

# **TOWN OF WENDELL**

## **BOARD OF COMMISSIONER RETREAT MINUTES**

### **February 23, 2019**

The Wendell Town Board of Commissioners held their Board Budget Retreat meeting on Saturday, February 23, 2019, at the Clayton Center, 111 E Second Street, Clayton NC 27520.

#### **ATTENDEES:**

Mayor Virginia Gray  
Mayor Pro Tem Jon Lutz  
Commissioner John Boyette [*arrived at 9:11 AM*]  
Commissioner David Myrick  
Commissioner Ben Carroll  
Commissioner Jason Joyner  
Town Manager Marc Collins

Finance Director Butch Kay  
Planning Director David Bergmark  
Parks & Recreation Director Jeff Polaski  
Public Works Director Brian Bray  
Police Chief Bill Carter.  
Special Assistant to the Manager-Town Clerk  
Sherry Scoggins

#### **Welcome and logistics**

Mayor Gray called the meeting to order at 9:04 a.m.

Town of Wendell  
Commissioner Retreat

February 23, 2019



## Retreat Agenda

- Welcome and Logistics
- Budget Process and Calendar
- Initial Trends, Forecasts, and Projections
- Baseline Budget
- **BREAK**
- Strategic Plan Prioritization
- Draft Capital Improvements and Debt Schedule
- **LUNCH**
- Department goals and measures
- Budget Layout and GFOA compliance
- Commission feedback
- **ADJOURN**

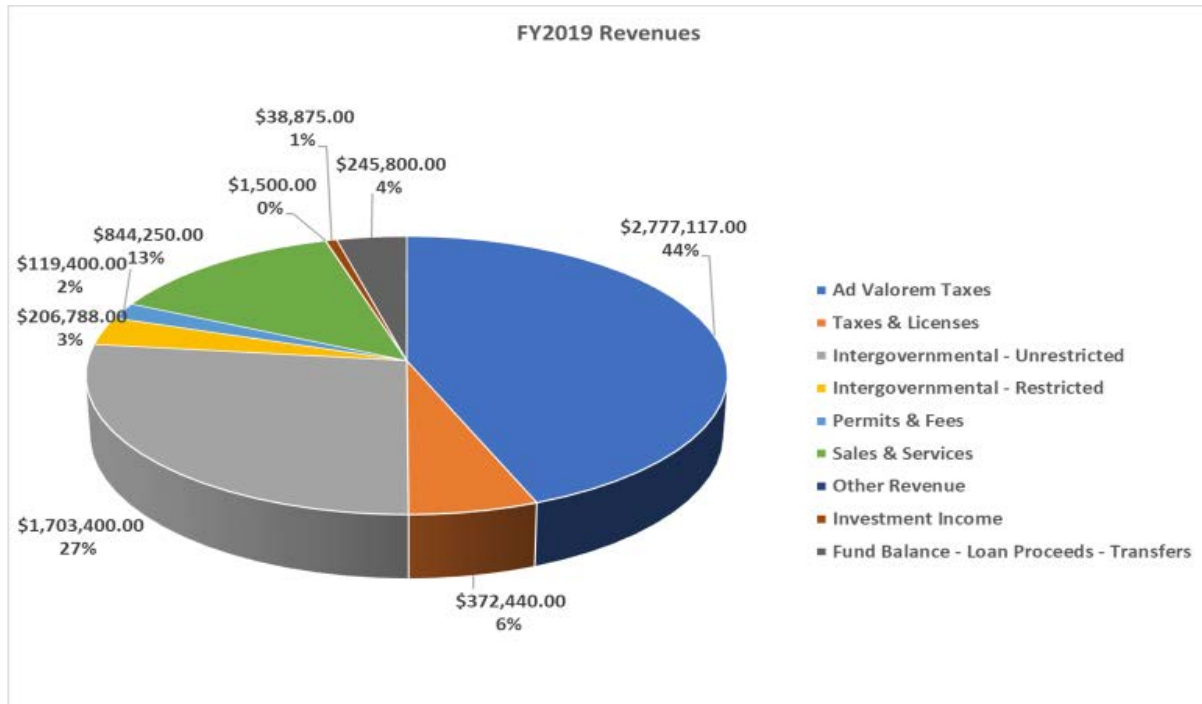
## Budget process and calendar

## FY 2020 Budget Calendar

- January 2019 (COMPLETE)
  - Kickoff and budget introductions
  - Staff preparations for Retreat
- February 2019 (COMPLETE)
  - Strategic initiative prioritization
  - Commission Budget Retreat
  - Initial policy review by staff
- March 2019
  - Financial Policy Update
  - Department and Capital Budget Development
- April 2019
  - Manager's Proposed Budget
  - Initial Budget Work Session
- May 2019
  - Budget Hearings
  - Budget Decision
- June 2019 (Reserved, if needed)
- July 1, 2019 (Start of FY 2020)
- August/September 2019
  - Mid-year Retreat for Strategic Plan Review

