



Budget Planning Retreat - Minutes Saturday, February 24, 2018 Portofino Clubhouse, Clayton, NC

COUNCIL PRESENT:

Mayor Mulhollem
Mayor Pro Tem Castleberry
Council Member Bruton
Council Member Jackson
Council Member Locklear
Council Member Wilson

STAFF PRESENT:

C.L. Gobble, Administrative Consultant
Chip Hewett, Town Attorney
Kim P. Batten, Finance Manager/Town Clerk
Bob Clark, Planning/Zoning Administrator
Andy Thomas, Jr., Senior Planner
Joyce Lawhorn, Admin. Spec./Deputy Clerk

GUEST PRESENT:

Mark Williams, Facilitator
Mike Gordon, Former Mayor

MEDIA PRESENT:

None

1. WELCOME/INVOCATION/MEAL ~ MAYOR MULHOLLEM

- a) Mayor Mulhollem welcomed all present at 8:30 a.m. and Council Member Jackson led the invocation prior to receiving breakfast and the beginning of the annual Budget Planning Retreat Meeting.

2. CURRENT FINANCIALS & CAPITAL IMPROVEMENT PLAN (CIP) ~ MS. BATTEN

- a) Ms. Batten shared a PowerPoint presentation of the town's Financial Overview from FY2010 - Present and discussion followed.

The Financial Overview PowerPoint is as follows:



Capital Improvement Plan Previously Approved for FY2016



Project Description	Fiscal Year	Estimated Cost	Grant Funds	Donations
Overflow Parking Lot	2015	\$25,000		
Generator for Town Hall	2015	33,000		
Land Acquisition Park 40 Acres	2015	510,000	\$150,000	
Driveway Parking Farmers Market	2015	30,000		
Expansion Town Hall 1,125 SF	2016	168,000		
Street Improvements Paving	2016	40,000		
Archer Lodge Welcome Signs	2016	8,000		
Phase I Archer Lodge Park	2017	750,000		
Equipment Park Maintenance	2017	75,000		
Veterans Memorial	2017	150,000		\$150,000
Subtotal		\$1,789,000	\$150,000	\$150,000

Capital Improvement Plan (Cont.) Previously Approved for FY2016



Project Description	Fiscal Year	Estimated Cost	Grant Funds	Donations
Shelter Farmers Market	2018	\$100,000	\$50,000	
Archer Lodge Welcome Signs	2018	8,000		
Gazebo & Landscaping Town Hall	2018	50,000		
Storm Water Pipe Ditch at Town Hall	2018	75,000		
Phase II Archer Lodge Park	2019	750,000	250,000	
Sidewalks Church & ALCC	2019	122,500	85,750	
Police Dept. Building	2019	450,000		
Police Dept. Parking	2019	50,000		
Phase II of Amphitheater	2019	250,000		
Intersection S. Murphy / Covered Bridge Road Street Improvements	2019	685,000	548,000	
Subtotal – Previous Page 2015 - 2017		1,789,000	150,000	150,000
Total		\$4,329,500	\$1,083,750	\$150,000



2017 Assessed Property Valuations



	Assessed Value
Real Property	\$255,905,134
Deferred Value Farm Land	(8,293,440)
Senior Citizens Exclusion	(1,689,236)
Personal Property	4,046,447
Public Utilities	1,819,410
Motor Vehicles	41,885,252
Total 2017 Assessed Valuation	\$293,673,567

