

MAYOR
Michael L Alvarez

MAYOR PRO TEM
David L. Cohn

INTERIM TOWN MANAGER
Scott J. Kaufhold



TOWN COUNCIL

Gordon B. Daniels

Gary M. Savoie

Amy R. Stanton

Mark A. Wireman

**Indian Trail Town Council
Budget Meeting
Saturday, March 5, 2016
Civic Building—9:00 A.M.**

MINUTES

The Indian Trail Town Council convened at 9:00 a.m. on Saturday, March 5, 2016 for a Budget Retreat/Workshop in preparation of the DRAFT 2016/2017 Fiscal Year Budget in the Council's Chambers at the Civic Building—100 Navajo Trail, Indian Trail, NC 28079.

The following members of Council were present:

Mayor Pro Tem David L. Cohn
Council Member Gordon B. Daniels
Council Member Amy R. Stanton

Council Member Gary M. Savoie
Council Member Mark A. Wireman

Mayor Alvarez was not present.

The following members of Staff were present:

Interim Town Manager/Director of Engineering Scott J. Kaufhold, Town Clerk Kelley Southward, Planning/Neighborhood Services Director Rox Burhans, Parks & Recreation Program Coordinator Katy Keller, Communications Coordinator Mike Parks, Engineering Project Manager Adam McLamb and Assistant Finance Director Branden Chopelas.

Guests: there were approximately 5 guests in attendance.

1. WELCOME & PLEDGE OF ALLEGIANCE

Mr. Kaufhold led everyone in the Pledge of Allegiance.

Mr. Kaufhold welcomed everyone to Town Council's budget workshop. Mr. Kaufhold reviewed the agenda. Mr. Tryon could not be attendance today; he will do his budget presentation at the Council meeting on Thursday.

Objective of the Budget meeting: There are a lot of ongoing capital project plans that are in motion. The Staff would like to receive direction from Council, discussion and receive recommendations. The primary purpose is to rebuild a foundation. There has been a lot of change with staff. We will hear from Susan Manning with an update on the HR Classification and compensation project. Linda Angus, CPA will address issues policies and procedures at another meeting.

2. HUMAN RESOURCES CLASSIFICATION AND COMPENSATION REPORT SUSAN MANNING

Susan Manning – Contract Consultant

Background: I have over 30 years of HR experience in the Public sector of North Carolina. In the early 90's, I came to Mecklenburg County and finished my career with Mecklenburg. Since my retirement, I have been doing consulting work for small municipalities, i.e. Davidson and Matthews.

I was tasked with preparing a Classification and Compensation Report for Indian Trail. This study was included as a recommendation in the budget for this fiscal year. I was also asked to look at organization and staffing as part of that study. I October 2015, I began working with the Town Manager at that time.

The purpose of the study was to review the Town's classification and pay plan to ensure internal equity based on duties and responsibilities and ensure that it was externally competitive; to recommend any changes to organization in staffing, to develop a salary survey and to make recommendations to the Town.

Every town is unique so it is important for me to understand the business side before I look at the HR side. I looked at all job descriptions, most had been updated, and some require updates. Regarding the external market place, I developed a custom survey to ask about pay and benefits, identified benchmark communities and analyzed market data.

Study findings: The population is growing rapidly. The regional job market has recovered rapidly from the 2008 recession. Hiring is going up, wages are going up. It is a good time to do a study. Last time a study was done was in 2005, which was very long ago and pre-recession. Staff turnover has been significant within the past 6-8 months, approaching 30%. Your HR policies need updating; the last record shows they were not updated since 2005. The policy is a comprehensive policy but things have changed. I will update that policy and that will come back to you at a later point for review. Indian Trail has a 35 hour work week which is shorter than the 40 hour work week. There are pros and cons to that schedule.

Staffing findings: I met with each department head. My findings were that the staffing was at appropriate levels in engineering, finance, and planning. Well-staffed, good job descriptions, classifications were appropriate. In Parks and Recreation, Public Works and Administration there are needs that are not being met. Community and Economic Development needs to be re-aligned, with one position moved to Park and Recreation.

Organizational Change Recommendations:

Mr. Kaufhold has already made the changes to Public Works so those recommendations are not included here.