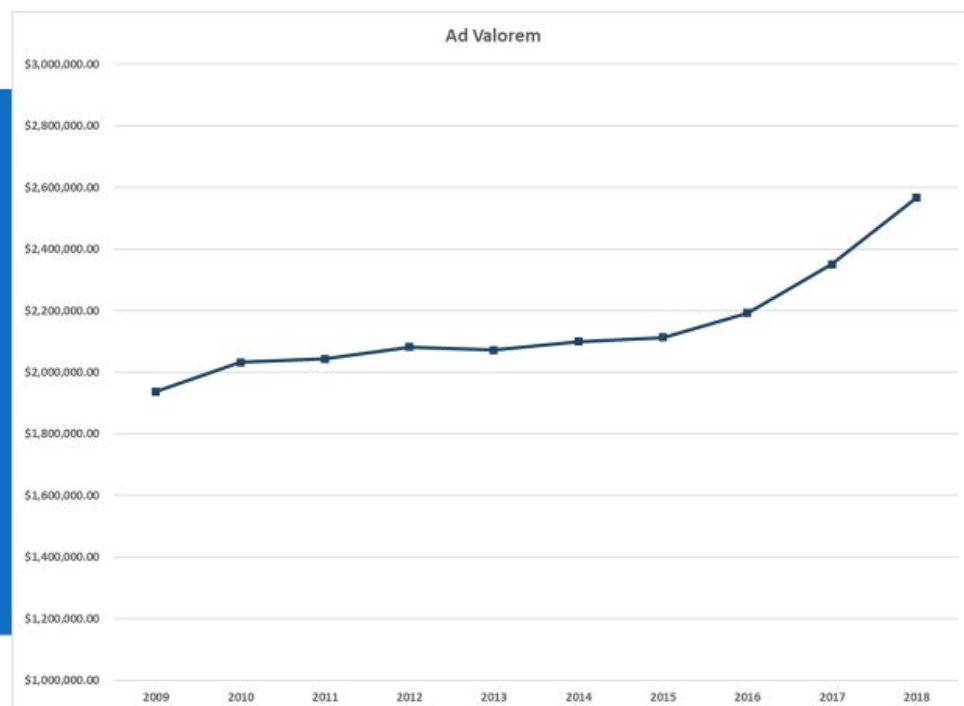


## Initial forecasts and projections for major revenues and expenses



### Projections, Trends, & Forecasts

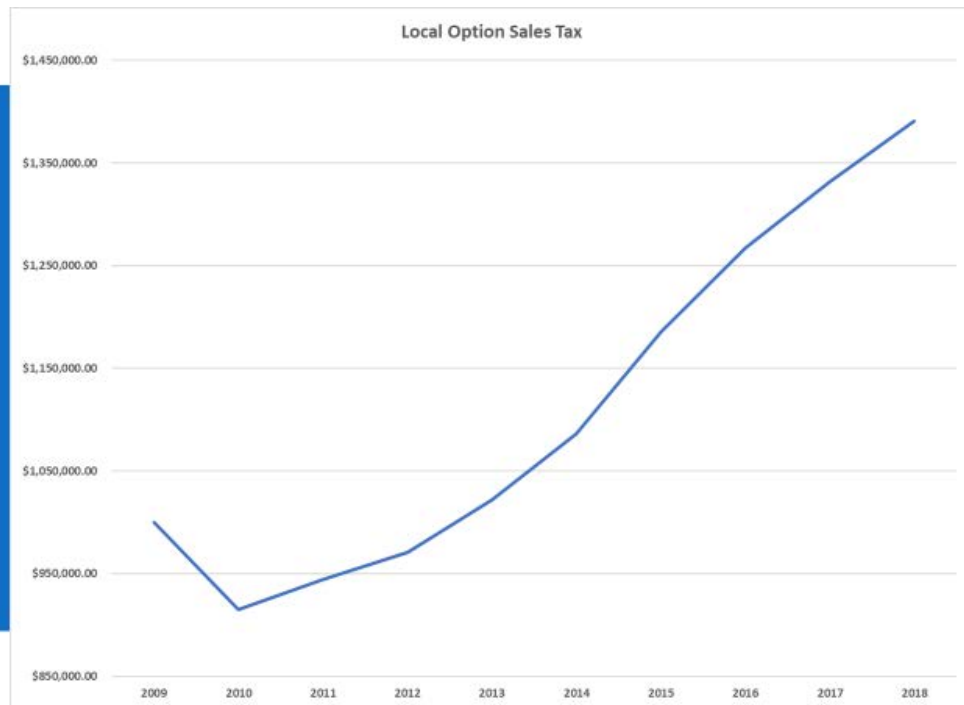
Property Tax





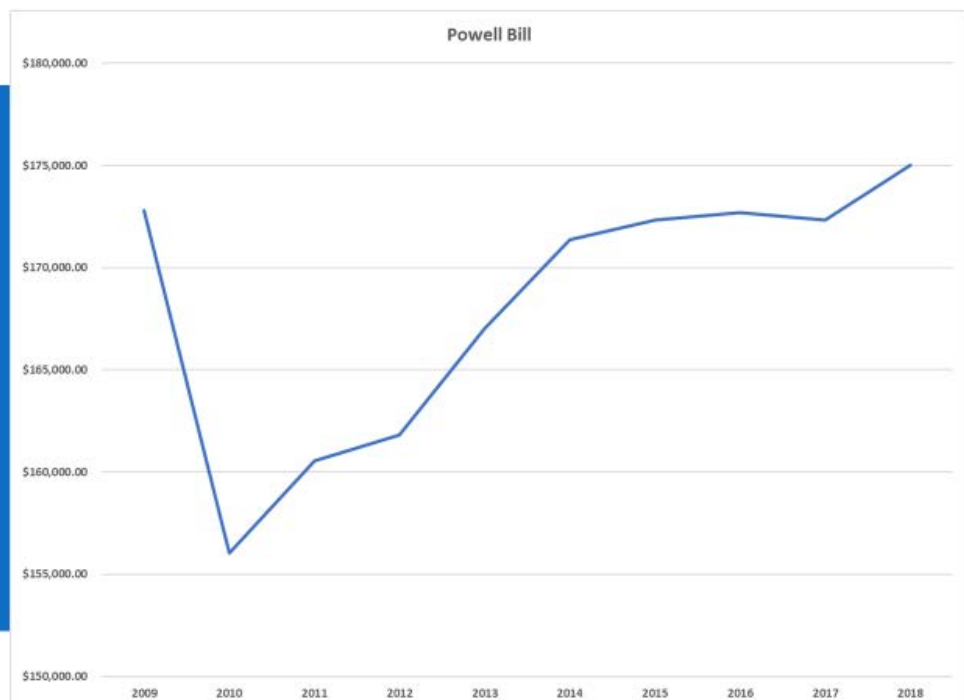
## Projections, Trends, & Forecasts

Sales Tax



## Projections, Trends, & Forecasts

Streets





## Projections, Trends, & Forecasts

Vehicle Tax



## Projections, Trends, & Forecasts

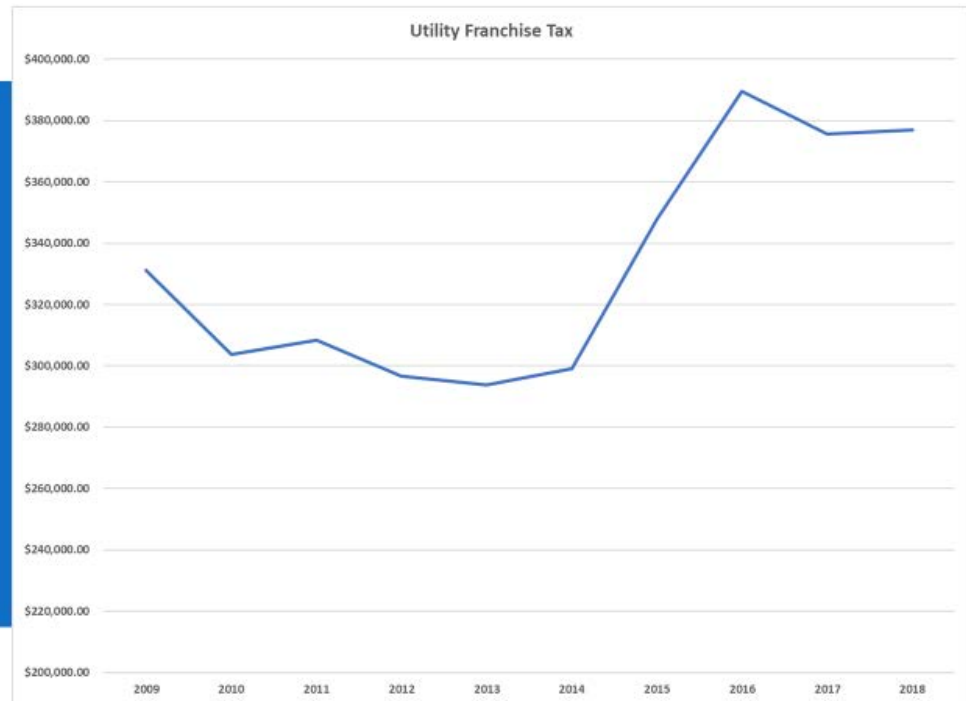
Vehicle License





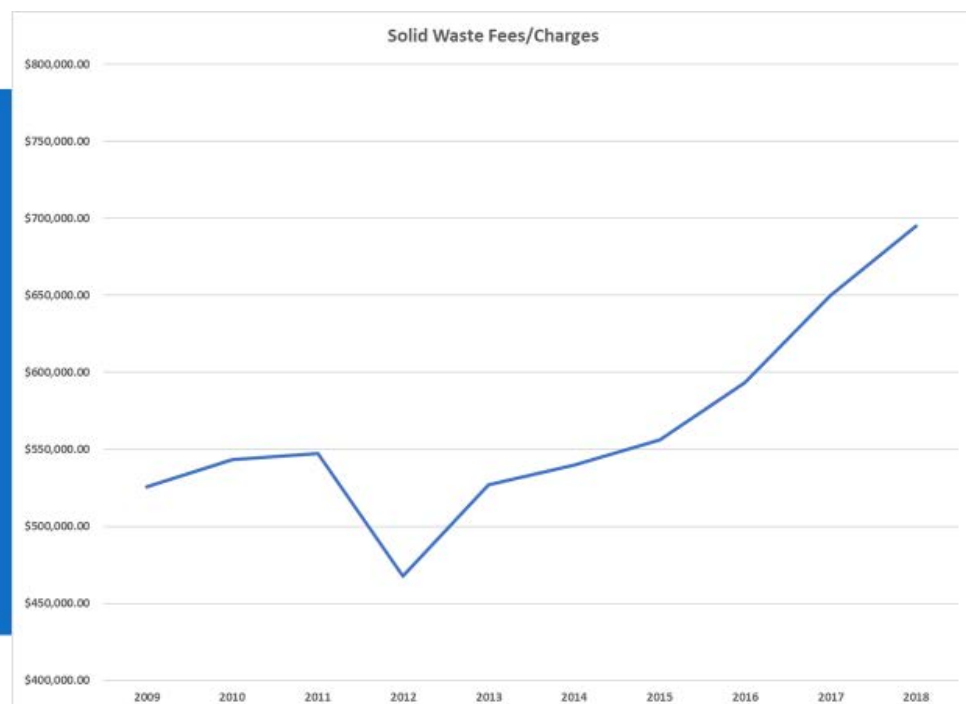
## Projections, Trends, & Forecasts

Utility Franchise



## Projections, Trends, & Forecasts

Solid Waste

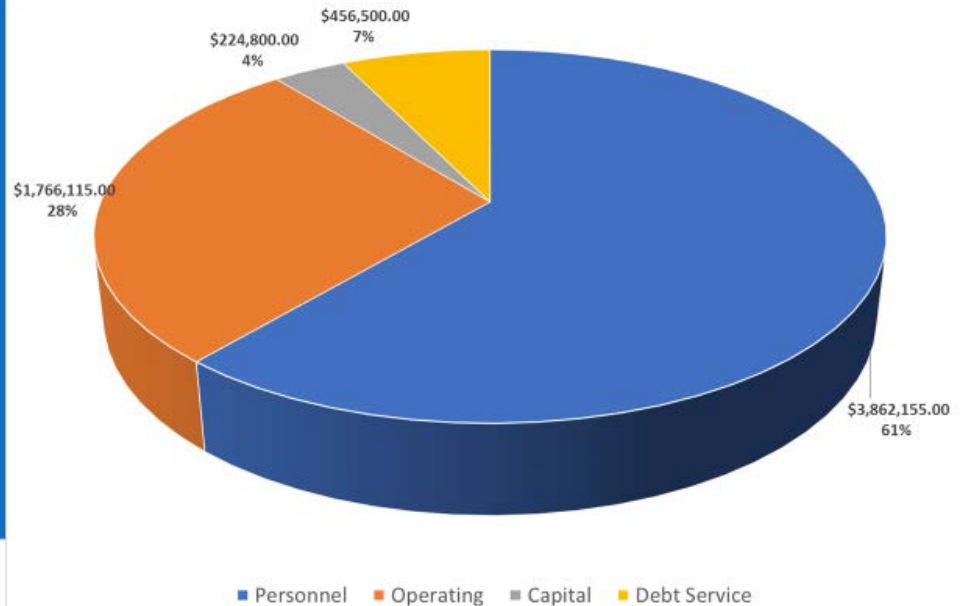




## Projections, Trends, & Forecasts

Expense Categories

### FY 2019 Expenditures by Category



### Budget at a glance – initial snapshot

## FY 2020 Baseline Budget (Handout)

- **Baseline Budget IS...**
  - First glance of past, current year, and look forward
  - Provides sense of operating budget challenges and opportunities
  - Provides for maintenance of current service (baseline)
  - Identifies likely additions (baseline plus)
- **Baseline Budget is NOT...**
  - The Manager's Proposed Budget
  - Final numbers or needs
  - Capital and Debt Schedule
  - Policy



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Town of Wendell FY 2020 Baseline Budget								
FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 19 Projected	Description	FY 20 Baseline	Base Notes	FY 20 Baseline Plus	Plus Notes
				Revenues				
2,367,259	2,577,258	2,777,117	2,837,091	Ad Valorem Taxes	3,245,700	\$470k increase	3,248,700	\$470k increase
323,035	390,883	372,440	430,671	Taxes & Licenses	372,440	level	423,200	growth
1,773,645	1,835,252	1,703,400	1,840,680	Intergovernmental (Unrestricted)	1,703,400	level	1,814,500	growth
200,267	473,425	206,788	265,686	Intergovernmental (Restricted)	177,500	less grants	182,000	less grants
126,323	145,629	119,400	139,502	Permits & Fees	119,400	level	137,250	growth
855,909	957,324	844,250	923,075	Sales & Services	844,250	level	843,150	level
