

CITY OF EDEN, N.C.

A special (budget retreat) meeting of the City Council, City of Eden, was held on Saturday, February 22, 2020 at 8:30 a.m. in the Eden Room, Eden City Hall, 308 East Stadium Drive. Those present for the meeting were as follows:

Mayor:	Neville Hall
Council Members:	Darryl Carter
	Gerald Ellis (joined the meeting at 10:49)
	Jerry Epps
	Angela Hampton
	Phillip Hunnicutt
	Bernie Moore
	Bruce Nooe
Interim City Manager:	Terry Shelton
City Clerk:	Deanna Hunt
City Attorney:	Erin Gilley

MEETING CONVENED:

Mayor Hall called the special meeting of the Eden City Council to order and welcomed those in attendance.

- a. Review of Agenda and City Council Priorities for FY 2020-21.

Mayor Hall called on Interim City Manager Terry Shelton.

Mr. Shelton said all the agenda items represented topics Council wanted to explore and discuss. Various department heads and Council would be presenting those topics during the meeting.

- b. Consideration to approve appointments of Boards and Commissions.

Mayor Hall called on Planning and Inspections Director Kelly Stultz.

Ms. Stultz stated the Strategic Planning Commission had several vacancies. The Commission recommended appointing Sandra Meadows of the American Cancer Society, Mitch Abernathy of Gildan, and Hope Bogaert, of Edward Jones. They had agreed to serve.

A motion was made by Council Member Epps to approve the appointments to the Strategic Planning Commission. Council Member Hampton seconded the motion. All members voted in favor of the motion. The motion carried.

- c. Updates on the Community Development Block Grant program, the Unified Development Ordinance progress and potential Strategic Planning Commission objectives for the Positively Eden Plan.

Mayor Hall called on Ms. Stultz.

Ms. Stultz stated the City received the Community Development Block Grant for the Draper Mill Village area. They also received proposals for prospective consultants to help them administer the grant and once that is approved, more documents will need to be sent in, which she suspects will take another two

months. A committee was set up last year to help them go through applications to choose properties based on the set of criteria the Community Development Block Grant sends out. She hopes this is something they can continue to do once the project is completed.

She said they received the first deliverable of the code assessment report. The Steering Committee, also known as the Planning Board, will meet to go through all of the report and discuss the next phase of the project to be done. The total budget was \$60,000 and they have spent \$5,000 thus far. The Strategic Planning Commission, under the guidance of Council Member Hunnicutt and the chair, made a decision to move toward promoting bigger things, such as 'rocket projects.' They are looking into a shadowing program that will allow high school students to engage in the type of work done in the City. The Positively Eden Plan was originally adopted in 2017 with a five-year duration; therefore, it will need to be updated soon.

Ms. Stultz also mentioned that Local Codes Administrator/GIS Analyst Debra Madison maintains the Geographic Information System that every department uses. The City is currently paying \$4,800 a year for the licenses. Ms. Madison met with ESRI in regards to a small government, cloud-based enterprise that will allow access to 100 people. The cost will be \$15,000 per year for a three-year contract.

Council Member Nooe questioned what kind of information the City currently has on the mapping system.

Ms. Madison replied it was information like water and sewer lines that included pipe size, material and dates of installation. The cloud-based program would allow 50 users and 50 creators to gather data when they are out in the field to be put into the system.

Ms. Stultz stated they also have fire hydrants listed in the mapping system.

Ms. Madison replied that they do not have pressure information on the fire hydrants. Currently, they have one login for Collections & Distribution which allows whoever is working at a particular time to have access to it while only one person is able to enter in the information. The current mapping system provides water, sewer and basic property information.

Council Member Hunnicutt referred to Ms. Stultz's shadowing initiative and requested to entertain a motion to approve the \$1,000 sponsorship.

Mayor Hall questioned if the \$1,000 sponsorship was to cover meals and additional expenses.

Mr. Shelton confirmed that it was.

Mayor Hall questioned if the sponsorship money comes out of Strategic Planning funds.

Ms. Stultz replied yes.

Mayor Hall questioned if a motion could be made if it was not on the agenda.

City Attorney Erin Gilley confirmed it was not on the agenda and questioned if it was to come out of this fiscal year's budget.

Mr. Shelton replied it would come out of this year's budget.

Council Member Nooe questioned if there was a line item set up for the sponsorship in Strategic Planning.

Ms. Gilley stated it should come out of what is already there; therefore, they do not need a budget for it. She also said that nothing could be added to the agenda because all members were not present at the time.

Mayor Hall said he was in favor of continuing the program and proceeding with the sponsorship since it was already in the budget.

Ms. Gilley said that was correct.

Council Member Hunnicutt questioned Mr. Shelton on the timing of the program.

Mr. Shelton said the latest schedule for the shadowing program to take place was one day during the last two weeks of March.

Ms. Gilley said she believes it is already in the budget.

Ms. Stultz said they had more than enough money in the Strategic Planning funds to cover it and she was able to sign off on that small of an amount herself.

Mayor Hall asked if anyone was opposed to continuing that program. Since no one was opposed, he asked Ms. Stultz to proceed with handling it.

d. Consideration and update of Parks & Recreation priorities for FY 2020-21.

Mayor Hall called on Parks & Recreation and Facilities & Grounds Director Johnny Farmer.

The following is the text of the PowerPoint presentation shown and discussed by Mr. Farmer:

CITY OF EDEN PARKS & RECREATION PRIORITIES 2020-2021

Cost to Light Walking Track at Freedom Park

- Walking track lighting at Freedom Park (\$40,000 for purchase or \$18,000 per year for yearly lease agreement)

Freedom Park Ball Weekend Rentals

- At the present time, the City charges \$100 per field per day for the rental of the Freedom Park ball fields. The City gets 100% of all concession sales. Recreation staff thinks this is reasonable due to so many other municipalities having the same type of facilities and everyone competing for organizations to use on the weekend. In 2020 staff has scheduled 40 weekend tournaments.

Freedom Park Splash Pad

- Admission fees will remain the same as last year
- We use a flow through system at the present time. This allows us not to have to add chemicals and keeps us from having to close due to chemicals not being in the proper range.
- Staff is looking into adding additional features to the splash pad in the future. We will evaluate how things go again this year and bring back a recommendation for additional features.

Draper & Spray Parks

- Staff can mark the field at the Draper Ball Park with a football field and we can call it Prowler Park. Please note that the City spent \$14,600 last year to install a room that is connected to Shelter 1 at Freedom Park to store the

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Prowler football equipment. The Prowlers used Freedom Park for practice last year and this worked out great for them.

- Staff can do improvements to the Spray Ball Park and added amenities such as an outdoor pickle ball court and shuffle board court at this site to attract more seniors to this location.

Pickle Ball Courts at Bridge Street & Mill Avenue Gym

- Staff has already placed pickle ball courts at the Bridge Street recreation center and the Mill Avenue gym. When the floors are refinished, painted lines for pickle ball will be installed.
- Staff has already placed a shuffle board court at the Mill Avenue gym. There is not enough space in the gym at Bridge Street, but there is an outdoor shuffle board court being installed at Bridge Street.

Freedom Park Miniature Golf

- Staff has researched the cost of installing a portable miniature golf course at Freedom Park. The cost for a new one is approximately \$45,000. Darryl Tilley and J.R. Vernon allowed the City to use their used course last year to see what type of response it would get. They have offered to sell the course the City used last year for \$18,000. Staff would like to move forward with this purchase.
- Staff would also like to leave the course in the same location due to the concession stand being there. Staff will look into installing shade covers and picnic tables in this location.

Draper Park/Mill Avenue Gym Improvements

- Staff will look into installing additional playground equipment and adding picnic tables and umbrellas in the open space area between the Mill Avenue pool and the Mill Avenue gym.

Bridge Street Playground

- Staff is returning the baby swing to the Bridge Street playground.

Rivers & trails committee

- Staff will work with Cindy Adams and the Rivers & Trails Committee to offer some activities along the rivers and trails in the City. Staff will have the summer day camp participants do activities at the greenways and river access sites this summer.
- Staff will work with Mike Dougherty, Cindy Adams and Randy Hunt on setting dates for grand openings for the greenway to Leaksville Landing and the Klyce Street river access this spring since they oversaw these projects.

Matrimony Creek Flood Update

- Matrimony Creek greenway/nature trail took another major hit with the flooding that took place during the past two weeks. There is a lot of damage similar to what was experienced during the hurricane a few years ago. Staff has spoken to Darren Gatewood, Street Superintendent, and it looks like it will take approximately three weeks to get this facility back up. The area needs to dry out before staff can get any equipment on the areas that need repairing.

Mr. Farmer said they try to close the parks at dusk if it is not a supervised activity because that is when crime usually takes place. The City brings in revenue of \$300 per day if all three fields are used and \$600 if all three fields are booked on Saturday and Sunday; however, most of their revenue is made from concessions.

Council Member Nooe questioned how many tournaments actually go through without being cancelled.

Mr. Farmer replied the average was 20 to 25 a year.

Council Member Nooe stated that the people conducting the tournaments had an issue with the City receiving 100 percent of the concession sales instead of the profit being split between the two groups like it is in other places.

Mr. Farmer said one of the reasons not as many tournaments were being held in Eden is because the teams in Eden prefer to play somewhere else depending on the age group. There are four organizations that rent out Freedom Park, most of which are fast-pitch softball and adult softball. There were 20 tournaments held in 2019, which was considered a lower year since some years there are as many as 30 tournaments held at Freedom Park. Over the last five years, there have been 10 to 12 new softball and baseball complexes built in North Carolina attracting these tournaments to those facilities. Mr. Farmer stated that the \$100 rate per field might be low, but it is still attractive for tournament holders. Their goal is to bring people into town and spend their money here on lodging, gas and retail. Additionally, the City has hosted the Dixie Youth baseball tournaments over the last 15 years, which has an economic impact between \$300,000 and \$400,000. The last t-ball tournament consisted of 16 teams and had an economic impact of around \$1 million. There are 41 tournaments scheduled for 2020. The rental fee pays for part-time concession workers and one part-time park ranger.

Council Member Moore said he likes the rate but questioned if the City requires a deposit on the fields. He expressed concern that if the renter does not end up using the field, the City loses that money and nobody else is able to use the field.

Mr. Farmer said they do not collect deposits for the field rental. He explained that most teams know within a couple of weeks if they are going to have enough teams to make the tournament. Therefore, he asks them to let him know ahead of time if they will not be using the field so he can reach out to other organizations letting them know it is available in case they are interested in hosting their tournaments there. He said they could start requiring a deposit but did not feel that the City would get much money from doing so. Mr. Farmer further explained that the City put in netting seven years ago at an initial cost of \$45,000 and it will need replacing soon. The City is one of the few places in the State that has netting, which makes it more of an attraction.

Council Member Epps questioned if the City still makes a profit after staff is paid.

Mr. Farmer replied that the City is not losing any money. They hire two to three part-time employees who work concessions and one part-time park ranger who averages \$10 an hour.

He said the splash pad was open for three months last year with 16,000 visits. Anyone over the age of 55 or under the age of 4 did not have to pay. Admissions and concessions brought in revenue of \$25,000 during that time. There are about 25 rentals scheduled for 2020 thus far. The splash pad has a flow-through system because a recyclable system would have cost \$50,000 to \$75,000 more. With a recyclable system, the Health Department would be required to inspect to make sure the restrooms meet the capacity for the pool and the chemical levels are in the same level range as a municipal pool. With the flow-through system, the water is going straight to the sewer; therefore, you do not have any recyclable water that you would have to chlorinate if there were to be any bodily function accidents in the splash pad; therefore, saving money on chemical expenses. Mr. Farmer reminded everyone of the water pipe that burst on opening day of the splash pad that resulted in a quick shut down. Vortex, the company that installed the pipe, allowed the City to hire a local contractor to repair it and they paid for those expenses.

Mr. Farmer expressed his desire to evaluate what types of features to add to the splash pad after seeing what the participation will be this year. He said the splash pad bathhouse was built as there had been discussion about possibly installing a pool at Freedom Park in the future given the condition and age of Mill Avenue pool, which is almost 60 years old. Equipment is continually being replaced on the Mill Avenue pool, which causes strain on the older equipment as it tries to keep up with the efficiency of the new equipment. Based on an estimate obtained a few years ago, the cost of a 25-meter pool at Freedom Park would be between \$3 and \$4 million.

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Council Member Epps questioned the payback from a \$3 million pool.

Mr. Farmer said it is between \$300,000 and \$400,000 a year. He asked Assistant Finance Director Amy Winn if loans on capital outlay items are termed over a 20-year period.

Ms. Winn replied it was between 10 and 15 years.

Mr. Farmer stated that when they previously looked at doing a payout on a \$7.7 million building at Freedom Park, the debt payment was roughly \$700,000 over the course of 15 years.

Council Member Epps referenced the amount of repair work done on Mill Avenue pool.

Mr. Farmer replied they are continuing to do work at Mill Avenue pool. The Virginia Baker Act that came out roughly eight years ago requires that every five years drains and equalizers be changed out and engineered to properly fit the pool. The pool drains will need to be changed out this year and it will cost around \$5,000. Over the course of the last five years, they have put in about \$50,000 to \$60,000 worth of work at Mill Avenue pool. The City spent around \$35,000 for new concrete and fencing four years ago only to have a sand filter explode after the pool was open for one week. Every five to seven years, the City has to replace the pump because the bronze impeller in the pump that circulates the water wears out due to the amount of chemicals that go through it to keep it chlorinated. It is a very expensive and timely replacement. An estimate from five years ago was \$1 million to completely renovate the pool and bathhouse at Mill Avenue.

Council Member Hunnicutt asked if there has been any consideration given to a mutual program with the YMCA where the City could fund some of the things taking place there. He gave the example of using part of the YMCA as a senior facility, which is what Senior Center/Programs Director Carla Huffman mentioned needing at the last Council meeting. He noted that the YMCA already has a pool and pickle ball courts that are underutilized at the present time. He feared that by investing in some of the capital outlay projects that Mr. Farmer presented, it would cause a competition with such facilities that already exist.

Mayor Hall responded that the City reached out to the YMCA in the past and they were not interested in a partnership or in the City purchasing the facility.

Mr. Farmer said that in the past, City officials and YMCA personnel met to discuss partnering, but it was apparent that people wanted to keep their turf and therefore, it never happened. However, he is not opposed to partnering with other organizations.

He stated the City and the Prowler Youth Football Program joined together last year and became the City of Eden Prowler Football Program. The City spent \$15,000 installing a room at Freedom Park that holds all of the football equipment. The program also holds their practices at Freedom Park. The program's supervisor, Ben Curtis, said that parents enjoyed practices at Freedom Park because they were able to walk on the track and take their younger children to the playground during practice. Some even took advantage of the splash pad before practice. Mr. Farmer would prefer not to move the football program to the Draper Park. He has no problem with marking the Draper Park as a football field and allowing people to practice there, but feels that Freedom Park would be the best location for the program. Mr. Farmer mentioned the interest in adding amenities, such as pickle ball and shuffle ball courts to Spray Ball Park and noted that it would be inexpensive to do so.

Mr. Farmer said the recreation centers at Mill Avenue and Bridge Street have pickle ball courts. The procedure for refinishing the floors versus painting the floors at these facilities. Refinishing the floors

costs around \$7,000 while repainting the floors can cost up to \$25,000. He agreed to put down lines for shuffleboard and pickle ball at both locations when the floors are refinished again. At the moment, lines are taped on the floors at both locations. Shuffleboard is not offered at the Bridge Street Recreation Center because the gym is simply not large enough.

He addressed the interest in moving the dog park to the site of the current miniature golf course. He would be opposed to that because it will take up half of the field where soccer and football are currently played. The dog park's location offers a lot of space and shade for dogs. Relocating the dog park would be expensive because it would involve moving the fence and installing water fountains for the dogs. He recommended leaving the miniature golf course where it is and buying canvas-covered sun shades to go around the course. He also recommended installing a 10x10 shelter as a picnic area. These two additions would cost between \$40,000 and \$50,000. In regards to the miniature golf course, Mr. Farmer indicated there have been discussions surrounding purchasing the miniature golf course from its owners, Darryl Tilley and J.R. Vernon. At \$2 per round, revenue from the miniature golf course last year was \$1,760. The owners have asked if the City would be interested in buying the golf course for \$18,000. An issue that was addressed was if the City could purchase equipment from City employees. Mr. Farmer had a difficult time finding comparable prices on used miniature golf course equipment, but did find where new portable miniature golf courses were sold for \$2,500 per hole, which would cost \$45,000 in order to purchase 18 holes. He felt it would be in the City's best interest to purchase the \$18,000 equipment that is currently there. He further noted the golf course is already set up and in great condition. He felt that if sunshades were installed, the golf course would attract an even larger crowd.

