

MINUTES
TOWN OF PITTSBORO
BOARD OF COMMISSIONERS
BOARD RETREAT
DAVID LONG, FACILITATOR
JANUARY 11, 2014
8:30 AM

Mayor Terry and Manager Gruesbeck welcomed everyone and thanked them for coming.

ATTENDANCE

Members present: Mayor Bill Terry, Mayor Pro Tem Pamela Baldwin, Commissioner Jay Farrell, Michael Fiocco, Bett Wilson Foley and Beth Turner.

Others present: Manager Bryan Gruesbeck, Clerk Alice F. Lloyd, Attorney Paul S. Messick, Jr., Planner Stuart Bass, Parks Planner Paul Horne, Finance Officer Mandy Cartrette, Chief of Police Percy Crutchfield, Utilities Director John Poteat, Water Plant Superintendent Adam Pickett and Waste Water Superintendent Randy Heard.

Each department head gave a report after which Mr. David Long facilitated the brainstorming session.

The following is Mr. Long's report:

Pittsboro Board of Commissioners: Retreat Brainstorming 1.11.14
What are the most important issues/needs/opportunities facing the Town of Pittsboro over the next 3-5 years ?

Total Points	Item #	Item <i>Listed by Points in Descending Order</i>	Individual points			
19	4	Chatham Park	4	6	9	
18	19	Complete Chatham Park development agreement	8	7	3	
16	34	Keep employee salaries up with current market	3	7	6	
15	1	Return utility system to profitability	2	8	1	4
15	3	Update our ordinances	7	8		
14	6	Achieve a partnership agreement with Chatham Park developers to create the greatest benefit to Town via development of Chatham Park	9	5		
13	7	Build a new 1.25 mg wastewater treatment plant at existing location	9	4		
12	10	Water plant upgrades	5	7		
11	2	Build up a fund balance	3	8		
11	23	Develop unified development ordinance to reflect community vision of the Town	8	3		
11	25	Take steps to protect rivers and streams especially in light of Chatham Park's impact on Jordan Lake as a drinking water source	5	6		
10	11	Wastewater treatment plant	6	4		
9	5	Budgetary concerns	9			
9	15	With regard to Chatham Park, set aside a preserved natural area; protect natural areas; retain character of Pittsboro	9			
9	47	Balance the enterprise fund	9			

8	12	Town facilities planning to accommodate increased staff demands	6	2
8	30	Economic condition of Town and ability to maintain itself without increase in tax base, property tax rate, and water/sewer fees	8	
7	39	Downtown revitalization	7	
7	50	Hire a planning consultant to manage Chatham Park development	7	
6	13	Complete work on unified development ordinance	6	
5	14	Improve parking and signage for downtown	5	
5	22	Water	5	
5	36	Develop a strategy to ensure that high-speed internet is provided throughout Town	5	
4	8	Create a long-term financial plan	2	2
4	20	Focus on things that are important to existing Town without being consumed with Chatham Park; achieve balance	4	
4	27	Identify and develop redundant wastewater strategies to maximize the Town's flexibility in development	4	
3	18	Downtown master plan	3	
3	44	Identify and secure redundant potable water supplies	3	
2	28	Reduce unaccounted water losses from 25% to 5% over next 5 years	2	
2	40	Establish development standards to meet needs of affordable housing	2	
2	52	Locate and determine new building locations for Town staff and departments and police department; a space needs assessment	1	1
1	9	With regard to Chatham Park, create a timeline/plan to address upcoming needs including a plan for increasing staff, fire protection, schools, town hall, etc. and how these will be paid for; have an overall plan	1	
1	26	Economic development and job growth	1	
1	42	Explore converting sewer easements into greenways	1	
0	16	Aging equipment, utilities, etc.		
0	17	Approval process for Chatham Park		
0	21	Support small businesses throughout Town		
0	24	Study/right-size capital recovery fees and utility access fees, especially in light of Chatham Park and recovering costs		
0	29	Protect our ETJ; state legislature concerns		
0	31	Develop Town standards to promote walkability and bikeability		
0	32	Information technology upgrade that includes hardware, software and telephone		
0	33	Explore reuse water as a source of revenue		
0	35	Assure that development keeps in mind that longtime residents will be able to participate in its prosperity		
0	37	Identify and liquidate surplus real estate throughout Town; recapture value of obsolete properties		
0	38	Look at zoning ordinance to protect historic properties; also, perhaps designate areas as historic		
0	41	Continue to fund water plant maintenance in budget at highest practical level given budget constraints		
0	43	Town staff, to ensure that they continue to receive cost-of-living increases		
0	45	Approach NCDOT about reducing the number of traffic signs in historic district; reduce 'lollipop effect' around courthouse		
0	46	NCDOT highway signs identifying Pittsboro at exits, etc.		
0	48	Seek out ways to support local artists via public art		
0	49	Establish development standards to address energy-efficient development		

- 0 51 Communication plan with regard to Chatham Park (as well as other things) to ensure that Commissioners and staff are in information loop--e.g. so Board can review documents before being shared with developer; an *established* method of communication

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Pittsboro Board of Commissioners: Retreat Brainstorming 1.11.14

What are the most important issues/needs/opportunities facing the Town of Pittsboro over the next 3-5 years ?

