilities and professional staff who work efficiently to provide great customer service. We have a knowledgeable Town Board who works efficiently to incorporate input from Citizen Advisory Boards and staff to be responsible stewards of our tax dollars, through leveraging, by watching return on investments and maintaining our fund balance.

Madeleine said we will break for lunch and return at 12:30 pm.

Madeleine said we will talk about goals and objectives. She said we are drilling down to even more specific items so that at the end of this retreat we will have a spread sheet that says objectives, owner, deadline, bench marks, and any other thing you need to have on there. She said the next step for me is to understand what focus areas the board is going to focus on for the next few years. She said she clearly sees funding as a focus area, also there is the issue of sidewalks, four people put down road improvements and sidewalks and I am wondering if the new town hall should be included in that. Commissioner Boyette said the reason the Town Hall sits in the middle a little bit is because on the other side is staffing and if you increase staffing you will have to have more room. He said it is sort of an infrastructure thing. Madeleine said

February 20, 2016
Board of Commissioners Retreat

staffing is a focus area. She said she needs for you to tell me about the adults athletics and programs, because this is the only programmatic piece that she is seeing. Commissioner Lutz said with trying to improve the diversity of citizens, having more program availability, and having new things such as kickball, lacrosse. Madeleine said since no one else has come up with this, would you have a problem giving this up as a specific focus area, but with the understanding that it doesn't mean you are not paying attention to it, it is just not one of the specific areas you are going to target for specific actions. Commissioner Lutz was in agreement.

Madeleine said we have connected Wendell to Wendell Falls and connecting Wendell Falls to the rest of Wendell. She said when we are thinking about connecting are you talking about the roadway and making infrastructure or are you talking more in terms of the community, and social media, marketing what specifically are you referring to when you connecting.

Mayor Gray said not so much infrastructure, as the perception of them being connected, because the perception right now is that they are two different towns. She said she wants to figure out a way that we can focus some growth in between the two, so that you are not in Wendell, out in the country, and then in another part of Wendell. Madeleine said does it make sense to the rest of you that if those two pieces get pulled in with the marketing of Wendell and the bridging the gap to the rest of the county, state, proper recognition. She said those are together, and she is thinking it means that the board thought those were of a piece. Does it make sense that Wendell is part of the whole connection between the two Wendell's and dissolving that difference, is that part of the marketing piece, and communications. Mayor Gray said it is possible that the strategies you would use for one could be used for the other. Commissioner Carroll said it is more than marketing, it is making sure that we are getting proper recognition that they know we are here. He said the capital of NC is 15 minutes from here and we need to see more recognition. Madeleine asked who the recognition was from. Ben responded that we are out here and we need things just like the rest of Wake County and the state does. He said it would be nice to have us on the news like when they give the weather; you don't see Wendell and things like that. It seems that we go unnoticed out here.

Commissioner Myrick said he wrote marketing, to market our town and know all the benefits of it from a social standpoint and our businesses to say we are here, open and ready for business and let others know it is a great place to open a business.

Mayor Gray said she is talking about encouraging growth between Wendell Falls and Wendell. Ben said to also play off of each other's strengths. Wendell Falls can sell cute quaint Wendell, the downtown area just like our downtown area can sell the fact that we have sustainability here and can support your business based off the 2,000 roof tops that are coming to one of the top three rated developments in the nation. He said bridging that gap of making sure we are working together on community events and not closing the doors to separate the two.

Madeleine said here is what she is going to write down, communication Wendell Falls, Wendell marketing and presence.

Madeleine said another communication strategy is to increase ways for people to get involved. She said she is tempted to put this in as another aspect of communication, a communication plan

February 20, 2016
Board of Commissioners Retreat

that is going to solve a lot of different problems. Commissioner Lutz said I\he could see where you could do a category of communication with two subcategories, one being within town and one being town outward.

Madeleine said are there partners that you can name that would help you in any of your focus areas. Commissioner Boyette said Eastern Wake News, Commissioner Carroll said social media, Commissioner Lutz said in the funding category to take advantage of any kind of grants, reaching out to the County Commissioners, school system, local businesses, churches and other civic organizations, East Wake Television, DOT, CAMPO, League of Municipalities, state legislators, Wake County Economic Development, other state agencies. Teresa said she would like to look at some of our corporate businesses and get them more involved.

Madeleine said write down your goals within your focus areas, and as part of that she really wants you to keep in mind that your potential partners are and how you can leverage things.

