

TOWN OF WENDELL
BOARD OF COMMISSIONER RETREAT MINUTES
January 21, 2017

The Wendell Town Board of Commissioners held their Board Retreat meeting on Saturday, January 21, 2017, at the Wake County Commons Building, 4011 Carya Drive, Raleigh, NC.

Setting Vision & Priorities for Action

ATTENDEES:

Mayor Virginia Gray

Mayor Pro Tem Jon Lutz

Commissioner John Boyette

Commissioner David Myrick

Commissioner Ben Carroll

Commissioner Jason Joyner

Town Manger Teresa Piner

Finance Director Butch Kay

Planning Director David Bergmark

IT Administrator Tamah Hughes

Parks & Recreation Director Jeff Polaski

Public Works Director Alton Bryant

Police Chief Bill Carter.

Facilitator Lydian Altman

Special Assistant to the Manger-Town Clerk

Sherry Scoggins

CALL TO ORDER:

Mayor Gray called the meeting to order at 9:12 a.m.

School of Government Facilitator Lydian Altman provided an overview of the retreat:

- Review some of the successes
- Talk about changes
- Create a focus for the future
- Values
- Actions and decisions to realize the values
- Prioritize the actions and decisions
- What to do with the list
- Holding the Board and staff accountable for realizing the priorities
- Who to partner with for accomplishing the priorities

Introductions:

- Name, length of residency here, tenure on the Board or with the Town
- *What one thing has happened in the last year or so that has made you extremely proud?*

Mayor Virginia Gray: One year as Mayor and six years as a Commissioner. Most proud of the culture change in Wendell to positive and excited and looking for the good and to grow successfully. She is proud of the completion of the Town Hall renovations.

Mayor Pro Tem Jon Lutz: Four years as a Commissioner. He is most proud of the increased sense of community among citizens and businesses with events and downtown growth.

Commissioner John Boyette: Four years as Commissioner. On a personal note, most proud to be a first-time dad to a baby girl. On a professional note, proud to be with the Wendell Fire Department that lowered its ISO rating that will help residents and businesses with insurance rates. As an elected official, hearing the business community express better working relationship



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with the Town; it's a cultural shift.

Commissioner David Myrick: One year as Commissioner. Most proud to pass a budget that did not raise taxes even though some property values decreased.

Commissioner Ben Carroll: One year as Commissioner. Most proud of the level of cohesion and ability to work together as a Board.

Commissioner Jason Joyner: One year as a Commissioner. Most proud of the cohesion of the Board AND programs staff and the Board put in place to make Wendell fun (events).

Town Manger Teresa Piner: Twenty two years with the Town; five as Town Manager and the remainder of time served as the Planning Director. Most proud of the staff for a community of this size who are professional and are able to establish relationships.

Finance Director Butch Kay: Ten years as the Finance Director. With the addition of the new staff member, the finance department was able to submit the first Comprehensive Annual Finance Report [CAFR] to the Government Finance Officers Association [GFOA] and the Town is awaiting results.

Planning Director David Bergmark: Eight years with the Planning Department. Most proud moments included completion and adoption of the Transportation Plan AND coordinating and receiving two grants to purchase the Parkview property to expand the Town's existing park. The grants totaled over \$500,000.

IT Administrator Tamah Hughes: Five years as IT Administrator. Most proud of the Town's downtown Wi-Fi system.

Parks & Recreation Director Jeff Polaski: Two and a half years as Parks and Recreation Director. Most proud moment was Wendell Parks and Recreation being featured in the North Carolina Parks and Recreation magazine for our programs and events.

Public Works Director Alton Bryant: Eight years as Public Works Director. Most proud of the department staff and inter-departmental staff ability to work together! A number of events were successful over the past year.

Police Chief Bill Carter. Four and one-half years as Police Chief. Most proud of the stability of the existing team; it's been over two years since the last hire.

Special Assistant to the Manger-Town Clerk Sherry Scoggins: One year as Special Assistant to the Manager. Most proud moment was accomplishment of the *visit Raleigh* article for 2016 publication, and it was the center piece of the publication. The article was a collaborative article with Newland. As a result, both the Town and Newland refreshed Wendell's presence on the *visit Raleigh* website.



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Facilitator Altman stated there is a diverse mixture of tenure and the stability of staff. She placed attendees into three groups for an exercise to note some of the changes in the community or organization in the short, mid and long-term. She challenged attendees to think about what are the changes 10 years from now –2027.

Short-Term (18 months)	Mid-Term	Long Term/On-Going
Demographic Shift: <ul style="list-style-type: none"> • Outside NC • Younger • Ethnic • Variety • Smaller housing • More open space • Events - experiences 	Connection of Wendell and Wendell Falls <ul style="list-style-type: none"> • Physical 	Voting Districts <ul style="list-style-type: none"> • Presently non-partisan – plurality
	Shift from Rural to Urban <ul style="list-style-type: none"> • Connecting • Taxes • Grant Funding 	Finance Major Needs (growth) – Road improvements
	Commercial Growth <ul style="list-style-type: none"> • Recruitment of Commercial Businesses 	Land Banking <ul style="list-style-type: none"> • Bond • Other Funding
	Working with DOT and CAMPO to handle growth <ul style="list-style-type: none"> • Transportation Options • Circulator Bus in Town • Bus • Greenways • Golf Carts 	Water Shortage <ul style="list-style-type: none"> • Little River Reservoir
		Handling Staff Turnover / Retirements <ul style="list-style-type: none"> • Investing in professional development
		Town Facilities <ul style="list-style-type: none"> • Town Hall • Parks & Recreation • Public Works
		Continuing to deliver customer service in-line with the times
		Keeping Citizens Engaged

Facilitator Altman stated the exercise will lead into the next assignment for planning and organization.



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Facilitator Altman stated it did not take long to realize there are changes. She challenged attendees to question what does this mean to each and what values to uphold to make this happen. She shared the following quote: “Discipline is remembering what you want.” -- David Campbell. She stated we can be distracted when the goals are not kept in mind.