Solid Waste is currently assigned to Planning and that function should move to engineering and Public Works as a better fit.

The Community Development position needs to be moved to Parks and Recreation and realign the cultural arts center under Parks and Recreation. That is how it is done in several other jurisdictions in the area.

All department heads are in alignment with the above recommendations.

Recommending the following new positions with the understanding that they may not take place in this budget year due to your fiscal responsibilities.

Administration: Unfilled Assistant Manager position. There is no Administrative assistant, which falls back on the Town Clerk. The HR Director needs support for her position. That came out in all my interviews with department heads.

Public Works: Front line maintenance positions, streets sidewalks growing rec and park with new parks coming on line. I am recommending that you add 2-4 maintenance positions over the next couple of years. The new Town Hall building will also increase the need for building maintenance staff.

Parks and Recreation: On the program side, you have one program coordinator. With new athletic fields and tournaments I see the need for a second recreation program coordinator position that could focus on athletics. It is a demanding role, when I look at other communities of your size, the town of Matthews has 3 recreation managers and a Director and they don't do athletics. If you reclassify the one position in Economic Development to add another FT resource to Parks and Rec and at next fiscal year or two add a third Recreation Coordinator to focus on athletics that should allow you to come up to standard for Parks and Rec staffing.

Councilman Cohn: Re: Matthews with the four FT Parks and Rec positions, how much help does Matthews get from the County?

Ms. Manning: There is a joint partnership. The County contributes for land or capital improvements, but the County does not contribute to operate parks or for staff in the parks. The Town of Mathews does not staff the Sportsplex, they have a non-profit that runs it, they use the Town's facilities but does not staff it.

Councilman Wireman: When you looked at Parks and Rec, are you looking at current, or over the next 3-5 years? Ms. Manning responded that she looked at the Town's immediate needs, over next 1-2 years. A long range staffing plan would need to look at build-out and master plans.

Councilman Savoie: You mentioned other towns that are engaged in studies like this...are the other towns also looking at pay adjustments? How often do you recommend doing a study?

Ms. Manning: Yes, that is correct. Studies should be done no less than every 3 years. If you get behind, it is much more expensive to catch up. You would be even further behind if there hadn't been a big recession in the middle of this; it has been a slow recovery, but the market has heated up in the past two years.

Classifications Study: Looking at job descriptions making sure they are appropriately classified in terms of job duties and responsibilities and minimum qualifications and making sure they are in proper relationship to each other. There is a classification methodology. Most were up to date and classified correctly.

Recommendations:

- Community Development Specialist was re-classed to Recreation Program Coordinator and assigned to Parks and Recreation.
- There were two unfunded Assistant Park and Recs Director and Assistant Planning Director, they should be taken off the books if not funded. Talked with Directors of the departments and they felt they were that the positions were not needed.
- Reclassify civil engineers to Engineering Project Managers: The engineering team members that do stormwater and manage projects and are classified as Civil Engineers. Neither of them are professional engineers. If the staff doesn't have a PE they shouldn't be classified as Civil Engineers. Created a Project Manager job title that better reflects the jobs they are doing.

- There is a need for an engineering technician for field work and provide support to Project Managers, he is working on a job description and once complete will be included in Classifications.
- Maintenance jobs are currently classed as Laborers, Maintenance Technicians is more appropriate title.
- Code enforcement Officer, two codes one senior, consolidate the two levels into one level. The only difference was one supervised the other, but they both report to a Senior Planner.
- There are currently two levels of customer service representative, one is senior. When staff moves to the new town hall that structure will need to change, will need new job descriptions for those positions. Leave as they are for now, but re-assess at future.
- Planning department, Associate Planner should be titled as a Planner classification. Duties and responsibilities as developed are FT Planner. GIS position will reclassify to focus on permitting and zoning and will help with recruiting.
- IT support technician, the Town has an IT services contract. Suggest that you abolish the IT Tech, and contract for that support. Town will get a higher level of service and a better rate if contracted.

Market Study:

In the market study, we look at how your jobs compare to external market and you are paying them. 31 jobs were chosen as representative jobs to survey. Selected 12 local communities for the survey and had a 100% response rate. The data we requested was for the actual salaries (if the community had that role), salary range, and benefits. Got total compensation picture.