Madeleine questioned you are going to write up specific proposals, things that you think could be addressed or taking steps toward in the next couple of years. She said try really hard to resist the temptation to say be better about putting things on the Facebook page.

Madeleine said what does funding mean to you. Commissioner Carroll said making sure that we are reaching for grants that are available to the specified areas we have talked about, and make sure we are exercising all those avenues of approaching all of our resources to get to those.

Madeleine asked if the town had a policy on how much debt service you can carry. Teresa said it is 40 percent of expenditures, but we have some projects that we are working on that we will be reimbursed for, but the issue now is that money is not yet coming back in.

Madeleine said as far as specifics several of you told me that you had some specific things you wanted to talk about today, things that you want to see done or taken out. She said this would be a good time to put those out as goals, do they fall within your focus areas. Commissioner Boyette said you need to know what you want to do and what it will cost before you can make an informed decision about how to fund it. He said if we decide to keep the status quo or just add a few things we might be able to find wiggle room for that. He said if we decide to go on a tear, we are going to be looking at some serious funding issues. Commissioner Joyner said when he put funding up there he put alternative funding and his thought process in that was if there was an agency, body, grant funds, he wants to make sure we are in front of them and making an attempt, he said typically that kind of money is the money drives the project, rather than the project drives the money.

Madeleine said let's start with staffing, what kinds of goals given your vision, would be some goals that you would consider putting on the table. Commissioner Boyette said start with a needs assessment. Do we need better customer service or do we simply need more staff to handle the work load. Commissioner Carroll said if we are preaching safety, public service would be a great place to start with those needs assessments. Commissioner Joyner said I would like to see the needs assessment as the town stands currently, and then a projection of how those will change over the next 3-5 years. Madeleine said she thinks Teresa will own these and how

February 20, 2016
Board of Commissioners Retreat

will the board know you are working on this on this on their behalf, what is the first thing the board is going to see from you. Teresa said without being more specific on individual departments coming from the board with the needs assessment, to set up a process for each department and bring that back to the board to prioritize. She said she would like to do that fairly soon, because of the budget coming up and there are some departments that have not had a position funded for several years. Commissioner Joyner said when he was talking about an assessment, he was thinking more in terms of the League or COG coming back and telling us here are the like size towns, and here is where you are in comparison to other towns.

Commissioner Myrick asked how you currently prioritize hiring for each department. You said everybody is in need, but does Planning take precedence over Police or how is that handled. Teresa said some of it will come from the direction of the board to see what is needed, and if it a priority of the board, then we would look at that. She said we really do not have a systematic process in place. Mayor said could you also include if there is an area where we have a staffing shortage, what we are not being able to do because of that vacancy, what it cost. Teresa said we could probably have something for the board to look at in the fall as far as the projections; we can have the comparisons of the other towns our size before the budget process takes place.

Madeleine said let's talk about sidewalks and infrastructure. She asked for ideas; Commissioner Boyette said build more sidewalks; Commissioner Lutz said he thinks there are areas in the town that could benefit more than others from sidewalks and he would like to see us prioritize those areas and talk about the funding and add some dates to it; Madeleine asked how do you do it now. The board replied we don't. Mayor Gray said sidewalks get put in when development takes place. Teresa said we look at repairing what we have in existence, and then we look at gaps and then new sidewalks. Commissioner Joyner said he thinks everyone is interested in expanding the gaps and repairs, but finding ways to fund new sidewalks do we currently do fee in-lieu of. Commissioner Boyette said the last couple of times it has come up we have tried not to do it, because that is how we got into the situation we are in. Commissioner Joyner said if it is way out and the owner does not want sidewalks and the staff does not think sidewalks would be beneficial, maybe we let them do fee in-lieu of and use the money where we know we have gaps and need sidewalks, he is just trying to find funding for the needed sidewalks. Commissioner Boyette said once you start making exceptions to the sidewalks, the next person will say you did not require this development to put in sidewalks and it can become a slippery slope.

Madeleine asked what is your goal on sidewalks, is it that you want sidewalks on every downtown street, do you understand what it is that you want for your long term vision. Commissioner Myrick said for him it is connecting the community. Madeleine said given this vision you have for sidewalks, what is it that you can do the next year or two that would help you get a little closer. Commissioner Boyette said we need to identify the places where they are needed most. I think because of the budget restraints that Alton is working under that it limits the sidewalks to repairs. He said how many sidewalks can you build for \$7,000. Madeleine asked Alton what do you need if they say we really need to see a plan if we are going to somehow come up with more money. How could you fix these problems in 5-6 years or would that be a planning thing and not Public Works. Alton said perhaps a joint effort between Planning and Public Works and updating the map to show the existing sidewalks and where there

February 20, 2016
Board of Commissioners Retreat

are gaps. He said we have looked at some of them and, Wendell Boulevard from Marshburn road down towards McDonalds would be relatively easy.