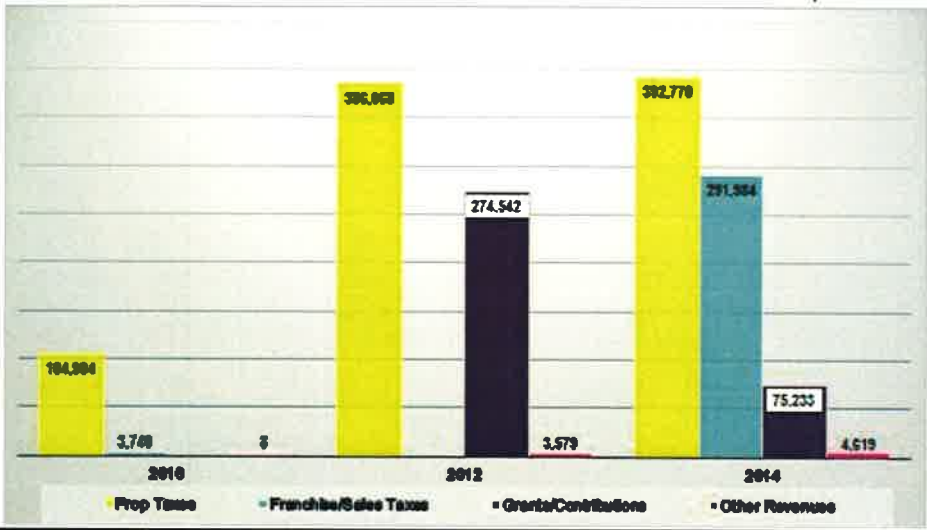


2017 Property Levy

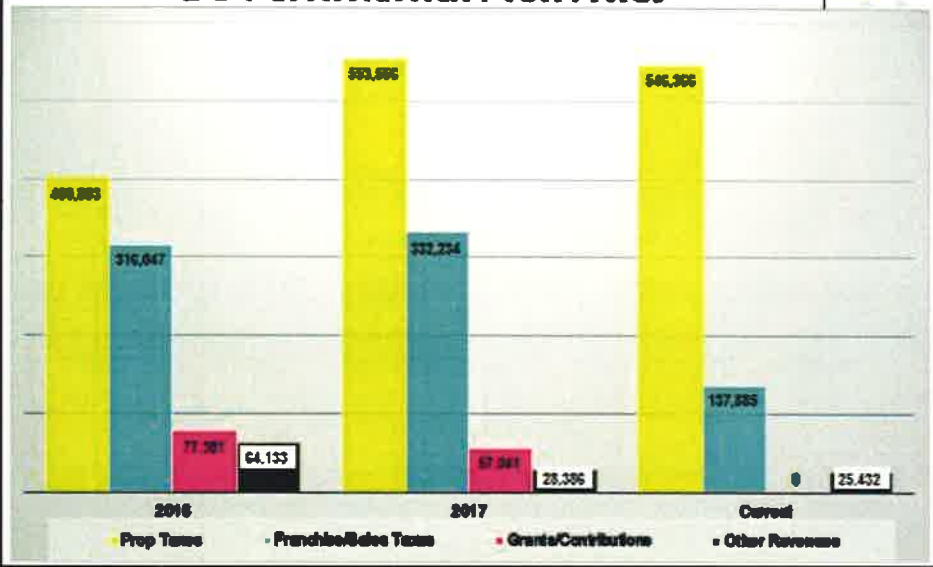


	Assessed Value
Total Estimated Assessed Valuation	\$293,673,567
Tax Rate per \$100 of Assessed Value	\$0.20
Tax Levy	\$587,348
Tax Collection Percentage	99%
Estimated Collections	\$581,474
Less:	
Jo Co Commission 2.5% / NC DMV fees	(14,537)
Archer Lodge Fire Dept. (7 Cents / 20 Cents = .35)	(203,516)
Park Reserve Fund (3 Cents/20 Cents = .15)	(87,221)
Balance Town (10 Cents / 20 Cents = .50)	\$276,200
1 Cent Property Tax Revenue	\$29,073