Council Member Hampton expressed concern that the dog park was located too close to the splash pad. She heard complaints of this nature as well as complaints about the parking last year. Because some children are afraid of dogs and the parking lot forced patrons to park next to the dog park, she would like to see the dog park relocated somewhere else. She pointed out that if the park was relocated, visitors could park directly next to the splash pad.

Mr. Farmer said the entrance to the splash pad is on the front side of the park because that location enables them to keep up with everyone coming into the splash pad and who has paid.

Council Member Hampton suggested putting in a sidewalk through the grass.

Mr. Farmer said they could look into doing that. The shelter is for the shelter only but they are aware that users of the splash pad and dog park use that parking area as well. Fortunately, he has not received too many complaints about it.

Director of Transportation Engineering Tammy Amos suggested installing a sign that specifies where the parking is for the splash pad.

Mr. Farmer agreed they could do that.

Council Member Hampton said she loves the miniature golf course but wishes there was something that could be done about the hot sun.

Mr. Farmer said they could purchase sunshades that would help with that if the Council allowed money in the budget to do so. The City would look into adding picnic tables and umbrellas between the Mill Avenue pool and gym. He was unsure about moving the playground equipment because it has been in the ground for more than 20 years. He was afraid that the concrete could become weak and crumble, causing an injury that the City could be held liable for. He suggested adding additional small equipment in another area. The baby swing at the Bridge Street playground will be put back up.

Council Member Hampton said she was concerned when the regular swing was taken down and replaced with a baby swing, leaving the space wide open. She wondered why it was not replaced with another regular swing in addition to the baby swing since there are so many kids that play on that playground.

Mr. Farmer said he is going to have Ms. Huffman work with the summer day camp program participants to get them to work on the trails. Matrimony Creek Nature Trail is still closed due to the last flooding event that washed away rock and granite dust. Once it becomes dry, the Street Department will be able to get equipment to the site to make the necessary repairs, which will take about three to four weeks. Smith River Greenway is also closed but Mr. Farmer plans to have staff grade out granite dust in order to get it open by next week.

Council Member Hunnicutt questioned if this was the second time there has been a major flood at Matrimony Creek in the last six months and what the cost of the first repair was.

Mr. Farmer said repairs from the first flood were between \$20,000 and \$30,000 for the materials, not including man hours. He estimates it will be close to that amount again for the recent flooding.

Council Member Hunnicutt acknowledged the trail is already there, but expressed concern over how many times the City is going to continue to have the same problem due to the size of the watershed. He does not feel that spending between \$50,000 and \$75,000 a year to maintain a trail is sustainable. He suggested considering paving the trail.

Mr. Farmer replied that paving the trail would not be an option due to sinkholes.

Council Member Hunnicutt suggested taking it as a learning lesson that as the City builds new trails, they do so as far away from the stream or flood plains as possible.

Mr. Farmer acknowledged that Matrimony Creek Nature Trail is having these flooding issues because it is located so close to the stream but stated the trail could not have gone any further out due to the bank and rock.

- e. Update on the progress of the sweepstakes business closings and review of the Police Department's Succession Plan

Mayor Hall called on Police Chief Greg Light.

Chief Light began by thanking City Attorney Erin Gilley and Ms. Stultz, along with her staff, on their assistance with the sweepstakes business closings. Discussion began 12 months ago in regards to shutting down sweepstakes throughout the City. They had multiple meetings with other municipalities throughout the County. After consultation with the District Attorney, a letter was hand delivered to all of the sweepstakes business on February 3 with the intent of charging anyone who remains open after March 4. The problem with sweepstakes is that they are non-regulated. In North Carolina, whenever money is put into a machine and comes back out, it is illegal. There have been a couple of robberies at the sweepstakes locations and the owners are unable or unwilling to disclose how much money was stolen; therefore, there is no tracking of the amount of money they are handling. In addition to robberies, the Police Department has dealt with narcotics and assaults at various sweepstakes locations. There were 15 sweepstakes businesses at the beginning of February and seven have closed thus far. The remaining businesses will likely stay open until March 3 in an effort to make as much money as possible. If the businesses remain open after March 4, the plan will be to issue search warrants, conduct seizure of property, and file criminal charges against the owners.

Chief Light said that succession planning is critical to any organization. Upon his retirement, Clint Simpson will become the Police Chief, John Edwards will become the Deputy Police Chief, and Paul Moore will become the Administrative Captain. Succession planning started several years ago as the Police Department starts training from the bottom level in an effort to move employees up in the organization. He feels confident that the Police Department will be strong for many years to come.

- f. Updates on the status of the EPA Administrative Order of Consent, schedules for compliance and funding.

Mayor Hall called on Mr. Shelton.

The following is the text of the PowerPoint presentation shown and discussed by Mr. Shelton:

CITY OF EDEN ANNUAL BUDGET RETREAT EPA AOC UPDATE

- By February 13, I still had not heard anything back from the EPA.
- I decided to send an email to check on the progress of their decision making and to ask if they needed further information.
- Laurie Jones of the EPA called 10 minutes after I sent the email.
- The EPA staff had developed “an action plan” the afternoon before I sent my email.
- Their plan is to wait and see if we get funding in our application for ASADRA program (resiliency funding) in April when we apply for funding for the Junction Pump Station rehab and other projects.
- If the ASADRA funding is received, they would extend our EPA administrative order to 2024 (2 years).
- This plan would still leave us with some of the less critical projects to be done, on a later schedule.
- When we apply for the ASADRA funding in April, we will not know if we will get an award until late June or July.
- At that time if we are not funded, the EPA would get with us to work out a plan to move forward, which I understood to mean that they would work with us on scheduling as funding could be acquired.
- At this point, the EPA wants to wait and see if we get the funding before anything in our current AOC is changed as we are not in noncompliance at this time.
- Ms. Jones said the EPA wants to work with us on our road to compliance.
- Although it is not in writing, I believe that Ms. Jones was implying that it is the EPA's goal to work with us on getting to compliance requirements without enforcing penalties for noncompliance.

Mr. Shelton stated that he began trying to set up a negotiation with the EPA about 45 days ago where he requested they transfer the oversight of the City’s remediation plans to the State. EPA staff prefers to wait and see if the City receives resiliency funding, which is set up according to priority facilities that are subject to flooding. One or two of the City’s projects will meet the requirements of the ASADRA program because of the flooding that occurs in and around them on a regular basis. Mr. Shelton believes this puts the City on a path to help achieve its goals as funding can be obtained.

Council Member Hunnicutt asked if there is an end date for it to be completed.

Mr. Shelton replied that the Administration Order specifies February of 2022 as an end date. The EPA order is scheduled to expire on April 22, 2022. However, as he learned with the first EPA order, the expiration date is not concrete until the EPA says they are complete with it. The City had to be under an order when the award was made for the Collect NC Bond Referendum money. The order’s expiration date was January 3, 2017, but the awards were not going to be made until March. Mr. Shelton made contact to see if the order could be extended and he was told that the expiration date is not definite until the EPA says they are finished. Therefore, he feels there is flexibility with the date but would prefer to be ahead as

best as possible unless the City can obtain in writing from the EPA that the City has more time and will not be charged penalties.

Council Member Hunnicutt expressed concern over having two years to complete everything and not knowing how it is going to be funded at this point. He questioned if there is enough time to line up funding and get it all done.

Mr. Shelton replied that the engineering work is basically complete on the projects that the City will receive funding for in April through the ASADRA grant funding. If it is awarded in July, he believes it could be bid within six months as long as the Division of Water Infrastructure gives consent that it can be put out for bid to fund the project. Afterwards, any further approvals or instruction will come from the Division of Water Infrastructure.

Council Member Hunnicutt asked how far into the future the City could delay not doing anything.

Mayor Hall replied the City originally had about five years and \$40 million to spend. After the past two to three years, the City has spent roughly \$25 million. Therefore, the City is at the end of the process because the funding, engineering, and easement that take years to do has already been done. The funding came from the NC Connect Grant and by raising the water and sewer rates. They want to do things in a certain order that makes sense so they do not have to go back and redo anything. That is why the City was given five years; however, the City would prefer to have seven years.

Council Member Nooe said even though the EPA is not giving anything in writing, they are implying certain things. He believes that as the departments make good faith efforts and do not drag their feet, the EPA will not apply the penalties because efforts will show that the City is responding to their requests.

Council Member Hunnicutt questioned if the City is \$10 million underfunded.

Mr. Shelton answered that he did not think it was quite that much. However, if the time is expanded, the price will go up so therefore, that figure will likely end up being appropriate. In regards to what Council Member Nooe said, Mr. Shelton believes that as long as the City is putting forth effort, the EPA will stall the enforcement of penalties. He also mentioned that Eden is the only municipality in the entire State that is under an EPA order at the present time. Eden is very small in terms of the types of things the Federal government normally goes after. He recalled at the end of the first order, the EPA was ready to wash their hands of the City and turn it over to the State. At that point, the City had a remediation plan that was to be extended over a 20-year period while the City completed things as it received financing to do so. Then, the NC Connect Grant became available. The referendum passed and the City was able to get funding that granted the potential to do everything within a five-year period.

Council Member Hunnicutt questioned how much time between now and the timeline, including construction, would the City have to come up with the funding if the City does not receive the funds hoped for. He asked if the City had to get the funding by August or September.

Mr. Shelton replied that was his purpose for asking the EPA if they would transfer the City to the State. The State is willing to work with the City on a schedule of up to 10 years to extend some of the less critical projects out but it will depend on the EPA. So far, the EPA is reluctant to give the City anything in writing regarding a forecasted schedule of compliance.

Ms. Gilley said she was concerned the City would be in noncompliance in February of 2022 if it does not secure the funding under the EPA's action plan. Not receiving anything in writing from the EPA concerned her; however, knowing how the EPA works with people if they are trying to comply makes her

feel that a good way to handle the situation would be to send the EPA something in writing stating what the City is going to do based on their previous conversation. That would show that the City is relying on something they have said. It will also show that the City is actively doing something if ever found to be in a place of noncompliance.

Council Member Hunnicutt asked how far into the future the City had to establish a funding commitment or plan and also how much time the City had to do so.

Council Member Moore stated that if the City has to wait until July and then another six months, that would be 2021 and the City would only have one year left to get something done.

Council Member Hunnicutt questioned when the City would get to the point where it realized it would not meet the deadline.

Council Member Moore said the City does not have any guarantees until they get something in writing.

Mr. Shelton stated that the City could follow up as Ms. Gilley suggested by sending the EPA a summation of the previous conversation held and what the City is expecting.

Ms. Gilley stated that she did not want to upset the EPA but also did not know if they intended for there to be nothing in writing.

Mr. Shelton replied that the EPA intended for there to be nothing in writing from them.

Council Member Hunnicutt questioned what the deadline is for getting something in the budget.

Mr. Shelton replied that the City is not going to be able to complete some of its projects until a later date. He also expressed the same to the EPA because some of the timeline and money available is going to have to be pushed back if the City does not receive the funding in April. Laurie Jones conveyed that the EPA would work with the City on scheduling ahead if that were to happen.

Council Member Epps questioned if there was any overflow during the recent storms.

Mr. Shelton replied yes, but it was almost a Biblical proportion storm. The City keeps track of flood events at the Raw Water Pump Station. There is a mark on the wall that represents the highest the water has ever been and the recent flood event is the only other time in Mr. Shelton's 41 years with the City that the water has reached that mark. The only mark higher than that was from the 1972 flood that was three feet above the mentioned mark. The last 14 days were a record setter.

BREAK

MEETING RECONVENED

g. Consideration of a need to replace financial software.

Mayor Hall called on Information Technology Director Kevin Taylor.

The following is the text of the PowerPoint presentation shown and discussed by Mr. Taylor:

The Problem With Logics: It's Illogical

- Ancient Technology

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

- Server 2003
- Virtually unchanged in the past 15 years
- Kludged mix of technologies
- Dumb Terminal Emulator (ICOBOL)
- Web based Cash Collections and Utility Billing

The Upgrade Scam

- Forced Upgrades
- Upgrades break previously functional processes
- Cash Collections stopped automatically importing into financials (Tedious Workaround)
- ICOBOL stopped working for 2 days (Payroll, Privilege License, misc. account receivables)
- Can now only have 3 people in ICOBOL at a time
- Never deliver promised functionality
- \$13,000 for reports that never worked
- Often result in weeks of back and forth with Logics support wasting staff time.
- Zip Codes were dropped off from a large number of printed bills
- Water and Sewer rates didn't roll forward

Tammie's Tome of Terror – Chapter 1

- Cash Collections stopped working for 3 days with no explanation from Logics.
- Reports sometimes fail to print.
- Positive pay file has to be created manually by Logics support.
- Year End close out wouldn't roll balances forward. Logics had to key them in manually.
- Support is rude and condescending to users.
- Gave us budgetary quote for creating AMR interface then refused to honor the quote unless we went through the upgrades.

Tammie's Tome of Terror – Chapter 2

- The previous reading and location do not print on work orders. The meter readers need this information in order to determine how much usage has gone through a meter since the last billing and also to determine where the meter is located on the customer's property.
- There are several more steps that have been added to the billing process. For example, when processing re-reads, you have to over-ride all exceptions on the re-read sheet before it will allow for any readings to be uploaded to customers' accounts. Also, if a meter has been changed out on an account since the last billing was processed, you have to go into the customer's account and change the previous read to reflect any usage on the old meter. Furthermore, on the exception report forth billing, you have to over-ride any accounts cutoff for non-payment by verifying if the reading is compatible with the cut-off or pull meter lists. In addition, you cannot re-calculate your bills once you have voided any customers from a billing batch (usually due to the customer having service for less than 10 days) or it will "un-do" your voids and you will have to re-void them.
- Updating work orders conflicts with reading batches. We were told that Eagle revolves around the meter number on each account whereas ICOBOL did not. For example, if you have a reading batch open for Route 1 and you try to update a work order that is in Route 1, you must go into the reading batch, delete the account from the reading batch, go into the Service Order application and update the service order, then go back into the reading batch and re-enter the account so that it is in the reading batch and no longer voided. If for some reason the customer is not re-entered into the reading batch by mistake, this can cause an exception when you reach the billing point for that particular account.
- Comments that we type on service applications for the meter readers to read do not actually print on the system generated work orders. In addition to typing the comments on the service application in the computer so that anyone who pulls up the customer's account on the computer will know what comments were written to the meter readers, we have to hand-write any comments we want the meter readers to see.

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

- The previous read does not print on a “Check for Leak” work order. This is an inconvenience to the meter readers because they have no way of knowing if they miss-read a meter and how much water has been used since the last reading.
- When a customer transfers water from Point A to Point B, Eagle does not replace the mailing address on Point A’s account to the mailing address from Point B’s account. Therefore, the final bill for Point A does not get mailed to the correct address.
- Voided adjustment batches are not processing correctly. When an adjustment batch is voided, it leaves any transactions that were in that voided adjustment batch on the customer’s account as “UNPOSTED ADJUSTMENTS”, which shows an incorrect balance when applying payments to the customer’s account under Cash Collections. Logics must be contacted in order to run a script to delete the “unposted adjustments” from the customer’s account.
- When you void any applied deposits on final billed accounts, it doesn’t change the status to “FB-Debit Balance” or “FB-Credit Balance” or “FB-Zero Balance”...depending on the accurate situation. It keeps it in an “Active” status and Logics has to run a script to correct.
- Work orders do not automatically print to the work order printer on the meter readers’ station where the meter readers can gather and sort/divide them. After entering in a work order, you have to go into the Service Order program and search for the work order you just created and print from there to the main printer and then file in the appropriate meter reader’s box.
- Throughout the day, we are constantly logged out of the system and are required to log back in to access Eagle. This also happens when you are in the middle of tasks such as entering service applications, service orders, and billing. If this occurs, you have to void what you were working on when you got logged off and start over.
- We periodically have to have Logics clear out unposted payments.