Methodology: To get the market rate, you average the actual salaries being paid, and then you compare the average with mid-point of band or range and then you build your range out from there. I used that data to build a new pay range with new salary ranges. Since Indian Trail has a shorter work week, you have to do another calculation to compare apples with apples. Directors and above typically work 40 hours, so I used 40 hour data for those positions.

Communities were surveyed from your local market. There are some large jurisdictions included, I had to use make an adjustment. For example in Mecklenburg County, the Finance Director is a huge job, if you average that into the mix, it will skew your average and it is not a true match in terms of the scope of the job (outliers). This usually affects managerial jobs or Director-level jobs. Those numbers are pulled out. Councilman Daniels asked if the sales of the company are taken into consideration. We ask them about the business metrics, but Ms. Manning uses pay survey data from The League of Municipalities survey, which separates size and scope of communities. I also use a private sector oriented survey, The Employers Association. Both create an annual compensation survey, good resources to validate the custom survey.

Salary ranges at market: Engineering Public Works Director, Planning Director, Accountant, Accounting Technician, Revenue Collections Specialist, Code Enforcement Officer.

12 salary ranges are below market: Assistant Town Manager, Community and Economic Development Director, Finance Director, HR Director, Park and Recs Director, Assistant Finance Director and Engineering Project Manager. Most are Director-level and above, least competitive in managerial positions. Also below market, Customer Service rep, GIS and IT support, and Maintenance Techs.

Salary ranges above market: (+or minus 5% of average market rate). Communications Coordinator, Recreation Program Coordinator, Senior Planner, Town Clerk, administrative assistants and revenue

collector, park and grounds supervisor public works supervisors. The reason they were primarily above market is the 35-hour workweek vs. 40-hour workweek.

(For three positions there was insufficient data to determine a rate from the communities that responded to the survey, so Ms. Manning used the League data survey for her source).

The salary ranges may be competitive but you also have to look at the people's qualifications. If below the minimum of the market, 6 employees should receive salary adjustments. The merit raises in December helped or there would have been more. No employees with Indian Trail are above the maximum; there were not any employees that were too low to meet minimum of range.

The employee salary adjustment/increases are being recommended for seven positions, but one position just resigned, so now there are six personnel below market.

Park and Recs Director
Planning Director
Revenue Collector
Economic Development Director
Accountant
Laborer (2)

Ms. Manning is recommending increases of 5% for laborers, 7% revenue collector, 10% for accountant and Director-level.

What does it cost to bring these seven positions closer to the market, consistent with their educational experience. Ms. Manning responded that everyone met minimum qualifications but may not have been market qualified -- if the salaries are below market but their qualifications are not market qualified that was taken into consideration.

Implement increases based on how much the range moved, sometimes you just move them closer to the market.

Option 1: Give 5% market adjustment to all six employees whose salary fall below their market for their range. It doesn't move anyone to market but they get closer. If implemented July 1st includes salary and benefits costs Annual cost: (includes benefits and ME match): \$70,536.

Option 2: Award increases of 5%-10% depending on the employees relation of the employees current salary to the market and to get them closer to the market. Annual cost: (includes benefits and ME match): \$31,105.

Ms. Manning also had figures if Council wanted to implement these increases now (in this current budget).

Directors did not benefit from the merit pool.

Option 2 allows you to consider the value and retention issues.

Ms Manning will send a copy of her full report as well as a pay plan structure to Ms. Southward to distribute to Council. Every year the Board should approve a new pay plan for the Town.

Ms. Manning also recommends that the Town go back to a salary range structure, instead of pay banding. Pay banding was common in mid 2000's. With shorter ranges, it is easier to administer and track. 60% salary range for each pay plan, 5% differential between the grades.

Benefits:

The Town needs to consider the total compensation package which includes benefits.

Competitive Benefits: You are competitive in a variety of programs: vacation, paid holidays, and sick, vision plan, life insurance plan, 457 plan (pre-tax), short and long term disability, and local government retirement system. Voluntary plans are competitive.

Non-competitive Benefits: Health insurance, 401(k) Match, wellness program, and Social Security tax. The two most important retention and recruitment benefits are medical and retirement.