4,427	11,841	1,500	152,692	Other Revenue	1,500	level	2,700	growth
32,227	67,884	38,875	98,616	Investment Income	38,875	level	95,000	projection
2,185,851	507,000	245,800	0	Loan Proceeds and Transfers	0		0	
<b>7,868,943</b>	<b>6,966,496</b>	<b>6,309,570</b>	<b>6,688,015</b>	<b>Total Revenue</b>	<b>6,503,065</b>		<b>6,746,500</b>	
				Expenses				
						2% COLA, No capital		Same + 1% Merit, 10% health inc
89,124	98,059	72,400	72,400	Governing Body	100,900	audit, attorney, & election	100,900	same
254,105	263,544	377,350	374,504	Administration	354,175	full clerk salary	358,800	same
111,039	124,940	197,760	146,148	Information Technology	182,760	level	182,760	level
254,370	267,705	300,500	308,968	Finance	382,675	split from admin	388,000	same
878	1,153	600	5,600	Economic Development	600	level	10,600	\$10k façade grant
291,884	323,736	288,050	290,014	Community Development/Planning	324,650	full planner, legal, engineer	339,100	same
246,568	660,928	172,745	284,250	Public Buildings & Grounds	166,640	utilities, maint., senior ctr	166,940	same
1,268,803	1,757,274	1,767,210	1,595,682	Police - Law Enforcement	1,669,902	full year FTE, training, utilities	1,729,450	same + 1 new FTE w/ equip.
-1,968	691	8,100	8,100	Fire Services	4,900	less Haz Mat	4,900	less Haz Mat
1,202,262	1,481,348	1,447,185	1,643,158	Public Works	1,500,225	Full admin, equip leases, Code	1,574,000	same + drainage, sidewalks, OT
1,377,953	155,370	173,500	152,000	Powell Bill	173,500	level	175,000	small increase
740,185	1,305,029	677,815	766,009	Parks & Recreation	671,675	Equip lease, utilities, maint.	737,810	same + new maint FTE, PT
606,543	756,108	823,855	862,768	Non-Departmental	865,675	rate increases + debt	905,100	same + new employees adjust
1,000	2,500	2,500	2,500	Special Appropriation	2,500	level	2,500	level
<b>6,442,745</b>	<b>7,198,386</b>	<b>6,309,570</b>	<b>6,512,100</b>	<b>Total Expenses</b>	<b>6,400,777</b>		<b>6,675,860</b>	
<b>1,426,198</b>	<b>-231,890</b>	<b>0</b>	<b>175,915</b>	<b>Surplus/Deficit</b>	<b>102,288</b>		<b>70,640</b>	