Tammie’s Tome of Terror – Chapter 3

- The location does not print on work orders. The meter readers need this information in order to determine where the meter is located on the customer’s property.
- There are several more steps that have been added to the billing process. For example, when processing re-reads, you have to over-ride all exceptions on the re-read sheet before it will allow for any readings to be uploaded to customers’ accounts. In addition, you cannot re-calculate your bills once you have voided any customers from a billing batch (usually due to the customer having service for less than 10 days) or it will “un-do” your voids and you will have to re-void them.
- Updating work orders conflicts with reading batches. We were told that Eagle revolves around the meter number on each account whereas ICOBOL did not. For example, if you have a reading batch open for Route 1 and you try to update a work order that is in Route 1, you must go into the reading batch, delete the account from the reading batch, go into the Service Order application and update the service order, then go back into the reading batch and re-enter the account so that it is in the reading batch and no longer voided. If for some reason the customer is not re-entered into the reading batch by mistake, this can cause an exception when you reach the billing point for that particular account.
- The previous read does not print on a “Check for Leak” work order. This is an inconvenience to the meter readers because they have no way of knowing if they miss-read a meter and how much water has been used since the last reading.
- When a customer transfers water from Point A to Point B, Eagle does not replace the mailing address on Point A’s account to the mailing address from Point B’s account. Therefore, the final bill for Point A does not get mailed to the correct address.
- Voided adjustment batches are not processing correctly. When an adjustment batch is voided, it leaves any transactions that were in that voided adjustment batch on the customer’s account as “UNPOSTED ADJUSTMENTS”, which shows an incorrect balance when applying payments to the customer’s account under Cash Collections. Logics must be contacted in order to run a script to delete the “unposted adjustments” from the customer’s account.
- Work orders do not automatically print to the work order printer on the meter readers’ station where the meter readers can gather and sort/divide them. After entering in a work order, you have to go into the

Service Order program and search for the work order you just created and print from there to the main printer and then file in the appropriate meter reader's box.

- We periodically have to have Logics clear out unposted payments.
- We sometimes have trouble getting a report to generate as a PDF file.
- We cannot run a report of inactive or vacant accounts.
- When choosing a date, the calendar icon doesn't work on reports. We have to actually type in the date.
- We have to do additional steps to close out a cash collection batch in order for it to import into the financial software.
- We currently can't create a positive pay file for our accounts payable check run. We have to get Logics to run the report. This problem just happened after the most recent update.
- System can't be set to not bill customers with less than 10 days of service.
- In March of 2019, our cash collections software disappeared off of our server. We were down about 3 days, and was actually closed to the public one of the days.
- In June 2019, our yearend balances did not roll forward. Logics had to spend 9 hours manually keying in the balances, so that we could work in the new year July 2019. This impacted the first few days in July...and we could not work in the financial system.
- We can no longer print the exception report in Eagle like we have in the past to review for re-reads for billing. Logics is currently having to generate this report until they teach us the extra steps to do this "behind the scenes".

The Knife Gets Twisted

- \$30,000

The Cost of Inaction

- Lost productivity
- Exorbitant maintenance costs
- Frustrated Staff
- Cybersecurity vulnerabilities

Change is Needed

- Southern Software (ROI in 8-9 years)
- Muni-Link (Billing Only)
- Tyler Technologies (Reidsville)
- New World Systems
- Munis
- Survey of like sized communities

Mr. Taylor stated that Logics is the City's financial package that covers Payroll, General Ledger, and Utility Billing. The server reached the end of its life in 2015. Security updates are no longer being made for Server 2003. According to Logics' support, the City must remain on that server platform in order to continue using the software. When Director of Finance and Personnel Tammie McMichael joined the City, Logics gave the City an ultimatum that if we did not pay for the upgrades to the system, it would lose support from Logics altogether. Therefore, if anything happened to the system, Logics would not even talk to the City about it.

He said five years ago, the City did a \$13,000 upgrade with Logics that was supposed to give access to reports that Mr. Shelton needed for an annual water system report, but they never worked and Logics could not provide the reports that the upgrade promised. Currently, there is a problem caused by the last upgrade with generating a positive pay file. Logics is unwilling to assist the City with the problem. Additionally, zip codes were randomly dropped off from a large number of printed utility bills. Luckily, the post office caught them and delivered them anyway. This required Finance staff to manually enter the zip codes back into the system. Additionally, water and sewer rates did not roll forward at year-end, which resulted in billing that was calculated at an incorrect rate. Year-end balances did not roll forward,

which took Logics four days to resolve. The maintenance cost for Logics is \$34,000 a year. Staff is dealing with tedious steps to make the system work the way they need it to on a daily basis.

Mr. Taylor said several companies specialize in the type of software that the City is using. IT staff worked with Southern Software on their police reporting system before the City consolidated with the county. They never had complaints about the software and their support was top-notch. Based on their quote and the amount of their support going forward, which is roughly \$16,000 a year, if the City were to go with Southern Software, the City could pay for the system in nine years just off of the savings in maintenance costs. IT staff did a demo with Muni-Link, but they are cloud-based. The downside is they only provide Billing software and would not be able to provide General Ledger or Payroll software. They hope to set up a demo with Tyler Technologies, which is who the City of Reidsville uses. The City of Reidsville used to be a Logics customer but they recently switched to Tyler Technologies. New World Systems and Munis also provide this type of software. He is reaching out on the IT list serve and Ms. McMichael is reaching out on the Finance list serve to see what vendor other like-size communities are using. It will not be an easy change as it touches almost everything the City does. Business processes are going to change because not all software companies operate the same. The change will likely be between \$120,000 and \$130,000, which will include data conversion, onsite training, and assistance with going live.

Council Member Epps stated at his workplace, they had the same problem and had to change software, so he is in favor of doing whatever is needed to make the change. He asked what vendor gave the quote of \$120,000.

Mr. Taylor replied that it was Southern Software.

Council Member Epps asked if they were going to request additional quotes.

Mr. Taylor replied that they will due to the amount of money involved in the change.

Council Member Epps said he thinks the City needs to obtain those bids and switch as soon as possible.

Council Member Moore asked how long it takes to transfer everything over from an old system to a new system.

Mr. Taylor answered that it takes about three weeks.

Council Member Moore asked if the City will have to give Logics a notice before switching companies.

Mr. Taylor said no, because the maintenance contract is year-to-year.

Council Member Moore questioned when the year would be up.

Mr. Taylor replied June 30.

Council Member Hunnicutt questioned if the City would own the software or if it will be considered a service that is provided to the City.

Mr. Taylor said it depends on the company the City chooses. For example, with Southern Software and Tyler Technologies, the City will own the software because it will be server-client based. Muni-Link is cloud-based, meaning that it provides Utility Billing as a service, and therefore, the City would not own the software since it is hosted on their system. The City would have to pay an annual fee to access it.

Council Member Hunnicutt said that the City needs to make sure it will own the data in order to avoid paying retrieval fees to have its own data transferred over to a different system upon possible termination with a company in the future.

Mr. Taylor stated that those types of fees are common practice with cloud-based solutions because the client's data resides on the vendor's equipment, allowing the vendor to hold the client's data hostage.

Council Member Hunnicutt asked if the new software program that IT envisions will be a module-based program.

Mr. Taylor replied yes.

Council Member Hunnicutt questioned if the transition will be all at once or if the transition will be done in phases.

Mr. Taylor answered that it can be done in phases. After talking with Ms. McMichael, their wishes are to transition Financials first, followed by Utility Billing and Payroll.

Council Member Hunnicutt stated transitioning in phases would eliminate a potential mass collapse of everything.

Council Member Epps asked if the license would be the same for each department.

Mr. Taylor said yes.

Ms. Gilley asked Mr. Taylor to consult with her on the bidding process because if it is considered a service, the City would not necessarily have to choose the lowest bidder.

Mr. Taylor confirmed that because it is an IT project, the City can select the best solution as the vendor even if the vendor is not the lowest bidder. He stated that IT purchasing rules are different than purchasing rules for the rest of municipalities.

Council Member Hunnicutt asked if the particular software that IT is considering is deemed a mature program, meaning how new the program is and if there would be several upgrades needed to work out bugs that could end up being costly to the City.

Mr. Taylor replied that Southern Software is considered mature. Their particular product has been around for close to 20 years and they do not charge for upgrades. Tyler Technologies has been around for a long time and they offer several programs, including Munis. The vast majority of large cities and counties in North Carolina are Munis customers. The City of Burlington uses a product called Eden under Tyler Technologies. When Mr. Taylor last talked to their IT director, they were very pleased with the product and support. New World Systems has been providing government software for a long time. The only company that was unfamiliar in terms of maturity of products was Muni-Link. Since they only offer a Billing program, they are not going to be considered.

Ms. McMichael expressed that her concern used to be what if Logics software breaks. Now her fear is when Logics software will break. Whenever the Finance staff reaches out to Logics support staff, they are told that the issues are occurring because the City is on the old system. However, when they have attempted to switch to Logics' newest software or version, they become less efficient due to the changes of procedures. What was simple before with the old software is replaced with a web-based software system that is difficult to manage, creating obstacles to maneuver around in an effort to obtain the needed information. Last year, the software disappeared for three days forcing the office to shut down for one of those days. While trying to close out the fiscal year and roll the balances forward into the new fiscal year, the figures disappeared. Logics said it took them nine hours to fix and they did not have the staff available to continue to provide that type of service going forward since the City was on the old system. Ms. McMichael did not feel the City had enough reasons to justify the expense of switching software companies in the past. However, recent events with the software programs have led her to reach a point

where even though she is aware that it is going to be difficult with new employees learning new jobs, there needs to be a software change made soon.

Mr. Shelton stated that he approached Ms. McMichael several years ago in reference to the cost of an upcoming upgrade with Logics. While he wished they could have switched software companies then, it was a question of the amount of money it would take to make the change. Due to the recent events, Mr. Shelton feels that the City is at a place where there is no other choice but to upgrade to a newer platform that works better for the City. Logics has always been marketed as a customer software that could be molded to the customer's needs. However, he was disappointed with that concept after the City paid \$13,000 for an upgrade that was supposed to be able to provide a one-button push to all of the answers needed for an annual Water Supply Report that the Water Plant must complete. After completing the upgrade, it was discovered that the reports promised did not work and Logics stated that there would be an additional cost required in order to make them work. In order to complete this annual report, Water Plant Superintendent Dena Reid must transfer all 6,600 customers into an Excel spreadsheet at which point she must go through them individually, sorting them in a way that provides the information needed to meet the report's guidelines.

He said if Council chose to pursue this, the financing could come out of contingency money since this both affects the General Fund and Water/Sewer Fund. The City's contingency fund begins with a balance of \$500,000 each year, which would allow enough money to cover the expense of a new software system by taking 50 percent out of General Fund (\$65,000 to \$70,000) and 50 percent out of Water/Sewer Fund (\$65,000 to \$70,000). However, the City does not have a subtotal of insurance costs at this time. The other alternative would be to finance the software change. There is one local source that has agreed to finance software. For example, if the City spends \$130,000, the principal and interest payment would be \$30,000 per year for five years. Furthermore, if the City chose to go with Southern Software, the maintenance agreement would be \$16,000, which is half of what the maintenance fees are with Logics. Therefore, a \$30,000 annual payment for five years plus an annual maintenance fee of \$16,000 would total \$46,000 a year. Currently, the City is paying Logics \$34,000 for a software program that is inadequate.

Mr. Taylor added that at least half of the City's debt service would come from savings on the maintenance fees.

Mr. Shelton feels it makes financial sense to switch software providers sooner rather than later. If the current Logics software program were to collapse all at once, the City would struggle with moving revenues and monitoring the expenditures.

Mr. Taylor stated that IT is backing up the financial server twice a day over fear that something might happen to the system. All other servers are backed up nightly.

Council Member Epps asked if the software system could be replaced by the end of the fiscal year.

Mr. Taylor replied that the timeline is going to be driven by the vendor's availability to do the install and what the schedule is in the Finance Department at that time.

Ms. McMichael stated that she would prefer to do the transition in modules. She suggested doing the preliminary work of paying for the software and having it installed on the server before June 30 so that cost could be an expenditure in this fiscal year's budget. Any services provided beyond July 1 would be in the next fiscal year's budget. The Finance staff has participated in one webinar but would like to participate in a formal webinar to see what the processes will be and the order of the transition. Assistant City Manager of Administration Chris Phillips, from the City of Reidsville, suggested starting with Financials followed by Utility Billing. Ms. McMichael believes it would be best to begin with Financials,

then proceed with Payroll, and end with Utility Billing and Cash Collections. She would like to develop a plan with the software provider in an effort to split up the \$100,000 cost between both fiscal years, leaving less to be budgeted in the upcoming fiscal year's budget. Further discussion with software providers will give a better idea of exact costs.

Council Member Carter questioned if the City has done a forced software update.

Mr. Taylor said Logics recently forced the City into a software update.

Ms. McMichael stated the update performed two weeks ago was for Cash Collections and Utility Billing. Logics said an upgrade was required in order to coincide with the automated meter reading software that needed to be updated as well. After giving the City a quote to perform the interface in January, Logics informed the City that the interface could not be completed because the City was operating on the old system. In order to work around that, Logics would have to perform updates to Cash Collections and Utility Billing. Because the update did not go as planned, Logics did not charge the City and hence, reverted the City back to the old system. Logics is now ready to complete the other phase but has informed them that they will not be able to support the financial system because it is on Server 2003; therefore, they will charge the City \$5,000 to perform current updates to that server. Mr. Taylor feels that the City will be forced to perform this update in order to get to a better place to make a transition to another software vendor. Because there is money in this year's budget, this is something they are looking at proceeding with. She further explained they are unable to export anything into an Excel file or anything that might would interface with another software program.

Mr. Taylor stated that Financials is running on a database system called Delphi that has been around for several years. The preferred database system for the past 10 years is Microsoft Sequel (SQL) Server. The update with Logics will move the City's data out of Delphi and into Microsoft Sequel for \$5,000 based on their quote. That will put the City in a better position to switch to a new vendor. The potential vendors that have been researched thus far have their databases on Microsoft Sequel; therefore, it would make moving the City's data to a new software system much simpler versus trying to move the City's data from the old system to the Microsoft Sequel database during a software system transition.

Mayor Hall stated that it is obvious that Council will support the upgrade.

Mr. Shelton said that he intended on requesting a software system change in the upcoming budgets, but due to the events over the past two weeks, he believed it was critical enough to be brought forth at the present time.

- h. Discussion and Consideration of Economic Development Issues and industrial recruitment, and updates from Tourism and Main Street.

Mayor Hall called on Council Member Hunnicutt.

Council Member Hunnicutt stated that economic development was the reason he ran for Council. He began by giving an overview of the City's financial situation. The general fund has a healthy surplus and the long-term debt is less than half of the allowable limit, which proves that the City has done a good job over the last 20 years of managing spending. He pointed out there is a difference in spending and investing. Spending is reacting to what is put in front of you in terms of funding different projects and needs, which is what happens at budget retreats. Investing is having the foresight to see an opportunity worth pursuing. For example, previous Council Members saw an opportunity with the Berry Hill Mega Park and invested in that. He also pointed out that some of the issues with the City's wastewater system were obvious years ago, but some Council Members did not feel that it needed to be addressed at the time. As a result, the EPA decided they were going to force the City to make the necessary changes. He

felt like it should have been a red flag many years ago and is questioning if there are any red flags today that need to be addressed by the present City Council.

He feels that an issue the City is dealing with today is a lack of revenue growth and they need to figure out how to increase revenue. Over the last 50 years, the population has decreased; therefore, net population growth is suffering. The City has the capacity for 20 million gallons per day of water and sewer revenue but is only utilizing 4.5 million gallons, which leaves a large surplus of capacity. There has not been any new industrial or residential development in years. The last new industrial building was built 20 years ago for Gildan. The last residential subdivision built was The Oaks in the 1990s. There have not been any major highway improvements. The quality workforce has been impacted with a struggling hospital, challenges with the school system, loss of professionals who have historically been a source of leadership, and loss of non-profits which has been a source of revenue. The City is running less than half of what is needed to keep current on street maintenance. Therefore, the question is what can the City do to increase revenue without raising taxes and water rates since neither of those are popular options.

Council Member Hunnicutt said making more investments could generate income for the City. Attention to growth strategy has a return of investment on it like what is being done with the Berry Hill Mega Park. The City is investing money to run water to the Mega Park in the hopes that an industry will come in and buy water from the City, generating revenue. Expanding the City's industrial base will bring in more and better paying jobs, while real estate and equipment investments will increase tax revenue. The hindrance to expanding our industry is the City does not have any buildings or land to offer. Therefore, the City needs to look at acreage. Martinsville, Va., has a mega park, Commonwealth Crossing, that is 720 acres, in which they invested around \$30 million. Prior to this, the land consisted of hills and hollows with a tremendous amount of money spent on the grading. The park has two sites that are ready to go. They also built a 20,000-square-foot training facility as inducement to potential industry. Berry Hill has a mega park that is 3,500 acres. Local economic development leaders pushed for a park due to the lack of available sites in the Reidsville area. As a result, Reidsville invested \$9 million into a 400-acre industrial park, of which 270 acres is developable. The City of Eden is in the same situation today with a lack of available sites in the Eden area. There is one 12.72-acre site available that is part of an industrial park developed by Fieldcrest. The industrial park is a 90-acre development that houses 536 jobs. Fieldcrest spent well under \$1 million on the park and the assessed value is now over \$20 million of investment. The businesses in the industrial park include KDH Defense, Loparex, Innofa, and American Cultivation and Extraction. There are two sites in the park that have not been developed. Fleetmaster bought six acres that is still vacant and the City jointly owns a parcel with the County. Other possible locations include a surplus of 1,000 acres of land that Miller owns in North Carolina and 400 acres in Virginia. However, that acreage does not have water or sewer access and consists of very high bedrock. Another candidate is the French Farm, which consists of 260 acres that lays well and has a railroad across the street. It is now for sale again, but Mr. Hunnicutt is unsure of an asking price. The last candidate is the 205 acres of land the City purchased from Duke Energy on New Street, of which 85 acres is in the floodplains and 120 acres is upland. Due to some topography areas, it leaves roughly 100 acres that is usable. Therefore, the City may need to look at purchasing some additional land. There are 214 acres of land on a Fieldcrest farm property. It has a similar challenge because it has 78 acres in the floodplains and 136 acres of upland. If all of the floodplain acreage from these properties were removed, that would leave 250 acres of gross acreage. The concern with the New Street acreage is it is located off of a narrow, residential street. Truck and employee traffic could be problematic as they come off of Stadium Drive at the stoplight. Police officers would periodically set up speed traps when Fieldcrest was there due to employees speeding down side streets when leaving work. Duke Energy's economic development group conducted an estimate of New Street Park, in which they had a concept of five buildings with 205 gross acres, of which 100 acres was buildable land. The estimate showed the entire project costing \$16 million with \$9 million dedicated to paving 27 acres.