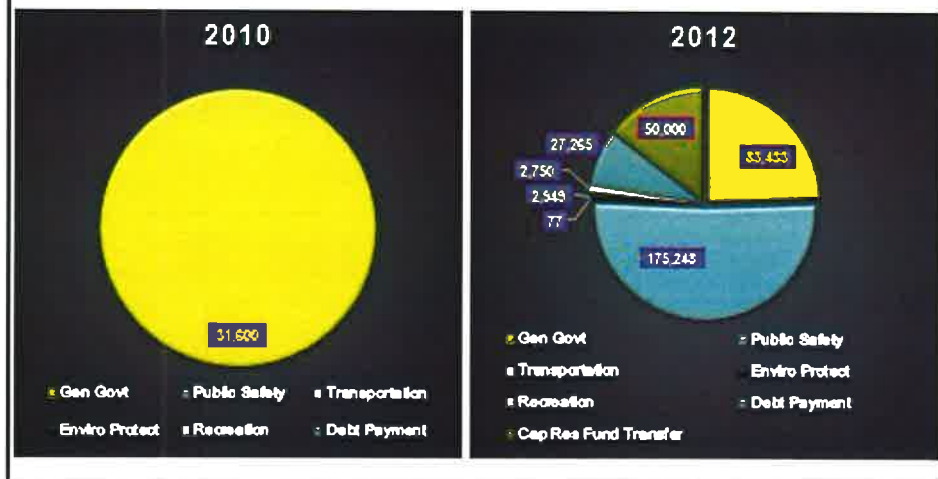
Revenues Past to Current Governmental Activities



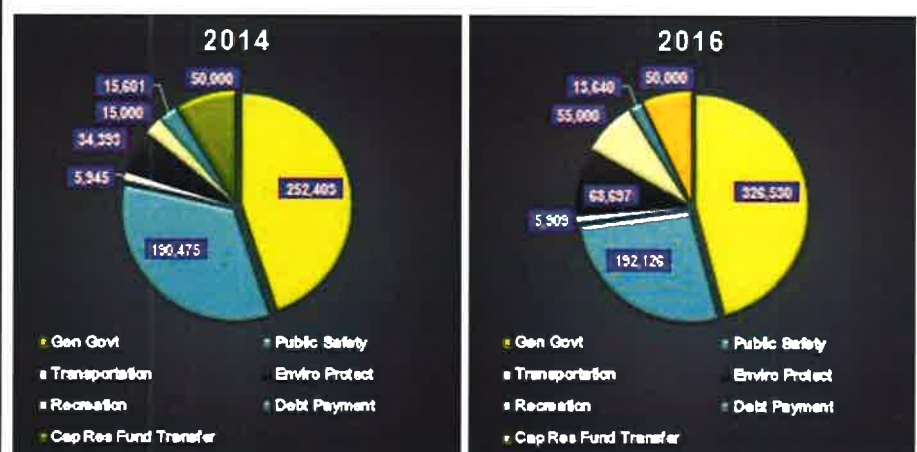
Revenues Past to Current Governmental Activities



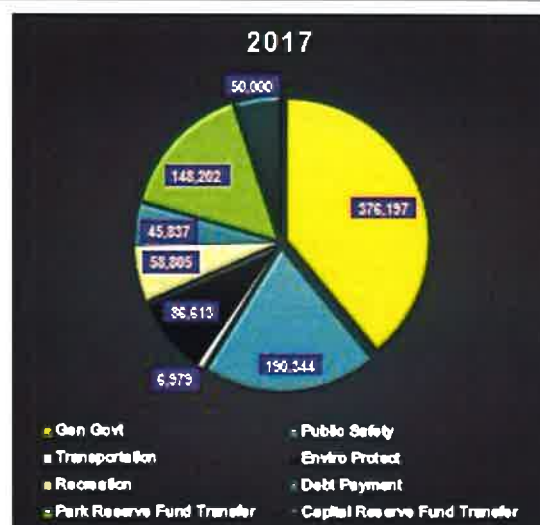
Expenditures Past to Current Governmental Activities