Facilitator Altman asked each of the elected officials how long he or she has lived in Wendell:

- Commissioner Carroll stated he has lived in Wendell for nine years.
- Commissioner Myrick stated he has lived in Wendell for four years.
- Commissioner Joyner stated he has lived in Wendell for five years.
- Mayor Pro Tem Lutz stated he has lived in Wendell for eight years.
- Mayor Gray stated she has lived in Wendell for 26 years.
- Commissioner Boyette stated he is a life-long resident of Wendell.

Facilitator Altman stated she heard everyone is from North Carolina. She stated there may be tension on the Board in the future because they are from out of state. The fastest growing demographic in the region is the Asian population.

Facilitator Altman stated for the next exercise, she will divide the elected officials into two groups and place staff in one group and challenge everyone to think about community values. She questioned what is it that you want to see and hang on to for community values and how will the community look. She stated each group may pick five values and share what each of the values mean for the community. Then the values will be used for matching forward and thinking about how it influences development.

Facilitator Altman stated all three groups selected:

- Livable and well-maintained neighborhoods
- Safe and secure community

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Community Values	
	Affordable, Safe Housing
x	Clean and Green Environment <ul style="list-style-type: none"> • Area surrounding neighborhood are as important as the neighborhood itself • Buffer around Falls Lake has mitigated water quality issues
xs	Fiscally Responsible Finances <ul style="list-style-type: none"> • Top value for a town • Not in the hole with debt • NC GS requirement to be fiscally responsible • 75% residential and 25% commercial, from a policy perspective look at how to attract businesses
	Full Employment
xs	Infrastructure to Support Growth <ul style="list-style-type: none"> • Roads, technology, buildings, water, sewer, power
xxs	Livable and well-maintained neighborhoods <ul style="list-style-type: none"> • More tangible and can see with homes and level of maintenance • Focused more on well-maintained • Convenience and neighbors • People are out and about • Sidewalks and mobility in the neighborhoods
xx	Nurturing and family friendly city <ul style="list-style-type: none"> • Does not believe it's the Town's role to nurture people • Sees the Town as family friendly • Most programs at P&R are for children and families • Family friendly businesses welcome the family – such as visiting an establishment with your child for ice cream • Social media policy is a means to nurture the community
xs	Physically and culturally engaged citizens
xxs	Safe and secure community
	Well maintained streets

x = elected official; s = staff

Facilitator Altman questioned the appropriate use or level of debt and added it varies by municipality. Not hearing the Town has a debt policy and this may be an item to pursue.

Commissioner Boyette acknowledged fiscally responsible and fiscally conservative are different. In speaking about debt, debt is given a very negative connotation. More than half have a mortgage on a home. The mortgage is debt, but most see it as an investment.

Facilitator Altman stated the Community Values exercise was to spark conversation.



Parks and Recreation Director Polaski stated what the Board sees and what the staff sees are similar.

Commissioner Joyner stated when drilling down, would probably see folks scattered. It's the drilling down to see how to implement the sidewalk policy or creating the community in downtown.

Facilitator Altman stated for the next exercise, the group is to imagine 15 years forward and how the community values influenced Town development. She explained this exercise will focus on decisions that need to be made now. She illustrated by stating these are the big rock or fork in the road decisions. She stating when filling a glass, you would fill it up with boulders, then rocks, followed by gravel and lastly sand.

Community Values - Today
Fiscally Responsible Finances
Infrastructure to Support Growth
Livable and Well-Maintained Neighborhoods
Nurturing and Family Friendly City
Physically and Culturally Engaged Citizens
Safe and Secure Community

Facilitator Altman stated she sensed frustration due to limited money and not a sense that when a decision is made, it moves forward. Some kind of structure or format so that decisions are completed could be a strategic plan.

Mayor Pro Tem Lutz stated the Board would like to have a plan for facilities and what is needed. The Town is unable to write a check for everything. Would like a plan to know and be transparent so we know where we sit.

Commissioner Boyette stated when something comes up, like the PARTF grant, a debt policy would show the percentage available for spending. The Board would like a way to measure spending when making a financial decision.

Facilitator Altman also heard conversation that the Board would like to do it all. She sees the debt policy as discipline to make difficult choices and what is available for spending.

Town Manager Piner stated the Town is in the initial stages of implementing new financial software. Requested clarification on what is being requested.

Mayor Gray stated it is numbers and the level of comfort for debt the Board is willing to be in. Debt and how much things are going to cost is a reoccurring theme for the Board.

Commissioner Joyner stated if the Board stops something it is because of the concern for cost. If the Board writes the check, then it will hold the Board, community and staff accountable for getting it done.



Facilitator Altman stated this does create a discipline for making choices to get things done.

Commissioner Boyette stated when talking about debt comes the realization of raising taxes or a bond issue. No one likes the sound of that. If the need can be properly explained, then citizens like to see investment in their town.

Mayor Gray stated if the Board knew what it was willing to spend then it could prioritize those other things.

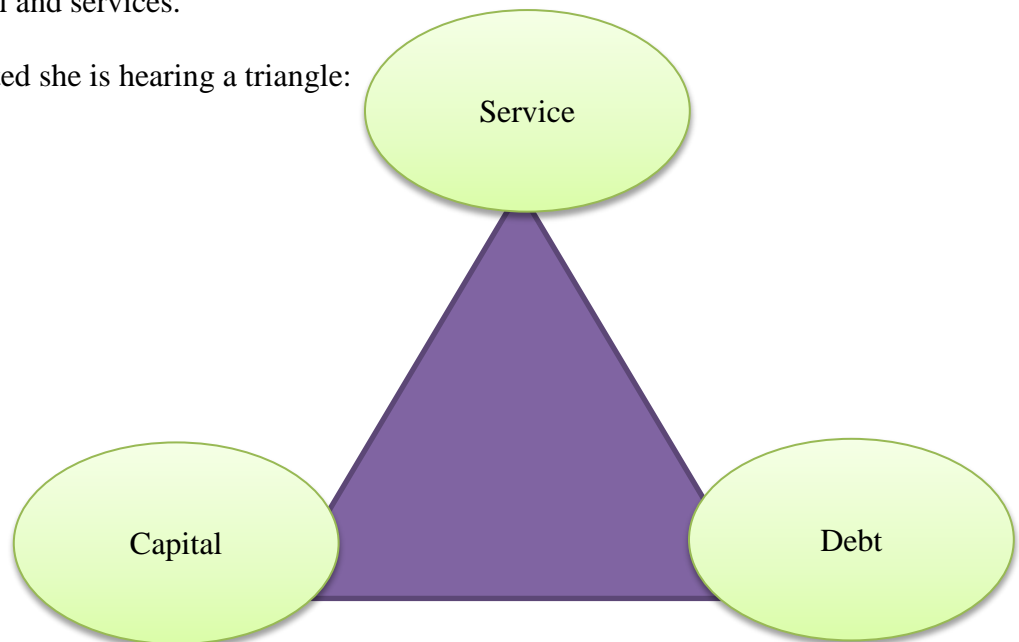
Commissioner Joyner stated this will be the first budget where the Board can see the line items. The finance piece is the mystery in the room.