Madeleine said so if we update the map, and prioritize the needs, and we estimate some cost, can you identify some possible funding sources. She said she was told that if you can figure out how to write the grant with the word wellness in it, somehow your chances of success increase by 30 percent. David said we received an NCDOT Pedestrian grant and our match is already funded in this fiscal year, we have our first stakeholder committee in March. Stantech was selected by NCDOT to do the project. David said it will take about a year to get the model plan document out. Madeleine put Public Works as the owner of this project.

The Board talked about a new Town Hall. Commissioner Boyette said we talked about this two years ago and today it is still a sticky note. It takes 5 years to build a new town hall and we have already outgrown our current facility. Madeleine asked if it was the consensus of the board that a new town hall was needed. Commissioner Boyette said he would say yes, the building is old; it is not ADA compliant and cannot be upgraded to meet the ADA requirements, it not efficient to heat or cool. He is not saying build one in the next 18 months, he is saying we can't keep kicking the can down the road; we need to start addressing this item. Commissioner Lutz said he is not against a new building, he just doesn't think we are in agreement as to what to do and when to do it. Commissioner Carroll said foresight is very important and he thinks this assessment that we have talked about will help educate the rest of us that are not on board. He thinks it would be hard to explain to the citizens that we are now doing an upgrade to the building and then we are going to turn around and build a new Town Hall. Commissioner Myrick said he understands the need, and if in the assessment Teresa comes back with indicates the town is going to have a large number of houses built within the next five years and she is going to have to double the staff, then we will know a little better which direction to go.

Commissioner Joyner said you certainly have to address the need. He was asked a couple of times where your office is and his typical response is: it depends on what day of the week it is. There is nothing that says we all have to be in the same building. It may be that we need to move some people around for a while.

Madeleine said let's say after we have done the staff assessment study, then we start looking at a building assessment.

They talked about the few streets in town that are still dirt streets and the need to paved. Teresa said we received CDBG funds in the amount of \$330,000 to pave Lakewood Drive.

Communication was the next subject and the board talked about increased ways for the public to be involved for comments. Commissioner Joyner said communications about public hearings and allowing the public to be able to have on line submissions the week before the public hearing. Madeleine said how about if we say do at least 3 things in the next twelve months that increase public comment for the Commissioners, what would you do Tamah and Jonnie? We have the capability to create forms on the website now and that information can be gathered by anyone and we could have the information available to them. She said there are a lot of survey possibilities. This should increase public information. Commissioner Boyette was not in

February 20, 2016
Board of Commissioners Retreat

agreement with reading the comments received off the internet, he said it is a recipe for a disaster. He said we make our decision in public and if something is important to him, he should stand up and say so. Madeleine asked Tamah to do a pilot program and see how this will work. Tamah said ok.

The next topic was marketing. Things talked about were targeted exposure. The goal would be to make sure we are exhausting all of our resources. The step to take would be maybe get a story in the Triangle Business Journal about up and coming Wendell and the opportunities, so we might get a couple of businesses out this way. They talked about getting a camera mounted to show Main Street, which would be good to have so when they show the weather they would also capture the activity on Main Street. Use the advertising that Wendell Falls does bleed over into Wendell. Tamah said she is already in talks with East Wake TV 22 to install a camera downtown. Sherry said she had connections in Cary and Clayton and will ask how to do this and will contact them..

They talked about long range marketing and how it is important to stay involved with our committees, and the mayor is holding the board accountable to attend meetings and give reports to the board and the public at the meetings. Just staying involved will help.

They talked about bridging the gap between the rest of the counties, state, and proper recognition. The Board stated the Mayor is very involved in attending meetings all over the county and the Commissioners are doing a good job as well, so we are on the right path and the need to continue to do that and make connections. Also need to attend functions that the Board is invited to and getting our name out there.

