

March 12, 2020

The Board of Commissioners of Franklin County, North Carolina, met for Special Called Meeting (Budget Retreat) at 3:00 P.M. in the Commissioner's Conference Room located in the County Administration Building with the following Commissioners present: Chairman Sidney E. Dunston, Vice-Chair Shelley Dickerson, Harry L. Foy, Jr., Mark Speed, Cedric K. Jones, Sr. and Michael Schriver. Commissioner David Bunn was absent.

1. WELCOME

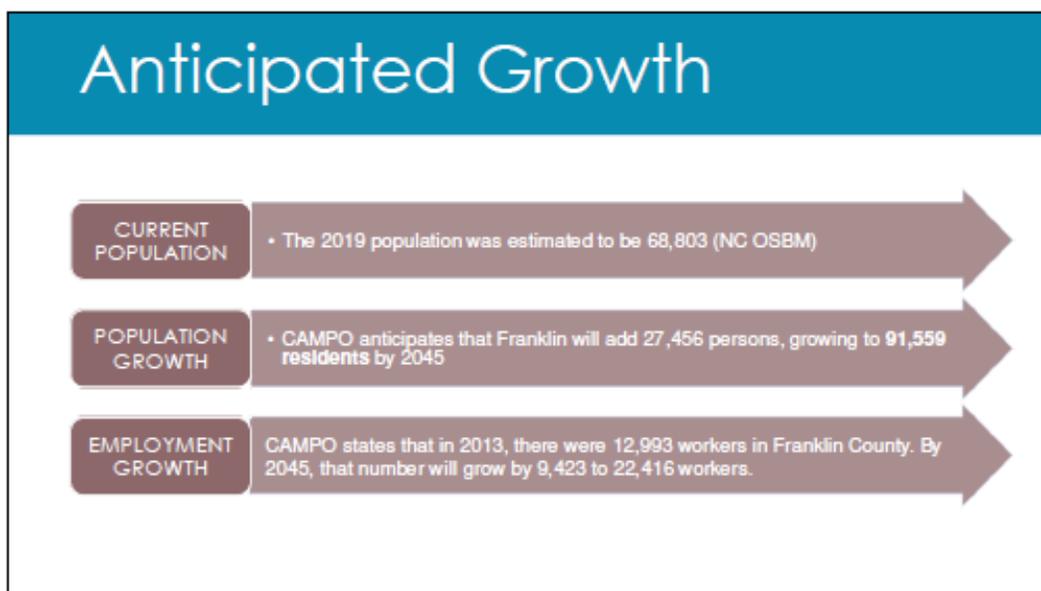
Chairman Dunston called the meeting to order and offered a brief welcome.

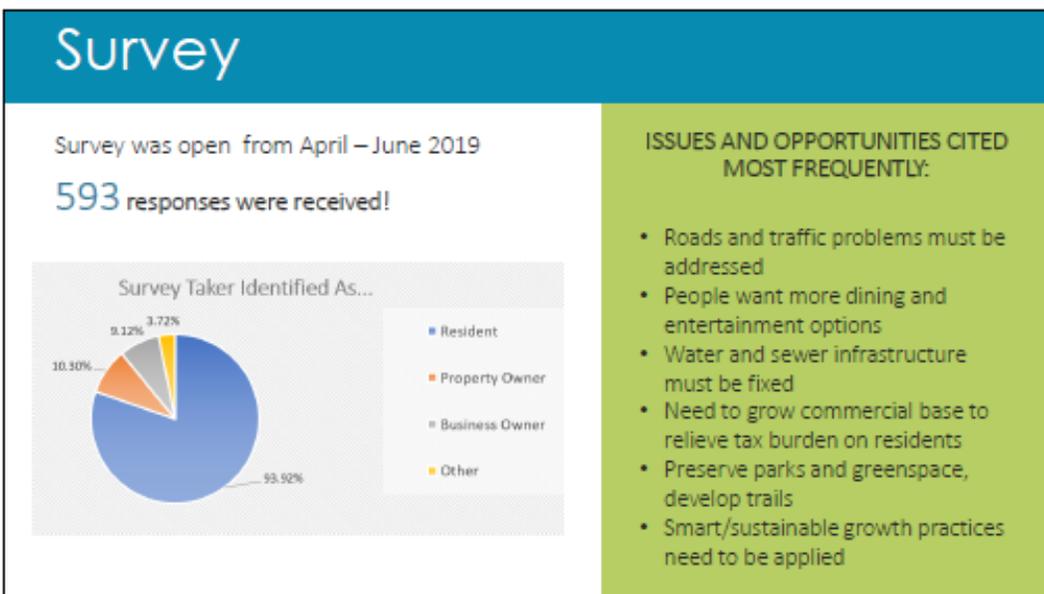
2. REVIEW OF RETREAT OBJECTIVE

County Manager Angela L. Harris reviewed the retreat objective: “Review goals and priorities and ensure the 2020-2021 budget provides financial support for those goals and priorities.”

3. PRESENTATION OF COMPREHENSIVE DEVELOPMENT PLAN (CDP)

Planning & Inspections Director Scott Hammerbacher presented an overview of the CDP. The item will be considered for approval at a future board meeting.