Town Manager Piner stated for a debt policy, if the staff knows the priority of the Board, it would assist the Town as well. Perhaps at the end of the year if there is a small pot of money, can use the priority list to go back to the Board to pursue or purchase the item with the available funds.

Mayor Gray would like a list of services that could potentially change as the Town continues to grow; i.e. frequency of leaf pick-up.

Commissioner Boyette stated the Board could have a complimentary list to the Capital Improvement Projects (C.I.P.) that includes facilities and equipment and a list of Town services that includes personnel and services.

Facilitator Altman stated she is hearing a triangle:



Facilitator Altman questioned what would help the Board make the tough decisions to get things done.



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Commissioner Boyette stated there has to be a time component; look back to see what has been done over the year.

Facilitator Altman questioned how often would the Board need to know that. She stated in reviewing the October minutes from the Mid-Year Retreat there was a lot of time spent.

Commissioner Joyner stated there is a 50,000 foot view request with a 5,000 foot budget. It's hard to spend money or commit resources when he is unsure that the Town has the very best product. He questioned if there are fundamental ways to police the community or to get a higher level of service or cost savings. He is willing to see government grow or shrink as long as there is a justified reason and working within the realm of the budget.

Commissioner Boyette is hearing that the Board receives the capital requests and increase in service requests. The point of the triangle not received by the Board is the revenue. The question is, "What can we afford to do if the Town did a bond or does not do a bond?"

Facilitator Altman stated these are very big areas.

Town Manager Piner stated the Post-Its were generated based on the Community Values list. The people and the demands for service will be received before the Town realizes the revenue. If the Board will share where it wants to go, the staff can pull together the numbers and financing options.

Facilitator Altman stated if she put up the five and asked the Board to rank, would that be helpful.

Commissioner Joyner stated he feels like the Board stalls out because staff gave needs and the Board gave process.

Facilitator Altman questioned if there are additional pieces that the Board would generate to go up as well.

Commissioner Boyette stated staff can only share what they need. The Board needs to determine and prioritize those things. If the Board has different priorities, then that is taken into account. Facilities and property acquisition, if priorities for staff, it may not make the list. He questioned what is staff to bring to the Board at budget season. The top of the board is a process and the bottom of the board is a need.

Facilitator Altman stated the staff put up priorities on the board, but the Board did not.

Commissioner Joyner stated it's the new town hall. There are some on the Board that do not see a need for a town hall.

Commissioner Joyner stated when he sees facilities, in his mind all he sees is new town hall. It's hard for him to talk. It's hard to commit to big ideas because of all the little details the Board



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will have to put together. If the Board hears bathrooms at the park, then he can measure that.

IT Administrator Hughes stated the conversation for additional land and facilities to come on line in the next ten years begins now. The boulder is to buy the land now.

Facilitator Altman stated in her mind she took it both as process and particular decisions or actions like deciding on a new town hall. Do not have the specificity from the Board. When she asks again what are the big things you would like to see, what is it the Board would put up on the board.

Commissioner Boyette stated he would put a process. Define service expectations and capital plan, those things and needs go into that. The job of the Board is to rank those things. The process is the hang up for the Board.

Facilitator Altman asked the Board to help her understand where it is on capital improvement process.

Town Manager Piner stated the Capital Improvement Plan was drafted and provided to the Board but not adopted.

Facilitator Altman stated the capital budget helps to sequence a project.

Commissioner Joyner stated the Board has a Capital Improvement Plan without a Capital Improvement process.

Mayor Gray added the Capital Improvement Plan was not reflective of the Board's goals.

Commissioner Joyner stated there was a lot of stuff on there that may or may not have been discussed. The Capital Improvements were presented with cost and did not include how it would be achieved.

Facilitator Altman stated he received items that may not have been Board priorities.

Commissioner Boyette stated staff is sharing what they need. The Board's job is to take the list and parse it down. The Board has to get the information from staff and it is the Board's job to rank the requests. Too say the list is too expensive then the Board does nothing. As painful as it may be to see the cost, the Board is here to rank.

Commissioner Joyner stated he is familiar with the budget process. The problem he has with the Capital Improvement Plan was he did not know how the Town would financially get there.

Facilitator Altman questioned the options to get there. She heard savings from service levels, ranking of debt and financing options. She stated it is a lot of work to research financing options for ten items that have not been prioritized by the Board.



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Mayor Gray suggest taking another look at the Capital Improvement Plan, prioritize it, take some things off, add some things in, and make it the Board's own. And then prioritize even more and then determine how to fund.

Facilitator Altman stated the vote would be on the priority of the projects within the plan.

Commissioner Boyette stated the Board needs a plan with staff input and how to finance the Town, whether on-going or future under takings.

Community Values – Fast Forward 15 years

What are the big level decisions that need to be made now – big rock or fork in the road?

Fiscally Responsible Finances

- Increase – decrease the tax base
- Economic development policy
- Grant funding opportunities
- General fund balance percentage
- Debt service
- Define what we want to attract
- Certified sites – Wake County Economic Development and State Department of Commerce

Infrastructure to Support Growth

- Roads
- Sidewalks
- Broadband
- Follow the transportation plan
 - Research policy for conduit in the street to minimize the tear up of the street after the asphalt is laid
- Connectivity of new and old infrastructure
- Bike paths
- Active recreation
- New town structures

Livable and Well-Maintained Neighborhoods

- Code enforcement
- Small area plans – amenity requirements
- Disbursement of recreation activities
- Sidewalk / pedestrian connectivity and mixed use

Nurturing and Family Friendly City

Physically and Culturally Engaged Citizens

- Tap into the homeowners associations (HOAs)

Safe and Secure Community

- Wake County Public Safety Facility – fire, EMS and police
- Create denser and more interactive communities



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1:00 p.m. break for lunch; 1:30 p.m. resumed retreat.

