

**Town of Marshville
Budget Retreat
Monday, March 11, 2013, 9:00 AM
Anson County Office of Economic Development
2980 Airport Road Wadesboro, NC 28170**

Council Members Present: Mayor Franklin Deese, Mayor Pro-Tempore Matthew Jefferson, Council Members Norma Carpenter, Dora Bridget and Gary Huntley. Council Member Margaret Bivens arrived at 10:25 am.

Staff Present: Town Manager, Amanda Reid and Town Clerk/Finance Officer, Tonya Johnson

Welcome and Breakfast

The Town Manager welcomed the Mayor and Council Members and gave a brief overview of the Budget Retreat schedule for the day.

Discussion and Review of FY 2013-2014 Budget Changes

The Town Manager reviewed a draft of proposed department consolidations and revised line item descriptions and explained this will establish consistency and transparency within the departments. The Town Manager commented on recent legislation regarding unemployment tax in which the Town will no longer be a reimbursable employer. The legislation requires that 1% of payroll be budgeted for unemployment tax.

Community & Economic Development

Mary Beck – Anson County Economic Development

Ms. Beck explained that North Carolina is currently divided into 3 partnerships and 4 commissions. Senate Bill 127, as proposed, will divide the state into 7 regional divisions and will redraw the map which would not be beneficial for Anson or Union Counties. Ms. Beck encouraged Council Members to contact representatives to make them aware they are in disagreement with the proposed legislation.

Ms. Beck stated the Town was not awarded the Rural Center Grant and explained why the project was not selected for funding. The Town received Clean Water funding in the past and could not establish severe enough water loss to establish critical need. Ms. Beck reported she felt confident in the Planning Grant submitted to complete a Capital improvement Plan and Asset Management Plan. Also, she reminded the Town Council that the first public hearing has already been held to apply for CDBG grants. Ms. Beck informed the Council of an economic development project she is working on with Chris Plate, Monroe-Union County Economic Development that has the potential to create 40-45 jobs. The Town Manager and Ms. Beck have also had discussions with a manufacturing company looking for a new location; however it does not appear that Marshville has a suitable site available at this time.

Marshville Chamber of Commerce Update

The Town Manager reported that the Marshville Chamber of Commerce is looking at some low-cost changes/improvements to the Boll Weevil Festival and that funding sources and donations are decreasing. The Marshville Chamber of Commerce will need to comply with the new funding policy for nonprofits as well. Council Member Bridget asked what the Marshville Chamber of Commerce is doing to recruit businesses downtown. The Town Manager stated the Chamber staff is volunteer and the focus is more to provide support for existing businesses at this time. Balancing other work and commitments while volunteering to work with the Chamber can be difficult. The Town Manager stated the Chamber is currently working on an updated listing of businesses and contacts and reaching out to them. She added that an inventory of existing businesses and available properties and having such available online and updated regularly would be a valuable tool for economic development.

Main Street Programs

The Town Manager reported that there is a mandatory meeting in Saluda in April for applicants to the NC Small Town Main Street Program. Mayor Pro-Tem Jefferson commented that Small Town Main Street designation would be beneficial to the Town and could potentially create revenue. The Town Manager stated the application should come from the Town and was for technical support only. No funding is available from Small Town Main Street designation.

Continuing Education, Council Manager Form of Government, Mr. Rob Shepherd, NCLM

Mr. Shepherd provided several handouts of information to the Council and reviewed the statutory roles and responsibilities of elected officials, the town manager, and the town clerk under a council-manager form of government. Mr. Shepherd conveyed the importance of budgeting for professional development for elected officials and staff.

Department Presentations

The Town Manager stated that she had asked the department heads to attend the budget retreat and that presentations would be informal. She has conveyed that there was no expectation of quotes or actual costs, nor did she ask the department heads to prepare anything to distribute to the Town Council. She felt it was important for the Town Council to receive information and feedback from staff on their department needs and ideas. She asked that they provide a background on what has or has not been done in the past, previous goals or plans completed or in progress from previous year, and what they felt the focus for fiscal year 2013-2014 budget should be in terms of goals, strategies, capital needs for their respective departments.