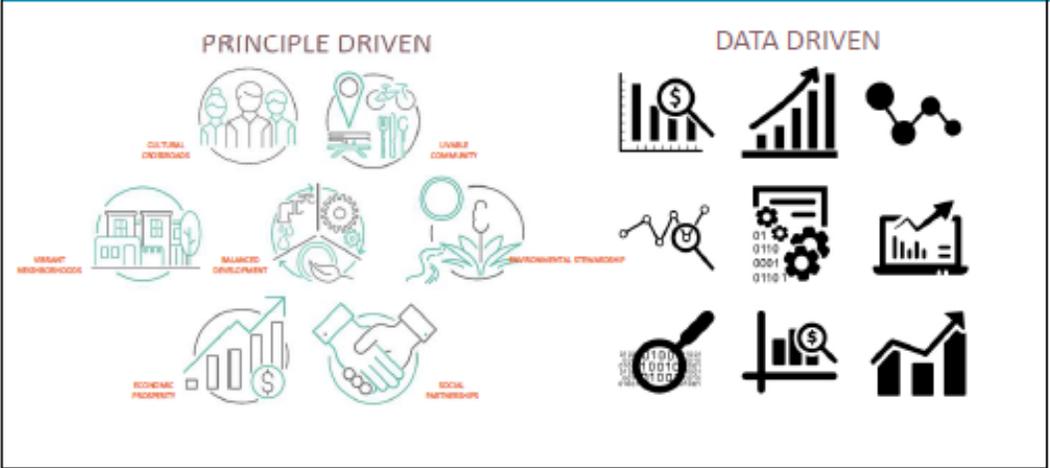




Goals & Stated Objectives

- Agricultural areas are strengthened
- Water quality is more easily maintained
- Development is occurring where existing capacity in infrastructure is available or feasibly extended
- Towns are centers of activity
- More jobs as employment areas are also mixed-use
- An expanded airport is the focus of a regionally important employment center
- The capacity of highway corridors is better protected
- Neighborhoods are a mix of products
- Rural living and hobby farms supported
- Rural crossroads provide centers
- Recreation takes on various forms

Principle & Data Approaches



Planning with Performance Measures

DESCRIBE.

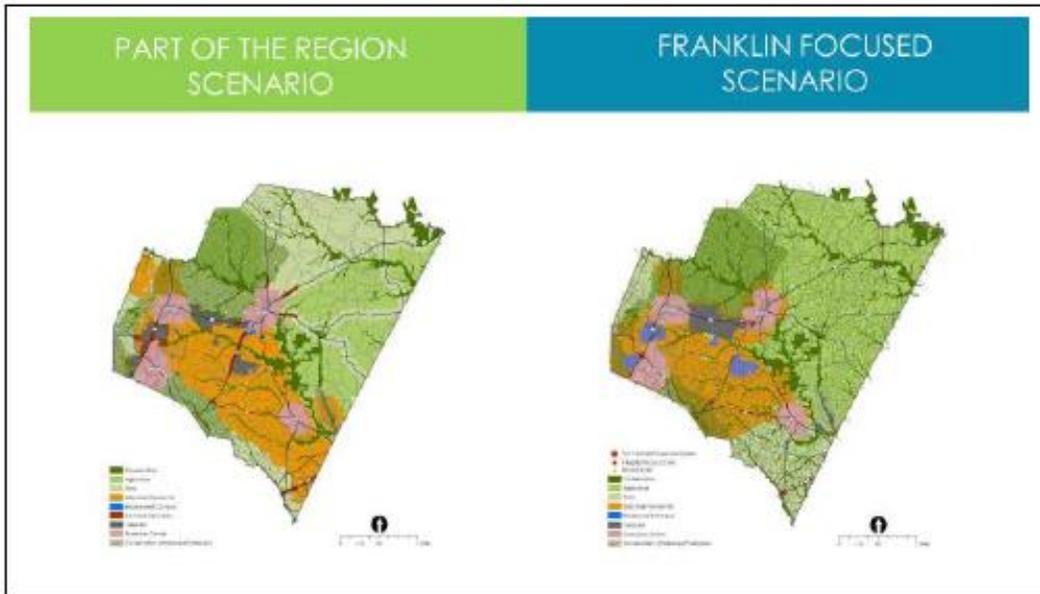
- Land Use Profile
- Development Status
- Population
- Employment
- Dwelling Units
- Square Feet

IMPACTS.