- The Town's Medical plan is not competitive; you have individual plans, not a group plan. The Town does not contribute to dependent coverage. Most municipalities pay 25% at minimum for dependent coverage. Working on improving medical benefits should be the first order of business for the HR Director when hired.
- 401K Plan – Currently match dollar for dollar up to 3%. Most in the market make a direct contribution of 5% without a match. Those that do match, (Davidson, Stallings, and Mecklenburg County) match dollar for dollar up to 5%.

Councilman Wireman asked if auto enrollment is common in this space. Ms. Manning responded that when you match, you can't auto enroll. If it is a direct contribution that is how it is usually handled.

- Wellness program: low cost, helps employee and Town with health costs. Win, win for employee and Town.
- Social Security, Indian Trail is one of the very few Towns in NC that doesn't participate in Social Security. The Town is required to participate in Medicare. Social Security tax: Employees pay an addition 6.3% of their salaries and employer has to match the cost. The Town would have to make the decision to commit to the 6.3% employer portion and the employees would have to commit also. Pre-tax is not subject to social security tax (401(k) contributions). \$120,000 is the impact to the Town's budget at a fully staffed level.

Councilman Daniels: Do employees have their own option to pay into Social Security on their own? What would you recommend as far employee communication?

Ms. Manning: No, employees cannot opt in. The Town would be guided through the process by Social Security Administration (SSA). The SSA would run the employee election and advise about the employee communication that needs to take place. Paying Social Security tax is a recruitment and retention tool. More experienced employees start thinking about that in the long term.

Employees also have a say in the decision, there has to be a secret ballot vote. The SSA in Atlanta governs social security participation. It is rare for them to get questions about this since most people already are participating in social security. In NC, the decision is based on the majority vote.

Councilman Wireman: If someone is coming in to work at Town Hall, they would be taking a salary cut since the pay banding is not reflective of the social security taxes not being paid.

35 hour work week: Good work life balance, making less money but some will see that as a good trade off. Town is losing those 5 hours of productivity. Be mindful of the effect, not suggesting that the Town make that change.

Total Implementation Costs:

- Consider Social Security: \$120,000
- Implementing Option # 2 / Pay Changes: \$65,000. There are some position savings by eliminating the IT position and re-classing town engineer. (50% of savings since some of it will go to contract and if you re-class to technician there will be some savings).
- Increasing 401(k) match to 5%, in increments based on ability to pay. The impact is \$38,000.
- Add dependent care coverage costs for medical and dental insurance. Was unable to get estimate from Town's current broker.

3.) Lt. Chase Coble, Union County Sheriff's Office

The Sheriff's office just went through a similar process to what Ms. Manning just discussed. The town of Indian Trail, Union County sets the rates, the Sheriff's office provides the services. Union County did a 3-year roll-out to get implementation done, so every year there has been an adjustment to the cost of the deputy. The cost that goes up covers some of the costs of benefits, retirement and social security, not necessarily into the Deputy's pocket. There is not a nailed down rate, I can provide Mr. Kaufhold with a good rate that I think increase will be. There has been some talk in the last meetings, about additional deputies. Looking at the study, I have been clear that there were things in the study I didn't agree with. One or two things that come out of Mr. Burhans office can change the plans.

It has been more apparent to us that we will need to add more supervisory roles. How do we do that with a real understanding of where the Town is at with plans, budget, and capital projects. There is an understanding from our end of the Town priorities.

Looking at organizational chart, the red coloring is County funded, not under Town contract. The PEFR and I discussed the peak call time deputies, example, Mike Kenary, works from 9:00 am-5:30 pm. If he is out sick, we can tell a difference. Kevin Ciucevich Sr. works 4-10 hour shifts, the days vary. James Godwin, he works 4-10's or 4-8's depending on what is going on. The traffic deputies, two of those positions were funded by federal dollars through state channels, and we have since picked them up. Core deputies are primarily relied on for calls for service and not tied up doing extracurricular (community program, bicycle patrols). Crime scene funded part-time, great benefit able to gather information for the deputies in the field. Chris Horn, crash deputy, focuses on accident investigation, calls for service, DUIs; Mr. Horn has taken on a line level supervisory role.