Facilitator Altman recapped the Board Retreat:

- Ways for the staff to help the Board create focus and action
- Discussion about service levels; what the Board directs and how much to serve, in what way and where through the operating budget
 - Ways to save: technology, changing of processes
- Board's perspective – flexibility to change or change to save money or trade off
 - What can we do better?

Commissioner Boyette questioned instead of staff providing a list of needs, the staff could provide cost effectiveness measures.

Facilitator Altman stated her understanding of the conversation is the Board wanted to know where the flexibility is.

Mayor Gray stated that before adding, the Board needs to look at what can be taken away. Questioned if there are services the Town is too eager to provide; such as the bulky waste. She caught flak from a few people about the discontinuance of the bulky waste program. The Town grew past providing that service.

Facilitator Altman stated Wendell is growing. As the Town continues to grow, processes are needed. She questioned what the Board would like to see done differently? She questioned if there is a partner – a private entity or another government to assist with a service. She questioned the expectation of the service.

Town Manager Piner stated the Town puts the budget and C.I.P. together by department. The Capital Improvement Plan is an internal document to help facilitate the compilation of the budget; for example, rotation of the police cars.

Facilitator Altman questioned if there is anything prioritized on the C.I.P. Town Manager Piner stated the C.I.P. is broken down by year.

Facilitator Altman questioned how this may relate to the operating budget. Town Manager Piner stated the Town is gearing up for the budget season and will look at the capital side of things in February.

Facilitator Altman stated that is for the staff. She questioned when this will go to the Board. Town Manager Piner stated that the previous draft can go to the Board at any time.

Facilitator Altman questioned the budget adoption is the June timeline. Town Manager Piner budget adoption is either May or June.



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Facilitator Altman stated what she heard is the debt policy is related to the C.I.P. She clarified the Town reserves 40 percent of its fund balance. She stated an action item would be adopting a Debt Policy.

Commissioner Boyette is seeing more of a funding policy rather than a debt policy.

Mayor Gray stated she is hearing how comfortable is the Board going into debt.

Facilitator Altman stated a debt policy would help the Board with setting limits and setting criteria for establishing a C.I.P. and prioritize projects. This creates definition for the Board to take on new projects. She stated these could be actions of the Board's perspectives.

Mayor Gray stated she would like to see the Board do that and in that order.

Commissioner Myrick stated he would like to see the debt policy. He would like to know where the Town stands today with debt.

Commissioner Myrick stated that may help with evaluating projects if the Board is more comfortable with the debt.

Commissioner Carroll questioned if the Board wants to get back in debt with vehicles.

Town Manager Piner stated both police and public works are in need of vehicles.

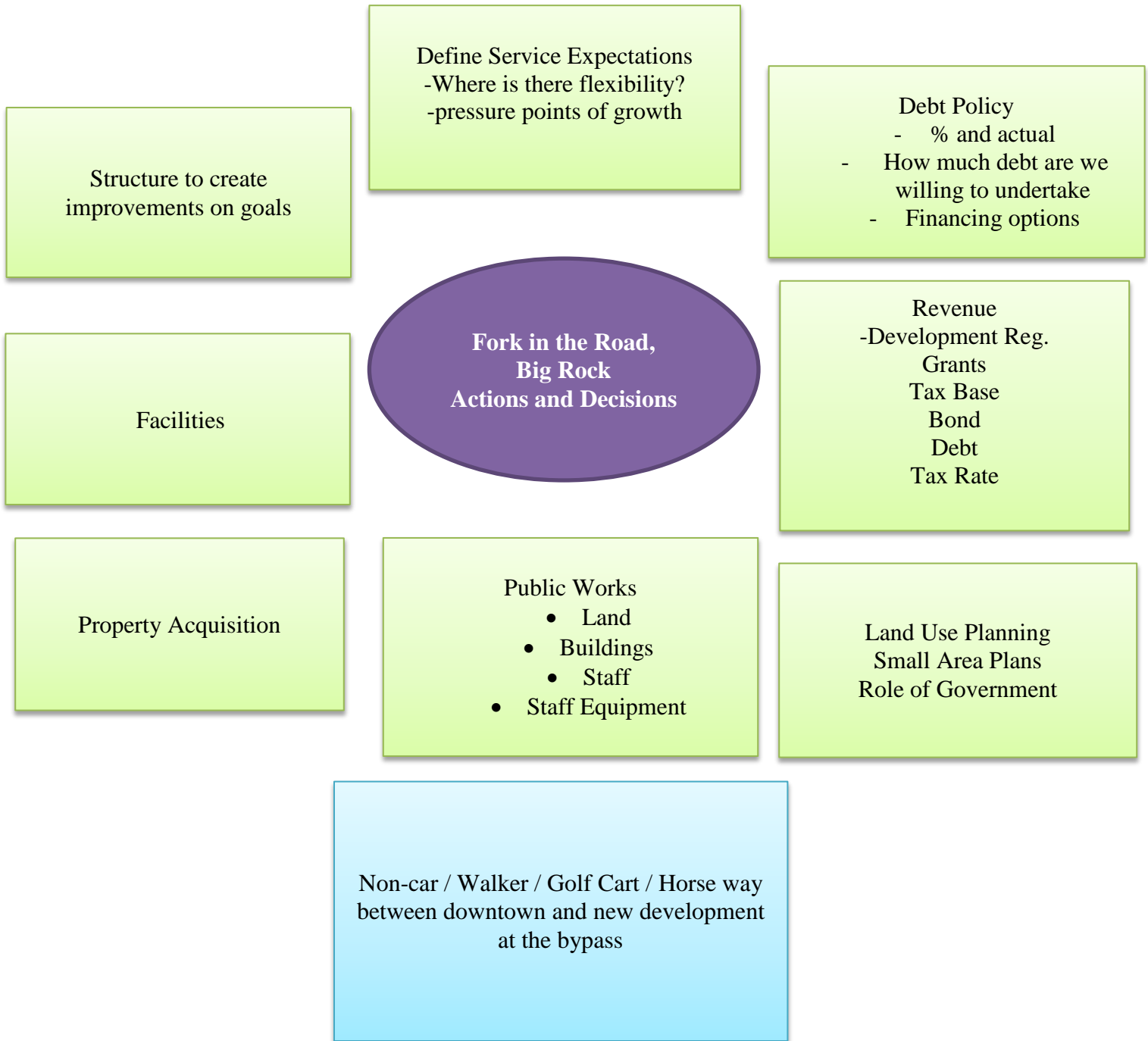
Town Manager Piner questioned if the Board, rather than staff, work on the C.I.P. first.

