

**MINUTES  
CITY OF DUNN  
DUNN, NORTH CAROLINA**

The City Council of the City of Dunn held the Budget Planning Retreat on Friday, February 28, 2020 from 8:30 a.m. to 5:00 p.m. and on Saturday, February 29, 2020 from 8:30 a.m. to 12:00 p.m. in the New Bern River Front Convention Center. Present: Mayor William P. Elmore Jr., Mayor Pro Tem Chuck Turnage, Council Members J. Wesley Sills, April Gauden, Frank McLean, Billy N. Tart, and Dr. David L. Bradham.

*Also present: City Manager Steven Neuschafer, Assistant City Manager Mathew Boone, Finance Director Jim Roberts, Public Utilities Director Heather Adams, Public Works Director Vince Washington, Planning Director George Adler, Chief Building Inspector Steven King, Chief of Police Chuck West, Parks and Recreation Director Brian McNeill, Human Resources Director Anne Thompson, Librarian Mike Williams, Communications Coordinator Kaitlin Adkins, Attorney Tilghman Pope, and City Clerk Tammy Williams. Others in attendance included: Rick Rocchetti, Facilitator, Michael Goliber and Randy McNeill with Davis-Martin-Powell & Associates, and Emily Weaver with The Daily Record*

**CALL TO ORDER AND INVOCATION**

Mayor Elmore opened the meeting at 8:37 a.m., gave the invocation and afterwards, the Pledge of Allegiance was recited.

Opening Remarks were made by Mayor Elmore, City Manager Neuschafer and Facilitator Rocchetti and then a Mid-Year Financial Report was presented by Finance Director Roberts.

Technology Updates were given as follows:

- Assistant City Manager Boone reviewed the new City web site and updated Council on other communication efforts including social media. He also demonstrated the effectiveness of the Smart Vehicle Inventory software used by the City. Comments were made by Council to develop a strategy to communicate with residents that do not use social media such as email communications or text messages.
- Chief Building Inspector King demonstrated the 311 Software and how it allows different departments to enter data to share issues and requests related to various properties throughout the City.
- Finance Director Roberts reviewed the process of using the Water Customer Portal Software associated with the new water meters. It was recommended to host a class for residents on using the portal.
- Public Utilities Director Adams reported on the communication requirements for water and sewer issues. Council Members felt that the City needs better tools to communicate with residents than what is required such as robo calls to those affected. Currently, the City uses PAL software to make robo calls, but Patty Rowland has to physically go to PAL to make the calls.

Projects Status and Special Updates – City Manager Neuschafer

- Facilities – Neuschafer told Council a new facility is needed for Public Works with portions of the building collapsing. A new town hall was discussed to have a one stop shop bringing all departments under one roof. He also recommended that the Parks and Recreation offices be combined to the Vyas Center for efficiencies in staff and electricity cost. Staff is working on updating the City's Building Inventory and hopes to have an updated booklet for Council by the end of March.
- He told Council that the contracts for Lawn Property Maintenance, which comes up for bid this year, and the Solid Waste, up for bid in 2021, are included in the packet.
- Paving priorities will need to be set soon so that the next paving project can begin this summer. He told Council that he feels that the City should start evaluating paving needs and comparing with infrastructure needs so that everything can be done at one time and the City is not tearing up new pavement to fix infrastructure underneath. He recommends that the City hire a consultant to look at the infrastructure and condition of streets of the City so that an objective priority list for both can be developed that looks at infrastructure, sidewalks and streets all at the same time.
- He updated Council that a consultant is needed to prepare an ADA Transition Plan for the City, which is required by NC Department of Transportation to protect future funding needs. NC DOT wants to see a living document.
- He updated Council on the Dog Park. Plans were to start last year but the Hurricane and the delay of the Tart Park project slowed those plans. Portions of the fencing taken from Tart Park will be used at the Dog Park.
- He also updated Council on the Juniper Creek issues. He told Council that the City needed to decide if maintaining ditches on private property is the City's responsibility. If so, the City needs easements and agreements with these property owners for the City's protection.

Mayor Elmore stated that there are a lot of needs to address and it is very important to grow the City's tax base without raising taxes. Mayor Pro Tem Turnage and Council Member Sills agreed that the City needs to prioritize and grow our City.

*The meeting was recessed for lunch and reconvened at 1:00 p.m.*

Facilitator Rocchetti led the group in PESTLE (Political, Economic, Social, Technological, Legal and Environmental) and SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis.