Administration

Fee Schedule: The Town Manager stressed the importance of establishing a comprehensive Fee Schedule for services to be reviewed and updated annually. Currently the Fee Schedule includes only the water and sewer rates, tap fees, and cemetery plots. The Town will need to look for new sources of revenue. The Town cannot continue to use fund balance to balance the budget and implementation of appropriate fees will be needed for both the general fund and the enterprise fund. Fees should cover the actual cost to the town to provide services. Discussion ensued regarding the Marshville Park and the costs to maintain/operate, use of the park by the athletic association, and use of taxpayer dollars to subsidize benefits to outside residents. The Town Manager stressed the need to work toward being revenue-neutral and for an appropriate and comprehensive fee schedule that will be continually revisited and reviewed. Mayor Pro-Tem Jefferson urged the council to address rising costs of the park and the cemetery. The Town Manager discussed the possibility of rolling garbage fees into tax bills. Mayor Deese suggested the Council consider making property owners responsible for water and sewer.

CIP/Capital Project Planning: The Town Manager stated that the Planning Grant submitted to the NC Rural Center to complete a Capital Improvement Plan & Asset Management Plan should be reviewed in April. Completion of this plan will help prioritize capital projects and funding in the future.

Financial: Reducing the number of regular Town Council meetings from two to one per month was discussed. The Town Manager will provide more information on this possible change as budget work progresses. Implementation of a Non-Profit Funding Policy adopted by the Town Council will help ensure the Town satisfies the public purpose requirement set by NC General Statutes. It will also assist the staff and council with comparing requests, services, and amounts requested from non-profits. The Marshville Chamber of Commerce and the Marshville Museum both will fall under the new policy.

Personnel: The Town Manager stated that an intern would provide low-cost help and support to complete various projects. The intern would be a Masters in Public Administration student, interested in working in local government after school. Interns would work approximately three months at a cost of approximately \$5,000 per intern. The Town Manager stated that many employees needed to

complete training to ensure they are in compliance with new legislation. Additionally, staff is working to ensure that everyone is cross trained to better provide assistance to each other. The budget will include adequate funding to meet training objectives and expectations. Staff is also working to familiarize themselves with and adhere to the Records Retention & Disposition Schedule as well as to update and maintain more efficient filing and record keeping systems. Computer and software upgrades will also be included in the proposed budget to assist staff with efficiency, documentation. Staff is looking into the implementation of online bill pay for better customer service and more efficient payment options. A pay scale & classification study is needed for all departments. The Town Manager has contacted The Maps Group for more information.

Cemetery Mapping: The Marshville Cemetery needs to be mapped and a record keeping system developed and implemented. The Town Manager commented that an intern would be able to assist with this project. Discussion ensued regarding why the Town owns a cemetery, why the Town needs a cemetery and the costs associated with maintaining the cemetery.

Re-codification of Ordinances: The Town needs to complete a comprehensive review of the Code of Ordinances. References to specific fees should be removed, other areas updates and others removed and addressed in policy. Amendments to the Code of Ordinances require a public hearing. The ordinances were consolidated and indexed in 2010 by American Legal Publishing.

Parks & Recreation– Alan Thifault, Park Director

Mr. Thifault requested funding to complete the mini-park at the end of Sturdivant Street that began five years ago with a grant from Union County. He would like to add a picnic shelter near the third ball field at Marshville Park. The kitchen at the Community Center also needs to be upgraded.

Mr. Thifault stated the fees for rental of the Community Center are too high and need to be adjusted. Some discussion ensued regarding allowing groups to use the Community Center for a fee. He also requested that the rental fees be adjusted for the Park rentals. There was some discussion regarding rental of the baseball fields and charging the athletic association a fee for use.

Planning & Code Enforcement

The Land Use Plan is being updated through a contract with N-Focus. The Land Use Ordinances will be addressed after the plan is complete. A contract for services for the new fiscal year has been requested from N-Focus.

Code Enforcement: The Park Director informed the Council that he needs appropriate training and education for code enforcement. The Town Manager stated that Council needs to consider costs for minimum housing code enforcement and that there are currently eight houses needing demolition and clearance. Mr. John Ganus, Code Enforcement Officer for the Town is doing a good job and is working to teach the Park Director processes for code enforcement.

Public Works/Utilities – Bivens Steele, Public Works Director

Mr. Steele reported that while the Town was not awarded the grant from the NC Rural Center to complete the transition to radio read meters, it remains an important component to the operation of public works. He asked that the Town Council consider this project a priority for the budget. Hill Street, Bivens Street and King Street water lines are need to be assessed and scheduled for replacement as well. Mr. Steele stated the Town should work to repair a gap in the sidewalk between the library and the post office. Additional sidewalks in Town are in need of repair as well. He reported the Elaine Street Pump Station replacement should be completed within the next few weeks.