Total Points	Item #	Item
<i>Listed by Themes and Aggregate Points (Red) in Descending Order</i>		
Chatham Park		
19	4	Chatham Park
18	19	Complete Chatham Park development agreement
14	6	Achieve a partnership agreement with Chatham Park developers to create the greatest benefit to Town via development of Chatham Park
7	50	Hire a planning consultant to manage Chatham Park development
1	9	With regard to Chatham Park, create a timeline/plan to address upcoming needs including a plan for increasing staff, fire protection, schools, town hall, etc. and how these will be paid for; have an overall plan
0	17	Approval process for Chatham Park
0	24	Study/right-size capital recovery fees and utility access fees, especially in light of Chatham Park and recovering costs
0	51	Communication plan with regard to Chatham Park (as well as other things) to ensure that Commissioners and staff are in information loop--e.g. so Board can review documents before being shared with developer; an <i>established</i> method of communication
59		
Budget/Finance		
15	1	Return utility system to profitability
11	2	Build up a fund balance
9	5	Budgetary concerns
9	47	Balance the enterprise fund
8	30	Economic condition of Town and ability to maintain itself without increase in tax base, property tax rate, and water/sewer fees
4	8	Create a long-term financial plan
0	37	Identify and liquidate surplus real estate throughout Town; recapture value of obsolete properties
56		
Utilities/Infrastructure		
13	7	Build a new 1.25 mg wastewater treatment plant at existing location
12	10	Water plant upgrades
10	11	Wastewater treatment plant
8	12	Town facilities planning to accommodate increased staff demands
4	27	Identify and develop redundant wastewater strategies to maximize the Town's flexibility in development

- 3 44 Identify and secure redundant potable water supplies
- 2 28 Reduce unaccounted water losses from 25% to 5% over next 5 years
- 0 41 Continue to fund water plant maintenance in budget at highest practical level given budget constraints

52

Quality development/Planning

- 15 3 Update our ordinances
- 11 23 Develop unified development ordinance to reflect community vision of the Town
- 6 13 Complete work on unified development ordinance
- 4 20 Focus on things that are important to existing Town without being consumed with Chatham Park; achieve balance
- 2 40 Establish development standards to meet needs of affordable housing
- 1 42 Explore converting sewer easements into greenways
- 0 29 Protect our ETJ; state legislature concerns
- 0 31 Develop Town standards to promote walkability and bikeability
- 0 35 Assure that development keeps in mind that longtime residents will be able to participate in its prosperity
- 0 38 Look at zoning ordinance to protect historic properties; also, perhaps designate areas as historic
- 0 46 NCDOT highway signs identifying Pittsboro at exits, etc.
- 0 49 Establish development standards to address energy-efficient development

39

Water/Environment

- 11 25 Take steps to protect rivers and streams especially in light of Chatham Park's impact on Jordan Lake as a drinking water source
- 9 15 With regard to Chatham Park, set aside a preserved natural area; protect natural areas; retain character of Pittsboro
- 5 22 Water
- 0 33 Explore reuse water as a source of revenue

25

Staff issues

- 16 34 Keep employee salaries up with current market
- 0 43 Town staff, to ensure that they continue to receive cost-of-living increases

16

Downtown

- 7 39 Downtown revitalization
- 5 14 Improve parking and signage for downtown
- 3 18 Downtown master plan
- 0 45 Approach NCDOT about reducing the number of traffic signs in historic district; reduce 'lollipop effect' around courthouse

15

Facilities/Equipment/Technology

- 5 36 Develop a strategy to ensure that high-speed internet is provided throughout Town

- 2 52 Locate and determine new building locations for Town staff and departments and police department; a space needs assessment
- 0 16 Aging equipment, utilities, etc.
- 0 32 Information technology upgrade that includes hardware, software and telephone

7

Economic development

- 1 26 Economic development and job growth
- 0 21 Support small businesses throughout Town
- 0 48 Seek out ways to support local artists via public art

1

270

Mr. Long's summary:

Town of
PITTSBORO
North Carolina

2014
Board of Commissioners
Planning Retreat
January 11, 2014

Summary Report

January 17, 2014

DAVID LONG CONSULTING

*Strategic Planning and Organizational Development
for North Carolina's Local Governments*

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January 17, 2014

William Terry, Mayor

Bryan Gruesbeck, Town Manager

Town of Pittsboro

635 East Street

Pittsboro, NC 27312

Dear Mayor Terry and Mr. Gruesbeck:

I very much appreciate your asking me to return to assist with the Town's 2014 Planning Retreat. It has been a genuine pleasure working with everyone involved. The Board made much progress in expressing its ideas, shaping a sense of strategic direction and arriving at a common understanding of its long-range priorities. My impression is that the session was very positive and that the discussion was both energetic and constructive.

Please extend my sincere gratitude to the members of both Board and staff for their cooperation, assistance, enthusiasm and skills in making sure that everything operated smoothly—it is sincerely appreciated.

I hope the Board and staff will find the attached report to be accurate and satisfactory in all respects. If there are any deficiencies or needs for revision, please let me know as soon as possible so these can be addressed.

Thanks very much! I have enjoyed working with the Town of Pittsboro—it is an impressive and dynamic community with a very bright future. If called upon, I would look forward to continuing our work together in any way possible.

Sincerely,

David Long MPA

Consultant/Facilitator

Town of PITTSBORO
2014
Board of Commissioners
Planning Retreat
January 11, 2014

Summary Report
January 17, 2014

1.0- INTRODUCTION

The Town of Pittsboro conducted its 2014 Planning Retreat on January 11, 2014 at the Town Hall in Pittsboro. The retreat focused on the Board of Commissioners with the support of the manager and key staff. Attending and participating from the Board of Commissioners were Mayor William Terry, and Commissioners Pamela Baldwin, Michael Fiocco, J.A. Farrell, Bett Wilson Foley and Beth Turner.

David Long, a planning consultant based in Greensboro with thirty-nine years' experience in serving local governments throughout North Carolina, served as facilitator and prepared this summary report. The consultant's bio is included as *Attachment 1*.

The summary report includes brief narratives describing selected elements of the retreat agenda and activities. (Additional elements may be included later as they become available from key staff.)

The consultant conferred with the Town Manager in advance of the retreat to plan the session and to develop the agenda. The retreat agenda is included as *Attachment 2*. This summary roughly parallels the sequence of retreat agenda items.

2.0- STATE of the TOWN REPORT/DEPARTMENT HEAD REPORTS

Town Manager Bryan Gruesbeck prepared and presented an excellent *State of the Town Report* containing a wealth of statistical and baseline information. Key department heads also made presentations. These presentations are incorporated by reference as *Attachment 3* to this report.

3.0 - STRUCTURED BRAINSTORMING

The Board of Commissioners engaged in a structured brainstorming process. The purpose of the process was to assist the Board in developing a consensus-based prioritization of goals for the long-term.

The focus question for the session was:

What are the most important issues, needs and opportunities facing the Town of Pittsboro over the next 3-5 years?

The process allows for maximum individual creativity and respects the individual's right to voice opinions in an unpressured manner, while gradually building consensus and arriving at common ground among the group, specifically a set of priorities that is 'owned' in a unified manner by the Board. The structured process is a proven and tested method that consistently delivers results and very positive reviews from participants.

Many key pieces of information were generated from the session—a series of Excel spreadsheets were developed summarizing this information and are embodied in *Attachments 4.1 through 4.3*.

The facilitator interacted one-on-one with each participant until all ideas had been expressed and recorded on flip chart sheets. The participants voiced a total of 52 responses. Participants then prioritized these 52 items individually and privately using a system in which a) their top nine priorities were selected and b) these top nine were further refined by assigning nine points to the highest item, eight to the next highest and so forth until the ninth item then received one point.

- *Attachment 4.1* lists the 52 items in the order originally generated.
- *Attachment 4.2* lists the 52 items sorted by the Board's priorities—in descending order by points received. The top items follow (*points in red and item numbers in black*):

19	4	Chatham Park
18	19	Complete Chatham Park development agreement
16	34	Keep employee salaries up with current market
15	1	Return utility system to profitability
15	3	Update our ordinances
14	6	Achieve a partnership agreement with Chatham Park developers to create the greatest benefit to Town via development of Chatham Park
13	7	Build a new 1.25 mg wastewater treatment plant at existing location
12	10	Water plant upgrades
11	2	Build up a fund balance
11	23	Develop unified development ordinance to reflect community vision of the Town

- 11 25 Take steps to protect rivers and streams especially in light of Chatham Park's impact on Jordan Lake as a drinking water source
- 10 11 Wastewater treatment plant

- *Attachment 4.3* lists the 52 items sorted by **themes** in descending order of aggregate points assigned by the group.