Manager Collins provided “Town of Wendell FY 2020 Baseline Budget” handout; incorporated into the minutes as an attachment.

Finance Director Butch Kay provided an overview of the baseline plus. He added these are estimated projections. The Town is awaiting the North Carolina League of Municipalities numbers.

**BREAK**

**Strategic Plan prioritization**





### Goal 1: Downtown Vibrancy, Economic Growth, & Community Character

1. Seek to implement recommendations developed during the NC Department of Commerce engagement meeting with Downtown stakeholders and businesses.
2. Evaluate existing Downtown grant opportunities, like the façade grant program, and update to reflect goals related to desired uses.
3. Revise the zoning uses for the Downtown are in the Unified Development Ordinance to community and business preference and market needs.
4. Review current special events sponsored by the Town and work with community organizations to enhance existing events and develop sustainable, year-round events.
5. Establish a Special Event policy and process.
6. Identify opportunities for mid and long-term use for the Wendell Elementary School property in coordination with Wake County Schools.
7. Identify opportunities for infill housing and commercial development in Downtown and establish a program to promote the potential development or redevelopment projects.
8. Update the economic development strategic plan to reflect the NC Department of Commerce vision, stakeholder, and engagement sessions to include an action plan for implementation.

### Goal 1: Downtown Vibrancy, Economic Growth, & Community Character

9. Evaluate the establishment of either an in-house, contract, or hybrid service delivery for economic development.
10. Develop marketing material and service level data to assist in economic recruitments and annexation.
11. Establish a Wendell Falls Corridor Action Plan to encourage appropriate development, connectivity, and infrastructure extension.
12. Establish a broadband policy and action plan.
13. Work with Newland Communities and area health systems to encourage the development of a hospital and medical park in the Wendell Falls commercial district or other suitable location.
14. Conduct a comparative growth analysis with area jurisdictions to determine best practices and avoidable issues related to growth to maintain a positive quality of life.
15. Establish growth boundaries with Archer Lodge and Rolesville.
16. Complete a small area plan with a focus on connecting Downtown to major interchanges to evaluate opportunities and impediments to development, annexation, public facilities, and preservation.
17. Initiate planning to update the Comprehensive Land Use Plan and update associated development and transportation plans to incorporate the update.

For Goal 1, the Board of Commissioners selected the following as Top Priorities: 7 and 11.

For Goal 1, the Board of Commissioners selected the following as High Priorities: 4, 6,



9, and 13.

For Goal 1, the remaining goals will stay on the list.

## Goal 2: Public Safety and Neighborhood Improvement

1. Establish an action plan for the police department to achieve Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation and initiate policy review and development to implement.
2. Identify methods and seek department-wide training to proactively and consistently utilize community engaged policing methods.
3. Identify opportunities to improve officer health and safety through the promotion of physical fitness, use of employee assistance programs, ergonomic equipment, and like practices.
4. Seek opportunities and programs to improve traffic and pedestrian safety near school sites.
5. Evaluate the towing rotation policy and parking enforcement practices to incorporate Wendell Falls streets and Downtown event parking.
6. Expand officer participation in Crisis Intervention Training to expand existing capabilities beyond the supervisory level to properly assist persons in crisis receive appropriate agency referrals.
7. Partner with external stakeholders to address illegal drug (opioid) issues in the community to include enforcement and referral to treatment and support opportunities as the problems are identified.
8. Develop a pilot project for a "neighborhood clean-up day" to connect citizens in-need to resources for home and yard improvements, encourage voluntary efforts, and improve public spaces for a targeted geographic area.
9. Evaluate housing stock and identify opportunities to encourage diversity of housing types, promote infill development, and provide for connectivity, beautification, and park improvements.

For Goal 2, the Board of Commissioners selected the following as Top Priorities: 1 and 3

For Goal 2, the Board of Commissioners selected the following as High Priorities: 4 and 6.

For Goal 2, the remaining goals will stay on the list.

Commissioner Myrick questioned item 7. Police Chief Carter stated HIPPA prevents a great deal of information exchange.

**ACTION:**

After discussion by the Town Board of Commissioners, staff is requested to provide a monthly police activity report.



### Goal 3: Infrastructure, Transportation, and the Environment

1. Establish an infrastructure plan for the connection and extension of water and sewer for inclusion in the capital improvement plan to promote development, annexation, and close service gaps.
2. Evaluate the water allocation policy for efficiencies in cost and providing necessary infrastructure to encourage appropriate growth.
3. Complete a review of comparative stormwater practices and programs and present a recommended program that includes a prioritization of needed projects and maintenance of existing infrastructure.
4. Seek opportunities to improve the Transportation Plan to balance necessary improvements to occur in a timely manner with economic development, including the Wendell Boulevard widening.
5. Prioritize and prepare intersection improvements for NCDOT and CAMPO funding processes.
6. Establish an eligible projects list for transportation, bike, and pedestrian improvements through CAMPO administered funding sources for inclusion in future capital improvement plans.
7. Establish a facility and lands prioritization list to identify future acquisition needs with funding strategies for inclusion in the capital improvement plan.
8. Submit the Wendell Boulevard Sidewalk Project to CAMPO in FY 2020 for construction in FY 2021.
9. Identify new bus stops and work with regional transit partners to develop implementation strategies.
10. Review solid waste service levels and contract for efficiencies and service improvement options.

For Goal 3, the Board of Commissioners selected the following as Top Priorities: 1 and 5

For Goal 3, the Board of Commissioners selected the following as High Priorities: 2, 4, and 7.

For Goal 3, the remaining goals will stay on the list.