Facilitator Altman questioned the sequence to the proceeding with the budget.

The Board was of the consensus to have a debt policy and discuss the C.I.P. Town Manager Piner stated she will look at the calendar on when to bring back in February.

<p>ACTION: Debt policy and C.I.P. prioritization to the Board for use in budget discussions this year.</p>

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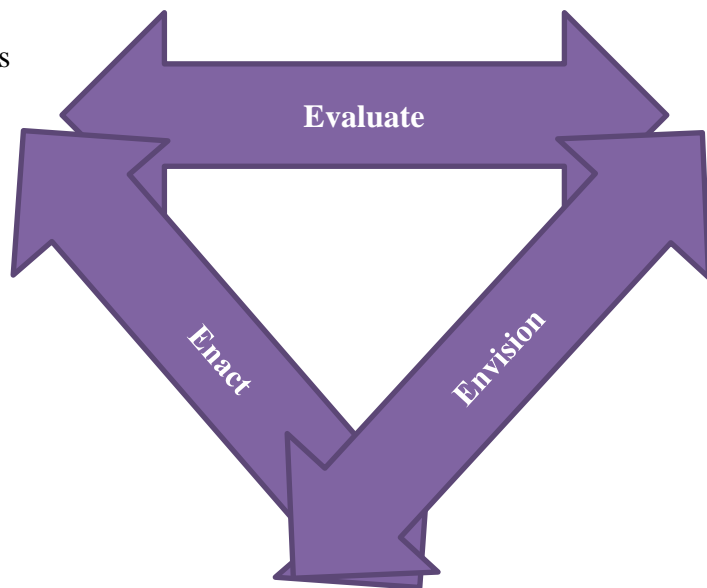
Commissioner Boyette stated the information that comes out of the meeting(s) will allow the Board to make decisions. The Board will need to be involved in shaping the policy from the beginning.

Facilitator Altman stated the discussion on the level of service may influence the type of equipment requested by public works in the C.I.P.

Facilitator Altman provided an overview of strategic planning and its benefits.

Facilitator Altman questioned where we want to go and how to get there:

- Benchmarking
 - o How does Knightdale or Zebulon do it?
 - o Aligning department plans with the Town's plans
- Performance Evaluations that incorporate Town goals with expectations
- Budgeting / Resource Allocation
- Internal and external communications
- Citizen engagement and education
- Employee orientation



Facilitator Altman shared tips for success:

- | | |
|--|---|
| <ul style="list-style-type: none"> - Use discretion - Incorporate flexibility - Understand context - Create goals and objectives | <ul style="list-style-type: none"> - Allocate resources - Manage progress - Evaluate results |
|--|---|

Commissioner Joyner suggested SMART objectives with a focus area, goals, an owner, a deadline and first milestone. He is committed to spending money to make the Town the best as long as he can show why it was done.

Facilitator Altman questioned what is missing.

Commissioner Boyette stated the follow through. This was discussed last year. The problems are implementation and follow through. That falls on the Town Board.



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Town Manager Piner stated the Mid-Year Retreat reviewed the goals.

Facilitator Altman questioned what was asked for to demonstrate progress.

Commissioner Joyner stated staffing report, comparing and contrasting experiences of similar towns and staffing needs for the expected growth of Wendell.

Town Manager Piner stated at the Mid-Year Retreat reported that staff reached out to the League and J-COG and was unable to find someone to do the study. Special Assistant Scoggins continued researching and found a company that performs studies on staff expectations and projections.

Commissioner Joyner stated he was thinking about doing this the same way he did it as a research assistant which was going on line and figuring out the Town online and picking up the phone and calling.

Town Manager Piner stated staff did do that. The overall numbers are consistent with other towns; however, the municipalities that are our size are not growing at the rate Wendell is growing.

Facilitator Altman questioned the expectation for reporting. It was the consensus of the Board to have a quarterly update.

ACTION:

Quarterly reporting / updates to the Board.

Facilitator Altman questioned if there is other data the Board wishes to see.

Facilitator Altman stated she heard quarterly reporting. She questioned if the staffing was realistic to be performed in October.

Town Manager Piner stated that would have been performed had the Town found someone to assist with the project. The resource was not available. A source that is assisting other communities with staffing needs has been identified. As for last year updates, staff provided information at the Mid-Year Retreat. She questioned the frequency of reports.

Commissioner Boyette stated he is unsure about quarterly. He stated on a yearly basis this needs to be tracked. He believes the C.I.P. will remain unchanged until something is purchased.

Facilitator Altman stated in general, greater justification for budget requests.

Mayor Pro Tem Lutz stated as a Board, the Board has a vision and goals for the Town. Whether its sidewalks, staffing or facilities, the agreement is for more details and specifics. Having a debt policy will help.



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Mayor Gray stated there is a difference between maintaining what we have now and growing.

Mayor Pro Tem Lutz stated the tennis courts are not a need. His wife plays there and shared the courts are in bad shape.

Commissioner Boyette stated its not saying we need tennis courts because they are in bad shape. But add that if the tennis courts were in better shape, the Town could host a tennis tournament and here are the projections for the Town. It's more than cost; it's showing the benefit to the Town.

Facilitator Altman is hearing the Board is seeking more justification, more data, more benchmarking, but don't overload the Board. She questioned the amount of time needed for departments to provide an update to the Board.