- Water
- Sewer
- Transportation
- Home Choices
- Conservation
- Impacts

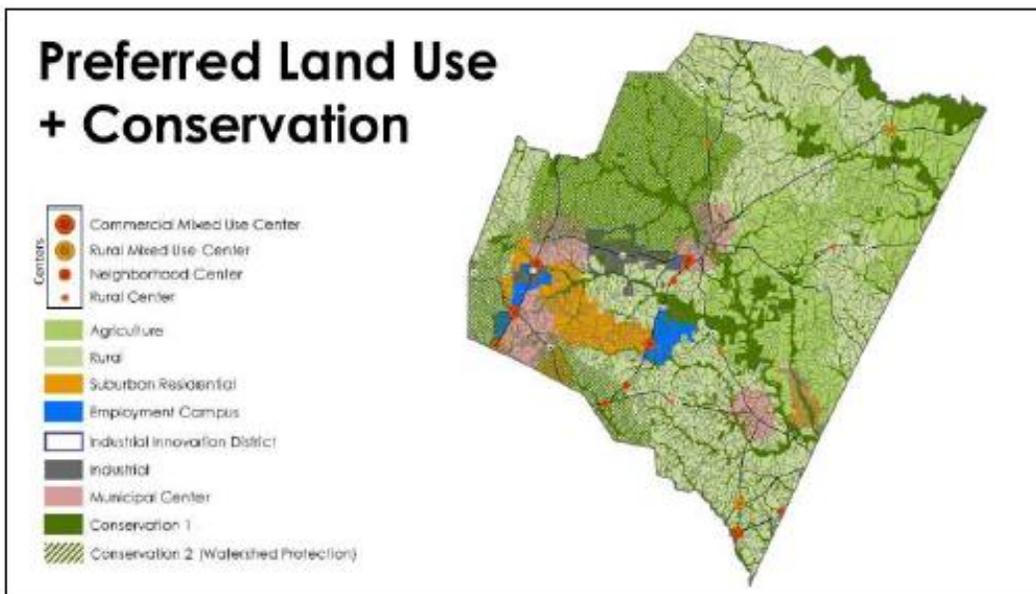
PERFORMANCE.

- Sustainability
- Fiscal Impacts
- Quality-of-Life
- Economic
- Vitality



Scenario Comparison

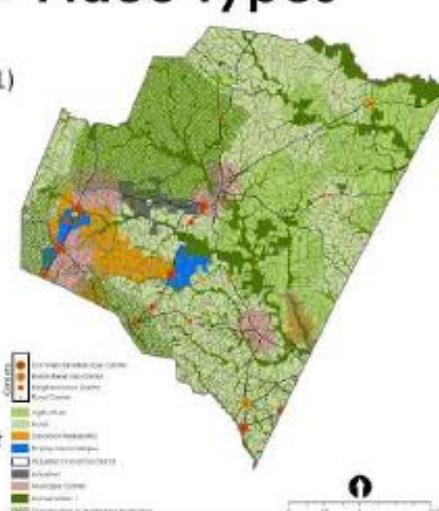
Goal	Measure of Effectiveness	Scenario 1: Part of the Region	Scenario 2: Franklin Focused
Long-term sustainability of Franklin County's infrastructure, building and utilities systems.	Size of development footprint Development intensity Efficiency of new development Water efficiency Infrastructure investment	Lower 25.2% High 1,155 ac. in 2030 1,155 ac. new construction Lower Density 10,000 ac. committed for development	Higher 23.0% Low 1,440 ac. in 2030 752 ac. new construction Higher Density 6,000 ac. committed for development
The best possible quality of life for Franklin County citizens	Walkability scores Housing costs Housing density Local jobs and employment Public facilities & services	Higher 4.02 Lower density for walkability scores Low Housing \$180,000 \$4,224 more homes per walking mile \$ 57,100 more	Lower 4.07 Higher density for walkability scores Higher Housing \$174,000 \$1,000 more homes per walking mile \$ 4,500 more
Efficient management that effectively directs development activity towards those areas that have existing or planned infrastructure capacity to accommodate growth and that are likely to be developed with employment and jobs	Open space investment	Low 25.2%	High 27.0%
Preservation of the community's natural and cultural resources and contribution to the economic, aesthetic, public, and social fabric	Investment of new development in sensitive natural areas	High 2,474 ac. in 2030 1,155 ac. new construction	Low 1,440 ac. in 2030 996 ac. new construction
Resilient areas that offer a variety of housing options in terms of type, cost, and location	Housing mix	Area Open 50,000 single-family houses	Area Single-Family 50,000 single-family houses
A balanced mix of uses and job creation	Job creation	Low job creation/retention 20,000 jobs/retention	Area job creation/retention 20,000 jobs/retention
A public workforce that contributes to health and job creation in growing economic sectors	Job retention	Low job retention/retention 75,000 jobs/retention	Area job retention/retention 75,000 jobs/retention
Adequate and affordable infrastructure	Public facilities & services	Expanded Area 10,000 more homes per walking mile \$ 157 more homes	Expanded Area 10,000 more homes per walking mile \$ 4,500 more homes



Framework Elements + Place Types

Expanded + integrated to address details:

- 
 - Community Mixed-Use Center (1)
 - Large- and small-format retail
 - Complementary uses
 - Walkable node, internal network
- 
 - Neighborhood Center (2)
 - Grocery-anchored retail
 - Local serving
- 
 - Rural Crossroads (3)
 - Convenience retail
 - Few service businesses
- 
 - Rural Mixed-Use Center (4)
 - Convenience retail, produce outlet
 - Agr-support businesses, services
 - Public safety (fire)