#### Goal 4: Parks, Recreation, Special Events, & Culture

1. Complete the development and plan for implementation of a comprehensive parks and recreation master plan to guide future recreation services and facility needs.
2. Evaluate the fee-in-lieu policy for parks in the Unified Development Ordinance (UDO).
3. Identify and provide for the acquisition for the next active recreation site identified in the parks and recreation master plan.
4. Update the park plan for the Wendell Town Park to identify next steps for the use of the "new" areas.
5. Develop a plan to link Wendell Falls to Downtown and the Park by greenway that allows for multiple transportation options.
6. Evaluate the transition of Main Street Extension to a greenway connector to Downtown rather than a street for vehicles.
7. Initiate planning for signature special events to ensure sustainability, maintain attendee interest, and provide for appropriate growth.
8. Coordinate the development of a new Wendell Branch Library with Wake County to include space for historic preservation and community group meetings.
9. Identify methods to incorporate sports tourism and visitor marketing for awareness of special events and recreation offerings.

For Goal 4, the Board of Commissioners selected the following as Top Priorities: 1, 3, and 5

For Goal 4, the Board of Commissioners selected the following as High Priority: 7.

For Goal 4, the remaining goals will stay on the list.



## Goal 5: Organization culture and communication

1. Maintain GFOA financial reporting recognition and seek recognition for the budget submission as well.
2. Establish a quarterly (at least) update of strategic initiatives that includes the responsible party and timelines.
3. Evaluate current department policies and practices to enhance efforts to improve customer service.
4. Establish an online agenda that includes background materials and the opportunity for public comment.
5. Develop a communication plan to market Wendell to external interests and increase communication for internal interests.
6. Establish biannual retreats for the Commission and a biennial strategic planning process that provides for community and stakeholder input.
7. Determine requirements for compliance with the Americans with Disabilities Act, as amended, and prepare a transition plan as necessary for facilities, infrastructure, programs, and communication.
8. Complete a review of the Charter and procedural rules of the Commission.
9. Evaluate human resources policies for overtime, insurance selection, employee evaluation, compensation, comparative benefits, and training programs.

For Goal 5, the Board of Commissioners selected the following as Top Priorities: 2, 8, and 9.

For Goal 5, the Board of Commissioners selected the following as High Priorities: 3 and 5.

For Goal 5, the remaining goals will stay on the list.

### **Draft CIP and Debt Schedule**



## Draft Capital Improvement Plan and Debt Schedule (Handout)

- 5-Year Capital Improvement Plan
  - Year 1 – Capital Budget
  - Year 2 to 5 – Planning
- Identifies revenue and expense
- Includes debt service and schedule
- Not complete at this time, but will include
  - Department requests
  - Plan implementation
  - Asset replacement
  - Project descriptions (description, cost estimate, funding, phasing, department responsible, maps/pictures, and tie to policy)

### **LUNCH & walking tour/photo preference (weather dependent)**

Due to the wet weather, the catered BBQ City lunch was enjoyed indoors.

### **Department goals, work units, and performance measures**



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## Department Goals, work units, & performance measures



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- This IS...

- Recognize achievements and challenges
- Connection between core service and organization goals
- Key work units and performance measures
- Ability for Commission to direct policy
- Data to drive an operating report (Snap Shot)
- A starting point to build on...

- This is NOT...

- The department line item budget
- All that departments do or accomplish
- Final wording and needs

**Parks & Recreation:** Parks & Recreation Director Jeff Polaski:

## Parks & Recreation



- Three Achievements in FY 2019

- 1. New program development
- 2. Special event popularity
- 3. Maintenance building construction

- Challenge in FY 2020

- Maintenance of facilities, fields, and park

FY 2019 Achievements:

***Parks & Recreation Department***

**Small Town. Big Charm.**





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1. New program expansion to activate the improved and expanded facilities included the addition of the community garden, dedicated gym access for special populations, kickball, wiffleball, and a tennis program.
2. Community participation and awareness of special events continued.
3. Completion of the new park maintenance building behind the community center.

FY 2020 Challenge:

The expansion of the park, increased program demand, and popularity of special events necessitated increased time of existing staff away from maintenance. In order to protect the investment made and to continue the current level of service provided, a new parks maintenance position is critical to coordinate building, field, and park maintenance schedules and tasks are completed in a timely manner.

Department Goals, Work Units, and Performance Measures:

1. Evaluate existing recreation programs to increase participation levels to ensure a diverse offering that is relevant to the whole community.

Work Unit:

- Total program registrations
- Number of programs

Performance Measures:

- Increase participation in programs by 2%
  - Demonstrate that program offerings are inclusive and diverse
2. Improve maintenance and operational efficiency throughout the park system to ensure quality facilities and varied park offerings.

Work Units:

- Daily, weekly, monthly, and annual inspection numbers for parks and recreation facilities and equipment.

Performance Measures:

- Complete checklists for facilities and equipment with appropriate actions taken at least 95% of the time.
3. Evaluate special events to increase participation and enhance the value to the community.

Work Units:

- Number of events managed
- Number of community/social media posts
- Rough attendance estimates for events

Performance Measures:

- Complete an evaluation of all special events to establish baseline Town resource requirements.
  - Increase rough attendance estimates for special events by 3%.
4. Provide a high quality and diverse park system for all ages, abilities, and interest groups.

Work Units:

- Completed Comprehensive Parks and Recreation Master Plan
- Average budget investment per acre of park (National: \$6,589, Wendell FY 2019: \$5,539)
- Parks per capita (National: 1 park per 2,114 residents, Wendell: 1 park per 7,200 residents)
- Open space per capita (National: 10 acres per 1,000 residents, Wendell: 17.4 acres per 1,000 residents)
- Public playgrounds per capita (National: 1 playground per 3,600 residents, Wendell: 1 playground per 7,200 residents)

Performance Measures:





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- *Complete the Comprehensive Parks and Recreation Master Plan and identify initial implementation steps for inclusion in future budgets.*

[Following the Parks & Recreation Department update, Parks & Recreation Director Polaski departed for the Princess in the Park event hosted at the Wendell Community Center.]

**Administration & Finance:** Special Assistant to the Town Manager Sherry Scoggins:



- **Three Achievements in FY 2019**

- 1. Manager and Clerk Recruitments
- 2. Strategic Plan
- 3. visit Raleigh Visitor Guide feature

- **Challenge in FY 2020**

- New positions and roles

### **Administration Department**

#### **FY 2019 Achievements:**

1. *Collaborated with the Town Board with the Town Manager Assessment process by securing location for the assessment center, facilitating meals and observing the statutory processes for meeting notices and journaling. New Town Manager appointed and sworn in.*
2. *Worked with Town Board and departments in the development and adoption of the 2019 Town of Wendell Strategic Plan.*
3. *Partnered with Newland Communities with a communication feature in the 2019 May visit Raleigh publication. With the final draft completed late January, the piece has an edgy vibe making Wendell a destination for outside visitation.*

#### **FY 2020 Challenge:**

*The Administration faces a training challenge in FY 2020 with all three positions (Manager, Special Assistant to the Manager, and Town Clerk) either new to the community or assuming a new role. Time allocation and prioritization will be required to allow for necessary training and organization development to occur.*



Department Goals, Work Units, and Performance Measures:

5. *Provide quality service in the execution, index and maintenance of records; develop agendas and draft minutes; and prepare and maintain appointment records for the Town Board of Commissioners.*

*Work Unit:*

- *Meetings attended*
- *Minutes drafted*
- *Agendas developed*
- *Number of citizen advisory boards*
- *Number of members serving on all citizen advisory boards*
- *Number of members with terms expiring*
- *Number of letters to members with terms expiring*

*Performance Measures:*

- *Percentage of agendas/packets distributed Wednesday prior to the meeting:*
  - *Percentage of minutes adopted without correction*
  - *Average work hours per set of minutes*
  - *Percentage of minutes completed within four days following meeting*
  - *Percentage of Board documents indexed and distributed within two days following Board action*
  - *Percentage of nomination lists presented to the Board four weeks prior to expiration of term*
  - *Continue professional education and development to achieve clerk certification*
6. *Seek to provide transparent governance and timely correspondence to the Commission and community using appropriate and innovative communication methods and media.*

*Work Units:*

- *Number of weekly correspondences*
- *Number of social media posts developed and shared*
- *Website and social media numbers*
- *Topic memos and correspondence to the Commission*
- *Speaking engagements and civic organization participation*

*Performance Measures:*

- *Develop a communication plan to market Wendell to external interests and increase communication for internal interests.*
  - *Develop and/or share new social media content for each department at least every other two weeks at least 95% of the time.*
  - *Provide a weekly correspondence from management to the Commission at least 92% of the time.*
7. *Build an inclusive and diverse Town organization that promotes employee development, effective public service, and innovative efficiencies.*

*Work Units:*

- *Number of employees*
- *Leave days taken*
- *Turnover rate*

*Performance Measures:*

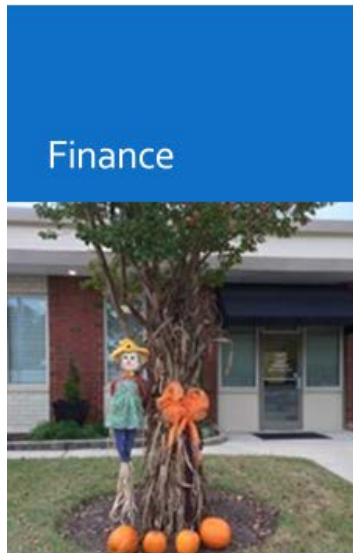
- *Maintain a turnover rate of employees leaving the organization under 12%.*
- *Increase certificates and courses taken by staff by 10%.*
- *Review and update, as appropriate, at least 33% of the Town personnel policies.*



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- *Complete a compensation and classification study and update all job descriptions.*

**Finance:** Finance Director Butch Kay



- **Three Achievements in FY 2019**
  - 1. GFOA Award received for FY 2017 CAFR
  - 2. Unqualified Audit Opinion for FY 2018
  - 3. Prepared FY 2018 CAFR and submitted to GFOA
- **Challenge in FY 2020**
  - Contracts and procurement compliance

### ***Finance Department***

#### **FY 2019 Achievements:**

1. *Obtained Certificate of Achievement award from the GFOA (Government Finance Officers Association) on May 17, 2018 for the fiscal year 2017 for the CAFR (Comprehensive Annual Financial Report)*
2. *Obtained an unqualified opinion from the auditors for the fiscal year 2018. The audit report was submitted to the LGC (Local Government Commission) prior to the October 31st deadline and was approved by the Board of Commissioners at the January 14, 2019 meeting*
3. *Submitted the CAFR for the fiscal year 2018 on December 18, 2018. Pending Certificate of Achievement award.*

#### **FY 2020 Challenge:**

*Ensure that organization procurement and purchasing practices are legally compliant. To accomplish this challenge, the department would need the resource of an additional staff member dedicated to assist all departments. A centralized purchasing system could result in cost saving measures and provide an efficient procurement process.*

#### **Department Goals, Work Units, and Performance Measures:**

1. *Provide transparent and accurate fiscal management, inclusive communication and financial information to comply with governmental and regulatory requirements.*

*Work Unit:*



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- *Complete Audit, Comprehensive Annual Financial Report (CAFR), and Distinguished Budget Presentation Award*

*Performance Measure:*

- *Submit to the required agencies by established deadlines and receive certificates from the Governmental Finance Officers Association (GFOA) of the achievement for excellence in financial reporting*
2. *Maintain customer service for accounts payable by providing timely invoice processing to vendors for goods and services.*

*Work Unit:*

- *Process 1,260 checks on an annual basis*

*Performance Measure:*

- *Complete weekly accounts payable and submit payments to vendors by established due dates at least 90% of the time*
3. *Maintain customer service to the organization by preparing accurate payroll to all employees including elected officials.*

*Work Unit:*

- *Prepare 26 payrolls on an annual basis*

*Performance Measure:*

- *Complete bi-weekly payroll in a timely manner to meet direct deposit deadlines with at least 95% accuracy.*
4. *Ensure that organization procurement and contracting practices are legally compliant and transparent.*

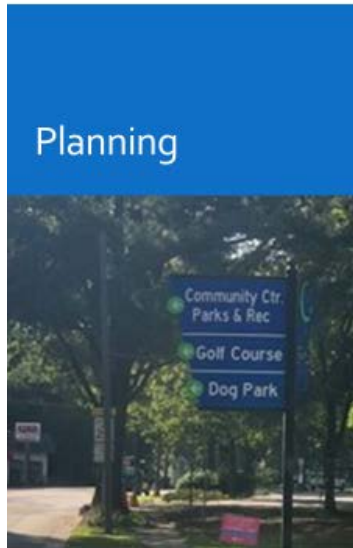
*Work Unit:*

- *Evaluation of all acquisitions of goods and services over \$30,000*

*Performance Measure:*

- *Achieve 100% legal compliance for purchasing and contracts.*

**Planning:** Planning Director David Bergmark



## Planning

- Three Achievements in FY 2019

- 1. Installation of 16 Wayfinding Signs
- 2. Issued 200 SF Permits to date in FY 2019
- 3. Commercial Construction Completed

- Challenge in FY 2020

- New staff requires training

### ***Planning Department***

#### **FY 2019 Achievements:**

1. Installation of 16 Wayfinding Signs throughout Wendell directing residents and visitors to key destinations and advancing the Town's branding efforts.
2. New Single-Family Building permits issued in FY 19 to date - 200
3. New Commercial Construction Completed in FY19 to date - Wendell Blvd EMS, AAA Louvers, Wendell ABC Store, & Cruizers Gas Station.

#### **FY 2020 Challenge:**

Performing key departmental functions in the face of significant growth in development and building activity, with new staff in place still learning Wendell procedures.

A planner 1 position was funded mid-year to help the department respond to growing needs. However, we will start the fiscal year with 3 members of a 4-person department all having less than 1 year of experience with the Town. To help address this concern, the department has increased its requested training budget with specific courses identified to assist new members obtain necessary knowledge and skills.