Expenditures Past to Current Governmental Activities



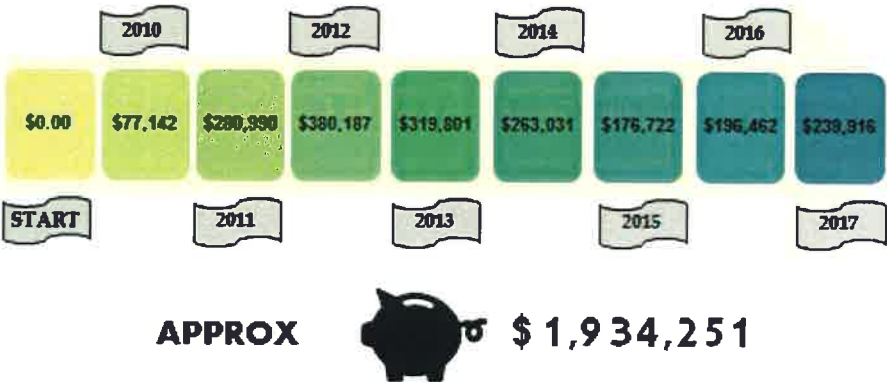
Expenditures Past to Current Governmental Activities



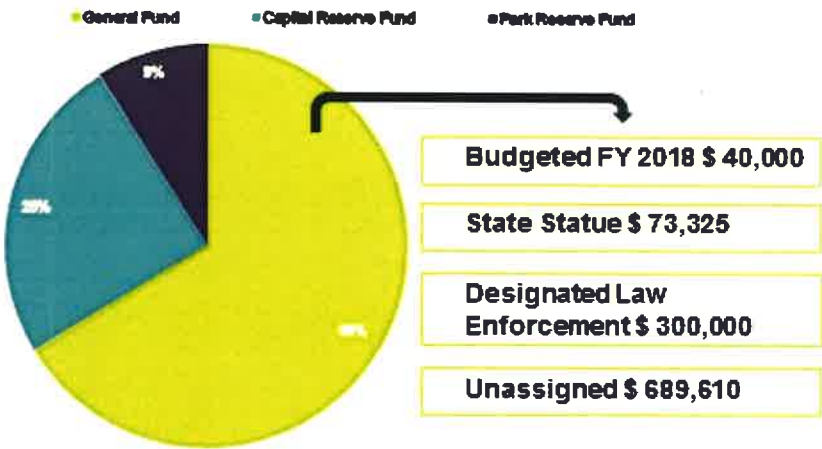
Expenditures Past to Current Governmental Activities



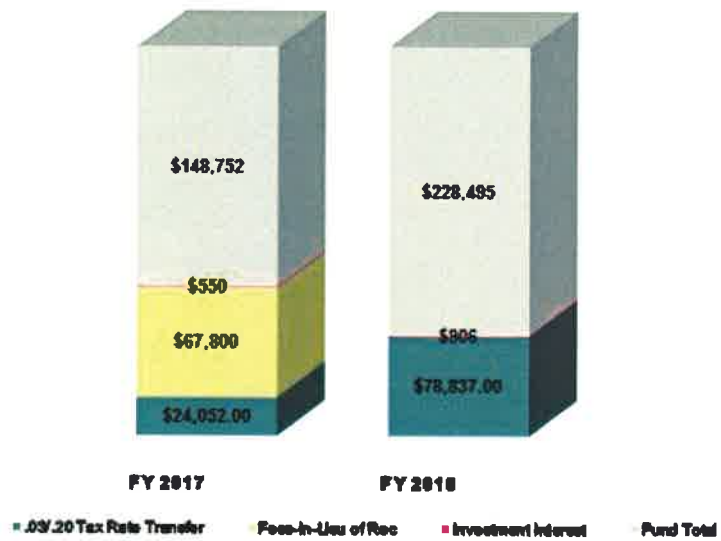
Net Increase in Fund Balance Each Year (aka: Savings)