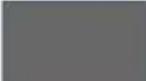
Different Places in Context

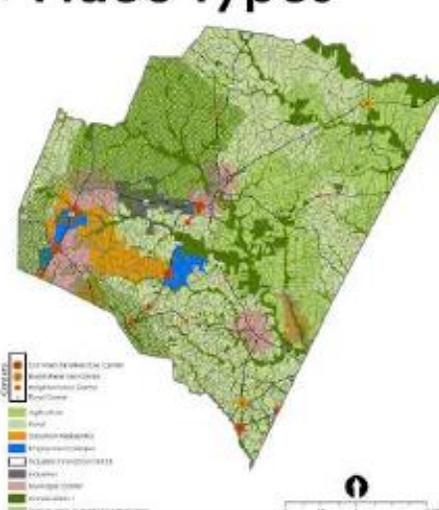
Open Space & Rural Areas	PROPOSED FRANKLIN NEXT	
	Conservation Productive Lands Rural	
Neighborhoods	Rural Crossroads	
	Larger-Lot Residential Midsize-lot Residential Small-lot Residential	
	Mixed Residential	
Commerce & Industry	Neighborhood Commercial Center Community Commercial Center	
	Office	
Mixed use	Employment Mixed Use Center Mixed Use Center Town Center	

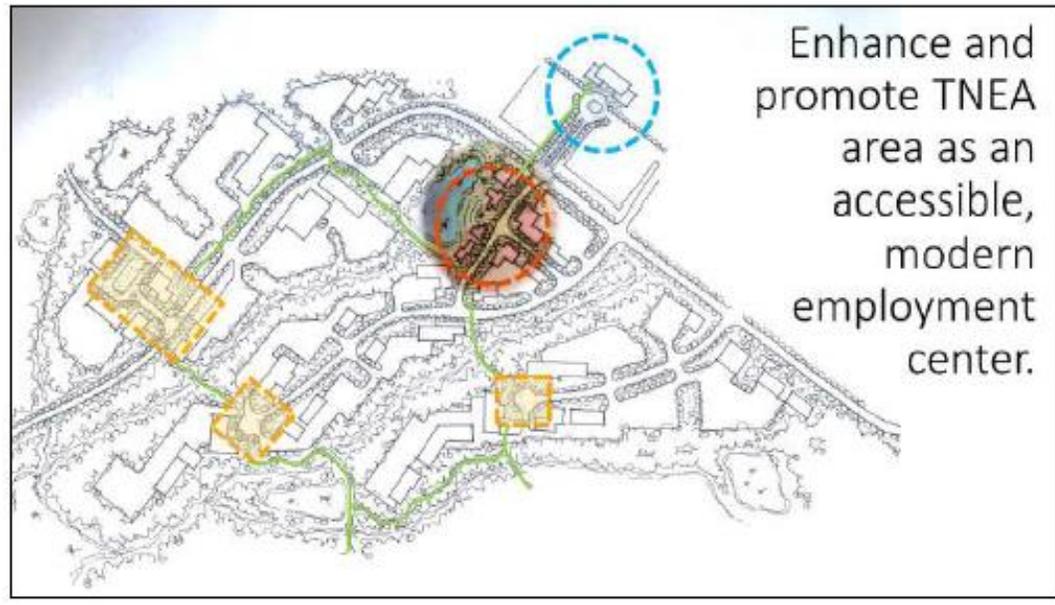
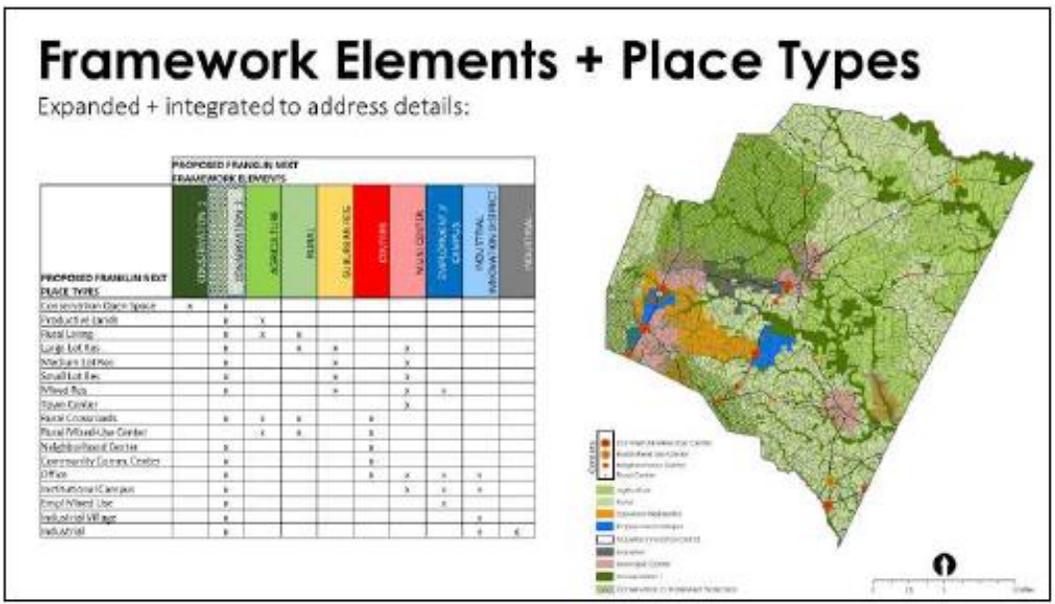


Framework Elements + Place Types

Expanded + integrated to address details:

- 
 - Conservation 1
 - Protected open space
- 
 - Conservation 2 (Watershed)
 - Limited development
- 
 - Industrial
 - Conventional heavy industry
- 
 - Industrial Innovation District
 - Industrial with supporting uses
 - Incubator, accelerator
 - Education, workforce training
 - Living, dining options





Airport Business Park

Competing with Executive parks across North Carolina, this location has the advantage of proximity to the County's general aviation airport. The County has an opportunity to create and promote the Airport Business Park as an amenitized, mixed-use workspace.