Council Member Nooe stated that the \$9 million paving figure could possibly be coming from paving parking lots.

Council Member Hunnicutt replied that the footnotes stated the paving was for site-only, which does not include parking lots. Even then, he is unsure as to how you would estimate how much parking would be needed. Eliminating the \$9 million cost of paving would bring the cost down to \$6 million plus the cost of streets. Another estimate was conducted in 2004 of the French Farm with a total estimated cost of \$9 million. The estimate shows a total of 237 acres of which 218 acres is buildable with multiple sites that are subdivided. Half of the cost estimation is dedicated to rock removal. A concern with rock removal is the seismic effect it could have on established buildings. He recalled the incident involving the construction of Gildan and the disrupted foundations that occurred on adjoining buildings as a result of the rock blasting, which led to lawsuits. The City of Reidsville spent nearly \$12 million on their 400-acre park. Of that \$12 million, 25 percent of the funding came from grants. They had a 50/50 agreement with the County that left the City of Reidsville paying less than \$5 million for the industrial park. There are currently four different companies housed in Reidsville's industrial park. Mr. Hunnicutt's estimation of how much money it would cost the City of Eden to do a similar park is around \$5 million. He questioned if the City could afford not to proceed with Project Worx and if a finance committee should be formed to see how much debt the City should be carrying and possibly compose a budget for such a project. He also suggested having a land planner look at the sites mentioned to see how much it would cost to pursue those locations. He suggested meeting with the County about a potential partnership agreement similar to what was done for the City of Reidsville and also grants that might be available.

He said if the City proceeds with the New Street property, there would need to be discussion with NCDOT about their support of the park. With the New Street property, there is no interior access. Therefore, if an industry wanted to look at buying it, they would not be able to get into the property as it stands now. However, there are some logging roads that could be opened up that would create some access at no cost. It is currently not being mowed and there is some tree trimming that needs to be done in order to create curb appeal. There are 45 acres of planted pine that once thinned out, could be sold for a profit between \$20,000 and \$30,000. If the City does not do anything else, it needs to thin out the pine as a source of revenue.

Council Member Epps questioned if the City looked at the French Farm 15 years ago. He recalled there being an abundance of rock and a gas line running through the property. He suggested an entrance could be made off of Meadow Road to the property owned by Miller.

Council Member Hunnicutt stated that it all depends on cost. Both the County and the City had the option to purchase the Harrington Highway property years ago, but it was going to cost too much to run water and sewer to it; therefore, it is now owned by the State. His concern with the French Farm property is the amount of topographic issues it has.

Ms. Gilley suggested consulting with the County to see if they would be willing to partner with the City before moving forward. She was told that when the County partnered with Reidsville, it was said that they would partner with the City as well. However, when the Harrington Highway property became available, the City did not receive such partnership from the County.

Council Member Hunnicutt stated that he has been in contact with the County regarding this and reminded them the City is still owed a partnership.

Council Member Ellis said that even though New Street is a residential street, there are only 10 houses on the street and suggested an incentive to those families to relocate.

Council Member Hunnicutt said the residents living on New Street are accustomed to truck traffic considering the first Fieldcrest plant was built in the mid-60s. Economic Development Director Mike Dougherty spoke with people from Gildan and Weil-McLain and was told there are around 50 trucks associated with those businesses. The problem would be if that number quadrupled and would those residents be open to an increase in truck traffic. For inbound industry, they are going to be concerned about New Street being residential and not being able to get out of Stadium Drive without stopping at a stop sign. When discussed with NCDOT, they suggested that the City start looking at buying some properties along that area.

Council Member Ellis believes only five homes on New Street are occupied and the rest are vacant.

Council Member Hunnicutt feels the City needs to be proactive. He asked Mr. Dougherty if he knew how much a site engineer would cost.

Mr. Dougherty replied that it might be around \$100,000 considering it was several hundred thousand when they were looking into the Harrington Highway property.

Council Member Hunnicutt is unsure if the City has all of the information needed to vet it out.

Council Member Epps said a warehouse would eliminate trucks.

Council Member Hunnicutt replied that warehouses would not generate jobs.

Council Member Nooe suggested meeting with the Planning and Inspections Department to see if there is a land-use plan. The side streets are set up for handling heavy industrial traffic. A new access point, such as an industrial street that would be wide enough for getting in and out, may need to be built to reroute traffic. He also stated his uncertainty about the amount of money the City would receive from it. He gave the example that a \$1 million tax value will only bring back \$6,000 a year.

Council Member Hunnicutt agreed there is no guarantee that the City will ever get any money back. However, if the City does not have some type of building or land form, it will not attract an industry.

Council Member Nooe pointed out that Reidsville has Highway 29 and Martinsville has Highway 220, but Eden does not have any major highways. The City needs to pick an area that makes sense for industrial traffic, not necessarily residential areas where it might worsen the quality of life for its residents. He is unsure that Eden has the ability to handle the traffic caused by large industries.

Council Member Hunnicutt replied that consideration of new roads was discussed with NCDOT. From a planning standpoint, he is unsure if the City is ready for the development that would occur if a big project took place at Berry Hill Mega Park. The road leading from Berry Hill to Eden was recently flooded, which would pose a problem for people trying to commute to work. He believes there needs to be a Strategic Planning Summit where discussion can take place in terms of what the City thinks might happen and what needs to be done to start planning for it. A road will not be on the NCDOT's priority list until the City asks for it.

Council Member Nooe voiced not being in favor of an industrial park near Stadium Drive because of the schools that are close by that location.

Council Member Hunnicutt stated that the idea would be to get road improvements all the way up to Meadow Road. However, you would still have the same problem on Meadow Road up to the mall. He feels French Farm remains a viable option for the City because the location of access for industrial traffic is better than it would be at the New Street location.

Council Member Moore voiced concern over the New Street location. He questioned the possibility of building a bridge to come across the river and out on Highway 14 at the Loop Road instead of coming up New Street.

Council Member Hunnicutt agreed that was something to be considered. He also questioned the possibility of converting the railroad that runs from the entrance of Summit Road down to Highway 14 into a highway.

Ms. Stultz said there is a northern loop for Harrington Highway that should tie back into Highway 14; however, it would have to be moved from its current location because it travels across wetland. She feels that a southern connector is one of the most important things the City could do. She also expressed concern over the expense of building a bridge and NCDOT's willingness to assist with that.

Council Member Moore expressed dismay that the City's location is a hindrance for such improvements.

Ms. Stultz agreed and stated that was one of the reasons they created a Rural Planning Organization. She said the City needs to do more self-promoting.

Council Member Hunnicutt acknowledged that Reidsville is ahead of Eden in terms of things they are doing and interstate access. Unfortunately, Eden does not have any type of interstate access that is easily available. Attempts to connect Highway 14 to Ridgeway, Va., did not go through either.

Council Member Carter stated the corridor that has now been approved to go all the way to the Virginia line is going to be the connection.

Ms. Stultz said that Guilford County had to fight to get the highway within 10 miles of Rockingham County.

Council Member Hampton questioned if it was said that there could not be a bridge.

Ms. Stultz replied that there could be a bridge built but it would be very expensive and suggested Council adopt a plan in which they could then proceed with recommendations to NCDOT.

Council Member Hampton questioned if the City could connect in some way to Highway 29 from Ruffin.

Ms. Stultz replied the easiest way to do that would be to expand the highway and bring it back out to Highway 14. If the City built that southern connector, there would have to be a bridge built as well.

Council Member Hunnicutt stated that NCDOT has a scoring process and unfortunately, Eden does not score high enough to qualify for those types of road. However, he said they do seem willing to help.

Council Member Carter questioned if the City was going to submit any new requests before the end of the month deadline.

Ms. Stultz answered yes. She said the Council needs to develop a plan for what the City wants to ask for. She has requested Gant Road and Meadow Road be widened but in order to do so, there are houses that need to be taken down. There had been some indication that turn lanes were going to be put in on these roads, which will help, but it will not solve the problem.

Council Member Carter said NCDOT has talked about alternate routes through French Farm, but if the City wants to submit that request, it needs to be done by the end of the month.

Council Member Epps stated that it took Reidsville 20 years to get to where they are today. He feels that even though Eden has done some smaller work, it was done in a quicker timeframe. He suggested widening New Street and installing a red light instead of the stop sign that is currently there.

Council Member Moore stated the City needs to be proactive.

Council Member Hunnicutt agreed. He stated that if the hospital were to close, a portion of responsibility would fall on the City because it is the City's obligation to establish growth. Since there is not a definitive plan in place, he suggested holding a summit to further discuss matters. Included in that, there needs to be some assistance for Economic Development so there is more than one parcel of land to be shown to potential industries.

Council Member Epps said they need to have someone on the board that will work for Eden like they are working for the other cities.

LUNCH BREAK

MEETING RECONVENED

Mayor Hall called on Mr. Dougherty.

The following is the text of the PowerPoint presentation shown and discussed by Mr. Dougherty:

Industrial Recruitment

- Water Users
 - MillerCoors site is the best location in Eden to attract a large water user
 - 770 Ventures is clearing the packaging area that has been the greatest obstacle to a new owner
 - Two significant inquiries are in the process of being considered
 - Berry Hill Mega Site is also being considered by at least one very large water user
 - March 25-27th SEDC "Meet the Consultants" meeting in Atlanta, GA
- Web site
 - GIS WebTech is being proposed for City web site to be consistent with Rockingham County and to provide extensive data

NCEDA 2019 Annual Conference-Panel Discussion among Site Consultants

- Data—details wins deals...precision is the key
- Web site and data provided are keys to success
- Local data is crucial—your opportunity to shine
- Trucking times need to be established not just regular car commuting times
- Average drive times are not sufficient.
 - Companies want to know the inbound commuting times for 8:00am on Monday morning.

Industrial Recruitment

- Existing Industry

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

- Expansions are always supported
- KDH added 60 employees and Weil-McLain added 18 in 2019
- At least one expansion is being considered as of February 2020
- New Industry
 - Two new industry announcements coming in March in Eden
- Site Development
 - This depends on available funding—New Street
 - Master plan for French Farm site has been assigned to an engineering firm

Single building	
Mobilization/Survey	\$130,000
Clearing/Excavation	\$4,390,000
Erosion Control	\$412,000
Stormwater Control	\$300,000
Site Utilities	\$500,000
Site Development	\$8,247,083
Total	\$15.3 million

Multiple Buildings	
Mobilization/Survey	\$130,000
Clearing/Excavation	\$3,062,000
Erosion Control	\$462,000
Stormwater Control	\$350,000
Site Utilities	\$500,000
Site Development	\$9,240,708
Total	\$15.1 million

French Farm	
Temporary Entrance	\$4,000
Clearing and Grubbing	\$160,500
Erosion Control	\$321,000
Earthwork Cut/Fill	\$800,000
Topsoil Cut/Fill	\$466,500
Fine Grading	\$28,700
MSE Retaining Wall	\$36,000
Light Duty Paving	\$76,200
60 inch Con. Culvert Pipe	\$47,600
Stormwater Basin	\$84,000
Seeding/Grassing	\$150,000
Demolition of Existing	\$63,000
Structures Other Dev. Costs	\$528,000
Total	\$2.7 million

Potential Plans of Action

- New Street
 - Timber property for initial site development revenue
 - Clearing/Grubbing
 - Entrance roadway-makes property visible for prospects
- French Farm
 - Option to purchase property
 - Determine how attractive site is now that it is back on the market
 - Consider purchase and development

Both these properties become much more important as a result Berry Hill Mega Site activity

The Boulevard Merchants

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

- Building Rehabilitation Grant is available to these merchants
- EDDI will consider including The Boulevard in the façade grant program
 - 50/50% match is required for both grants with limited funds (\$2,000 annually)
- Randy attends monthly merchant meetings and supports merchant events
- RCC Small Business Center has worked with one property owner to obtain an SBA loan

Additional Issues

- Event Center
 - Nantucket Mill developers plan to offer an event area
 - Downtown development will also include small event centers in historic downtown Eden and The Boulevard
- Skat Bus
 - Bus stops between apartment complexes behind Wal-Mart, then circles back to the store for shopper convenience
 - If additional stops are added; others would have to be eliminated as the current ones are all used ◦ An additional bus for Eden would cost \$100,000 annually. ADTS is open to adding a bus, but the funding to operate it has to be provided.
 - Seeking funding or partners to add bus shelters—Potentially an Eagle Scout project

Goodwill Industries of Central NC

- Goodwill
 - The company decided to end this partnership because their model is to do this counseling in their retail stores. They could not justify investing in a space with chronic sewer issues and decided not to pursue a new building.
 - Goodwill Industries of Central NC continues to work with those seeking help via the Eden Goodwill store and at the Eden Public Library. Basically, they are helping the same number of people without a dedicated center. 98 people were reached during the last 6 months of 2019 with 40% of those placed in jobs.
 - Hiring events are held once per month at the library which promotes the Goodwill services
 - City promotes these events via newspaper columns and social media
 - Digital labs will be established to help people learn how to operate I-phones, I-pads, etc.
 - Agencies, such as Help, Inc. and Nurse-Family Partnership refer to Goodwill
 - Some Eden residents go to the Mayodan and Reidsville Centers

Farmer's Market

- Eden had a farmer's market in 2011, but it was held at the Henry Street parking lot
 - Very hot in summer, on asphalt, with no shelter available
- Farmer's Market is needed
 - Provides fresh fruits and vegetables for citizens
 - Helps both lower income and downtown residents
 - Facility can have other uses
 - Gathering space
 - Small events
 - Centerpiece of Historic Downtown Eden
 - City pursued the former White Rental space for farmer's market in 2018-19
 - \$130,000 appraised value

Potential space

- 1.6 acre rectangular space next to Scotty's
- Property is for sale: \$120,000* (negotiable)
 - Prominent location in Historic Eden
 - Nearby municipal parking lot
- *City can only pay appraised value

Structure

Traveler's Rest Greenville, SC

Lexington, NC Farmer's Market

Funding Possibilities

- Property
 - Strategic Planning Commission or General Fund
- Structure: Possible grant resources
 - Reidsville Area Foundation Grant (\$30,000-\$50,000)
 - Leaksville Municipal Service District (\$5,000)
 - Z Smith Reynolds Community Progress Fund (October of 2020)
 - Kate B. Reynolds Foundation
- Motel Occupancy Tax surpassed \$87,000 in 2019 +9.8%
- Smaller events are planned for downtown areas—tied into holidays
- Seeking new revenue sources to fund special events since MillerCoors funding ends in 2020.
- Heritage and Heroes—New Freedom Park Event (Cindy and local veterans)
- Rivers and Trails are a major priority Trails is #1 amenity for new home buyers

Corey Oakley: NC Wildlife

- Trout stockings in the Smith River would not be viable. Trout are a cold water species and the Smith River gets too warm during the summer months for long term survival.
- Smallmouth bass are already in the Dan River from the mouth of the Smith River upstream. Stocking smallmouth would likely be ineffective because the species already exists in the river system.
- There are definitely great species to fish for in the Smith River already. Largemouth and Roanoke Bass are already the dominant predators in the system. They are both native to the Smith and are well established. If I were highlighting the fisheries of the Smith River I would focus on these species along with native sunfishes that typically are great fisheries in Piedmont streams.