Town of Archer Lodge Fund Percentages as of Audit ending 6.30.2017



Park Reserve Fund Progress



THE CONSERVATION FUND



CONSERVATION ACQUISITION

Land, Water & Wildlife Protection

Other Archer Lodge Info:

Capital Assets Include:

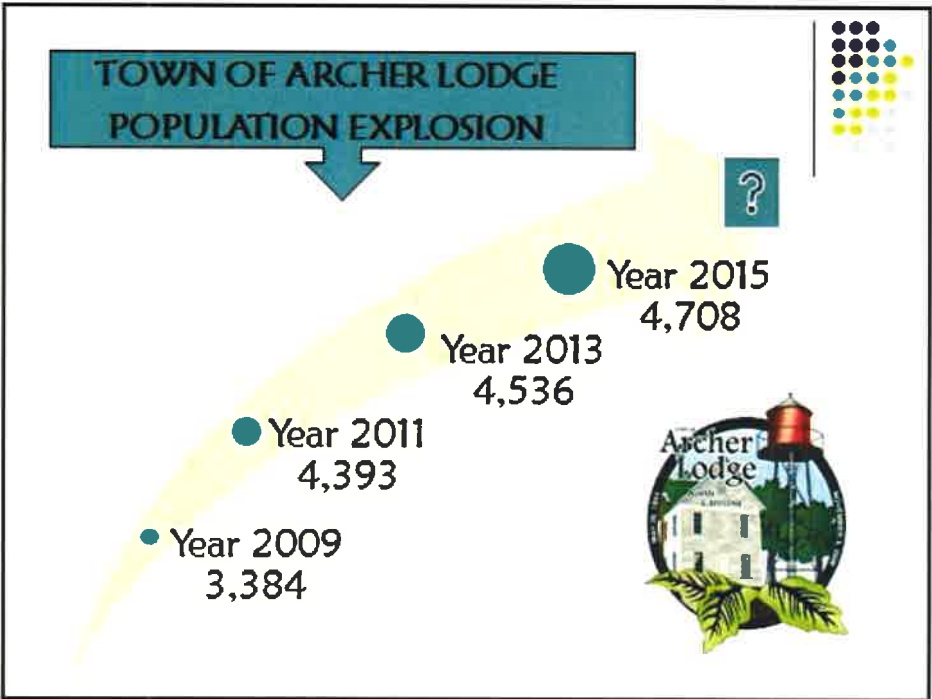
- Land
- Buildings
- Equipment
- Infrastructure

Long-Term Debt Includes:

- Land/Building \$333,333

Public Safety/Law Enforcement Designation:

- \$325,000 includes FY2018



**FINAL THOUGHTS
FOR YOU!**

Coming Together is a Beginning.
Keeping Together is Progress.
Working Together is Success.
-Henry Ford

3. INTRODUCTION OF MARK WILLIAMS, FACILITATOR ~ MR. GOBBLE:

- a) Mr. Gobble introduced Facilitator Mark Williams to those in attendance.

Mr. Williams biography is as follows:

MARK S. WILLIAMS
BIO (2018)

EDUCATION

1979 Graduate of North Carolina State University (BS)

WORK EXPERIENCE

37 years' experience in NC local government working first for the City of Henderson and the last 32 years for the Town of Wake Forest. Retired in 2015.

Started in Parks and Recreation field and transitioned to Administration serving as Town Manager of Wake Forest from 1993 to 2015.

Senior Consultant for Developmental Associates Inc. from 2017 – present.