Accelerate the redeveloped airport parcels within the park. Promote a mix of uses, including offices and retail, to support the airport's operations with a variety of business services.

TRANGUE NORTH EXECUTIVE AIRPORT

US-401

- Rethink business park: mixed of uses, amenities
- Marketing: Prepare marketing materials, feature conceptual illustrations
- Provide initial infrastructure, services
- Program events (food trucks)
- Set design standards to create "place"
- Upgrade airport services, amenities: Cars, concession space

Create an innovation district along NC-56 as a competitive industrial employment center.

- Promote the area along NC 56 as an area for industrial innovation.
 - Over the long term, the access to I-85, US-1, and US-64 that an improved NC-56, in combination with NC-39 and NC-98, makes this area an attractive location for job-generating uses.
 - The area's location, situated near Louisburg, Franklinton and Youngsville, adds to the attractiveness, as opportunities for future employees to live, shop, play etc. in these nearby towns.

Develop a County-wide Comprehensive Trails.

- Develop a County-wide Comprehensive Trails, Greenways and Blueways Master Plan.
 - Expand/develop Tar River access for both pedestrians and canoe/kayak use as part of an overall Blueway trail from Louisburg out towards Rocky Mount.
 - Work with NCDOT and private developers to develop multi-use pedestrian/bicycle paths along NC 56 and 401.
 - Design equestrian routes and amenities as part of future County-wide trail system development.

Bolster efforts to maintain agriculture as a viable component of the economy.

- Minimize encroachment and help maintain contiguity for viability
 - Growth management – direct with infrastructure, incentives
 - Improve land development standards (buffers, setbacks, conservation design option)
 - Promote VAD/EVAD program
- Support agriculture focused infrastructure investments



Housing

- Develop strategies that discourage housing development on key commercial sites for nonresidential uses (i.e., higher tax generating uses) so employment isn't precluded and utility capacity isn't taken up by residential.
- Review and update the zoning ordinance and map to more effectively expand types of housing development.
 - Seamless zoning transitions – county to town with annexations
 - Appropriateness of specific types in the various districts
 - Higher density options near towns and employment.
 - Responsive to market demand (existing and future)
- Consider age in place – strategies to intro housing in county so people can transition *within* as they age... mixed generational neighborhoods
 - Senior-friendly housing products



Improve the road network and protect capacity.

- Work with NCDOT, CAMPO and the Kerr-Tar RPO to
 - **Implement the adopted CTP**
 - **Connect I-85 to US-64** through Franklin County to serve as much needed east-west connector through the County and to link the County more directly with I-85.
- Enhance the functionality of the **local and regional transportation network** by aligning land use patterns with existing and planned capacity of the region's streets and highways.



Improve the health and well-being of the population (cont'd).

- Equitable access to place to exercise, nutritious food
 - Trails, parks
 - Distribution of local produce (markets, stands, vendor incentives)
- Programs – support and promote Health Dept and Coop Ext.
- Travel behavior – active transportation options, shorter commutes (through job creation)
- Increase access to nature.
- Build sense of community.

GLM 4 - Update regulatory tools to facilitate plan implementation

- Review the County Code of Ordinances to determine changes needed to remove or amend provisions that are in conflict with the intent of the policies recommended in the CDP.
- Strengthen the Unified Development Ordinance (UDO), which is one of the most effective tools to employ in implementing the CDP. (Refer to other sections of this Part 4 for specific recommendations for minor amendments.)
 - In the short term, conduct an initial assessment based on the recommendations of the CDP, and amend the UDO to address issues that are impeding efforts to respond to current market conditions and efficiently manage available County resources.
 - Rewrite the UDO (Appendix A in the Code of Ordinances) to accomplish the following:
 - Consistency with the updated Section 153A of the General Statutes of North Carolina;
 - Ease of use, as successful compliance requires a format that facilitates logical navigation as well as administration by County officials;
 - Modernization of the language, particularly terminology related to newer land uses, types of

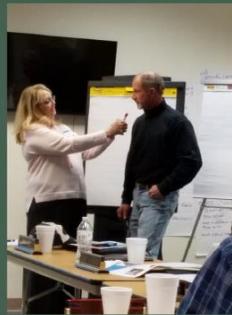


4. REVIEW OF FRAMEWORK FOR MISSION, VISION & GOALS FROM PREVIOUS RETREATS

Assistant County Manager Kim Denton offered the following presentation.

Franklin County, NC Mission, Vision, Goals

March 12, 2020



March 25, 2018

Ideas and Priorities

With all of this information to inform their discussions, the commissioners began discussing ideas for priorities, acknowledging that they must balance the needs of today with the needs ten years from now.