Mayor Gray stated 10 minutes.

Commissioner Joyner stated he got more money for the Town than what is in the budget by doing 30 second elevators pitches in hallways. He stated staff knows what the Board wants to hear and to include the numbers.

Commissioner Boyette stated when prioritizing projects, projects such as Broadband may not be at the top. But there has to be a way to include it to make the Board aware in the event it is viable for inclusion in other projects.

Facilitator Altman stated that may be incorporated into the Board's C.I.P. prioritization process.

Commissioner Boyette stated he likes the outcome as much as he likes the SMART objectives from last year. Would like to see a component that includes who is responsible for the getting something done within the year.

Facilitator Altman stated this could be incorporated into performance appraisals. When evaluating the manager on performance, the manager could be held accountable. In turn, the manager can hold department directors accountable.

Mayor Gray stated she sees the Board's responsibility as delegate and verify it was accomplished. She wants communication when completed. She also wants to know about opportunities that arise outside of the C.I.P; for example, the park land that was recently acquired.

Facilitator Altman recommended a break and to reconvene at 3 p.m.

Facilitator Altman stated if there are ten items, then to shorten the list to three or four items. She stated the Debt Policy is easy and can be done by April. She stated she has a suggested list for the Board to go through and then to prioritize.



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Commissioner Boyette stated that comes back to responsibility and the record keeping. He stated he had a conversation with the Assistant to the Manager that if the Board wants to have these things happen to have them in the front of the Board's mind. His idea is to have a worksheet that gives a broad overview of where the Board is at for the year: budget, status of revenue, fund balance – percentage and dollar, capital projects that remain until they are finished or replaced with something else by the Board. Just a couple of lines dated with last transaction and a copy at the first meeting of the month.

Facilitator Altman stated if that is what the Board does to include the values that were discussed. She added some organizations connect agenda items to a priority and if it does.

Commissioner Boyette stated the capital projects should connect to a priority before putting on a list. This is a sheet to remind the Board.

Facilitator Altman questioned if the Board wants to direct staff to do that.

ACTION:

Board to receive the worksheet as described by Commissioner Boyette at the first Board meeting of each month and evaluate the usefulness after six months. Board will receive first worksheet at the February 2017 meeting and Board will evaluate at the July 2017 meeting. Assistant will prepare the worksheet and Commissioner Boyette will be responsible for the evaluation of the worksheet.

Facilitator Altman stated at the 2015 Board Retreat, the Board did an exercise as to what members would like have described as the way the Board works together. She provided an overview:

As a Board of Commissioners, we:

- **Strive for efficiency** in the way we handle business. We are hard-working, and attend all meetings.
- Keep the **best interests of the Town** uppermost in our minds.
- Consider all aspects of a situation and make **thorough, deliberate, and well-reasoned decisions**.
- **Explore all viewpoints**. We are open to hearing from others, learning from them and compromising, when needed.
- **Stay cohesive, collaborative, collegial, and connected** to the manager and to each other.
- **Demonstrate respect for all opinions**, especially in public. And we support the decisions of the board. Once decisions are made by the majority, we support that decision.
- Tackle **new and novel ideas** and processes.

Commissioner Carroll suggested placing this on the front of the agenda packet as a reminder.

Facilitator Altman stated included is a list of behaviors and suggested changes for how work gets



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done. She questioned if there were any questions about inter-personal relations or relations with other boards.

Mayor Gray stated the Town is doing better. She stated added to the agenda is a brief report by the Board member who is appointed as a liaison to a committee.

Town Manager Piner stated the format of the minutes has been updated. She's heard feedback that the new format is liked.

Mayor Gray questioned what is meant by "preparation for meetings"?

Town Manager Piner stated staff reviews the agenda on Tuesday before the agenda goes out.

Commissioner Boyette questioned is meeting twice a month typical for town's the size of Wendell. Special Assistant to the Manager Scoggins stated yes.

Mayor Pro Tem Lutz stated he likes the presentation and perhaps limiting the amount of time for outside presentations.

Commissioner Boyette does not wish to impose a time limit on a presenter the Town invited to speak.

Facilitator Altman stated if not a time limit, perhaps a guideline. She questioned if there are questions about "relationships with people from other organizations or jurisdictions." She added is there anything the Board would like to do with the school board or CAMPO.

Mayor Gray stated CAMPO is a matter of picking a project and having funds.

Town Manager Piner stated the Town has been working with CAMPO for a long time. She stated if the Town had matching funds, the Town would have projects.

Mayor Gray stated the school board is different.

Commissioner Boyette stated another issue is what will happen with the elementary school downtown.

Facilitator Altman asked if the Board needs to establish a relationship with the school board.

Commissioner Boyette stated yes and he would be willing to get up with the school board member.

Mayor Gray stated the new member could be invited to a Town Board meeting to meet the Board.

Facilitator Altman questioned what went well today and what would you like to do differently in



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the future:

Positive	Needs Improvement
Liked having the staff here the whole time; opportunity to interact; interesting to hear staff on the same page as the Board; benefits staff to build relationships	Expectation of staff staying for the entire retreat
Lunch was good	Address the tougher/substantive items earlier in the day while fresh
Location – open, space, quiet	Scheduling of the next retreat More specific on the issues

Facilitator Altman questioned what was discussed at the Mid-Year Retreat.

Town Manager Piner stated more day-to-day and progress to date were discussed.

Mayor Gray stated the goals were reviewed and we held ourselves accountable for whether or not those were done.

Commissioner Joyner stated even though that is the weeds that is where he enjoys being.

Mayor Gray stated she loves the weeds.

Commissioner Boyette stated he does not enjoy the weeds.

Town Manger Piner recapped:

- 2016 Mid-Year Retreat minutes – to the Board next week
- Focus areas from the 2016 Retreat – Staffing, Sidewalk and Infrastructure and Communications – to the Board next week

Commissioner Myrick stated he likes specific information about what has been accomplished.

Commissioner Carroll stated he likes concise.

Commissioner Joyner stated he likes a punch list.

Facilitator Altman questioned like a year in review to date.

Mayor Gray stated a six month mid-year update.