OTHER EXPERIENCE

ElectriCities of NC Board of Directors 2006 – 2008

NC Eastern Municipal Power Agency Commissioner/Alternate 1991 – 2015

• NCEMPA Chair 2004 – 2005

• NCEMPA Vice-Chair 1998 – 2003

Local Government Federal Credit Union Loan Review Committee 1986 – Present

• LGFCU Loan Review Committee Chair 1994 – 1998

Capital Area Soccer League (now NCFC) Board of Directors 1997 – 2008

Eagle Scout

Wake Forest Citizen of the Year - 2003

WHEN I'M NOT WORKING _____

Deacon and Children's Sunday School Teacher

Youth Soccer Coach 1987 - 2017

Basketball Official

4. ICE BREAKER ~ MR. WILLIAMS

- a) Mr. Williams conducted a team building game to help everyone get to know each Council Member better.

5. DISCUSSION OF PAST ACCOMPLISHMENTS/REVIEW OF GOALS
~ MR. GOBBLE

- a) Mr. Gobble presented the Town of Archer Lodge Accomplishments/Successes over the past year. Discussion followed.

The Town of Archer Lodge Accomplishments/Successes as of February 2017 are as follows:

<i>Town of Archer Lodge</i> Accomplishments Successes as of February 2017	
Additional Town Hall Parking	Utilization of The Conservation Fund-Park Land Acquisition
Added a Storage Building	Ms. Batten - Clerk Certification completed
New Animal Control Officer, Amber Butler	Ms. Batten - Municipal Administration Course completion in April 2017
Request for Proposals-Auditing Services	Dedication of Jeffrey D. Barnes Council Chambers
New Auditing Firm, May & Place, PA	ALCC - Rec Fees for In-Town & Out-of-Town participants
Excellent Audit Report FY2016	Veteran's Memorial became a 501-c (3)
Increased Ad Valorem Revenues	Adopting Nuisance Abatement Ordinance (Junk Cars, Noxious Weeds, Open Burning)
Increased Admin & Planning Hours	Adopting Text Amendments for Zoning & Subdivision Ordinances
Invested in NC Cash Management Trust	Expanded Recreation for Soccer by Fencing Town Property
Diversified Investments in 3 Accounts	ABC Issue Resolved in Town Limits
Set up Park Reserve Fund	Bike/Ped Grant Application
Codification with Municode Progressing	SEAS Study/Archer Lodge ("Hot Spot")
Request for Proposal-Banking Services	State Funding for Roads/Intersections Improvements
Increased Banking Services with KS Bank and Closed Accounts with First Citizens	Incentive Package - Voluntary Annexation
Added iCompass, Clerk's Software	New Procedure for Subdivision Review
Added Agenda Notes, Council iPads	Appointed Teresa Bruton to replace Council Member, Carlton Vinson
VC3 - Converted Emails to Office 365 & Converting Files to Cloud Storage	Appointing a Planning Board Member for Teresa Bruton's replacement
VC3- Off-Site Server for Financial Software	Upgraded Alarm System/Upgraded to HD Security Cameras & Added 2 Parking Lot Cameras

The Town of Archer Lodge Accomplishments/Successes from February 2017-February 2018 are as follows:

Town of Archer Lodge Accomplishments Successes From February 2017-February 2018	
Appointed Matt Mulhollem as Mayor due to Mike Gordon's resignation	Requested NCDOT conduct a study the feasibility of adding a four-way stop or roundabout at the intersection of Buffalo Road and Archer Lodge Road
Appointed Hearbert Locklear to Council Member	Discussions with Architects for Town Hall expansion design
Appointed Clyde Castleberry as Mayor Pro Tem	Completed codifying all Town Ordinances accessible to everyone via Municode
MAPS Group - Personnel Plan/Pay Study/Classification in process	Submitted a 2018 Bicycle/Pedestrian Planning Grant application
RFP's for Landscaping/Cleaning Services for 2 year contract in process	Residential development activity continues. Nearing build-out in North Lodge (12), Heritage Phases 2 & 3 (51) and Wallbourne (20) subdivisions.
Website Design/Social Media Upgrade in process	Opening two more neighborhoods for builders [Phase 4 of Heritage (20) lots and Mayfield (20) lots]
Excellent Audit Report FY2017	Start-up enforcement of Nuisance Abatement and Junk Vehicle ordinances
Added Staff Position - Administrative Support Specialist/Deputy Clerk, Joyce Lavhorn	Attended training in preparation for the 2020 Census
Subdivided Conference Room to accommodate additional office for Town Clerk/Finance Manager	Prepared and submitted to the Planning Board a comprehensive set of procedures and approval requirements for preliminary plat approvals under the Subdivision regulations
Banner Program established	Completed participation in the CAMPO Southeast Area Study (SEAS)
Improved Security @ Town Hall Indoor/Outdoor Cameras, Motion Sensors	Reduced from 3 days to 2 ½ days per week the planning and codes administration contract with N-Focus
Continued Park Land Discussions with Conservation Fund	Added Audio/Visual recording and broadcasting capabilities in the Jeffrey D. Barnes Council Chambers
Streamlined Planning Board/Board of Adjustments (7 to 5 members)	
The Planning Board/Board of Adjustment received five of twelve On-Demand Training Sessions through the UNC School of Government	
NCDOT Safety Project scheduled for Covered Bridge Rd/Buffalo Rd and plans to include sidewalks and curb & gutter	

6. **BREAK**

7. **SWOT ANALYSIS ~ MR. WILLIAMS**

(A strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities and Threats)

- a) Mr. Williams asked the Mayor, Council Members, and Staff to compile a list of strengths, weakness, opportunities, and threats for the Town of Archer Lodge.

The following are the lists that were established:

STRENGTHS:

1. Baseline Solid
2. Johnston County Schools
3. Dedication by Council
4. Active Community
5. Excellent Staff / Advisors
6. Size of Town
7. Available free services
8. Not afraid to take chances
9. Diversified Council and background
10. Volunteers
11. Easy availability
12. Growth potentials
13. Protect our Heritage
14. Conservative – Fiscally
15. Reputation with County and State
16. Opportunity to develop and “Clean Slate” to plan
17. Responsible
18. Location, Location, Location
19. Fire Department
20. Interlocal Agreement for services with Clayton, and Johnston County

WEAKNESSES:

1. No park
2. Not Enough staff for effectiveness
3. Ordinances are Reactive
4. Slow to change
5. Location – lack of destination for travelers
6. Responsibilities of an effective & committed elected official
7. No Commercial District
8. No Sewer / Infrastructure
9. Traffic
10. Tax Base
11. Growth
12. Diversity on Council
13. Communication Gap
14. Better to utilize TJCOG Services
15. Inherited problems
16. Lack of Manager / Administrator
17. Lack of resources to handle issues
18. Social Media In-House

OPPORTUNITIES:

1. Manage growth
2. Intergovernmental Coop Cost Sharing
3. Transportation Plan
4. Open land
5. Use of Former Mayor
6. Park development, multiple tracts
7. Plan for Commercial Development
8. Expand beyond current boundaries
9. Own land in center of Town / Expand Town Hall
10. Work with Department of Transportation
11. Additional Services- Solid Waste, and Police
12. Archiving Historical Data
13. Preserve Historical Buildings
14. Better communication with Johnston County
15. Develop Learning Center / Library
16. Zip Code for Archer Lodge
17. UNC School of Government for training
18. Town Board and Advisory Board interaction

THREATS:

1. Future of contracts with Johnston County and Clayton
2. Lack of Land Bank – “Town owned property”
3. Justifying where money is spent
4. No park
5. Growth (fast)
6. New people with different Perspectives and Desires
7. Traffic
8. Lack of destination for travelers
9. Septic Tanks
10. Existing Subdivision problems – Road
11. Transition from Rural to Urban
12. Lack of diversity in development, too residential
13. Small budget
14. State Legislature
15. \$50,000 NC Grant use

8. LUNCH

9. GOAL SETTING/BRAINSTORMING SESSION ~ MR. WILLIAMS

- Identify items/Areas to be addressed
- Prioritize items/Areas
- Develop strategies
- Set Goals for Future & Upcoming Budget

- a) Mr. Williams led the group with 3 items: 1) identify issues that exist in Archer Lodge; 2) prioritize the issues; and 3) develop strategies to handle them. Following that discussion, goals were set for the future and the upcoming budget.