1. Our industrial base doesn't depend on water now, but we need to be planning for ten years out. Indirect influences matter. The county commissioners are attentive partners and maintaining these relationships is important, especially with the economic development team.
2. Communications and marketing are also important. We want another agricultural farmers market, in addition to the one that now exists.
3. We need to strengthen our water position. We have an aging sewer infrastructure; it is expensive to replace and critical to our economic and commercial growth.
4. We need to continue to fully fund our schools.
5. We must focus on maintaining our internal county infrastructure, including our buildings and staff. A county government complex will make us more efficient and more user friendly to the citizens.
6. We have to be careful about raising unrealistic citizen expectations with broadband; an appropriate leadership role for the commissioners is to be a voice and conduit for information. The commissioners support the Kerr Tar Business Data group RFP and will continue to openly discuss the need for bandwidth consistency and reasonable/affordable fees.

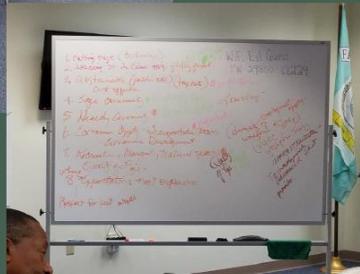
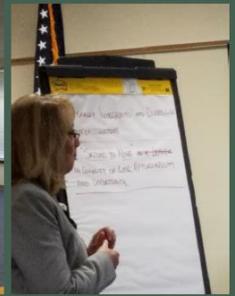
Closing

The commissioners expressed an appreciation for having this time together and the ability to have this depth of informed discussions. They decided they want to have more time together to think strategically about present and future needs. Having the depth of information presented during the retreat was extremely helpful to their thinking.

They are willing to give an extra evening each month for two-hour discussions about particular strategic topics, one topic per meeting, with data and facts to focus and inform their discussions. These sessions will begin in the late summer or early fall.

There being no further business to come before the body, the meeting was adjourned.

November 19, 2018



What to Expand and Create

- **Water and Sewer System:** The water system must be self-sustaining. The sewer infrastructure is aging and must be expanded to address new commercial and residential development.
- **County's Capital Assets:** County facilities need improvement. Create a **comprehensive plan** for new facilities to improve our assets and better serve the citizens. Plan for staff transitions due to retirements.
- **Future School Needs:** Match county's growth to future needs and **develop facilities** plan with School Board.

What to Expand and Create

- **Create a County Identity:** Establish another farmers' market; expand **marketing strategies**; develop a sense of community pride in our history and future; and **enhance our citizens' quality of life** by providing tranquil, natural spaces and more recreational opportunities.
- **Broadband:** Continue to support broadband expansion, and manage **citizen expectations**.

"We made the hard decisions."
-Franklin County Commissioners, 2018

What to Maintain

- **Schools:** Proud of STEM programs, Early College High School, and Relationship with Board of Education. Need to continue to fully fund schools.
- **Relationships:** Need to preserve and build upon strong relationships between commissioners, and with the School Board and Economic Development community.
- **Medical Care:** Continue to fund and support our healthcare delivery system, **including our emergency medical system**.
- **Affordable Housing:** Ensure affordable housing is always available to citizens of Franklin County.

Franklin County Mission Statement

Franklin county government's mission is to provide and support exemplary public service.

February 25, 2019



- POTENTIAL VISION STATEMENTS
- A GROWING COUNTY WITH DIVERSE OPPORTUNITIES TO LIVE, LEARN, WORK, AND THRIVE.
 - A THRIVING COUNTY WITH DIVERSE OPPORTUNITIES TO LIVE, LEARN, WORK, AND PLAY.
 - PRESERVING OUR PAST AND EMBRACING OUR FUTURE THROUGH HEALTHY, SAFE AND AFFORDABLE LIVING, K-through LIFE LEARNING OPPORTUNITIES, AND A THRIVING DIVERSE ECONOMY

Developing a Vision for Franklin County

Mission (Now); Vision (Future)

DRAFT

Mission (Now)

To provide and support exemplary public service and expand the county's economic opportunities.

DRAFT

Vision (Future)

To preserve our past and to embrace our future by ensuring healthy, safe and affordable living and learning opportunities in a diverse and thriving economy.

Mission (Now)

Mission or Purpose: what the organization is here to do. It is the fundamental reason for the organization's existence. You will never get to the ultimate purpose of your organization, but you will achieve many visions along the way.

Mission (Now)

To provide and support exemplary public service and expand the county's economic opportunities.

Vision (Future)

Vision: an image of our desired future. A picture of the future you seek to create, described in the present tense, as if it were happening now. The more richly detailed and visual the image, the more compelling it will be.

Vision (Future)

To preserve our past and to embrace our future by ensuring healthy, safe and affordable living and learning opportunities in a diverse and thriving economy.

Mission (Now); Vision (Future)

DRAFT

Mission (Now)

To provide and support exemplary public service and expand the county's economic opportunities.

DRAFT

Vision (Future)

To preserve our past and to embrace our future by ensuring healthy, safe and affordable living and learning opportunities in a diverse and thriving economy.