Department Goals and Priorities – Presentations were made by each department head reviewing their accomplishments and sharing their goals for the upcoming year.

- Finance Director Roberts – implement Smart Meter customer portal; replacing Accounting software; and other improvements related to customer service and financing.
- Chief Building Inspector King – increase enforcement on residential and non-residential properties; update Minimum Housing and Non-Residential Maintenance Codes; complete ordinance and fees updates; and have a Level I Inspector with 5 standard certificates.

- Librarian Williams – interfiling large print fiction books; evaluate lease books; expand new book display area; begin streaming video program and focus more on e-books.
- Parks and Recreation Director McNeill – host more tournaments; scholarship program for City residents; E-Sports; and expand summer camps.
- Planning Director Adler: Visioning process; update zoning ordinances and remove barriers to growth; develop Unified Development Ordinance; update ordinances; combine Planning and Board of Adjustments. Mayor Pro Tem Turnage requested staff determine next steps for Alley Process and look at streamlining Planning and Permitting to make One Stop shop.
- Police Chief West – Grant programs – COPS and Governor’s Highway Safety Program; Safety Zone for internet purchases; repairs and improvements to Firing Range; New speed trailer, second class of Citizens academy, permanent location for PAL; and Police facility renovations.
- Public Utilities Director Adams – Water Production Facilities improvements; 301 South elevated water tank; and Sewer System Rehabilitation – phased approach.
- Public Works Director Washington – Storm Drain cleaning and repair; critical areas – General Lee Avenue; Bay Street and Watauga Street – include storm piping and waterline improvements with resurfacing.

Rocchetti asked Mayor and Council to make a quick list of the items they have heard today that they feel good about moving forward on. He also told them to make notes of items that need additional information. He asked others to get in groups and decide what stood out and what was learned today.

Mayor Elmore reviewed the list that the Council agree to move forward with (consent items):

- New Software for Finance Department
- Inspections – Training and Retention of staff – Priority
- Merit Pay for all departments
- New City Hall – moving forward with planning
- Library – Additional space within the new City Hall
- Parks and Recreation – Building renovations and Dog Park (more research and development)
- Police – Speed Trailer, Locker Rooms, COPS Grant and Crime Analyst –Fire Range – research Three Bridge Road location
- Public Works – New Paver, additional staff and new Building to include shelter for equipment
- Public Utilities – upgrades for water plant, waste water treatment, new water tank
- Add-ons from Council: research hiring an economic development recruiter and bike and pedestrian trail connecting Tyler and Tart parks.

Rocchetti asked all to review what has stood out and what you have learned in today’s session. After group exercises, reports were given.

Staff reports included:

- the many infrastructure needs and how much cost is involved in meeting these needs
- the need for increased revenue flow
- many accomplishments made
- limited funds available
- communication at all levels is a priority
- everyone has the same goal – to make Dunn better
- importance of a vision process

Additional comments from Council:

Council Member Gaulden stated they she has “learned a lot and that she believes quality over quantity will work best and with so much to do, we have to start somewhere. Everyone has to work together to make Dunn better. Communication is key.” Mayor Pro Tem Turnage added that we need “to prioritize, apply resources and set a timeline to make things progress.” Council Members Bradham and Sills both agreed that the City has a great team of hard working and dedicated staff and both feel a sense of urgency that Dunn needs to grow.

Mayor Elmore thanked everyone for being in attendance. He acknowledged the leadership of former Mayor Harris and the former Council that has left the City in good financial shape. He too feels a sense of urgency to step up and make needed improvements to grow the City.

*Meeting was recessed at 4:48 p.m.*

#### **CALL TO ORDER AND INVOCATION**

Mayor Elmore called the meeting to order on Saturday, February 29, 2020 at 8:30 a.m. He gave the invocation and afterwards, the pledge of allegiance was recited.

The agenda continued, facilitated by Rich Rocchetti.

The priorities set at last year’s retreat were reviewed. Several items were completed including the development of a new web site, more information on social media, new position – Communications Coordinator, CALEA Accreditation, increased sewer rates, phase 1 and 2 paving projects, increased enforcement by Inspections with several homes being brought into compliance. Several other projects are in progress such as accounting software research, Aeration Project, 14 inch water line repair, street repairs, combining Board of Adjustments and Planning Board, and Tart Park.

Mayor Pro Tem Turnage reiterated that it is important for the staff to keep the Council updated on the established priorities - what is happening on these projects and the projected timeline.