I like staggering the personnel additions it helps us with hiring process and it helps with the Town budget.

As we grown in the future:

Option 1: Governor's Highway Safety Grant opportunity. We are currently being funded for five positions. When we put in for an Indian Trail position, we knew we most likely would not get it since they funded us for three years in a row. We hear that we have a good chance of getting that \$23,000 position for a full coverage deputy, assigned to traffic, highlighted in yellow on org chart. From our command staff level, too many reports if you add 4 more deputies. Looking at adding line level supervision.

Option 2: County funded Sergeant and Lieutenant, after hours, there is someone at Union County that can help with administrative paperwork and events. The downside is that more law enforcement gets invested in the ordinance enforcement, the more that the County back-up is not as familiar with the ordinances in this area since they cover the entire county so keeping up with ordinance is hard for them. Reclassification from a line level deputy to a Sergeant is a \$21,000 difference. That might be cost savings vs. a whole new position.

Option 3: In yellow, that shows adding the new Sergeant position. If you start to look at adding on to the deputies, that gets to be overwhelming with that many reporting to one person.

Also is there possibly room at Blythe building for law enforcement or should we be looking somewhere else. I like being close to the Town Hall and Town Hall employees. I work with Town employees every day and you have good quality people. It helps my job too when you are able to retain the employees at Town Hall. It's very important that Public Works is available to us.

Councilman Wireman: Greats options, especially Option 2 and 3. Which one of those two would you recommend? **Lt. Coble:** I'm not recommending anything necessarily for this budget, I think from my talks with Mr. Kaufhold you are still hiring a Finance Director and trying to get a handle on finances. I just wanted to open up discussion about the need to get the organizational chart in line. Councilman Wireman responded that safety is #1 priority, finances are secondary to making sure that law enforcement has what they need to serve the residents. Lt. Coble added that during the budget process the Council will be hearing from the Sheriff and can further the discussion.

Councilman Cohn: I think you brought this in to show Council the future? You are not asking for Council to choose an option at this time. We have made some big strides as far as adding deputies.

Lt. Coble: If you asked me what was most important, it would be to add a Sergeant. The two Sergeants right now are working a modified shift, not a daytime shift.

Councilman Daniels: I appreciate that you added a Day/Night shift in Option 3. Is it easier for you to get government grants if you have the sergeants and deputies in place? **Lt. Coble:** Most of the funding is coming now in the realm of traffic safety. They will look at you either way, because they are looking at your traffic. It all goes back to insurance. There has been a consistent increase in the number of crashes but a moderation in the severity of the crashes.

Councilman Savoie: Asked about cost for Sergeant, Lt. Coble responded \$107,000, but it could be reclassification which would be \$21,000. Councilman Savoie asked Lt. Coble to start thinking about that plan so that the leaders can lead and start thinking about how to implement that.

There was a short break so that everyone could get refreshments provided and agreed to work through lunch; Councilman Daniels left the meeting.

4.) ENGINEERING AND PUBLIC WORKS – SCOTT KAUFHOLD AND ADAM MCLAMB

Background: (Adam McLamb) Engineering, we are lean and mean. We have a lot of projects that we are working on and projects we need to wrap up. Working on closing off Phase I on Crooked Creek and all of Chestnut Square. At Chestnut Parkway Phase IB, (section that goes to Hwy 74), there is a small punch list to complete, and then it will be closing out.

Other projects: Town Hall, out for bid now is Rogers Road sidewalk, (\$1 million project, almost 2 miles), large resurfacing contract, speed table contract, and storm water maintenance contract.

16/17 Budget

Right of way planning and design for two projects Chestnut Parkway Phase 2 (Section between Old Monroe and Gribble), Unionville and Sardis intersection, Matthews Indian Trail Road roundabout. Added into this would be normal maintenance projects. This doesn't include DOT projects that we need to monitor (bridge replacement, Monroe bypass).