They talked about Wendell Falls. They talked about having a plan in place for the sectors of the development that we want- retail, industry housing or whatever along that corridor and what do we do in the Corporate Limits and ETJ to make sure we have a plan that is easily understood as well as tying it in at the Corporate Limits and at this end to what Wendell Falls in trying to do. David said we do not have a plan in place for what we want and he thinks that is something we need to frame up. They talked about the plan as being something that needs to be looked at and a decision made. Teresa said we need a small area plan that focuses on this corridor. This is the last major corridor that will be coming into Wendell and we have to get it right. It needs to be a showcase for Wendell. Madeleine asked if there was time that they could have this plan started by. Teresa said maybe by late fall. They mentioned in the past they had talked a little on redoing the elections and changing the districts, but it may not be the time to do that.

Madeleine said you have developed some clear free objectives, that should bring you closer to your vision of the future, and they have owners and deadlines. She said considering all these things that you have put under the plan, do we have staff, are you going to commit to funding, is there sequencing that has to be done if you don't want to fund everything at once. Can you give me a nod of your head if you are willing to commit to it, because I don't want to come back in a year or two and not have any of it done because you did not fund it in the budget.

Madeleine said just a reminder of things we said we talked about sidewalks and infrastructure which is already in the works, so that does not have a budgetary implication at this point, except

February 20, 2016
Board of Commissioners Retreat

for the funding of those repairs in the future, building assessment after the staff assessment, which will not need any budgeting now except for future spending, the public involvement initiative, the pilot program, optimizing public use of existing channel and she is not seeing any budgetary needs on that, marketing and she is not seeing any budgetary needs on that and the Small Area Plan which will have some budgetary needs. Is this something you feel like you can accomplish in the next couple of months. Commissioner Joyner said he thinks it is hard to say yes, but there is a lot of other context there.

Madeleine said we talked about staffing, do you have everything you need to get done on what you are saying you are going to get done. Teresa said as far as getting information and cost back, she thinks so, but the implementation is the hard part.

Madeleine said the report that she returns to you will have these things in it, but also the list that Teresa and Sherry are keeping, but don't expect them to have everything ready for you within the next two weeks.

Madeleine said we will break for 15 minutes.

There were some additional board items that were talked about one was bus stops and whether or not there would be a stop at Wendell Falls. David said the plan did show a dot on the map, but that he did not have any assurance that a bus stop would be located out there. They spoke about growth boundaries. Teresa said David has talked with Rolesville and Archer Lodge about growth boundaries and neither of them objected, but he doesn't think it is a priority of theirs. Teresa said we have applied for the Clean Water Grant and will know something in September, but we will keep in touch with them. There was conversation on the pump station on Wendell Boulevard. Teresa said we have a beaver dam problem in that area, and Raleigh has been looking at that and handling some of the immediate needs, and looking at a long term beaver maintenance program. Commissioner Joyner said we mentioned earlier the cell phone tower and wondered if there was anything we could do to help get that cell tower in operation. Teresa said she does not think so, unless Tamah is aware of something with the fiber. Tamah had not heard anything new on the tower.

Commissioner Lutz asked if we had any control on the speed limit that is 35 mph coming from Zebulon into Wendell. Teresa said some people contacted us to see if the speed limit could be lowered to 35 mph. DOT said they did not want to lower the speed limit to 35 because of the way the road was built and the traffic on the road. Later it was brought back to the board and the speed was reduced to 35. The town looked at having the speed limit raised and one elected official was opposed to the speed limit and there was no further conversation about it. Bill Carter Police Chief said his concern about raising the speed limit is that 80 percentile rule and that is what you are looking for with speeds, so if you post it at a speed of 45, you will see it at an even higher speed as a natural part of that.

Madeleine asked if anyone wanted to talk about a Capital Improvements Budget or a future bond referendum. Commissioner Boyette said he doesn't think it would be helpful until we know what we have an appetite for. He said he did like the idea of your Capital Funding Reserve. Teresa said Commissioner Boyette asked questions in the past about the stove at the Eastern

February 20, 2016
Board of Commissioners Retreat

Wake Senior Center and she contacted and talked to the Health Department this week and they sent over information showing two permits for that kitchen - one for nutritional services, and the other for Total Life Center. They have put in writing that domestic equipment is permitted and we found a new stove that can be put in, however she thinks they want to do other things and she is not sure if they do other things that the domestic equipment will satisfy their needs.

Commissioner Gray said she noticed on the notes on the board that two of them said itemized budget. She said every year when we get the budget, she goes to Butch's office and sits there three hours going through the line items because supplies in one department does not mean the same in another department. She was wondering if we could go ahead from the beginning on the upcoming budget, and prepare descriptions for all the things. Commissioner Carroll said he feels the same way, especially for the three new commissioners who are not familiar with the budget process. Commissioner Joyner said he would like to see the budget for last year also, that way when the new budget comes out, we will be able to compare those. Butch said at the first budget session we could go over those type of things. Commissioner Joyner said make it as transparent as possible.