Klyce Street Landing

- Great River Race will be resumed in August of 2020

Main Street Update: New Housing

Apartments and Pizzeria

Apartments, Coffee Shop and walkway

Building Renovations

Meadery & Tapis Bar: Open in 8 weeks

Dancewear Boutique

Restaurant

Event Centers

4 Retail Spaces

Eden Entrepreneurship Program

- An economic development strategy to fill empty downtown buildings with new vibrant businesses is an entrepreneurial mindset initiative.
- The Eden Downtown Development Corporation, Rockingham Community College, and Rockingham County Economic Development Department have partnered with NC IDEA, one of the largest private economic development foundations in the state, to bring cutting edge instruction to Eden.
- Similar initiatives have created millions of dollars of new investment to North Carolina downtowns

Mr. Dougherty stated that 380,000 square feet of the 770 Ventures facility is now cleaned up and clear. The packaging area previously did not look appealing and they realized they needed to change that. Even with that, the estimate to level out the floors will cost \$4 million. There are two people that have recently looked at the facility.

Because of confidentiality agreements, Mr. Dougherty was not allowed to say what is going on at Berry Hill Mega Park, but did say that over the last year, it has been considered by some significant original equipment manufacturers that would have a definite impact on Eden. People that would locate their large

manufacturers are going to be looking for land and location in Eden. There was also a prospective business that looked at Miller Coors property, but it would not have been the best property for that type of business; therefore, they hoped the property owners would not sell prematurely because the property would be much more valuable otherwise.

Mr. Dougherty stated the County implemented GIS WebTech into their website and would like to see the City do the same thing for consistency. Downtown regulations and average drive times would be information available within that system. There is one prospect in operation of the 60,000 square foot building across from Loparex that will be formally announced at the end of March. Mr. Dougherty has not been able to announce it thus far because of the Building Reuse Policy with the Department of Commerce. That was the only available space beyond Miller Coors that the City had to offer to the company. A second company is coming into the old Kmart building, which has been vacant for almost 30 years. Nantucket Mill developers plan to have a 3,000-square-foot space available for events. Goodwill Industries has not shown much interest in putting money into a building, but employee Laurie Suthard has been able to help several people looking for jobs.

Coordinator of Tourism & Special Events Cindy Adams said that Heritage and Heroes is set for October 17 and they will need all of Freedom Park to host the event. They have partnered with American Legion Post 254 to bring this tribute to veterans, military and emergency services personnel. She is currently working on several things for the event, such as a flyover, choir and reenactments. The traveling Vietnam Wall will be brought back as the centerpiece for the event.

Mr. Dougherty said the Dan River Nature Trail is complete and signs were recently installed.

Mayor Hall asked Ms. Adams if it was possible to have a rain date for Heritage and Heroes.

Ms. Adams said it would be difficult to do and would result in a very condensed event.

Mr. Dougherty stated the City has more people wanting to open businesses than there are available buildings. One problem is the reluctance of owners to do anything to their buildings. Main Street Manager Randy Hunt has been involved in the entrepreneurship program. He has worked with Adam Mark from the County Economic Group and Susan Reagan from the Small Business Center at Rockingham Community College to put together a special program that will be held at the top of Pace Stone in a few weeks. They really want to help local entrepreneurs and business owners get some assistance.

Mr. Dougherty spoke of the need for a shell building in Eden. The majority of prospects prefer an existing building. Except for Miller Coors, there are no other buildings available in Eden. The County typically partners 50/50 on these types of projects but they have chosen not to partner with the City on this. When constructing a shell building, the developer will hold the building and attempt to sell it for the first 24 months. At that point, if it has not sold, it reverts back to the City. If the City were able to split the cost with the County, it would cost approximately \$112,000 to \$150,000. The average shell building takes four years to sell; however, in some counties they sell before the construction is complete. Mr. Dougherty believes a shell building would be a possibility on the 12-acre site within the Eden Industrial Center, which is what attracted and brought Loparex and Innofa to Eden.

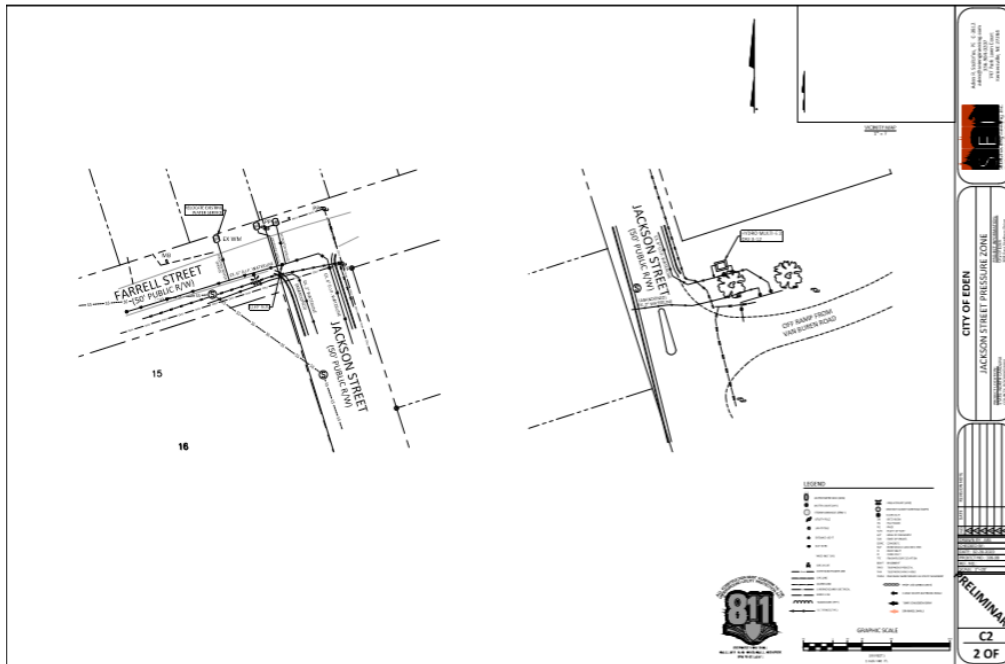
Council Member Hunnicutt stated that he communicated with Kerry Taylor from the County in regards to their hesitation on a partnership with a shell building. Ms. Taylor said the last shell building constructed in Eden was the building that currently houses Innofa. The building was on the market for three years and sold for a loss of \$650,000, of which the County absorbed. Therefore, they do not have the desire to risk another potential loss. While he expressed that he was not against a shell building, Mr. Hunnicutt stated

that a shell building can just as easily cost the City a prospect as it can attract one. If the ceiling heights or column spacing do not meet the requirements of a potential customer, the building is useless to them. Without knowing who your prospect is, it is difficult to know what type of shell building needs to be built.

- i. Update on the status of residential water pressure improvement.

Mayor Hall called on Water and Sewer Construction Projects Manager Mark Bullins.

The following is a picture shown and discussed by Mr. Bullins:



Mr. Bullins stated that the water pressure improvements for Farrell Street and Jackson Street were still in the design phase. The proposed pump station is a small pump station with two pumps and a bladder tank for pressure stabilization. There is currently a valve to shut off the section and move one water service. Mr. Bullins also obtained drawings for electrical work. The last estimated cost he was given was less than \$100,000.

Mayor Hall questioned the timing of the project.

Mr. Bullins replied he is waiting to get everything together so he can get the permit application. He anticipates installation going quickly.

Council Member Nooe said the permit should take one month. They are currently waiting on the pump supplier to send additional information on the pumps.

Mr. Bullins stated the system is similar to what is used in tall buildings where the pressure loss goes towards the top and is used to maintain pressure at higher levels. Grundfos is the pump manufacturer and they have a very good reputation.

Mr. Shelton said the City is trying to expedite the project to have it completed by summertime.

Council Member Moore questioned if there was any chance that something could blow back into a house.

Mr. Bullins answered no. Because the pumps are low flow, they will not blow anything up to build the pressure. The bladder tank will also be in place to help even out the pressure.

Council Member Nooe stated the pumps are two horsepower motor pumps and only have 20 gallon per minute flows. They shut down once the pressure builds up.

Council Member Moore recalled it being a problem in certain areas of town several years ago.

Mr. Bullins stated that it is not high pressure that blows out water lines, but it is sudden pressure fluctuations that cause water main breaks and water leaks, also known as water hammer. The pumps are variable speed, meaning they come up softly as opposed to starting at one speed all of a sudden. One pump will build up and if the second pump is needed, it will come on and then they both will go back down.

j. Update on the feasibility of resuming single stream curbside recycling.

Mayor Hall called on Municipal Services Director Paul Dishmon.

The following is the text of the PowerPoint presentation shown and discussed by Mr. Dishmon:

City of Eden's Recycle Facility Stats

- There are currently 987 households in the City of Eden that have voluntarily signed up to take part in the current recycle program we have in place at our location on Mebane Bridge Road. The facility also takes in recyclables from City facilities, 4 schools, and the post office.
- Separate bins are provided for recyclables at our facility.
- Plastic bottles and jugs generate about 3-4 tons per month.
- Mixed paper generates about 4-5 tons per month.
- Cardboard generates about 6-7 tons per month.
- Glass bottles, jars, etc. generates about 1ton per month.
- The total amount generated from the above recyclables is approximately 15.5 tons per month.
- Recyclable motor oil did generate \$1.00 per gallon at the recycling center. Later it was costing \$1.00 per gallon for disposal. Currently Noble Oil Company is picking up the recyclable motor oil at no cost as long as they are given the oil. Approximately 935 gallons of recyclable motor oil was generated last year.
- 220 gallons of antifreeze was generated last year for a total cost of \$577.00. Noble Oil Company now picks up our antifreeze at no cost due to the city giving them the recyclable oil.
- All recyclable oil generated at Municipal Services is used to heat the garage area for Fleet Maintenance and the Sewer Vac and Sweeper buildings.
- 2,135 gallons of oil base paint was accepted at the recycle center last year. ECO-FLO picked up all paint last year for a cost of \$1,281.77.

Current Value and Options for Recyclables

- There are multiple MRFs across the triad and out of those only 2 will accept recyclables from the City of Eden.
- Plastics, mixed paper, and cardboard can be hauled to North Davidson Garbage and Recycling, Inc. as a commingled material at a cost to the City of Eden of \$90.00 per ton for clean recyclables. If recyclables are contaminated there is an additional cost of \$55.00 per ton for a total cost of \$145.00 per ton.
- All contaminated recyclables are disposed of at a MSW (Municipal Solid Waste) landfill.

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- Clean separated recyclables can be hauled to Sonoco Recycling of Winston Salem at a cost of \$10-\$15.00 per ton to the City.
- The City of Eden's only option for our facility is to haul contaminated recyclables to Rockingham County landfill for a cost of \$36.00 per ton to the City.
- The City Generated an estimated 39 tons of recyclables last year.

City of Eden's Recycling Revenue

- Aluminum cans generate about 1 ton per year for a revenue of approximately \$600.00 per year. Revenue depends on current market price which is \$0.30 per pound at this time.
- Tin cans and metal generate about 1 ton per year for a revenue of approximately \$60.00 per year. Revenue depends on current market price which is \$0.03 per pound at this time.

Recycling Notes

- Nation wide more than 3000 municipalities have suspended their curbside recycling.
- 60 plus municipalities in NC have cancelled their curbside recycling programs.
- Greensboro cut glass, bulky plastic, and shredded paper from their upcoming recycling contract. They also closed 20 drop off sights due to illegal dumping.

Curbside Recycling

- Eden Residents were given 60 days prior to October 31, 2019 to sign up for curbside recycling with Foothills Waste Solutions. Foothills wanted a minimum of 400 residents. The service would be a contract between the residents and Foothills Waste Solutions at the cost of \$9.50 per month but billed quarterly. The City of Eden will not receive any payments from Foothills Waste Solutions. As of Feb. 12th, 2020 only 125 residents have signed up for the curbside recycling. This program has been advertised by:
 - Handing out flyers at the recycle center
 - Running an ad in the Eden's Own Journal
 - Posted on Facebook

NC DEQ Recycling Grant

- Solid Waste has applied for a grant through NC Department of Environmental Services to purchase the carts for curbside recycling.
- 400-96 gallon carts = \$23,300 equals \$58.25 each
- Education material = \$1,500
- Total = \$24,800
 - Grant Award Being Sought = \$19,840
 - City of Eden Cash Match = \$4,960

NC DEQ will be taking care of the educational and promotional material design at no charge to the city.

The Future of Recycling

- Recycling's future is very uncertain. The cost to recycle is on the rise due to improper recycling techniques. Facilities that handle recycling is having to drive the cost up to be able to handle the added cost that comes with improper recycling techniques such as contaminated and mixed recyclables. Recycling is not just a local problem it is a world wide issue.

Mr. Dishmon stated that most of the 15.5 tons of recyclables collected each month go to the landfill. Noble Oil has agreed to take all of the City's antifreeze at no charge if they are given the City's motor oil in exchange. There are two oil burning heaters at Fleet Maintenance that are used to keep the water hoses on the trucks from freezing. Water-based paint can be mixed with sand, dirt, or cat litter to form a solid and then taken to the landfill. The City does not have a way to handle all plastics, paper or cardboard without a pusher-trailer. The cost of a new pusher-trailer is \$69,000. The downfall is that only one recyclable material can be collected in a pusher-trailer at a time. To work efficiently, the City would need

a pusher-trailer for each recyclable item. If the City chooses not to haul recyclables to the landfill, the other option would be to send the recyclables to Waste Management in Kernersville at \$160 per ton.

He explained that recyclables must be 100 percent clean before they can be recycled. These stringent procedures are causing the price per ton to consistently increase. Recycling plants must pay to clean any item brought in that is not 100 percent uncontaminated. In recent years, there was a company that would dispose of the City's glass bottles for free, but the company is no longer in business. Now, the City's glass is going directly to the landfill where its life expectancy is 4,000 years. There are some products that have a recyclable symbol on them but cannot actually be recycled. Aluminum is the most profitable recyclable. The City sorts the aluminum recyclables out and takes them to A&Y Salvage in Madison. The City has roughly 100,000 pounds of Grade A metal from manhole rings, valve boxes, and risers that Mr. Dishmon hopes to sell once the market is right. Recycle companies do not want shredded paper; therefore, it is taken to the landfill as well. Mr. Dishmon stated that the City began advertising for curbside recycling at the end of September 2019 but have only had 125 residents sign up.

Mayor Hall questioned if the 400 containers that would be purchased with the NC DEQ Recycling Grant would be the same containers that Foothills would be picking up.

Mr. Dishmon replied yes.

Mayor Hall questioned where Mr. Dishmon received the 400 number from.

Mr. Dishmon answered that it was based off of the number of customers that Foothills requires in order to provide the service to the City's residents. He explained that China Grove had an increase from \$24,000 to \$106,000 to pick up their recycling yearly. Pennsylvania is burning their garbage at 1.5 million tons a year and generating energy out of it. Based off what people are putting into the recycling bins, Mr. Dishmon is not surprised at the small number of people willing to pay to participate in curbside recycling. The dedicated recyclers need to take their recycling to places such as Waste Management or to the County. What is left at the end of the day is going to have to either be taken to the landfill or the City will have to pay \$160 per ton to haul it to a MRF (Municipal Recycling Facility) to be sorted. The cost difference in paying \$36 per ton versus \$160 per ton would be the cost of buying a new truck.

Mayor Hall questioned if the City handles 17 tons of recycling per year.

Mr. Dishmon replied that it was 17.5 tons.

Mayor Hall stated that 17.5 tons at \$160 per ton is \$2,800, which was not a lot of money per year.

Solid Waste Superintendent Dusty Curry stated it was \$2,800 per month.

Mayor Hall replied that it would calculate to be \$33,600 per year to have recycling and questioned why it would cost \$9.50 a person.

Mr. Dishmon said the \$9.50 charge per residence was the price Foothills quoted on the cost of the containers.

Mayor Hall asked how many households the City of Eden has.

Mr. Shelton answered it is 6,600 residences.

Mayor Hall said if curbside recycling were mandatory, it would compute to \$5.60 per year per household.

Mr. Dishmon stated if the City made curbside recycling mandatory, Foothills would go down to \$4.50 to \$5 per household.

Mayor Hall questioned what the City needed to look for if it were going to pay \$33,000 to the company it is taking it to.

Mr. Dishmon replied that the City does not have trucks to handle it. The City would have to expense a truck and a driver. He stated they are currently waiting on a truck to be delivered that cost \$275,000. They do not have an operator for it yet. The truck would also have to haul the load to Winston-Salem.

Mayor Hall questioned how long it would take to get it all done.

Mr. Dishmon said if it were mandatory in the City, they would have four routes, which would take four days a week.

Council Member Carter questioned why it could not be a mixed load.

Mr. Dishmon answered that you can put mixed things together, but you cannot take contaminated loads, such as wood and steel pipe that are not supposed to be recycled. However, it can be taken mixed to a MRF. Waste Management paid \$8 million for a machine that has electronic eyes that separates things without human hands. Waste Management quit taking glass because it was tearing up the bearings at the MRF.