Councilman Cohn: Mr. Kaufhold, what is the update on Ashe Croft. Mr. Kaufhold said he is working with developer, DENR the State issued some notice of violations that were going on at the site. We also went through the back channel with developer and had a short term plan to clean out the first couple of yards from the pipe that discharges at the first few houses. The consultant is still looking at the situation for long term plan recommendations. It will either be a pipe or pipe + ditch; dealing with a flood plain on top of all the issues. Councilman Cohn asked who will pay for the long term fix? Mr. Kaufhold replied that the long term fix would be a town project. Councilman Cohn asked how we stop that, the taxpayers are paying for the developer's issues. Mr. Kaufhold responds that there is an existing issue. When Ashe Croft was built, permitted by County, there was no inspection work, things weren't built to standard. We inherit a problem. Our requirements now are much more thorough. The new development adds to the problem, but Ashe Croft backs up to the flood plain. Councilman Cohn asked what the plan was for the water when they went into Ashe Croft, can the Town require the developer to put the pipe in. Mr. Kaufhold said that by numbers, it worked by calculation. The upstream property owner has the right to convey runoff through the downstream property owner. When it is fully built out, ideally, you should see a dramatic improvement and far less runoff issues. This is a culmination of things, and we are reacting to this temporary issue and the control is under the State's domain. We have 100-year storm detention standards, toughest in the area. The property owners have restricted the flow too by building walls, putting things in the ditch, and all that has hindered the flow. A lot of it can be resolved by maintenance.

Councilman Wireman: At the end of the day, we are being forced to pay for the issues. It speaks to the working relationship between developers and the Town. If there is something we can do from a planning and strategic perspective, we need to look at measures so we don't have to clean up these messes afterwards. Mr. Kaufhold responded that the developer's engineer to be required to do a detailed downstream analysis. Some of that is already in the ordinance now. It would add cost to development and show the impacts. Councilman Wireman responded that if it costs the developers a little more upfront, they are still walking away with millions of dollars, speaking on behalf of the taxpayers, the taxpayers would not mind to make sure their property values are maintained, there would be no issues in the future; plus the Town would not have to pay to clean up the mess. Councilman Savoie asked what other towns do? Mr. Kaufhold responded that the city of Charlotte stormwater has requirements on downstream analysis.

Councilman Cohn asked if there is something that could be done during the planning process. Mr. Burhans noted that developers are taking a lot of risk without any approvals to get before the Planning Board. The Town needs to consider when they should require the developer to do the study. For example, if the developer did the downstream analysis, it must demonstrate no impacts or issues in order for engineering to approve it.

Mr. Kaufhold stated that engineering does a standard review of design review and approval. The Town's engineering review is not based on DOT's **temporary** requirements. The Town's requirements won't be in effect until they start building out. When staff looks at it, so that until 100-year storms come, no impact. The issues now are the result of NCDOT and NCDeaner's "temporary erosion control". The Town has no control of that. Councilman Cohn suggested that

a contingency be put on it, if the Town experiences issues, the Developer will pay. Councilman Wireman clarified Councilman Cohn's suggestion to mean that if there are future runoff issues, add a clause that makes the Developer responsible for costs. Mr. Burhans suggested a bond might be able to put up so if there were future issues there would be money to protect the town. Mr. Kaufhold said that there is already a forever bond, a bond held in perpetuity, in the event the device fails, there is some money to go out and repair it, 1/3 of cost goes to the Town. A lower elevation has to accept water from the higher elevation. The areas have to go through a platting process. There is a drainage easement where the pipe runs between the two properties there is a platted drainage easement, 15 feet wide. They may not have been informed by the seller that this easement was on their property. Today there is a notice added that requires that no permanent structures can be placed in the easement. The easement has been obstructed. Councilman Wireman asked if that will be communicated to Ashe Croft and advise them what they can do as a community to alleviate the problem by not putting structures in the path of easements etc. We have communicated with a resident, and they will ultimately give us a final study that will go to Council, approximately 90 days. Following Council's recommendation, we would contact the property owners at that point. We hang notices on mailboxes of property owners, 31 properties, everyone on first road, and anyone in the cul de sacs that back up. We had only one email response and one call since we put the notices out.

Mr. Kaufhold added that we need to try to educate residents to maintain the areas for their purpose, the water is platted legally. The Town cannot fill in the ditch, it is intended to flow stormwater.