#### **Department Goals, Work Units, and Performance Measures:**

1. Proactively support regulatory changes to advance downtown vibrancy, sustainable economic growth, and community character.
  - a. Facilitate an update to the Town's Comprehensive Plan to reflect changing demographics, growth patterns, and desired outcomes.
  - b. Perform annual updates to the Wendell Unified Development Ordinance.
  - c. Revise the zoning uses for the Downtown area in the UDO to promote downtown vibrancy and better reflect community and business preference and market needs.

#### **Work Units:**

- Adoption of an updated Comprehensive Plan
- Adoption of town-initiated text amendments



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- *Adoption of identified UDO amendments for the Downtown area*

*Performance Measures:*

- *Establish core elements to be included, identify and select preferred consultant to assist with update, engage community in series of visioning workshops, and adopt updated plan within 2 years.*
- *Establish an annual schedule for town-initiated text amendments and adopt a minimum of 5 identified amendments during the period identified in the schedule (unless less than 5 total amendments have been identified during the year).*
- *By the end of Q1 of FY20, adopt UDO amendments related to uses in the Downtown, identified through the NC Department of Commerce engagement meetings.*
- 2. *Support and enhance economic growth and development in a manner which maintains a positive quality of life and reflects Wendell's unique community character.*
  - a. *Facilitate permitting activity within the Town in a clear, consistent, and timely manner.*
  - b. *Engage with local and regional partners to maximize opportunities for collaboration and advance mutually beneficial outcomes.*
  - c. *Identify opportunities for infill housing and commercial development in Downtown and establish a program to promote the potential development or redevelopment projects.*
  - d. *Update the economic development strategic plan to reflect the NC Department of Commerce vision, stakeholder, and engagement sessions to include an action plan for implementation.*
  - e. *Pursue capital projects which improve access to recreational amenities, institutions, retail, jobs, and basic services.*

*Work Units:*

- *New home permit issuance*
- *Trade Permit issuance*
- *Attendance at regional meetings and workshops*
- *Support 2020 Census efforts*
- *Attendance at quarterly update meetings with Wendell Falls*
- *Creation of a vacant property inventory*
- *Adoption of an updated economic development strategic plan*
- *Development of Wendell Blvd Sidewalk Design Study*

*Performance Measures:*

- *Schedule building plan review and complete zoning review within 4 business days of submittal.*
- *Issue residential trade permits within 48 hours of submittal. Issue commercial trade permits within 7 days of submittal.*
- *Have a planning department representative in attendance for at least 75 percent of all Technical Coordinating Committee, Wake County Economic Development Partner, and Community Development Block Grant meetings.*
- *Have a planning department representative present at all Complete Count Committee meetings and provide financial support for marketing efforts.*
- *Have a planning department representative present at all quarterly update meetings hosted by Newland Communities.*
- *By the end of Q1 of FY20, establish a downtown vacant property index for inclusion on the Town website.*
- *By the end of Q2 of FY20, adopt an updated economic development strategic plan.*





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- *Submit a request for proposals for an environmental and design study to be conducted for a proposed sidewalk project along Wendell Blvd between Wendell Elementary and the Food Lion Shopping Center. Select a consultant and complete the design study in FY19/20, in preparation of a LAPP project submittal (for ROW/Construction) to be submitted in FY20/21.*
- 3. *Pursue organizational improvements which enhance transparency, efficiency, and customer service.*
  - a. *Evaluate Neighborhood meeting requirements employed by neighboring jurisdictions to promote transparency and public participation in development decisions.*
  - b. *Evaluate departmental policies and procedures to establish more efficient service deliveries.*
  - c. *Facilitate a better understanding of Wendell's key zoning and development requirements through the creation of a condensed Wendell Development Frequently Asked Questions (FAQ) document.*
  - d. *Pursue and support opportunities for professional development and training.*

*Work Units:*

- *Development of a comparison table to identify the range of Neighborhood Meeting requirements employed by comparable communities.*
- *Development of a priority list of internal procedural changes to clarify and streamline zoning, development, and annexation application submittals.*
- *Completion of a Wendell Development FAQ document.*
- *Completion of training and certification courses.*

*Performance Measures:*

- *By the end of Q3 of FY20, bring a summarized report of Neighborhood Meeting requirement options for consideration and potential incorporation into Wendell's procedures.*
- *By the end of Q3 of FY20, develop a list of procedural improvements for consideration and potential incorporation into Wendell's procedures.*
- *By the end of Q2 of FY20, finalize a Wendell Development FAQ document for distribution.*
- *Planning Director to attend the NC APA conference in Wilmington October 8-11th.*
- *Planner I to complete the 'Foundations in Planning and Development Regulations' course offered by the School of Government in September of 2019.*
- *Planner I to complete the 'Zoning Practice' course offered by the School of Government in October of 2019.*
- *Attendance by 1 staff member at the 2020 Main Street Conference (Spring 2020).*

**Police:** Police Chief Bill Carter



- Three Achievements in FY 2019

- 1. Five (5) Patrol Vehicles Deployed
- 2. Grant received for Handguns and Equipment
- 3. Filled two vacant positions and one new position in process

- Challenge in FY 2020

- Establish and maintain Four (4 ) Officers for each Patrol Shift

### ***Police Department***

#### ***FY 2019 Achievements:***

1. Utilized the Asset Replacement Strategy to identify, order and deploy five patrol vehicles.
2. Received authorization to utilize federal grant funds to purchase and deploy replacement handguns and duty gear. Weapons and ammunition have been ordered with transition training and deployment scheduled to occur in June 2019.
3. Hired two patrol officers to fill vacancies created by promotion of a patrol officer to Sergeant and the resignation of a patrol officer to accept employment in the private sector. A third vacancy is in the final stages of being filled with certification pending from the North Carolina Criminal Justice Education and Training Standards Commission and a projected start date in early March 2019.

#### ***FY 2020 Challenge:***

Establish and maintain a patrol staffing level of 4 per shift which will allow for maintenance of current response times as the population grows across the Wendell community as well as create additional opportunities for officers to engage the community and complete training.

Addressing this challenge requires recruitment for two existing vacant positions, filling any future vacancies in a timely manner, and a FY 2020 budget request for an additional patrol officer and associated for the final position to complete the 4 per shift staff level.

#### ***Department Goals, Work Units, and Performance Measures:***

1. Provide high quality law enforcement services in order to promote a safe and secure community.
  - a. Continue to provide core police services of community patrol and response to emergency and non-emergency calls at current levels.
  - b. Review and enhance departmental policies, practices and training to achieve CALEA accreditation.