Mayor Pro Tem Lutz stated a little past the mid-year so as to get past the budget.

Town Manager Piner stated the Mid-Year Retreat was moved to September to minimize conflicts with vacations.



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Mayor Gray stated the mid-year was a lot of department reports. She would like the agenda tailored more to the Board's needs. Mayor Gray questioned if the Board would receive a synopsis.

Facilitator Altman stated yes; herewith incorporated as *Exhibit One*.

Mayor Gray requested the facilitator synopsis be shared with the Board.

Facilitator Altman stated she can share some C.I.P. information and other information that may be useful for the report.

Mayor Gray requested a copy of what Facilitator Altman shares and another copy of the Town of Wendell C.I.P.

Town Manager Piner suggested sending it out as a packet for the Board.

With there being no further business for Board discussion, the retreat was adjourned at 3:48 p.m.

ACTION:

The Wendell Board of Commissioner Retreat was adjourned at 3:48 p.m.

Duly adopted this 27 day of February 2017 while in regular session.

ATTEST:

Virginia R. Gray
Mayor

Sherry L. Scoggins, MMC
Special Assistant to the Manager – Town Clerk

**Town of Wendell Strategic Planning Retreat
Saturday, January 21, 2017**

Wake County Commons, 4011 Carya Drive, Raleigh, NC 27610

Setting Vision & Priorities for Action

Retreat Objectives:

- To recognize our successes over the last two years.
- To revisit and update upcoming changes in our community.
- To develop long-term goal areas to guide the town’s development for 5-10 years.
- To adopt goal focus areas and set specific priorities for the upcoming 12-18 months.
- To develop an understanding of how the board wants to work together.

What one thing has happened in the last year or so that has made you extremely proud?

Most Proud Of:	
3	Increased sense of community (with events, downtown growth)
3	Staff professionalism, education, retention, and interdepartmental working relationships
2	Featured in “Visit Raleigh” magazine for programming, special events. Efforts to make Wendell Fun!
2	Positive culture shift in the town and in doing business with the town
	Downtown wi fi is up and working
	Completed Town Hall renovation that increased office space and provided a much-needed face lift
	Level of cohesion of the Board means we are focused on getting stuff done and not distracted by dysfunction
	Passed a budget without a tax increase
	ISO rating means lower insurance rates for residents
	Submitted first CAFR, awaiting review
	Adopted a Transportation Plan and see support for day to day work on transportation
	Significant Grants (\$500k) to buy parkland
	Bridge funding

Medium-term (18-36 months)
<ul style="list-style-type: none">• Handling staff turnover and retirements. Invest in current employees and prepare them, through training, to assume greater leadership roles. Pay attention to employee morale. Cost of insurance will rise because of retirements• Creating relationship connections. Be assertive; show up; expect to be included.<ul style="list-style-type: none">○ Wake School Board – so kids don't get redistricted to neighboring community schools; they stay in Wendell.○ CAMPO/DOT – to handle growth and guide transportation (reimbursement/LAPP) projects and increase the transportation options available to us, e.g., greenways, paths, golf cart caravans, circulator bus• Creating physical connections. School districts, parks and recreation programming, transportation and zoning plans for the Parkway between Downtown Wendell and the Bypass.• Commercial growth. Ratio is 74% residential/26% commercial. Commercial needs to increase for balance. Commercial growth is increasing. Need to be intentional about recruitment.
Long-term (3-5 years)
<ul style="list-style-type: none">• Land banking to provide space for future facilities.• Explore Financing options, including issuing bonds, to pay for needs related to growth.• Voting districts. Will districts be needed to ensure all areas of town are adequately represented and connected?• Water. As Wake County grows, how will Wendell's water allocation be impacted? What might that mean for growth for Wendell? Impact on ability to grow, attract business, etc.? Status of Little River Reservoir may still be in flux for 20 years.• Technology. Ever changing, expensive, yet can use to leverage services, industry, and expectations.• Matching citizen expectations of services. What type, to whom, and how much?• Community Engagement. It's a challenge to keep all engaged and informed about events, planning and attendance. How can town partner with citizens and groups to maintain and grow engagement?
Ongoing
<ul style="list-style-type: none">• Town Facilities. Pressed for space now and this will only accelerate for all departments and town services.

Exhibit One

What we want to focus on...	...to create our vision of
<p>Safe and Secure Community</p> <ul style="list-style-type: none"> • People are out and about and feel safe 	<p>Active downtown that:</p> <ul style="list-style-type: none"> • Is Vibrant with traffic, night life, music, extended hours • Includes residential units; Infill downtown <p>Plans and ordinances that:</p> <ul style="list-style-type: none"> • Meet the desire for smaller housing units, more open public spaces • Create curb appeal with tree-lined streets and sidewalks • Connects all parts of town with downtown <p>Range of programs and services to serve:</p> <ul style="list-style-type: none"> • Demographic shifts: younger, professional, from outside NC, greater ethnic diversity <p>Adequate staffing that is:</p> <ul style="list-style-type: none"> • Empowered, validated, valued • Prepared for the future
<p>Livable and Well Maintained Neighborhoods</p> <ul style="list-style-type: none"> • Community pride is visible in how people keep their properties tidy • Neighborhood interactions 	
<p>Nurturing and Family Friendly City</p> <ul style="list-style-type: none"> • Dialogue between board, staff, and citizens • Activities oriented towards families. 	
<p>Physically and Culturally Engaged Citizens</p> <ul style="list-style-type: none"> • Partner with businesses to promote events, gathering opportunities. • Residents have opportunities to be outdoors 	
<p>Fiscally Responsible Finances</p> <ul style="list-style-type: none"> • Use a variety of financing options to pay debt • Partner with businesses, when possible • Focus on methods to enhance commercial growth, promote growth • Be transparent about our finances • Consider ROI on our investments, projects 	
<p>Infrastructure to Support Growth</p> <ul style="list-style-type: none"> • Sidewalks are the norm and enable mobility throughout a neighborhood 	
<p>Clean and Green Environment</p> <ul style="list-style-type: none"> • Consider uses adjacent to neighborhoods are consistent with use; buffers; no industry next door • Consider quality design, cost effectiveness, and environmental impact as part of balance when making decisions. 	