Mr. Kaufhold added that Traewyck has an additional issue, there is no public water run-off component. That means if storm water passes over or through a publicly maintained right of way and there is an issue, you can chase the problem from the time it crosses our property. That will present additional challenges at Traewyck since the issue is not related to water run-off.

The town does not allow "fee in lieu of" for anything except tree mitigation. In a lot of municipalities, the Town has their own idea of what it is going to cost, and the developer pays the town and the town uses the funds. The City of Charlotte does that for even stormwater, if the Developer can prove it, they do not even have to build detention on the property, and the developer just pays the City of Charlotte. It is a policy that would have to be vetted and it would take some time to get there. It would give Council the ability to move pieces around.

Councilman Savoie: I understand that developers are taking a risk but that is part of the business. We have to make sure we do what is best for the Town. These ideas can help accomplish our goals.

Mr. Kaufhold – Wastepro site, in lieu of making the roadway improvements on Old Monroe Road, the DOT agreed to it, try to keep it in this corridor.

And the other would be Southgate, near Bonterra, instead of doing road improvements on Poplin and Rocky River, combine it with DOT money to build roundabout.

5. PLANNING, MR. ROX BURHANS

Overview, department of 10 employees. Manage code enforcement, solid waste and recycling.

The department has the following key initiatives:

- Implementing a new permitting software. Allows online plan submittal, digital plan reviews. Will allow citizen's access to permits. Also allows Town to take credit card payments. Code enforcement staff will be able to work remotely, allows them to be more efficient and makes them true 'field staff'. Will save citizens and developers time and money. Union County is adopted same software system.

Asking Council to talk to people about the change in technology.

Councilman Wireman: I like the idea using community outreach. This is great, and makes sure we are saving trees.

Councilwoman Stanton: The staff that goes to HOA and can speak to that at the meeting.

- Unified Development Ordinance (UDO) Update: It was largely untested when it was adopted because the recession hit and there weren't any new projects to test it on. Now that we have the years, we know there are some issues. There have been significant state law changes and Supreme Court cases that require us to make changes.

The amendments are too significant for staff to handle, there is technical capacity but not time capacity. Suggesting that a contractor come in to write the UDO amendments, will need to do an RFP to get a cost estimate. Would like to budget some seed money in this budget season. A lot of it is housekeeping but some of it is not, may need a committee.

Councilman Wireman: The UDO is a very important document that drives this town. My recommendation is that you tend to get what you pay for, so if you pay \$50/hour, you only get \$50.00. If you pay \$100, you get quality work. I suggest we get qualify resources instead of trying to get the cheapest labor. Particularly with something as important as this.

Councilman Savoie: This is the SOP so it needs to be continually updated and be a living breathing document.

Councilman Cohn: With UDO, you are the expert on UDO, other than the fact that it is a lot of work, what could we do to get your department to do it.

Mr. Burhans responded that Waxhaw is terming it a re-write, they are working with a firm out of CA, they are top shelf firm and expensive, they are paying \$168,000 for the UDO re-write. They would probably have less subject areas than Indian Trail. I would be open to exploring former planners that may be looking for part-time work. Maybe the consultant writes the codes, and they don't go to meetings, cut back some of their public involvement role and focus time and taxpayer money on technical stuff. Just need to think it out, there are a couple of models we can look at.

There are pieces I could write or have a Senior Planner but there are pieces that I would not be comfortable with, i.e., sign ordinance which is a Supreme Court decision. But it is really a time issue to do the research and put together the ordinances.

- Zoning Map Adoption – Adopted in 2008 with UDO. The old maps and districts went through a translation process. Some properties with wrong zoning. Zoning district labels are misleading in some cases. Example: Bonterra is zoned SF4, but there is a significant amount of commercial in Bonterra, you would have to go through all the approval documents to know that it has commercial.

Help with public communication process. If we follow current process, we would have to send 18000 letters out twice, that can scare residents and it is really just housekeeping updates. The State process has a process where it can be done via newspaper. Need a text amendment to UDO to do it.

Help with talking with people, get the word out, and educate people. We will provide the tools with talking points.

Councilman Wireman: If we went through this process in 2008, and we have all these issues, what controls are in place to make sure we get it right this time.