Council Member Hunnicutt asked if Mr. Dishmon had looked at how much it would save in tipping fees by sending less volume to the landfill. He explained that in the long term, the landfill itself would have longer life because not as much would be put into it.

Mr. Shelton said that the landfill needs a certain amount of revenue to operate and if the amount of intake reduces, the cost of fees will likely increase in order to still generate the same amount of revenue. It is a matter of looking at the economics of this while also trying to be environmentally friendly.

Mr. Dishmon said the County has looked at raising tipping fees.

Council Member Ellis asked what JCR says about the situation.

Mr. Curry said they have reached out to JCR to see about getting set back up for them to handle some of the City's recycling. JCR takes Loparex's trash, shreds the material onsite, and then ships it in shredded bales. However, they run a lot of the products together. The City has dealt with JCR in the past by carrying recyclables, such as plastics, paper, and cardboard, to them. JCR is one of three companies across the United States. The recyclable material that is being processed at JCR is going to Reidsville where it is sitting in bulk warehouses. The prices began to increase when they started taking comingled recyclables to the MRFs. It costs \$90 per ton to get into a MRF, which pays the fees for that company to run that particular MRF. There is no recycle being sold to merchants. Cities and states are sitting on bulks of recycle until it becomes a fire hazard and at that point, it is being sent to the landfill. If a single material is brought to them, they will take it for \$10 to \$15 per ton, but if you take a comingled material to them where they must run it through the \$9 million assembly, it costs \$90 per ton, which is usually what happens when mixed recyclables are put into the can at the curb. It used to be that you could bring everything to the recycle center and separate all of your recyclables and they would take it one item at a time. They want to make it convenient for everybody by putting it in a container at your house, but if the can has anything in it that is not supposed to be in there, the driver will set it back down and flag it for the garbage truck driver to pick up when he comes by to empty the garbage container. That is how they are trying to keep the contamination out of the single stream. If one glass jar breaks in a truck and glass pieces get stuck in a piece of cardboard, it becomes contaminated. At the end of the day, you are paying someone three times the amount to dispose of your trash. Statistics show all these companies are employing these people to separate and bale the recyclables for it to end up sitting in a warehouse. Once the warehouses become full, they take it to a landfill to make room for more.

Mr. Curry said it is like that across the United States, not just in Eden.

Council Member Hunnicutt asked why the County is recycling.

Mr. Curry replied that the State mandates the County to recycle. The County turned it over to Waste Management in order to cut their ties with it. When the County initiated the curbside recycling program, it was a three-year contract. Their residents had the same opportunity of voluntarily signing up as our residents have had. When the three years ended, the County turned it over to Waste Management and let them offer the curbside recycling to its residents. The last figures received from Waste Management were \$10.86 per resident. Waste Management wanted the Council to make it mandatory to the City of Eden residents. By turning the recycling program over to Waste Management, it took the County off of the hook. They are offering a recycling program to their residents, which is what the State requires them to do, but they are not responsible for anything. They received the grant and bought the original containers for the residents. The landfill still has a site where County residents can take their recycling if they choose not to participate in the curbside program.

Mr. Dishmon said if the City chose to begin hauling recyclables to someone for \$10 to \$15 per ton, the City is going to have to buy more pusher trailers.

Council Member Hunnicutt said he has been asked by some of the downtown merchants and small businesses why they cannot use the City's recycling center.

Mr. Dishmon replied that the recycling center is not open for commercial businesses because the State does not allow it.

Mr. Curry explained there is a different set of rules for commercial accounts than it is for residential accounts. The City's HHW (household hazardous waste) permit that is through DEQ only allows household waste within the city limits to be collected. Throughout the previous years, the City was not in compliance with the permit because people and businesses inside and outside the City limits were using the recycling center. At any given time, there would be 4,000 to 5,000 gallons of paint down at the recycling center. Since procedures were changed in June of 2019, there has been a significant change in the amount being taken to the landfill. If you are a paint contractor who lives inside the city limits, you are not allowed to dispose of your paint at the City's recycling center. While Mr. Curry understands that small businesses are not going to generate the amount of recyclable material that larger retailers such as Walmart will, he does not see a way to enforce what businesses can and cannot use it.

Mr. Dishmon stated the City is not set up to handle the volume of recyclables that a large retailer would bring in.

Mr. Curry explained there would be more expenses associated with handling the waste of bigger companies.

Ms. Gilley said the City would be in violation of its permit if they allowed anything but household waste into the recycling center.

Mr. Dishmon said the City could change the permit but would also have to purchase more equipment and hire additional employees.

Ms. Gilley stated there would be more restrictions because it would involve commercial waste.

Council Member Hunnicutt explained there is a difference between Barry Carter's gun shop and Walmart in that Mr. Carter has the same trash service as a residential household while Walmart has multiple

dumpsters. He felt there should be a way of separating the two types of businesses, if the City's permit allowed. He questioned if there was a way to help the small businesses who wish to recycle.

Mr. Curry replied that they could look into it. He suggested the businesses that wish to recycle sign up for the curbside recycle program. Inspections from DEQ prohibit the City from taking anything in the garbage rollout container or the transfer station other than household waste. If the City opened up disposal for businesses, it would involve more paperwork as every item taken to the transfer station would have to be documented.

Mayor Hall speculated if the City could apply for a commercial permit and then as a municipality, limit who could use the transfer station. For instance, if the business has a dumpster on site, then they are too big for the transfer station.

Ms. Gilley stated that a commercial permit comes with more restrictions and guidelines.

Mayor Hall suggested the City could determine what businesses can bring their recycling to the recycling center based on who has a green rollout container, considering their trash is disposed of along with all household residences.

Ms. Madison said that she lives in a condominium complex that has a dumpster. The complex would not allow its residents to have recycle containers for the individual units since there was a dumpster on site.

Mayor Hall reiterated that the City could pursue a commercial permit, but only allow people with green rollout containers to participate.

Ms. Gilley asked how much a commercial permit would cost.

Mr. Curry replied that he did not think DEQ would approve of a commercial permit for the City's transfer station mainly because they are only set up for residential disposal.

Ms. Gilley questioned if the City would still be subject to commercial guidelines if they were to limit who could use the center internally.

Mr. Curry said that he would check with the permitting engineer and site inspector but advised that it would likely come down to if the cost of a commercial permit to accommodate a few businesses is worth it.

Ms. Gilley advised obtaining the amount of the permit and how many businesses would benefit from it.

Mayor Hall suggested finding a way to get back to residential curbside recycling. Since the City does not have the required voluntary votes from its residents, it needs to consider the possibility of making it mandatory for a suggested cost of \$3 a month per household, a figure not likely to receive much backlash.

Mr. Curry advised that he had discussed the price that Foothills would charge the City's residents and feels that it is reasonable. The educational part of the grant they applied for will help to promote the program. DEQ is also helping get the program in place by assisting with advertisements and promotions.

Mayor Hall questioned if the recycling center could be closed if the City went to mandatory curbside recycling.

Mr. Dishmon stated the recycling part of the center could probably be closed, but the transfer station itself could not.

Mayor Hall said there would not be a need for two employees at the recycling center.

Mr. Curry replied that they would still need someone to take used oil, paint, and other materials not allowed at the curb.

Mr. Dishmon stated the City does not reuse the oil brought to the center because it is unknown what someone might have mixed in with it. For instance, if they put the oil in their machines and it happens to have gasoline in it, then it would create a problem.

Mayor Hall asked if the City has to take those types of items.

Mr. Dishmon responded that they are taking what the City policy states that they have to. It would be a matter of removing it from the list like what was done with tires and pallets.

Mayor Hall questioned if the City could eliminate the recycling center if they were able to get down to just household recycle.

Mr. Dishmon said the City of Greensboro eliminated bulky plastics, bags and shredded paper. While attending a class in Asheboro, the State Inspector advised Mr. Dishmon and Mr. Curry that it was well known that the City of Eden would pick up anything put on the side of the road. Therefore, they realize the City is doing more than it should and feels that the City should be looking at other areas of service, such as leaves. The City picks up leaves year-round, but some cities only pick up leaves 10 times per year. He advised possibly stopping that service considering the City has one automated leaf machine that is going to auction and another leaf machine that is currently down. They are going to be asking for another automated leaf machine in the upcoming budget, but at the present they have two drivers tagging along during the week picking up leaves until the leaf machine is repaired.

Mr. Curry said the City of Greensboro picks up leaves once a year.

Mr. Dishmon also added that if a brush pile is less than 50 pounds, it must be bundled.

Mr. Curry stated that the City's residents are receiving services not found anywhere else in the United States.

Mr. Dishmon pointed out that the cameras on the City trucks are very helpful in that they show their drivers are doing what they are supposed to be doing. He gave a recent example of a wreck that occurred with one of the City garbage trucks and a citizen. Each party was blaming the other. The Police Department was able to view the wreck from the garbage truck's camera, which proved it was the citizen's fault.

Ms. Amos asked what was being done with the televisions that are on the side of the roads around town because citizens are ignoring the tags that the City is putting on them.

Mr. Curry replied that since the City voted and approved not to pick up or accept those items any longer, the City is not collecting them. The resident can take them to the landfill and recycle them free of charge.

Mr. Dishmon stated the resident could bust up the television and put it in the rollout container as long as it does not look like a television.

Ms. Amos pointed out that some residents are taking the televisions and placing them in front of vacant houses.

Mr. Curry responded that the City has to pick them up when they are on the side of the road near vacant property. They have made contact with some residents in regards to the televisions being placed at the curb, but the majority of them put it on the side of the road because they assume the City will pick it up.

They are currently working on something in regards to that and are considering conducting another clean sweep.

- k. Update on the Emergency Services Fire Training Facility and Fire Department priorities for FY 2020-21.

Mayor Hall called on Fire Chief Tommy Underwood.

Chief Underwood said the City acquired the land for the training facility from the school system by trading a truck for it. Norman Nance cleared the trees from the land and made a sizeable donation towards the facility. To begin with, they had the soil tested to make sure it could withstand the size building they planned to construct. Sam Smith installed an erosion control plan and also donated his services of stumping two acres. Once the project is completed, the settlement basin will be covered back up. The facility is a two-and-a-half story building with a roof-prop that allows trainees to practice going into structures by way of cutting into roofs. There is also a burn room in the attic. It is well built and will fulfill their needs as far as training goes.

Council Member Ellis asked if it was vinyl on the outside of the facility.

Chief Underwood answered no. He said the outside of the facility is metal and the inside is all steel, metal and concrete. The building itself is complete, but once the weather begins to cooperate, they can start completion on the remainder of the project. A driveway needs to be poured and power needs to be connected to the building. Water Resources employees Jerry Prillman and Carl Booth have agreed to wire the building. There also needs to be a water line installed to the building.

Council Member Carter questioned if the hand rails have been put up inside the building,

Chief Underwood answered yes. He said that he would like to have a grand opening ceremony once the project is completed.

Council Member Moore asked if it would be pallets and straw or gas used on the burns.

Chief Underwood said it is class A and the only maintenance on it will be the temperature conductors. While they do not want it too hot, they do want it to simulate a real-life experience.

Chief Underwood called on Deputy Fire Chief Todd Harden to give the presentation on the Fire Department priorities for FY 2020-21.

The following is the text of the PowerPoint presentation shown and discussed by Deputy Chief Harden:

EDEN FIRE DEPARTMENT CURRENT STAFFING

- 12 Fulltime assigned to three 24 hour shifts at four stations
- (1 person at each station for 24 hours)
- 2 Relief personnel that are not assigned to a shift or station
- 2 Administrative – Monday through Friday 8am to 5pm
- 3 Daytime personnel that are staffed at Station 4 Monday through Friday 8am to 4pm
- 14 Part time paid per call/ Volunteers

COMPARISON TO OTHER CITIES

- Albermarle
 - Population 16,121
 - 42 career firefighters (no volunteers/ part time)

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- 3 Stations
- Annual Budget 3.6 million
- Services given Fire/ EMS
- Lexington
 - Population 18,532
 - 48 career firefighters (no volunteers/ part time)- 16 assigned to each shift 24/48 schedule
 - 3 Stations
 - Annual Budget 4.5 million
 - Services given Fire, Initial CPR and other EMS by request
- Pinehurst
 - Population 16,452
 - 27 career firefighter (8 part time staff) -9 assigned to each shift 24/48 schedule
 - 2 Stations
 - Annual Budget 3.6 million
 - Services given Fire/ EMS
- Lenior
 - Population 17,875
 - 58 career firefighter (4 part time)- 18 per shift 24/48 schedule
 - 3 Stations
 - Annual Budget 4 million • Service given Fire/Rescue/ EMS/ HAZ-MAT
- Reidsville
 - Population 14,152
 - 28 career firefighter (10 on call firefighters) 7 per shift 24/48 schedule
 - 3 Stations
 - Annual Budget 2.1 million
 - Services given Fire/ EMS

REASONING FOR STAFFING

- Tremendous decline in pay per call/ volunteer membership
- 14 pay per call on roster
- Only guaranteed personnel to any given emergency is 4 trucks with one driver if there is no other call at that time
- With changing lifestyles and work schedules this is a tremendous impact on pay per call/ volunteers response
- Lack of personnel on emergency scenes has become a very serious concern
- Decreased personnel on emergency scenes has a great effect on the operation and tactics used
- In 2019 Eden Fire Department was toned out for 505 calls
- 26.5% of the 505 calls with no response from the pay per call staff
- 68.5% of the 505 calls only 1 to 5 pay per call staff responded
- Total of 21 structure fires for year with an average of 5 pay per call response to each
- For this year 3 structure fires with average of 3 pay per call response to each

BENEFITS OF ADDITIONAL PERSONNEL

- Faster response time on the emergency scene for operational set up and tactics
- Pay per call firefighters can supplement the fulltime on emergency scenes
- Additional credit for ISO maybe achieved during inspection
- With additional personnel this will put the department in a great position to provide emergency medical care to the citizens

Deputy Chief Harden said the relief personnel floats between three shifts and fills in when regularly staffed employees take time off. The administrative staff consists of Chief Underwood and Deputy Harden. Station 4 has three daytime personnel because several of their volunteers do not work in town; therefore, the daytime personnel are there to supplement until they get additional help.

Council Member Ellis questioned if they have three people on shift and four truck drivers.

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

Deputy Chief Harden replied that there are four stations and four people, one at each station. However, there are three daytime personnel at Station 4, in addition to the administrative staff, Monday through Friday.

Council Member Ellis asked if the part-time personnel are the firemen who work the fires.

Deputy Chief Harden answered yes.

Council Member Ellis asked how many of the pay-per-call personnel work out of town.

Deputy Chief Harden answered two.

Council Member Ellis questioned that if his house were to burn, would he receive three fire trucks.

Deputy Chief Harden replied that he could guarantee four people would respond if it was after 4 p.m. Monday through Friday.

Council Member Moore asked if those people would be driving a truck.

Chief Underwood replied yes unless they happened to be on another call.

Council Member Ellis asked how many pay-per-call personnel they have hired in the past six years.

Deputy Chief Harden said they have lost pay-per-call personnel.

Chief Underwood stated the Fire Department has been on a steady decline in personnel over the past 36 years.

Council Member Ellis asked if the rural fire departments' personnel increased or decreased.

Chief Underwood said the rural fire departments have been struggling too.

Deputy Chief Harden said that Station 210 had to schedule part-time daytime personnel to work during the day just like the City had to.

Council Member Ellis asked about the Draper Fire Department's personnel numbers considering they have a newly remodeled station. He asked Mr. Dishmon how many calls Station 220 (Draper Fire Department) has.

Mr. Dishmon answered 80 a year.

Council Member Ellis questioned how many of those were daytime calls.

Mr. Dishmon said he did not have a way to separate the calls per year, but he believes they receive a low number of fire calls in total.

Deputy Chief Harden discussed the comparison of staff in similar sized cities.

Council Member Hunnicutt asked what the total budgets were for the cities used in the comparison as he was interested in knowing what percentage of their total budgets were allotted to their fire departments.

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

Deputy Chief Harden replied that he did not know their total budget amounts.

Council Member Ellis asked what the budget was for the City's Fire Department.

Chief Underwood said \$1.6 million.

Council Member Epps questioned if there are four trucks and four drivers and there happens to be two fires at the same time, why would there not be two trucks at each fire.

Deputy Chief Harden replied that he could guarantee that response after 4 p.m.

Council Member Ellis referenced the City of Lenoir and questioned what the 18 personnel per shift were doing there.

Deputy Chief Harden answered that the City of Lenoir operates on suppression out of their trucks through three stations with 18 people on duty at one time. He said the City of Eden has 14 pay-per-call personnel on the current roster with two eligible for retirement.