Categories for GOALS

Water/Infrastructure

County Assets

Economic Development

County Identity

Education

Public Safety

Solid Waste

Cultural and Leisure

GOALS

Goals: These are broad primary outcomes, or milestones we expect to reach before too long. Goals should be specific and realizable. They are what people commit themselves to do, often within a few months.

Water/Infrastructure

- Water Supply Study
- Public Utilities Infrastructure

County Assets

- Facilities
- Human Capital

Economic Development

- Broadband
- Airport
- Business Park Investments
 - Healthcare
- Industry Recruitment/Retention
 - Affordable Housing

County Identity

- Planning/UDO Updates
 - Website
 - Marketing

Education

- Appropriate Funding

Public Safety

- Emergency Comm Facility
 - Radio System

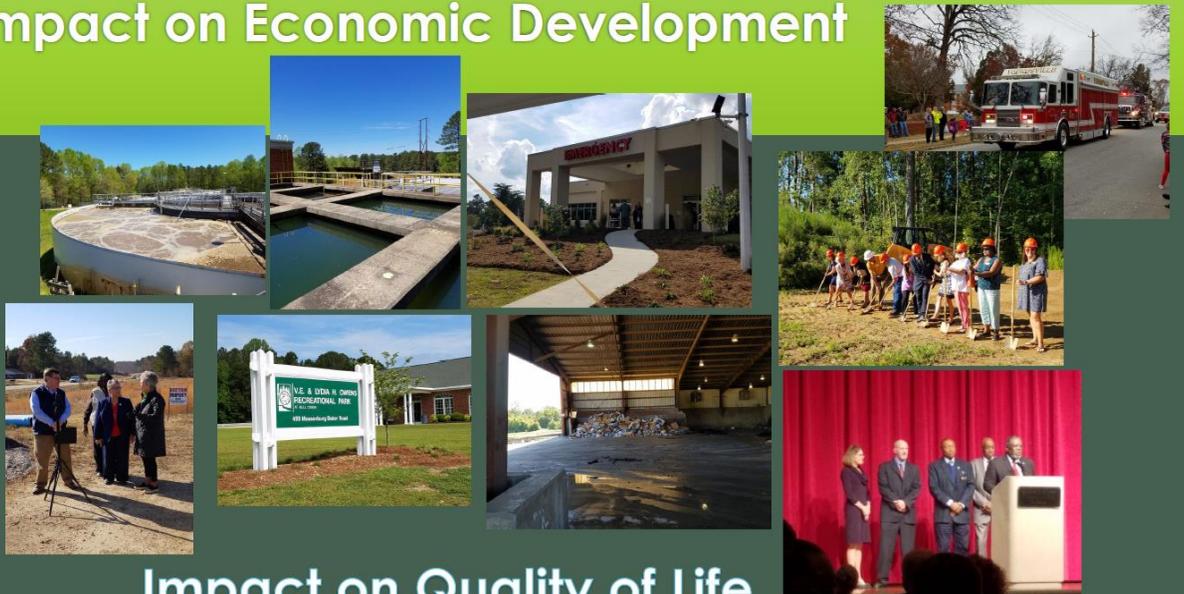
Solid Waste

- Infrastructure
- Regulatory Requirements

Cultural and Leisure

- Parks and Greenways
 - Libraries
 - Senior Centers

Impact on Economic Development



Impact on Quality of Life



ENSURING THAT OUR TOOL BAG IS FILLED WITH WHAT IS NEEDED FOR ECONOMIC DEVELOPMENT !!!

Priorities for 2020 – 2021 Budget

- Maintain Strong Financial Performance
- Ensure funding aligns with Franklin County’s Mission: “To provide and support exemplary public service and expand the county’s economic opportunities.”

GOALS

A = First 5 Goals
 B = Second 5-10 Goals
 C = Third 5-10 Goals

Water/Infrastructure

- ___ Water Supply Study
- ___ Public Utilities Infrastructure

County Assets

- ___ Facilities
- ___ Human Capital

Economic Development

- ___ Broadband
- ___ Airport
- ___ Bus Park Investments
- ___ Healthcare
- ___ Ind Recruitment/Retention
- ___ Affordable Housing

County Identity

- ___ Planning/UDO Updates
- ___ Website
- ___ Marketing

Education

- ___ Appropriate Funding

Public Safety

- ___ Emer Comm Facility
- ___ Radio System

Solid Waste

- ___ Infrastructure
- ___ Regulatory Requirements

Cultural and Leisure

- ___ Parks and Greenways
- ___ Libraries
- ___ Senior Centers

Mission (Now)

Mission or Purpose: what the organization is here to do. It is the fundamental reason for the organization’s existence. You will never get to the ultimate purpose of your organization, but you will achieve many visions along the way.

Mission (Now)

To provide and support exemplary public service and expand the county’s economic opportunities.