Exhibit One

What decisions or actions are needed now to create focus and achieve this vision?

From Board & Staff Discussion:

1. Adopt a debt policy (% and actual) that helps board clarify how much debt the board is willing to fund. April 2017
2. Define service expectations for operating budget:
 - a. Before assuming debt or considering other revenue generating options to meet pressures of growth, board wants to adjust current budgets where possible.
 - b. Ask staff for a review of all departments to determine opportunities for savings, adjustments to levels of service, changes in processes that might yield higher efficiencies, collaborating for better service, and/or technology investments that leverage long-term savings.
 - c. Begin discussions between staff and board to determine where there is flexibility to adjust services.
 - d. Identify expected pressure points of growth and estimate when board can expect to have to invest more.
 - e. In any request, identify data to justify investments by board.
3. Adopt criteria to apply to prioritizing capital projects.
4. Apply criteria to prioritize and sequence capital projects.
 - a. For top priority projects that garner strong interest in moving forward in near term, bring multiple funding options forward for board consideration.
 - b. Use Capital Investment Plan to capture history and predict expenses.
 - i. How will this be used, and how often?
5. Create a structure or process for regular review of progress on stated board goals.
 - a. Quarterly review amongst board for their actions.
 - b. Consider putting board priorities into performance evaluation of manager and department heads.
 - c. *To be decided: when/how often/format for bringing does staff progress reports to board.*

From Board:

6. Focus on finding non-car/walker/golf cart/horse options to connect downtown and new development at bypass.

From Staff:

- Acquire property for land bank
- Consider public works needs for land, buildings, staff, and equipment.
- Engage in land use planning and small area plans.
- Invest in facilities.

Exhibit One

Evaluation of the Day	
What worked well	What we might do differently next time
<ul style="list-style-type: none">• Staff attendance and interaction; appreciated they shared their opinions; we learned from each other; they were a good resource• Panera food good• Location – open, connected to outdoors, quiet, no interruptions	<ul style="list-style-type: none">• Expected staff to attend the entire day• Want to tackle tougher decisions earlier in the day while folks are fresh• Move faster through the context. We know this.• More specificity on issues <p>On Mid-Year Review:</p> <ul style="list-style-type: none">• Use to create accountability for board and staff• Provide updates, specific, concise, data-driven• Keep at 2-3 hours

Anticipated Changes – Summary from January 2015

1:00 Retreat Resumes

- Sequencing of activities
- High, medium, low priority ranges
- Definitions developed & applied

1. What will help us know and demonstrate progress towards this vision?

2:30-2:45 Break

2. How would you like to have others describe the way we work together?

- a. Review operating principles developed in January 2015
- b. Are there any changes to suggest? Particular principles to highlight as especially relevant or compelling?
- c. What might this board need to do differently as a result of these principles? (see Getting the Work Done handout)

As a Board of Commissioners, we:

- **Strive for efficiency** in the way we handle business. We are hard-working, and attend all meetings.
- Keep the **best interests of the Town** uppermost in our minds.
- Consider all aspects of a situation and make **thorough, deliberate, and well-reasoned decisions**.
- **Explore all viewpoints**. We are open to hearing from others, learning from them and compromising, when needed.
- **Stay cohesive, collaborative, collegial, and connected** to the manager and to each other.
- **Demonstrate respect for all opinions**, especially in public. And we support the decisions of the board. Once decisions are made by the majority, we support that decision.
- Tackle **new and novel ideas** and processes.

3:30 Next Steps: What else needs to happen to make sure our priorities are actionable?

Evaluation of the Day

- What did I/others do well today?
- What might I/others do differently next time?

4:00 Adjourn

Exhibit One

Short-term	Medium-term	Long-term
<p>Plan to install fiber between town facilities</p> <p>Large increase in permit processing workload.</p> <p>Internal operations will need to change to accommodate more building</p> <p>Continue to pursue hospital/medical park in Wendell Falls commercial district</p> <p>Changes to Town Hall complete. Safety and efficiency improved. This experience will inform design and plans for possible new Town Hall</p> <p>Opportunities to strengthen relationships with developers</p> <p>Area traffic hot spots could get worse, especially with increased development</p> <p>Funding for PARTF/ Park improvements in hand: ADA walking trails, paved parking, game courts, multipurpose fields</p>	<p>Housing starts in Wendell 'proper' spurred by Wendell Falls development</p> <p>Service expectations and increased residential population will drive the need to provide additional town staff in all departments and possibly add an economic development position</p> <ul style="list-style-type: none"> • Add money for staff training and skill development? • Develop new processes to meet increased demand? • Expectation to add neighborhood parks? <p>Demands on transportation network(s) and options</p> <p>Focus on identifying funding options, such as bonds, loans, pay-as-you-go, to meet demands</p> <p>Unknowns:</p> <ul style="list-style-type: none"> • Will the legislature continue to erode municipal authority? • Will federal regulations increase in relation to storm water regulations? • What will be the CAMPO (transportation) funding priorities? Can Wendell benefit? 	<p>Select site for New Town Hall</p> <p>Consider adding new regional park with facilities that meet citizen expectations</p> <p>Demographic Change with addition of residents to Wendell Falls: Higher income</p> <ul style="list-style-type: none"> • How might this affect desired representation on town board? E.g., move to districts • Impact on lifestyle expectations? Service expectations? • Consider ways to integrate new residents, keep focus town wide and one community • Balance keeping current businesses and attracting new ones to support new residents; balance residential and commercial needs <p>Demands on staffing, equipment, financing of public works, police, planning, transportation</p> <p>Adequate water and sewer infrastructure to attract developers?</p> <p>Focus on key relationships, e. g., Wake County, school system</p> <ul style="list-style-type: none"> • Infrastructure needs • Support of school system to enhance quality. What can town do?

Exhibit One

Getting the Work Done	
Behavior	Suggested Change
Preparation for meetings	
Time spent during the meetings	
Communication between meetings	
Making and upholding decisions	
Stewardship of resources	
Considering new or different types of information	
Interpersonal relationships	
Relationships with people from other organizations or jurisdictions	
Holding each other accountable	