Rocchetti asked Council to consider 6-month priorities for FY 2020-2021 and then focus on two to four goals for the next four years. He also asked department heads to plan out their department goals for the first 6 months of the next fiscal year.

Mayor Elmore reviewed the goals set out by Council for 6-month Quick Wins:

- complete Dog Park
- trail from Tyler Park to Tart Park
- storm water drainage – continue to clean and clear out storm water inlets
- paving projects – potholes and small scale paving
- aggressive code enforcement – dilapidated and boarded up Residential and Commercial buildings
- start Visioning process
- Downtown Main Street Program to be implemented in July

Four-year Goals:

- Land transactions for business development supporting community growth
- Address Infrastructure Needs – Paving, Water and Sewer, Storm Water
- Water Improvements to support existing and additional water sales as well as for future growth
- Government Facilities Upgrade: Police Locker Rooms, Public Works, Parks and Recreation, City Hall as well as Water Tower near Food Lion Warehouse
- Economic Development Team in support of Vision Plan

Staff was further encouraged to bring new ideas to the table – new ways of doing things, stepping out of the box.

Each department head reviewed their priorities and plans for the next six months to achieve goals discussed.

Administration– New City Hall Planning; ADA Transition Plan

Finance – New Accounting Software; Budget Preparation; Audit RFP

Inspections – Update Minimum Housing and NRMCA Standards to stricter standards; Draft outside furniture ordinance; Level 1 Inspector – Slater Johnson; continue training for state certifications with extra classes and more one-on-one time; initiate pay increments for receiving standard certifications

Planning – Combining Board of Adjustments and Planning Board to include training; Begin Vision Process; complete steps to meet requirements for Main Street Program; Review and begin update of existing Pedestrian and Bicycle Plans

Human Resources – Purchase AEDs in July; Purchase ID Badge Maker; have employment applications fillable online, plan staff training to include CPR and fire extinguisher; Review procedures with staff concerning Workers Comp and FMLA

Public Utilities – have Preliminary Engineering Report (PER) completed for expanding and upgrading Water Production Facilities; meet with Department of Commerce to see what funding is available for Water Tank; work to have preliminary engineering report to USDA and to Council for approval by August for Sewer Rehab and to be in Design phase by the end of the year; Waterline Rehab – anticipate a study or PER for phased approach to replacement of asbestos cement waterline; Watauga water line to be replaced prior to paving; advertise and interview for contractor for Public Works building

Library – Revamp summer reading program and expand New Book display shelves

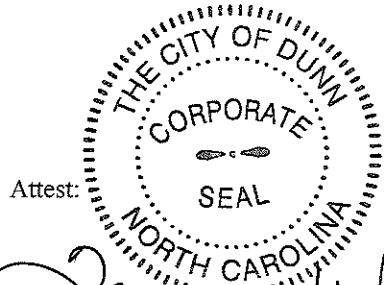
Parks and Recreation – complete Tart Park project; work to complete dog park; develop scholarship program; initiate E-Sports events/activities; Expand summer camp; work with Planning on Tyler to Tart Parks trail

Public Works – Put together package to contract storm drain repairs; saw cut some bad places in streets to prolong life; replace several faded street markers and stop signs; start design for storm drain/paving projects for E Bay St, General Lee Avenue and Watauga Avenue; get with human resources about hiring additional employees

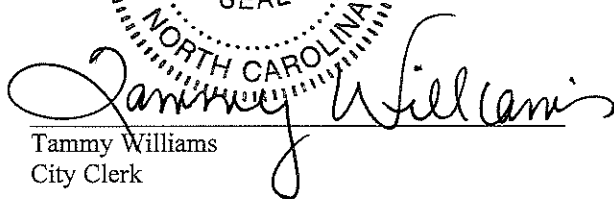
Police – Acquire Speed Trailer to help with speed data collection and speed reduction; Get plans updated, bids and permits for Police Department renovations; Research relocation and renovations to Firing Range to determine best option

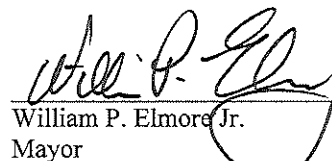
Rocchetti asked Council to keep in mind staff and financial resources available, as they work to reach these goals.

*With no further business, Mayor Elmore adjourned the meeting at 11:10 a.m.*



Attest:

  
 Tammy Williams  
 City Clerk

  
 William P. Elmore Jr.  
 Mayor