Additional storage is needed for public works and non-heated space could be added onto the Public Works Building. Mr. Steele stated the old meter storage building is past repair and requested it be torn down and cleared.

Mr. Steele also asked the council to consider promoting the recycle containers and possibly close the recycling convenience center. The drop off site receives a great deal of trash, and takes considerable funds and staff time to keep open.

Police Department – Carl Webber, Police Chief

Chief Webber presented a handout to the council outlining goals and budget requests for the Police Department for FY 2013-2014.

Chief Webber stated he would like to continue to replace one police vehicle per year. This year's budget proposes to replace the Chief's unmarked 2006 Ford Expedition with a marked four-door, four wheel drive, purpose-built Police Truck. A truck is necessary to tow the Departments utility trailer and haul cones and warning signs when streets are closed due to accident, investigation or community events.

He commented here are three desktop "workstations" within the police department: the Chief's Office; Lieutenants Office and the Shift Room where Officers complete their reports and where electronic records are stored. If one of these systems is replaced each year, the Town have secured the life cycle of these systems at no older than four years old. Also requested was the purchase and budgeting for monthly reoccurring costs of air cards. The department currently has four air cards, but eight Officers. If two air cards are added in the proposed budget then all currently marked patrol vehicles will have uninterrupted connectivity from their cars.

Chief Webber requested to budget for taser devices stating the use of Taser devices dramatically reduces injury rates for law enforcement officers and suspects. The latest generation of Taser devices employ safeguards to further limit risk of significant injury to subjects or Officers and comprehensive training programs and policy development clearly define the appropriate use of these devices and establish disciplinary sanctions for inappropriate use.

Chief Webber stated that currently each Officer must complete 24 credits of mandatory training as required by the Criminal Justice Standards Division of the State. By continuing to make funds available for additional training, Marshville will continue to have Officers who exceed, rather than simply meet, State Standards. Most training for Officers in North Carolina is offered free of charge but often requires the purchase of books or training materials; travel and time. Chief Webber requested the Council continue to make funds available for training.

Currently one Sergeant, a First-Line Supervisor, is forced to supervise the work of three employees that he never works with. By adding one additional Sergeant on the "opposite" shift, then each shift will have a direct supervisor. Chief Webber noted that this will not add to the total number of officers, that he intends to promote from within.

FY 2013-2014 Goals and Priorities

At this time the Town Council reviewed the information presented throughout the day and established goals and priorities as set out in the list below.

1. **Fiscal Responsibility:** Establish productivity goals, contain costs and ensure financial stability and resiliency in a period of economic decline.
 - Establishment of a comprehensive Fee Schedule that incorporates the cost to the Town to provide services.
 - Research and implement user based fees to relieve town citizens and tax payers the burden of paying for services provided primarily to out of town residents or specific services not utilized by all.

- Balance costs to the Town for providing services with appropriate and affordable fees for citizens. Work to balance revenues and fees with the rising cost of services.
 - Enforce collections for services (garbage collection, utilities, and nuisance abatement) to balance the burden on those pay. Pursue bad debt to the extent allowed. Investigate penalties for nonpayment (i.e.) liens on properties, Debt Set off Program) and new ways of billing to limit losses and additional bad debts:
 - i.e.) trash collections through property taxes
 - i.e.) property owner/utility account holder
 - i.e.) enforce ordinance requiring trash collection (every property)
 - Evaluate current services, amenities, and assets and compare cost versus *town citizen* benefits. Eliminate those that are not cost effective. Review and renegotiate contracts.
 - i.e.) Recycle Center (cost vs. benefits)
 - Adhere to asset management schedule & replace capital needs as appropriate to ensure needs are met and to reduce the possibility of the financial burden of multiple department capital needs in the same fiscal years
 - i.e.) vehicles, computers, technology needs)
 - Continue to look for alternative sources of funding, conduct creative planning, and coordination of matching grant funds.
2. Legal Responsibility: Complete review of Code of Ordinances and update the same to ensure compliance with recent legislative action. Work to establish enforceable, current, and Marshville specific ordinances. Remove outdated ordinances and fees and consolidate the same into policies and fee schedule to be reviewed annually.
- Focus on enforcement of Land Use Ordinance and Code of Ordinances. Establish and enforce process and consequences for noncompliance.
 - Enforcement of minimum housing ordinances and complete demolition and clearance where appropriate. Establish process and consequences for inaction.
 - Utility Billing – complete policy, calendar for process, and appropriate fees/penalties
3. Public Utilities and Infrastructure: Invest in technology to provide better service for customers and more efficient processes for staff. Reduce opportunities for human errors. Invest in needed infrastructure to ensure future ability to provide essential services.
- Radio Read Technology – Continue to look for grant and other funding sources to complete the project and/or investigate possibilities of a phased approach
 - Assess/evaluate infrastructure system and establish priorities based on needs and available grant funding.
4. Focus on Customer Service and Professional Staff Service Levels: Invest in Employees
- Continue to strive for excellent customer service and positive interactions with Town staff
 - Continue to cross train to allow for immediate attention to needs and questions of public
 - Budget appropriately for training to allow for enhanced skills and knowledge, greater levels of efficiency, and to ensure compliance with legislative changes.