Issues identified are as follows:

ISSUES:

- 1. Public Sewer System
- 2. Park Facilities
- 3. Traffic
- 4. Design standards for Commercial Development
- 5. Staffing at Town Hall
- 6. Expansion of Town Hall / Veterans Memorial
- 7. Public Transportation
- 8. Learning Resource Center (Library)
- 9. Banking services / Commercial area
- 10. Cemetery
- 11. Zip Code for Archer Lodge
- 12. Archiving historic records and buildings (identify landmarks)
- 13. Communications
- 14. Form of Government
- 15. Town Board and Advisory Board interaction
- 16. Comprehensive Plan
- 17. CIP – Comprehensive Improvement Plan

Goals for Archer Lodge future appear in the chart below:

GOALS:			
Location	Description	Report Date	Reporter
Staffing	Work Session on Form of Government Short term Staffing Plan	Apr. 2018	Mayor
Sewer System	EAA \$25,000 Study	Oct. 2018	CL Gobble & B. Clark
Facilities	Gather information on Library options - Establish committee - Report back to Council	Mar. 2018 Sep. 2018	Council Mtgs.
	Veteran's Memorial, Town Hall Expansion in process within 60 days - Design - Construction / Funding - Completion	Mar. 2018 Oct. 2018 Spring 2019 Fall 2019	Council Mtgs. CL Gobble
	Inventory of Options for Athletic Facilities - Meet with School System - Meet with David Propery	Apr. 2018 May 2018 Private Mtg.	CL Gobble & Attorney Hewett Mayor & H. Locklear
Transportation	Set meeting with DOT Engineer Update Transportation Plan	April 2018	B. Clark
Planning	Comprehensive Plan Update Design standards for Commercial Development	Fall 2018/2019 Overlay 6.30.18	B. Clark
Communication	Town Council meet/w Planning Board Town Council meet w/ Rec. Advisory Board	(Fall) Sep 2018 Oct. 2018	B. Clark H. Locklear & ALCC Board of Directors
	Bring Town Website In-House and Social Media	July 2018	K. Batten & J. Lawhorn
	Read Emails and Communicate with each other		All Boards & Staff
History	Update Town Board of Archiving Process Budget Historian Part-Time	Fall 2018 Jun 2018	K. Batten & J. Lawhorn CL Gobble
	Update inventory on Landmarks - ex: CE Barnes Store, Old Fire Station, Teachery	Oct. 2019	M. Jackson
Misc.	Meet with Postmaster regarding changing the Zip Code	May 2018	C. Castleberry & M. Gordon
	Update CIP (Comprehensive Improvement Plan within six months	Sep 2018	CL Gobble & K. Batten
Outside Services	Facilitate expansion of discussion of Cemetery of White Oak Church	Non-Town Function	Mayor & C. Castleberry

10. WRAP-UP ~ MR. WILLIAMS

- a) Mr. Williams recommended the town have a mid-term Planning Budget Retreat to review the goals that were set. He thanked everyone for inviting him to attend the meeting. Discussion followed.

11. ADJOURNMENT ~ MAYOR MULHOLLEM

- a) Mayor Mulhollem thanked Mr. Williams for sharing his ideas and helping the Town. He expressed that he would like to have a September 2018 follow-up meeting dedicated to review the list of goals that have been set.

Having no further discussion, Mayor Mulhollem adjourned at 4:30 p.m.



Matthew B. Mulhollem, Mayor



Kim P. Batten, Town Clerk