The themes were developed by the facilitator and items assigned to each theme several days following the session. The themes are intended simply as a method to better grasp the results, and in no way to supersede or challenge any other decision-making processes in place.

It is a conceptual tool, not an end product—unscientific and imperfect but hopefully a helpful piece of information in charting a course forward. It is also somewhat subjective on the part of the facilitator, although the general intent was to follow as closely as possible the themes identified by the Board during the retreat. Others might observe completely different themes and/or assignment of items to themes (due to overlap, gray areas, etc.) and are encouraged to do so. The themes can be thought of as a tool for achieving a division of labor, for example, if multi-disciplinary task forces were to be established, each might address a priority theme.

The themes and aggregate points (in red) of each follow (*total points=270*):

• Chatham Park	59
• Budget/Finance	56
• Utilities/Infrastructure	52
• Quality development/Planning	39
• Water/Environment	25
• Staff issues	16
• Downtown	15
• Facilities/Equipment/Technology	7
• Economic development	1

There is nothing binding about the themes and the points attributed to each. The most important fact is that each idea was voiced, and is therefore important regardless of the points received. At best, the rankings provide a *rough* idea of the relative weight of each theme. Much more insightful analysis by those closest to the issues (Board, staff, residents, etc.) is required to convert these rankings into a meaningful basis for action.

4.0 - IDENTIFICATION AND PRIORITIZATION OF BROAD STRATEGIC LONG-RANGE THEMES BY GROUP

The facilitator developed the themes identified in the previous section in the days *following* the retreat. At the retreat, the Board confirmed by consensus the following as broad priorities. The prioritization process was very informal and not rigidly hierarchical:

MAJOR PRIORITIES IN ORDER VOICED BY BOARD AT RETREAT

1. Chatham Park
2. Budget/finance
3. Utilities/infrastructure
4. Quality development
5. Water/environment
6. Planning; preparing for and managing development
7. Downtown/parking
8. Staff issues
9. Facilities

5.0 – GENERAL STRATEGIC PLAN

A goal of the retreat was to arrive at an organized course of action. For each of the broad themes, the Commissioners identified and affirmed by consensus the following general strategic plan. The following is intended not as an end-product, but simply as a first attempt to document and recapture the core ideas of the Commissioners at the retreat. It should be considered preliminary, and subject to refinement as the ideas become clearer and come into greater focus. *(Blank bullets are intended as a ‘prompt’ that other strategies might be added later.)*

Chatham Park

- Hire a planning consultant
- Unified development ordinance; update ordinances
- Finalize development agreement
- Maintain good relations with developer
- Impact analysis
-
-

Budget/finance

- Create a long-term financial plan
- Sustain positive fund balance; develop policy
- Return enterprise fund to profitability
- CIP: strengthen; make it a living document
-
-

Utilities/infrastructure

- Wastewater treatment plant
 - NPDES permit
 - Engineer/design
- Establish a list of priorities related to water/sewer so Town can look ahead
- Examine redundancies
- Water plant – begin examining
- Chatham Park as it relates to water/wastewater
-
-

Quality development *(combined with)*

Planning; preparing for and managing development

- Develop UDO
- Big-box issues/planning
- Engineering/design standards
- Collaboration with county and other neighbors
- Small area plans; master plans
- Planning board training
-
-

Water/environment

- Maps of intermittent and perennial streams
- River/stream protection; look at County's plans
- Encourage reuse water
- Stormwater ordinances- educate and communicate
- Consider Triangle Land Conservancy's best practices
-
-

Downtown

- Parking
- Downtown master plan
- Protection of historic district
- Signage/visual clutter
 - DOT
- Maintain façade grant program
- Pocket park
- Walkability/accessibility

-
-

Staff issues

- Competitive pay; annual increases
- Staff retention
- Technology – improve
- Space needs assessment
-
-

Facilities

- (Space needs assessment)
- Future growth analysis
- Land banking; identification of sites
- Liquidate surplus real estate to fund site acquisition etc.
-
-

CLOSING NOTES

Due to time constraints, the retreat departed from the formal agenda in the afternoon and did not include detailed action planning for the top priorities as originally envisioned. It was agreed by the Board that action planning is important and would perhaps be pursued as a follow-up session to the retreat.

Motion made by Commissioner Farrell seconded by Commissioner Turner to adjourn at 4:30 p.m.

Vote Aye-5 Nay-0

William G. Terry, Mayor

ATTEST:

Alice F. Lloyd, CMC, NCCMC
Town Clerk