- Investigate and invest in new technology and/or equipment to assist employees in meeting expectations of high service levels, ensure employee safety and allow to greater efficiency of operations
 - Work toward strengthening organizational structure and distinguishing roles and responsibilities of employees
 - Establish part time or temporary staff as necessary and prudent
 - i.e.) internship program
 - i.e.) seasonal assistance
5. Increase Citizen Involvement/Awareness: Act as catalyst for additional citizen support and participation in Town activities and needs.
- Work toward addressing technology needs - update website, online payment options
 - Possible creation of a quarterly volunteer project that will be coordinated by the Town to assist citizens in need.
 - Streamline local government processes and investigate possibility of transition to one council meeting per month.
 - Educate the public on changes and new changes (i.e.) utilities, billing, disconnection of service) and establish what to expect and when
 - Educate the public on government finance and need for fee based approach (i.e.) Alternative solutions - increase in taxes). Develop literature showing what tax dollars are paying for.
 - i.e.) \$1 divided pays for...

The Town Council consensus was that they may need to review the goals and priorities at a later meeting and make revisions or additions. The Town Manager commented that she would get them back out to the council members for review as soon as possible.

A consensus was reached to adjourn the budget retreat.

These minutes approved this the 1st day of April, 2013.

By: _____

Franklin Deese
Mayor

Attest: _____

Tonya D. Johnson
Town Clerk



Town of Marshville
FY 2013 – 2014 Goals & Priorities

***** DRAFT *****

1. Fiscal Responsibility: Establish productivity goals, contain costs and ensure financial stability and resiliency in a period of economic decline.

- Establishment of a comprehensive Fee Schedule that incorporates the cost to the Town to provide services.
 - Research and implement user based fees to relieve town citizens and tax payers the burden of paying for services provided primarily to out of town residents or specific services not utilized by all.
 - Balance costs to the Town for providing services with appropriate and affordable fees for citizens. Work to balance revenues and fees with the rising cost of services.
 - Enforce collections for services (garbage collection, utilities, and nuisance abatement) to balance the burden on those pay. Pursue bad debt to the extent allowed. Investigate penalties for nonpayment (i.e.) liens on properties, Debt Set off Program) and new ways of billing to limit losses and additional bad debts:
 - i.e.) trash collections through property taxes
 - i.e.) property owner/utility account holder
 - i.e.) enforce ordinance requiring trash collection (every property)
- Evaluate current services, amenities, and assets and compare cost versus *town citizen* benefits. Eliminate those that are not cost effective. Review and renegotiate contracts.
 - i.e.) Recycle Center (cost vs. benefits)
- Adhere to asset management schedule & replace capital needs as appropriate to ensure needs are met and to reduce the possibility of the financial burden of multiple department capital needs in the same fiscal years
 - i.e.) vehicles, computers, technology needs)
- Continue to look for alternative sources of funding, conduct creative planning, and coordination of matching grant funds.

2. Legal Responsibility: Complete review of Code of Ordinances and update the same to ensure compliance with recent legislative action. Work to establish enforceable, current, and Marshville specific ordinances. Remove outdated ordinances and fees and consolidate the same into policies and fee schedule to be reviewed annually.