Council Member Ellis asked how many pay-per-call personnel were trained for the Eden Fire Department in 2019.

Chief Underwood said they have had zero new members, but currently have four applications in Human Resources.

Deputy Chief Harden explained they received two applications in 2019, but never heard back from the individuals when they called to set up interviews.

Council Member Ellis asked if they were in the process of checking for clean driving records and processing background checks and drug tests on those four applicants.

Deputy Chief Harden replied yes.

Council Member Ellis asked when the last time an agility test was performed.

Chief Underwood replied in 2018.

Council Member Ellis asked Mr. Dishmon when the last time was the Draper Fire Department performed an agility test on someone.

Mr. Dishmon said agility tests are not required.

Council Member Ellis questioned if it is the same training for rural fire departments as it is for the City's department.

Council Member Carter answered yes.

Deputy Chief Harden said the County performed recruiting efforts in 2019 because all of the fire departments in the County are suffering. It has gone from a three-station response in the County to a four-station response in order to get the help needed throughout the County.

Council Member Epps questioned if they doubled the training.

Chief Underwood said the training has increased from 100 hours to 458 hours in order to obtain certification. That has become a deterrent to some who want to become a firefighter but are struggling with devoting that much time away from their family.

Deputy Chief Harden clarified that one can be trained under the old standards until July 1, 2021. OSHA regulation 1910.134, which is Respiratory Protection, requires that if you do any type of interior firefighting, there is a 2-in/2-out rule. This rule states that the two people inside must be in visual or radio contact with one another and there must be two people outside to provide a rescue if one of the interior persons encounters a problem. The 2-in/2-out rule does not keep you from performing a rescue as long as you know there is a life in danger. However, to perform simple extinguishment, you must abide by the 2-in/2-out rule. There was concern expressed from a member of a station outside of the City limits, whose budget is small, that a bulk of their structure fire-fighting gear is being used inside the City limits to fight the City's fires. The City's current procedures when responding to a call is the driver leaves his home, drives to the scene, dresses in the protective gear, and then begins work on the fire. Deputy Chief Harden believes if they already had personnel on the fire trucks when responding to a call, they would already be dressed when arriving on the scene. They still need the pay-per-call personnel because they provide supplementation for the full-time personnel. At the present, staff is attempting to do too much while on the scene due to a lack of responders and the fear is that someone is going to seriously get hurt.

Council Member Epps asked if the City has had any fatalities or serious burns.

Deputy Chief Harden replied no.

Chief Underwood said he ran over 600 calls but 100 were toned out, which resulted in 500 calls.

Mayor Hall questioned if of the 500 calls that were not toned out, 21 of them fire.

Deputy Chief Harden answered yes.

Mayor Hall questioned if they would need extra men for the other 480 calls.

Deputy Chief Harden said he views it as insurance.

Chief Underwood said he cannot predict how many fires they will have in a year's time. He also stated that Eden Rescue Squad is struggling for volunteers. He feels that if the department had additional staff, they could begin assisting with first responder calls, which averages over 3,000 calls per year.

Council Member Carter asked if the City still gives money to the Eden Rescue Squad.

Chief Underwood said they have one person who works from 9-6 Monday through Friday. They recently added a convalescent program but that is different because none of the money that the City pays to them for that one person is going into the convalescent program. He feels the City department needs to be self-sufficient.

Council Member Epps asked how much the salary was for a firefighter.

Chief Underwood said it was \$54,912.92, including benefits.

Council Member Ellis asked how much a police officer's salary was.

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

Ms. Winn replied that they are both pretty close to the same amount for entry-level positions.

Mayor Hall asked if they have ever seen two structure fires at the same time.

Deputy Chief Harden answered no, but stated he has seen two calls going on at the same time.

Chief Underwood answered yes.

Council Member Moore recalled when there were two large structure fires, one on Dameron Street and another at El Parral. He said there could not have been enough responders that night.

Chief Underwood stated that response back then was better than it is today.

Council Member Moore said that if it had not been for mutual aid, they would have been hurting.

Council Member Hunnicutt questioned if the five pay-per-call personnel that responded on average in 2019 were responders from the City's personnel only or did that include backup dispatched from Station 210 as well.

Deputy Chief Harden replied those five were the City's responders.

Council Member Hunnicutt asked what kind of support they were receiving from Station 210 and would they have enough people on site at a structure fire, including that help, to be sufficiently covered.

Deputy Chief Harden said Station 210 provides one truck and one man. If they were to get to a scene and realize they do not have enough manpower, they can call and request additional help, but it will depend on how much personnel they have at that time.

Chief Underwood said on average, it is between five and eight additional people.

Council Member Hunnicutt questioned if they would have enough people, regardless of where they come from, on a scene to be able to put out a fire.

Council Member Ellis answered no. He said it was no different than what is being considered on New Street. It is not like it was 10 or 15 years ago and he feels the City needs to step up and provide for its citizens because they are in need of protection. He said there might be grants available for the department.

Chief Underwood agreed that there are grants available, but there is no guarantee that they will receive them. With a safety grant, the issuer will pay a certain amount each year and the City will take it over at the end of either three or four years.

Council Member Ellis said there are older people in town that do not fight fires like a 35 year old person can.

Chief Underwood stated it is a very physical and demanding operation that is designed more for the younger person in terms of suiting up and fighting a fire.

Mayor Hall asked what the average age of a full-time firefighter is.

Chief Underwood answered over 50 years of age.

Council Member Ellis said a lot of firefighters do not want to play the game anymore and the younger firefighters do not want to pursue it as a career.

Council Member Epps asked how many firefighters they needed.

Chief Underwood answered 11 at a minimum. He said he would like to start with seven people, two per shift and one relief person. He said they have 12 people now and two relief personnel. The firefighters receive an incredible amount of time off counting holidays, vacations, and comp time accrued. Each person receives 168 hours of holiday pay during the course of one year, which leaves 24-hour shifts to be covered. They also have Kelly Days that need to be covered. A Kelly Day is when someone works nine days out of 28. One of the shifts of four people will have to work the 10th day. If that person has to work on the 10th day, they would have to be paid at time-and-a-half. Relief people are brought in to prevent people from having to work on that 10th day. One shift gets four Kelly Days and another shift gets five Kelly Days. That equates to 11 shifts per person that has to be covered. They only work 110 days per year.

Council Member Hunnicutt asked if the City has received any notice from an insurance authority or governing authority that oversees firefighting in regards to the City being at risk for losing their rating. He questioned if this was an internal request or was this request due to an authority requiring the City to hire additional staff.

Deputy Chief Harden answered no. He explained that the Department of Insurance does come in and issue a rating to the fire department. He said the City is on a five-year rotation schedule and had their rating issued three years ago. The rating is based 50 percent on the fire station itself, 40 percent on water, and 10 percent on communication. Since communication is now handled out of Wentworth, the City does not have much influence on that area.

Council Member Moore added that the Department of Insurance also evaluates the City's records and therefore, everything must be documented. If there is a fire at 5:01 and Deputy Chief Harden is present on the scene, he is not included in the number of responders present on the scene because his hours are from 8 to 5. Chief Underwood is never included in the number of responders present on the scene of a fire. The Department of Insurance will look at the records to see if you have the right number of responders at the scene of a structure fire, chimney fire or fire alarm call. If you do not, they will deduct points from the score, which will affect the rating.

Mayor Hall said that considering the City bought a fire truck and built a fire training facility since the last rating was issued, the City's rating should be better.

Chief Underwood said the City missed a rating of 3 by two points and his goal is to get to a rating of 1. Going to a rating of 3 would be appealing to industries because it guarantees a lower insurance premium as opposed to ratings of 4 and up.

Mayor Hall said that since the fire training facility was designed for recruiting, hopefully it will attract more firefighters.

Chief Underwood said that Schools Superintendent Dr. Rodney Shotwell agreed to hire a fire instructor for Morehead High School once the facility is complete in efforts to help expand the program.

Mayor Hall suggested waiting to see what the program through the school would do for the pay-per-call personnel numbers.

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Chief Underwood replied that the department is in a critical situation now.

Mayor Hall suggested increasing the amount paid to the pay-per-call personnel as an incentive to attract more people.

Chief Underwood said they currently pay \$11.50 an hour if they are certified.

Mayor Hall said it would be much cheaper than hiring 11 new people. Out of the comparable cities, Mayor Hall asked if any of them reported less full-time workers than the City.

Deputy Chief Harden said he sent out 10 requests and received five replies.

Mayor Hall stated the City has more stations than any other cities. Reidsville has 28 paid full-time personnel with a \$2.1 million budget. The City of Eden has 12 paid full-time personnel with a \$1.6 million budget. Reidsville is averaging \$75,000 per employee and Eden is averaging \$133,000 per employee. He is questioning why the City's budget is \$500,000 below Reidsville's, yet they have more than twice as many personnel.

Deputy Chief Harden said Eden has four on duty per day and Reidsville has seven on duty per day out of three stations.

Mayor Hall questioned if Reidsville has EMS.

Deputy Chief Harden replied yes.

Mayor Hall suggested modeling the City's department after Reidsville.

Chief Underwood said the City would have to add two personnel per shift with one relief personnel.

Mayor Hall said the request equates to spending \$600,000 to hire seven employees.

Chief Underwood replied that it would probably cost around \$330,000.

Deputy Chief Harden replied that if the City hired 11 new firefighters, it would cost \$600,000.

Mayor Hall replied that if they received 11 more firefighters, it would cost \$600,000, which would put their department's budget at \$2.2 million. Reidsville would still have 28 full-time firefighters doing EMS and Eden would now 23 personnel not doing EMS, but it would cost \$100,000 more.

Council Member Carter questioned how three more firefighters could be utilized.

Chief Underwood replied that he would put one on each shift.

Council Member Carter asked if that would be the best perspective for the department.

Chief Underwood answered no. He felt like the minimum the fire department needs is seven people. He would add two firefighters to each shift with one relief firefighter.

Mayor Hall questioned how many pay-per-call firefighters the City lost this year.

Deputy Chief Harden replied one.

Mayor Hall stated that if the department received four new firefighters, they would still be staffed close to the same as they were last year.

Deputy Chief Harden agreed assuming they do not lose anymore personnel.

Mayor Hall questioned why it was so important to hire more people when nothing has changed in personnel over the last year.

Deputy Chief Harden replied that it is the same people on the roster, but that is not the people responding to calls.

Council Member Ellis recommended trying to hire additional personnel and see what response they receive. He asked Mr. Dishmon how much they are paid per call at the Draper Fire Station.

Mr. Dishmon replied \$5.

Council Member Carter asked what it would cost if they expanded their daytime program to 24 hours and if paying the firefighters \$15 or \$16 an hour be reasonable.

Deputy Chief Harden replied that it is difficult to schedule firefighters as is and expressed concern over how challenging it would be to schedule firefighters at night. He also questioned if the firefighters would be paid to sleep or would they be expected to stay up for 24 hours at a time.

Council Member Carter replied that if they are full time, they could sleep. Paying them to do so would be cheaper than hiring additional firefighters.

Chief Underwood felt that it would be impossible to operate in that manner based on the fact that out of the last four days, he had one part-time firefighter to call in sick every day.

Council Member Moore recommended working with the new city manager, once hired, to see how he/she feels about the situation.

1. Succession planning within the City.

Mayor Hall called on Mr. Shelton.

The following is the text of the PowerPoint presentation on the succession planning shown and discussed by Mr. Shelton:

BACKGROUND INFORMATION

- Succession planning first became a hot topic around 2005 as Baby Boomers started retiring as they reached age 60 plus.
- For businesses and industries, a huge number of experienced leaders, managers, and employees were leaving the workforce in a mass exodus.
- People have always tried to prepare new people for the jobs coming open due to death, retirement, long-term illness, or promotions. This need has been formalized into the terminology “succession planning.”
- Our City first became involved in the formal succession preparation process between 2005 and 2010. Our Police and Fire departments have been at least informally involved in succession planning for many decades because of the command structure of their management organizations.

A PERFECT SUCCESSION PLAN

- In April, Chief Greg Light will retire and you will witness an absolute picture-perfect succession plan unfold.
- Deputy Chief Clint Simpson will become Chief, Captain John Edwards will become Deputy Chief, and so forth down the line as officers move up into the open positions.
- This will appear to be seamless to most everyone outside the Police Department.

POLICE DEPARTMENT PLAN

- What you may not know is that the ones who are promoted into their jobs have already been trained and know that job they will enter.
- Each police officer knows their job and they train to know the next job up so when someone leaves a position, someone is ready to step into that job.
- Command structure of the PD facilitates succession.
- Succession perfection!

OUR PROBLEM IN OTHER DEPARTMENTS

- Between 2005 and 2010, other departments began working toward having a succession plan.
- Most of our departments have understood succession planning and continually work toward having a working plan in place.
- The problem we have tends to be the small size of some departments that limits what department heads can do. Departments with 3 to 8 employees obviously have limited options especially when the employees are of relatively the same age range and would retire in the same timeframe.
- Engineering, Finance & HR, Administration, Economic Development, Parks & Recreation, and Planning & Code Enforcement all face these issues due to small staff sizes.
- Therefore, we have to approach succession planning with more detailed and specialized plans to be successful.
- When retirements are anticipated in the coming years, it may be necessary to hire new employees many months or up to a year before that date in order to adequately train new people to be ready to receive the baton when experienced employees leave.
- Planning & Code Enforcement and Finance have potential retirements of critical experienced staff within the next 2 to 3 years.
- Our small staffed departments may need to hire replacement employees sooner in order to train and transfer knowledge of their unique specialized staff positions before retirement or promotions take place.

SOLUTIONS

- Chief positions in Planning & Code Enforcement, Municipal Services, Public Utilities, Parks & Recreation, and Fire could potentially be filled by new leaders in the next 1 to 5 years.
- If we continue to promote from within, we need to continue to train our existing people to be ready for these jobs when the openings occur.

OUR WORKABLE SOLUTIONS

- Staff will work to continue to train employees to advance to fill open positions to the extent our available resources allow going forward.
- I believe promotion from within allows our existing staff to have growth and achieve their dreams and goals and reach those goals in Eden.
- We do ask for Council to continue to support us in trying to promote and grow our own experienced leaders from within our own staff.
- I represent the perfect example of an employee being promoted from bottom to top within our organization.
- I have been part of a succession plan numerous times during my career.

FINAL RESULT

- Good succession planning is having employees advancing to higher levels of experience, training, and leadership.

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

- When an employee jumps out of the organization due to career moves, retirement, or death, we must have someone who is ready to step into that open position.

Mr. Shelton discussed the presentation and called on Ms. Stultz.

The following is the text of the presentation on the succession planning shown and discussed by Ms. Stultz:

Planning and Inspections Department Personnel/Succession Plan

Introduction

There are 10,000 baby boomers turning 65 each day in the US. According to an article by Patrick Ibarra in Governing, “local governments small and large, rural and urban are experiencing a brain drain that is placing their organizations at a critical juncture: the need for experienced and seasoned employees has never been greater, yet those are the very workers that are most likely to be departing in the near future. It’s clear that governments need to get serious about succession planning”.

Three members of my five-member department, including me, are nearing retirement. I have 34.5 years in the retirement system without my vacation and sick time and will be 61 in August, Debra Madison has 14 years in the system and turned 64 in January 2020 and Debbie Galloway has 18 years in the system and will be 63 in April.

Background

Currently, we have 5 full time employees in our department. Until early January of 2014, the Planning and Inspections Department consisted of 6.5 employees. There was one full time and one part time person that worked the front desk, two inspectors, one planner, one planning coordinator and the director. The full time person was moved to the Recreation Department and we were not allowed to fill the vacant position. In October of 2016, the part time person retired. Again, that position was not allowed to be filled.

Other departments within the city have had staff reductions in recent years. However, for our small department the loss of 1.5 employees was a staff reduction of 23%.

The impact of these losses has been in productivity. The remaining 5 of us share the phone answering, permit issuing, typing minutes, putting out agendas, and other general office duties. Time taken up by these activities has taken away from other professional responsibilities.

Department Duties:

The following is a general, but not all inclusive, accounting of the duties for which our department is responsible:

- N.C. State Building Code (building, plumbing, mechanical, electrical)
- Issue building code related permits and land use permits
- Defective and unsafe building abatement code
- Human habitation standards
- Non Residential Maintenance Code
- Land use and development code (zoning, subdivision, watershed & flood damage prevention regulations)
- Public nuisance abatement code
- Junk vehicle code
- Non-Residential Maintenance Code
- Street Closing Program Provides public information and assistance
- The department plans, studies and identifies and develops programs that promote the physical, economic, and social development of the community.
- We staff 6 Boards and Commissions plus the City Council, they are the Planning Board, Board of

Adjustment, Historic Preservation Commission, Community Appearance Commission, Tree Board and the Strategic Planning Commission. With that comes the preparation of agendas and minutes and other duties related to the work of the various groups.