Madeleine asked the new Board member's how they were adjusting and if they understood the process and how things worked. Commissioner Carroll said it would be foolish for us to say that we fully understand the entire process, but we are confident in finding our way and we have some good advice and good town staff to do that, so he thinks we are pointed in the right direction. Commissioner Joyner said this is the first time we have been able to have free flowing conversation as a group. Commissioner Boyette said he thinks we should have a retreat more than once a year. He said we would have a better chance of staying on task.

Madeleine asked if staff would like to make any comments. Tamah said we are working on a Twitter, Instagram class for the mayor, commissioners, and staff involved in getting information out to the public.

Madeleine said the only item in the Parking lot items is the voting by district, is this something we want to talk about or something for the future.

Commissioner Joyner said he would like to hear if there is anything that we do or don't do that makes your job harder or could make you more productive or happier. Madeleine said they may not be able to tell you that. She said as new commissioners you sometimes have the urge to contact a staff person, understand that you are not the only one, so if everybody contacts them and spends an hour with them that is 5 hours of work time that they have lost. Commissioner Myrick said since he has have been here staff and board members have done a great job answering emails and questions.

Commissioner Gray asked Tamah Hughes what she needed to make her job easier. Tamah stated Main Street Webcam. She said in order to do that she will need to purchase additional IP addresses and that may have some cost. We need some new computers, we did not purchase any last year, so we are going to need to do that and additional training. Tamah said also the fiber installation between the buildings, if we do nothing but Phase I. She said Phase II, III, and IV are more expensive.

February 20, 2016
Board of Commissioners Retreat

Jonnie said the only thing she needed was approval from the board to type the minutes as a general synopsis of the meeting not word for word minutes. Commissioner Boyette asked how we got to the word for word. Jonnie replied it has been that way since she has been here.

Butch Kay said he needed accounting software. He said we are looking for something that is user friendly and more detailed. The estimated cost is \$70,000-\$80,000 and we will have to have some training.

David Bergmark said the Transportation Plan was one thing, and we need an additional person to help free up Allison so that she is in a less customer service roll rather than planning. I am trying to work her into more planning, but it is hard to do, when she is out front and having to wait on the public.

Bill Carter said we need to continue our progress with a standard fleet replacement. Until last year, we had gone quite a while without replacing any vehicles. He said all of the radios that we have, portable and the mobiles in the cars will no longer be supported by the manufacture. He said when we do get a new car we are equipping it with the new radios. We need to keep our eye on staff. Commissioner Myrick stated it is important for the Police Department to have the needed equipment to keep our community safe and we need to support that need. Commissioner Carroll asked the chief to look at the take home policy, how many officers can't use it now, and if it is a distance thing why and how far that is, and also the appearance of officers on the road use of the car in town when they are not necessarily on duty. I am trying to think of ways to get more cars on the street without a whole new position in six months,

Sherry Scoggins appreciates the opportunity that you have given me, and is still still getting to know you as well as you getting to know her if there is anything I am doing that you do not like, let me know, I promise it will not hurt my feelings, I am here to serve.

Alton Bryant said as with the Police Department our Department has an unfunded position and we are coming up on the time of the year when it really gets busy with grass cutting. He said a brining system would be very helpful, and the support of the board on the Public Works Facility. Commissioner Lutz asked Alton if he had noticed any difference since the bulky pick-up stopped. Alton said we have notice a difference on the wear and tear of the Knuble boom.

Madeleine said I believe that we have covered your agenda in full. We went through rules, roles and objectives of the meeting, which we all agreed was "A fully supported plan for future action" we went through the four parts of strategic planning which covered visioning such as it was understanding it is not a full community vision, we set some goals and objectives so now we have a plan of action for things the board wants to see done within the next 1-2 years. I hope that you feel this retreat has been beneficial in that concept. She said there is an evaluation form at the end of your book and I would appreciate if you would fill it out. It is a two part evaluation, one evaluates my performance and one evaluates the meeting itself.

February 20, 2016
Board of Commissioners Retreat

The meeting was adjourned at 4:00 p.m.

Incorporated as Attachment A are the retreat facilitators notes.

Virginia Gray, Mayor

Attest:

Jonnie S. Driver, Town Clerk