- c. *Expand use of electronic communication resources to provide public safety information and increase community partnerships.*
- d. *Enhance Community partnerships through consistent use of community-engaged policing methods.*

*Work Units:*

- *Call Volume (community patrol)*
- *Accreditation implementation plan (accreditation)*
- *Postings on approved social media/web sites (communications)*
- *Community engagement report*

*Performance Measures:*

- *Maintain a 90th percentile response time from time dispatched until on scene of 7 minutes.*
  - *Establish a core team tasked to investigate CALEA accreditation and to guide the organization to meet that standard within 3 years of signing CALEA contract.*
  - *Post at least one public awareness informational notice per week onto the approved social media/web sites.*
  - *Participate in a minimum of 12 community events per year which are focused on education, understanding and partnering across the diverse greater Wendell Community.*
2. *Ensure staff development is focused on policy development, recruitment, retention and personal development, ensuring that staff is invested in the enhancement of livable family-friendly neighborhoods.*
    - a. *Training Committee will complete a review of Career Development Program with a focus on community engagement, officer safety, and traditional law enforcement skill development.*
    - b. *Implement a Community Engagement Policing training program*
    - c. *Enhance training of Managers and Supervisors.*
    - d. *Utilize best practices to actively recruit the most suitable applicants from the available work force which represents the community.*

*Work Units:*

- *Published draft-revised Career Development Program.*
- *Published Training Guideline including accomplishments.*
- *Training Records.*
- *Published Recruitment Plan.*

*Performance Measures:*

- *By March 2020, Committee will submit a completed review and include any proposed changes for consideration.*
  - *By January 1, 2020, publish a Guiding Document that includes needs assessments, recommended training by position and methods to adjust as needed with a plan to implement by July, 2020.*
  - *Each manager/supervisor should attend a minimum of one criminal justice leadership/supervisory-based training program per year.*
  - *A recruitment team will be established and tasked with development and implementation, by November 2019, of a published recruitment plan, benchmarks and a reporting process to determine effectiveness.*
3. *Respond to community members in need in a manner that promotes compassion, support and understanding in order to promote safe neighborhoods and businesses.*
    - a. *Expand the number of officers trained to provide advanced crisis intervention support to community members.*



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- b. Identify community-based resources available to persons in crisis or in need of assistance.*
- c. Expand enforcement of drug violations.*

**Work Units:**

- *Training Records*
- *Resource Directory for Crisis Intervention*
- *Cases opened*

**Performance Measures:**

- *Assign at least two officers per year to attend formal Crisis Intervention Training.*
- *By December 2019, identify and provide public access to a Wake County relevant published resource referral guide to ensure persons in crisis can be directed to appropriate agencies that can best address their needs.*
- *Increase agency-initiated drug investigations by 25%.*

**Public Works:** Public Works Director Brian Bray



• **Three Achievements in FY 2019**

- 1. Overcoming loss of leaf truck
- 2. Department Restructure for Inspections & Code
- 3. Staff obtained CDL's

• **Challenge in FY 2020**

- Stepping up infrastructure and facility work

**Public Works Department**

**FY 2019 Achievements:**

1. *Overcoming the loss of the leaf truck and acquiring the alternative collection system.*
2. *Department restructure that incorporates Code Enforcement and inspections with additional staff assigned to maintain compliance from permit issuance to certificate of occupancy.*
3. *All staff required to obtain Class B commercial driver's licenses have obtained the license required by their job descriptions (8 of 13 public works employees).*

**FY 2020 Challenge:**

*Work to improve processes, maintenance practices, and partner coordination to improve public properties and infrastructure.*

**Small Town. Big Charm.**



Department Goals, Work Units, and Performance Measures:

1. *Provide municipal services and enforcement for the efficient and effective removal of leaf, limb, and debris; street clearing; timely code enforcement; solid waste contract management; and utility contract management.*

*Work Units:*

- *Total yards of debris collected: 1870 yards (leaf, limb, & street clearing)*
- *Total lane miles (all of town): 61.2 miles (leaf, limb, & street clearing)*
- *Code Violations: 816*
- *Inspections: (Driveway Inspections: 596, Foundation Inspections: 556, Final CO: 644)*

*Performance Measures:*

- *Provide weekly leaf and limb removal to the town 90% of the time, with the goal of completing the weekly route 50% of the time.*
  - *Provide a minimum of monthly street clearing service to all town-maintained roads at least 92% of the time.*
  - *Provide street clearing in the downtown service area twice per month 100% of the time.*
  - *Respond to all code enforcement service requests within 2 business days (or as scheduled) at least 90% of the time.*
2. *Ensure the maintenance, replacement, and extension of adequate sidewalk, street, stormwater, and street light infrastructure to maintain a high quality of life and clean environment for a growing community.*

*Work Units:*

- *Total miles of town sidewalk maintained: 30 miles*
- *Total miles of town streets maintained: 28.12 miles*
- *Total linear feet of known stormwater pipes (Public and Private)*
- *Total number of public streetlights: 885 (863 Duke Energy + 49 Town)*

*Performance Measures:*

- *Inspect all town sidewalks for maintenance needs two times per year.*
  - *Establish a sidewalk maintenance and replacement plan by the end of Q2 FY 2020.*
  - *Complete a monthly street condition inspection and fill potholes within one week 92% of the time.*
  - *Acquire engineering services to prepare a street resurfacing priority list by the end of Q1 FY 2020.*
  - *Clean all stormwater catch basins annually 100% of the time.*
  - *Complete monthly street light inspections and correct normal deficiencies within 3 weeks 92% of the time.*
3. *Maintain safe and efficient buildings, grounds, and streetscapes.*

*Work Units*

- *Number and square feet of facilities maintained: 6 buildings; 46,245 square feet total*
- *Work hours needed to complete the landscaping route: 72 per week*
- *Total facility work orders: 94 (Senior Center: 52, PD: 26, TH: 16)*
- *Total grounds work orders: 148*

*Performance Measures:*

- *Complete monthly needs and safety inspections for all buildings and grounds 100% of the time.*
- *Complete all town construction projects on time and within budget 100% of the time.*
- *Conduct mowing, landscaping, and weekly maintenance during season 85% of the time.*



- *Conduct maintenance inspection for Town Square and street scape two times per year and make needed repairs, as budget allows, within 30 days 92% of the time.*
- 4. *Develop operational practices to ensure proper maintenance of the town vehicle fleet and equipment, safety practices, and professional development.*

*Work Units*

- *Number of vehicles and equipment maintained: 29*
- *Total cost of vehicle maintenance: \$8,926.46*
- *Number of wrecks and incidents: 3*
- *Total training certificates received or renewed by the department last year 53*

*Performance Measures:*

- *Complete all vehicle and equipment service inspections weekly 98% of the time.*
- *Conduct a maintenance inspection within one week following use for heavy equipment 100% of the time.*
- *Maintain safety certifications for all employees, as applicable, 100% of the time.*
- *Provide training opportunities for all employees related to safety, equipment uses, and customer service at least 92% of the time.*

### **Budget document layout and GFOA compliance**

Manager Collins provided an overview of the budget document layout.

Concluding  
Thoughts



Manager Collins stated staff is in discussion with Barry Perry about the downtown parking lot adjacent to Perry's. If an agreement is reached, it would be for a long-term lease and a draft lease is in process.



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Mayor Gray requested a review of the rules of procedure and the Town's Charter. She added the elected officials will need to contact the clerk when he/she is unable to attend a Town Board meeting.

<b>ADJOURN</b>
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<b>ACTION:</b>
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Consensus of the Board of Commissioners to adjourn at 2:59 PM.
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Duly adopted this 28th day of May 2019, while in regular session.

**ATTEST:**

\_\_\_\_\_  
Virginia R. Gray,  
Mayor

\_\_\_\_\_  
Megan Howard  
Town Clerk