Mr. Burhans: This will be done in house, with focus, and are incorporating redundancies. We have been making changes on a test map, 2-3 staff members have been making sure the changes are correct and not creating any negative impacts. It is painstaking process.

- Growth and Development – We are seeing developers come in and looking for projects. Staff needs a better understanding of Council’s plans. There is a long range comprehensive plan and we need to make sure that the information we share is consistent with 2016/17 priorities. Important question, we get asked these questions by the development community. Some very big projects in house need to refine the projects as best as possible to make sure they are consistent with Council’s priorities.

Councilman Wireman: Need to grow the town in the right way. I am concerned with the heavy burden on residents as the tax base. Traffic and infrastructure catching up with all the residential. I’m looking for 60/40 split on tax base. Stay away from any more fast food.

- Solid Waste Contract – expires in July 2017, it was a five year contract. It touches every single citizen. Spent \$1.6 million dollars last year.

We have two options: we can authorize a 2 year renewal of contract and can negotiate revisions. You could also re-bid the contract.

Asking Council to have conversations focusing on this topic, Mr. Kaufhold is talking with other managers.

It is a long extended process and it needs to be started. No-one here has gone through the process. Maybe our soon to be Finance Director will have been through the process.

Councilman Cohn said he would like to re-bid it and Councilwoman Stanton agreed. Monroe’s contract expires a few months after Indian Trail’s.

Long term initiative: Look at cleanup and beautification program for Indian Trail. When you drive some of our roadways in Indian Trail, some state roads, tall grass, debris, presents a negative image of our community. Intersection at Unionville Indian Trail Road at 74, trash and debris. This is what our citizens are seeing on their way home, and what investors see. I am just talking about basic cleanup and maintenance. Union County communities are already taking action, Monroe and Stallings. There may be neighborhood or public/private partnerships, Adopt a Road. Mr. Kaufhold and I can brainstorm and make sure we don’t bite off more than we can chew.

Councilwoman Stanton: High school students need community hours to graduate. If Town supplies the vest. Our crew can take note when they are out and about.

Councilman Wireman: There was \$10,000 put into the budget for neighborhood enhancement, I would like to see results of the study. State owned property tends to be an eyesore. But there is also some commercial property, vacant property owned by developer but not maintained. Need to force developer to maintain their owned property from a consistent basis.

Mr. Burhans said there is code enforcement for tall grass, rubbish etc. But we do have standards. The way they are managed is by complaint based responses. In terms of the way we are staffed, we are not looking for nuisance ordinance violations that don't originate from a complaint. If the Town is interested in stepping up enforcement, it is a conversation we have to have as part of the budget process to see if we need more resources to match Council's expectations.

Councilman Savoie: This is curb appeal and a sooner rather than later type of topic. It is important. Implement something now and come up with a full throttle plan in a year.

Mr. Burhans: Would like to make cutting grass a priority, get violations taken care of more quickly. We have to be consistent we can't target certain areas. Remember we only have one truck for code enforcement.

Councilman Wireman: I am not suggesting that we are going to treat areas differently. But from a consistency standpoint we need to consider these larger areas. It is a serious problem.

Councilman Cohn: Didn't we just get an extra vehicle? Mr. Burhans responded that the planning department has an SUV for the planners and one truck dedicated to code enforcement. Last year I budgeted for a vehicle but it isn't enough to buy a truck.

Mr. Kaufhold: There is a proposal on the table from the NCDOT. They offered the Town \$900 a year if the Town would take over maintenance of the 74 corridor. There are some areas around town that public works will handle in town, general source fund for site distance obstructions.

6. DISCUSSION/WRAP-UP

Mr. Kaufhold said the second meeting will focus on numbers. The departments will receive budget worksheets. Mr. Wotojwicz starts on the 21st so will focus more on finance and taxes. Parks and Recs will be covered at next meeting by Mr. Tryon. The meeting adjourned at approximately 1:45pm.

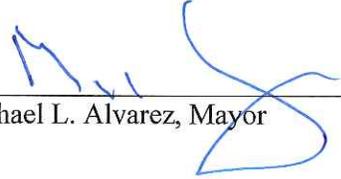
(SEAL)

Attest:



Kelley Southward, Town Clerk





Michael L. Alvarez, Mayor