GOALS FOR FRANKLIN COUNTY BUDGET 2010-2021			
Categories for Goals	Goals	Strategies	Funding Source
Water/Infrastructure	Water	Complete Water Supply Study	Public Utilities Enterprise Fund
Water/Infrastructure	Public Utilities Infrastructure	Implement System Improvements	Public Utilities Enterprise Fund
County Assets	Facilities	Construct Appropriate Assets	General Fund and Strategic Financing
County Assets	Human Capital	Maintain a Well Trained and Competitive Workforce	General Fund
Economic Development	Broadband	Agreement with Open Broadband	General Fund
Economic Development	Industry Recruitment	Recruitment/Expansion of Industry/Business	General Fund
Economic Development	Healthcare	Support Hospital/Medical Establishment Growth	Grants, General Fund Matching
Economic Development	Affordable Housing	Assess Existing Availability	Grants, General Fund Matching
Economic Development	Airport	Encourage Growth	Grants, General Fund Matching
Economic Development	Business Park Development	Maintain Infrastructure and Attract Industry	Grants, General Fund Matching
County Identity	Planning/UDO Updates	Align with Comprehensive Development Plan	General Fund
County Identity	Website	Update and Promote Identity - Franklin Next	General Fund
County Identity	Marketing	Update and Promote Identity - Franklin Next	General Fund
Education	Determine Appropriate Funding	Fully Fund Schools	General Fund
Public Safety	Emergency Comm Facility	Design, Bid, Construct	Grants, General Fund Matching
Public Safety	Radio System	Ensure Required Quality of Service	Grants, General Fund Matching
Solid Waste	Solid Waste Infrastructure	Implement Improvements in Facilities	Solid Waste Enterprise Fund, General Fund
Solid Waste	Regulatory Requirements	Ensure Financial Commitment	Solid Waste Enterprise Fund, General Fund
Cultural and Leisure	Greenways and Parks	Build on Existing Assets	Grants, Rec-in-Lieu Funds, General Fund Matching
Cultural and Leisure	Libraries	Renovate and Update	Grants, General Fund Matching
Cultural and Leisure	Senior Centers	Renovate and Update	Grants, General Fund Matching

Funding Source is General Fund or includes some General Fund monies

Funding Source is Enterprise Fund

GOALS

A = First 5 Goals
B = Second 5-10 Goals
C = Third 5-10 Goals

<p><u>Economic Development</u></p> <ul style="list-style-type: none"> ___ Broadband ___ Airport ___ Bus Park Investments ___ Healthcare ___ Ind Recruitment/Retention ___ Affordable Housing 	<p><u>County Identity</u></p> <ul style="list-style-type: none"> ___ Planning/UDO Updates ___ Website ___ Marketing 	<p><u>Education</u></p> <ul style="list-style-type: none"> ___ Appropriate Funding
<p><u>Public Safety</u></p> <ul style="list-style-type: none"> ___ Emer Comm Facility ___ Radio System 	<p><u>Solid Waste</u></p> <ul style="list-style-type: none"> ___ Infrastructure ___ Regulatory Requirements 	<p><u>Cultural and Leisure</u></p> <ul style="list-style-type: none"> ___ Parks and Greenways ___ Libraries ___ Senior Centers

Priorities for 2020 – 2021 Budget

- Maintain Strong Financial Performance
- Ensure funding aligns with Franklin County’s Mission: “To provide and support exemplary public service and expand the county’s economic opportunities.”

Priorities for 2020 – 2021 Budget

SUMMARY

Priorities for 2020 – 2021 Budget



5. SNEAK PEAK OF 2020-2021 BUDGET REQUESTS

County Manager Angela L. Harris stated staff recently received the bulk of budget requests equating to \$5 million in additional funding needs.

6. SETTING OF PRIORITIES FOR 2020-2021 BUDGET

County Manager Angela L. Harris presented a set of goals for the Board to prioritize based upon discussions and results of previous retreats.

<h1>GOALS</h1> <p>A = First 5 Goals B = Second 5-10 Goals C = Third 5-10 Goals</p>	<p><u>Water/Infrastructure</u></p> <p>___ Water Supply Study</p> <p>___ Public Utilities Infrastructure</p>	<p><u>County Assets</u></p> <p>___ Facilities</p> <p>___ Human Capital</p>	
	<p><u>Economic Development</u></p> <p>___ Broadband</p> <p>___ Airport</p> <p>___ Bus Park Investments</p> <p>___ Healthcare</p> <p>___ Ind Recruitment/Retention</p> <p>___ Affordable Housing</p>	<p><u>County Identity</u></p> <p>___ Planning/UDO Updates</p> <p>___ Website</p> <p>___ Marketing</p>	<p><u>Education</u></p> <p>___ Appropriate Funding</p>
	<p><u>Public Safety</u></p> <p>___ Emer Comm Facility</p> <p>___ Radio System</p>	<p><u>Solid Waste</u></p> <p>___ Infrastructure</p> <p>___ Regulatory Requirements</p>	<p><u>Cultural and Leisure</u></p> <p>___ Parks and Greenways</p> <p>___ Libraries</p> <p>___ Senior Centers</p>

Staff was expected to analyze the responses received and use that information in preparation of the budget proposal.

7. CONCLUSION AND SCHEDULING OF FUTURE SESSIONS

Commissioner Speed made a motion to adjourn, seconded by Commissioner Jones. The motion duly carried approval with all present voting “AYE.” No future sessions were scheduled at this time.

Sidney E. Dunston, Chair

Kristen G. King, Clerk to the Board