- Focus on enforcement of Land Use Ordinance and Code of Ordinances. Establish and enforce process and consequences for noncompliance.
- Enforcement of minimum housing ordinances and complete demolition and clearance where appropriate. Establish process and consequences for inaction.
- Utility Billing – complete policy, calendar for process, and appropriate fees/penalties

3. Public Utilities and Infrastructure: Invest in technology to provide better service for customers and more efficient processes for staff. Reduce opportunities for human errors. Invest in needed infrastructure to ensure future ability to provide essential services.

- Radio Read Technology – Continue to look for grant and other funding sources to complete the project and/or investigate possibilities of a phased approach
- Assess/evaluate infrastructure system and establish priorities based on needs and available grant funding.

4. Focus on Customer Service and Professional Staff Service Levels: Invest in Employees

- Continue to strive for excellent customer service and positive interactions with Town staff
- Continue to cross train to allow for immediate attention to needs and questions of public
- Budget appropriately for training to allow for enhanced skills and knowledge, greater levels of efficiency, and to ensure compliance with legislative changes.
- Investigate and invest in new technology and/or equipment to assist employees in meeting expectations of high service levels, ensure employee safety and allow to greater efficiency of operations
- Work toward strengthening organizational structure and distinguishing roles and responsibilities of employees
- Establish part time or temporary staff as necessary and prudent
 - i.e.) internship program
 - i.e.) seasonal assistance

5. Increase Citizen Involvement/Awareness: Act as catalyst for additional citizen support and participation in Town activities and needs.

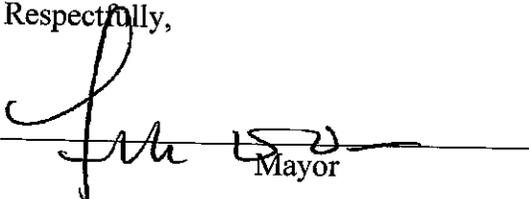
- Work toward addressing technology needs – update website, online payment options
- Possible creation of a quarterly volunteer project that will be coordinated by the Town to assist citizens in need.
- Streamline local government processes and investigate possibility of transition to one council meeting per month.
- Educate the public on changes and new changes (i.e.) utilities, billing, disconnection of service) and establish what to expect and when
- Educate the public on government finance and need for fee based approach (i.e.) Alternative solutions – increase in taxes). Develop literature showing what tax dollars are paying for.
 - i.e.) \$1 divided pays for...

TO: Media & Public
FROM: Tonya Johnson, Town Clerk
DATE: February 27, 2013

**NOTICE OF BUDGET WORKSHOP RETREAT
OF THE MARSHVILLE TOWN COUNCIL**

Notice is hereby given that the Marshville Town Council and Staff will hold a one day **Budget Workshop Retreat on Monday, March 11, 2013 beginning at 9:00 am** for the purpose of budget planning, visioning, and goal setting. This retreat will be held at the Anson County Airport, 2980 Airport Road, Wadesboro, NC. This is an open meeting and the public is invited to attend.

Respectfully,



Mayor



Town of Marshville
Budget Retreat
 Monday, March 11, 2013, 9:00 AM
 Anson County Office of Economic Development
 2980 Airport Road Wadesboro, NC 28170

MEETING AGENDA

- | | |
|----------|--|
| 9:00 am | Welcome and Breakfast |
| 9:15 am | Discussion and Review of FY 2013-2014 Budget Changes
FY 2013-2014 Budget Schedule |
| 10:00 am | Community & Economic Development
Mary Beck – Anson County Economic Development
Marshville Chamber of Commerce Update
Main Street Programs |
| 11:00 am | Continuing Education, Mr. Rob Shepherd, NCLM
Council Manager Form of Government |
| 12:30pm | Lunch |
| 1:30 pm | Department Presentations
Administration |
| 2:00 pm | Parks & Recreation/Code Enforcement |
| 2:30 pm | Planning/Zoning/Minimum Housing |
| 3:00 pm | Public Works/Utilities |
| 3:30 pm | Police Department |
| 4:00 pm | FY 2013-2014 Goals and Priorities |
| 5:30 pm | Discussion and Review of FY 2013-2014 Budget Changes
FY 2013-2014 Budget Schedule |

Directions to Anson County Airport

- US 74 East to US 52 N approximately 17 miles
- US 52 N to Airport Road approximately 2-3 miles
- Airport will be located on your left approximately ½ a mile down Airport Road

Please feel free to call me if you have questions or need further directions,
704.320.7778.