- Transportation Planning – Rural Planning Organization, Pedestrian/Bike Planning

Duties Added/Outside Common Planning and Inspections Department Duties

1. GIS - The GIS duties that are performed include maintaining some of the information for water, sewer, solid waste routes, water meter locations, ward boundaries, fire hydrants, and zoning. We provide map books to the C&D crews to help them locate the gravity main lines and manholes so that they don't have to go back to the office when they are out in the field making repairs. As staff runs the camera in the gravity main lines, the reports are given to us and we add the location of the sewer taps and sewer tap lines to the map data. Now that the Finance Department is using automated water meters, their staff does not have to physically open the meter box and they are getting covered by grass, dirt and gravel. We provide locations of the meters to the Finance staff when they are unable to find the meters easily.

We routinely assist the Economic Development Director and his department with data needs.

A percentage of Ms. Madison's salary is paid from the Water and Sewer fund due to the amount of time spent serving those functions. These duties have been added to the current position and serve all departments

2. Code Enforcement Collections In 2004, the City Council was expressing concern about our code enforcement collections. Historically, this had been a function of the Finance Department and the City of Eden. Due to prior experience in other jurisdictions, Kelly Stultz, was asked by the City Manager to study our process and make recommendations. After careful consideration, I offered to take over these duties and to work with the City Attorney to set up improvements for one year. That was 16 years ago.

Code enforcement requires knowledge of the various codes and the legal requirements involved.

Requests/Recommendations

1. It is most likely that our Local Codes Manager/Legal Assistant will be the first of our staff to retire. We need to hire a full time employee in a Planning Coordinator position that can assume the duties at the desk and other clerical and support duties, while being trained by Ms. Madison to be promoted into her position at retirement. After the promotion, then that person can train the next Planning Coordinator. Since time is pressing, I would ask that you approve the creation of this Planning Coordinator position as soon as is reasonably possible but definitely so that someone can be hired by July 1, 2020. It is unlikely that we are going to be able to hire someone to handle GIS upon Ms. Madison's retirement that can fulfill all of the other duties. GIS is a specialized position and the entire City is becoming more dependent on this data with each passing day. When Ms. Madison retires someone will have to take over her GIS duties.
2. The next position needed, will be to hire a planner that I can train to assume my duties when I retire. Ideally, we would hire a planner with planning experience and GIS experience before either Ms. Madison or Ms. Galloway retires. Ms. Galloway has indicated that she will likely retire in July of 2022.

Conclusion

I have not yet made a decision about a retirement date but I have been eligible for 5 years already. With of all the duties and responsibilities that are expected of the Planning and Inspections Department, we were understaffed before the staff reductions. Combined with imminent retirements this creates a situation that is not in the best interest of the citizens of Eden and our organization.

I am asking to hire one additional employee at the present time in the Planning Coordinator position at least by the beginning of fiscal year 2020-2021. I plan to re-evaluate our situation by January of 2021.

Ms. Stultz mentioned that her department is also affiliated with community development, grants and activities through CDBG and the State. At the present, they have another application out for an Urgent Repair Program and even though consultants are hired for that program, members of her staff are intimately involved with it. They currently have a consultant helping with the UDO, but her staff is actively included in the plans associated with that. Ms. Stultz also referenced that the GIS program has grown tremendously with every department in the City utilizing it. In most jurisdictions, the GIS position

is a full-time job, but Ms. Madison has taken on that position in addition to her other job duties. Ms. Madison has taught herself how to navigate the program with the limited amount of training the City has been able to give her. As the program has grown throughout the City, it has consumed 40 percent of Ms. Madison's job, while code enforcement collections expend another majority of her responsibilities.

Council Member Hunnicutt said that if the City is going to pursue succession planning, they need to know how far in advance to hire the retiree's replacement. There needs to be a plan in place that is adhered to in order to prevent double-staffing.

Ms. Stultz added there are some jurisdictions across the State that offer incentives for some employees to retire. She also expressed uncertainty at the ability of the City to force an employee to pick a retirement date and stick to it regardless of circumstances that may change.

Council Member Hunnicutt stated that he previously worked in a corporate environment and their succession planning was for seven years.

Ms. Stultz replied that she had an employee who was being trained to fill Ms. Madison's position upon her retirement, but management had a different plan for that individual. Therefore, they are left with remaining personnel doing things out of position.

Council Member Epps asked if the City Manager could proceed with making a decision to hire the requested additional staff member.

Mayor Hall replied that it could be put in the upcoming budget.

Mr. Shelton called on Ms. McMichael regarding Succession Planning of the Finance and Billing & Collections Department.

The following is the text of the presentation on the succession planning shown and discussed by Ms. McMichael:

Finance and Billing & Collections Department Personnel/Succession Plan

Currently, there are three full-time employees working in the Finance, and two full-time employees working in the Billing & Collections Department. In 2004, when I started with the city we had four full-time employees working in the Finance Department, and four full-time employees working in the Billing & Collections Department. (I have not included these employees: Deanna Hunt, City Clerk, Teri Sentiff, Assistant HR Director, Jessica Joyce, Warehouse Dispatcher, and Jason Terry, Meter Maintenance Technician. These positions are included in my Finance & B&C Annual Budget; however, these employees do not work directly in the Finance Department.)

Since 2008, when Ms. Becky Shelton retired after 30 years of service, we have lost two full-time positions due to budget cuts: A Finance Accounting Technician Position and a Billing & Collections Clerk Position. In 2009, the city moved from bi-monthly water billing to monthly water billing which doubled the responsibilities in Billing & Collections. In addition to all the many responsibilities that are required of the Finance & Billing & Collections Department, we are also required to provide customer service to all of our water and sewer and dumpster customers. We have approximately 6,900 customers, and we see and talk to approximately 90% or more of them on a monthly basis. We lost two long-term Billing & Collections Clerks—one in 2008 and the other in 2010 due to the overwhelming work environment. We lost another long-term employee in 2012 for the same reason. Due to the loss of these positions, as Finance Director I found my time increasingly being spent 90% or more assisting Billing & Collections compared to about 50% prior to the change in billing and the loss of two positions.

In 2012, the Department was fortunate to be able to budget for a part-time Billing & Collections position, allowing us to hire Becky Shelton. She is a tremendous asset to our office; however, the fact she is limited on how many

hours that she can work due to the NC Retirement regulations, and as any part time employee would be due to the NC Retirement 1,000 hour rule does not provide sufficient assistance in the department. We have been struggling for years. However, we have continued to try to cross train in the department to prepare for emergency situations, and we have tried to obtain continuing education as our Auditors have recommended each year in our Management Letter. We were working towards a succession plan when Ms. Blair Barker was in Finance processing our Accounts Payable. She had taken some Governmental Accounting Classes, and she is working towards her Municipal Administration Degree. We had planned for her to be the next Accounting Coordinator/Assistant Finance Director/and then eventually Finance Director. Her priorities and plans changed, and she has now decided to take a new position in the city's Administration Department. Therefore, we are at crossroads again in the Department.

In order for our Department to be able to function efficiently and effectively on a daily basis, we need additional help. It is very difficult for us right now to prepare for succession planning with the current staff working in the department. My staff is very dedicated to their jobs, but they feel so stressed about taking vacation, not to even mention the need for them to find time for continuing education that would help prepare them for future promotions within the department. For example, former Billing & Collections Clerk II Jennifer Woods would have to work the Saturday before taking a weeks' vacation and return the Sunday afterward just to keep abreast of the workload. Cycle 1 is not yet complete when work has to begin on Cycle 2. It is not a very efficient way to run a department.

I am right now fighting the battle of when will the next Administrative type position open up within the city, and who am I going to lose next. We have tried our best to survive for the last twelve years, and now is the time that we need extra help so that we too can plan for the future Finance Director. I do know that Amy Winn, CPA, our currently Assistant Finance Director has 5 years left before she will meet her 30 years with Local Government. I need to be able to send current staff for continuing education training, so they will be ready for the next promotion.

It is a good thing to remember that the Finance Department is charged with collecting much of the water and sewer revenue in the City, and not an insignificant amount. We should take great care to be sure this department is operating at the highest level of efficiency.

Ms. McMichael stated she has also had a succession plan in place, but is currently at a crossroads with starting the process over due to personnel changes not caused by retirement. The amount of responsibilities expected of any one employee can impact the quality of work you are receiving from that employee when they are forced to wear many hats. If your employees are given more work than what has been expected of them in the past, it creates an issue within the department. While Ms. McMichael stated that her department does provide entry level positions that qualify for promotion without a college degree, there are some positions that require more. She feels it makes better sense to prepare the staff from within so they can take advantage of promotions. She also believes that if given the additional requested position, not only would it help in the department's current situation, but it would also help better prepare for future succession. Based on her research, in January of 2020, the two full-time Billing & Collections Clerks processed 2,040 payments. They deal with a lot of unhappy people due to the water and sewer rates being higher today than they have ever been. The stress of the job plus the hostility from customers is overwhelming to her staff. She conducted a survey with other municipalities with a population of 20,000 or less to see how many staff members they employ. She found that Oak Island has three Customer Service Representatives and three in Finance; the City of King has three in Billing & Collections and three in Finance; Carolina Beach has three in Billing & Collections and three in Finance; Clinton has three-and-a-half in Finance and three in Billing & Collections; and the City of Reidsville has four in Finance and four in Billing & Collections. A new full-time Billing & Collections Clerk position is \$51,000. She hopes to find someone looking for a career with good benefits who can be promoted within the organization.

Council Member Epps stated there are five months before the budget comes out and there are some departments in dire need of help. He questioned if they were going to have to ask these departments to wait until July before they could hire additional staff. He suggested letting the City Manager fulfill those staff requests now.

Mayor Hall replied that the City Manager already has the authority to do so, but stated these departments are requesting additional staff for the upcoming fiscal year. If the departments were requesting additional staff for the present time, the City Manager would not have to seek the City Council’s approval to do so.

Mr. Shelton added the City was at full staff for positions already approved by Council, but these requested positions for the upcoming budget are new positions.

Council Member Epps stated there are several people wearing multiple hats and suggests setting this in place so the next City Manager will be able to put it into action.

Mayor Hall reiterated that it is difficult to replace someone when you do not know their anticipated retirement date. He also stated that the City cannot hire replacement personnel and then end up double-staffed when the retiree decides to continue working.

Council Member Hunnicutt said he is willing to replace personnel and be double-staffed for a certain period of time, but it cannot be indefinite. He stated they will need participation from the departments.

m. Review of the budget process and new city manager search.

The following is the text of the presentation on the budget process shown and discussed by Mr. Shelton:

City of Eden Fiscal Year 2020-2021 Budget Calendar

Event	Date	Topics
Detailed Budget/CIP Process Begins	Wednesday, January 8, 2020	Budget/CIP Process, Request Forms, & Priority Setting
City Council Budget Retreat	Saturday, February 22, 2020	Establish Work Priorities
Departmental Budgets Completed	Monday, March 9, 2020	Departmental Submissions To City Manager
Revenue Estimates Completed	Monday, March 16, 2020	Revenue Estimates to City Manager from Finance Director
City Manager’s Review With Departments	March 16 – March 26, 2020	Department Heads Review Budget with City Manager
Budget Finalization	March 27 – April 9, 2020	Final Adjustments to Budget
Budget Submission	Tuesday, April 14, 2020	Budget Submitted to Council
Set Public Hearing	Tuesday, April 21, 2020	Set Public Hearing Date
Budget Worksession City Manager Presents Budget/Budget Message	Tuesday, April 21, 2020 (File Budget with City Clerk & Publish Statement of Submittal) <i>THIS DATE IS TENTATIVE*</i>	Summary of Overall Budget & Key Organizational Issues
Public Hearing & Final Adoption	Tuesday, May 19, 2020**	Citizen Review of the Proposed Budget & Final Adoption

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

*If the Budget is not ready to be given to Council for review, the Manager may wait until April 23 to submit to with work sessions scheduled for May 14 and May 19 if needed. May 19 set Public Hearing for June 16.

**Alternate date of June 16, if budget preparation is delayed.

Mr. Shelton stated that one item was added to the budget calendar in the event that the budget is not ready to be approved in May. He stated that while he is aware there has not been a June budget approval in several years, he will do his best to make sure it stays on the May calendar.

Ms. Gilley replied that several municipalities adopt their budget in June.

Mr. Shelton had checked with Developmental Associates and was informed that the city manager job advertisement received 689 views. They have received 21 applications to date with nine more days left before the job posting would close.

n. Free time to discuss additional topics.

The following is the text of a letter sent by the Eden Chamber of Commerce shown and discussed by Mr. Shelton:

Mr. Terry Shelton
City Manager
City of Eden
308 E. Stadium Drive
Eden, NC 27288

Dear Terry,

On behalf of the Eden Chamber of Commerce Board of Directors and membership, I thank you and the Eden City Council for once again supporting your chamber. With those contributions we can continue to fund important community initiatives and lead the way for business. As the year progresses, we hope to continue earning your trust and your loyalty.

The City of Eden continues its legacy as our largest “Community Sponsor”; this fact speaks volumes about the level of commitment you shown towards our Chamber and our community of businesses. For the past two years, the City has graciously contributed \$15,000.00 to the Chamber. Your donation assists us in promoting Eden to thousands of potential newcomers and visitors every year. We also conduct several events such as Temptations in the Garden, Get Fit Eden and our Annual Awards Dinner, now in its 64th year. We can also add our new Reverse Raffle fundraiser which made its debut last June to a roaring success, and the resurrection of the family friendly, “Rubber Duck Regatta! Both events will return this year due to a positive and popular response from our local and bordering community residents. Our events bring people into the community which in turn means a boost to our local economy.

We serve as a Visitor Center for the City of Eden and as a strong partner with our small business community by conducting numerous Opening Celebrations (aka Ribbon Cutting Ceremonies), Informative Lunch & Learn sessions which enlighten the local community, Business Networking events such as Off the Clock, a business after hours event held in the warmer months, and of course our highly attended monthly coffees. Local business owners see the value of such gatherings. On occasion, due to their popularity, our business owners will need to sign up a year in advance.

We are invested in our community as we live, work and shop here. We continue to promote and cultivate a shop local environment. For many years we have partnered with American Express to bring the “Shop Local Saturday” initiative to Eden. It’s been discovered that for every dollar spent at a small business in the U.S., approximately 67 cents stay in the local community. This event occurs the Saturday following Thanksgiving and is a nationwide

movement that encourages people to shop at their local , Mom & Pop shops, diners, boutiques, restaurants, pet stores, etc.

Your investment with the Eden Chamber is extremely appreciated and distributed back into the community. One such instance occurred last summer. Our Chamber building needed an expensive 3 ½ ton heating and air conditioning unit. We received three quotes and went with one of our local chamber members, of course. This expense cut deeply into our savings budget. When this occurs, we find ourselves coming up short on operating fund. That is one major reason we would like to request additional funding from the City of Eden.

Last year I attended school at the Chamber Institute in Athens GA. The instructors and classes were extremely beneficial to my current position. I was also made aware from other Chamber Presidents how they were funded. I was astounded by some of the totals. One chamber had 200 members and received \$100,000 a year from their city, and there were other similar totals in areas that were not as large as ours. Eden is the largest city in Rockingham County; we have 319 members and are constantly growing. I share these statistics with you because our chamber neighbor in Reidsville has around 400 members and they receive \$40,000 annually from their city funding.

Gentleman & Ladies, I'm not asking for an extensive increase, just an additional \$10,000 in funding which would take us to \$25,000, that's if the city budget can withstand it. One of our Board of Directors (Tom Barbour) recently commented during our board retreat that "The Eden Chamber is different now and getting more things done than just coffees".

We are very proud of the work that goes into our highly sought-after Business Directory/Newcomers Guide, which we produce annually and distribute throughout Rockingham County, Southside VA and beyond. It's a labor of love. We are constantly seeking inventive ways to engage our members and are grateful for an involved and active Board of Directors who brainstorm new ideas that we in turn implement. We are visible in the community and we love where we work and work where we live.

We continue our commitment to promote Eden by partnering with the City's Department of Economic & Tourism Development, both bring new industry and visitors to our fair city. We are fortunate to have Mike and Cindy in their roles; both have the best interests of the Chamber in their view. We consistently reach out to them not only for their wealth of information but also, their clear vision of an emerging Eden and we too want to be a part of the revitalization efforts that will promote our city and allow its businesses to flourish.

Thank you in advance for your consideration of our request and we look forward to partnering each year with great leaders such as yourselves.

Respectfully submitted,
Angela Fowler
President

Mr. Shelton stated that he received a letter from the Eden Chamber of Commerce listing numerous events that they are currently sponsoring. The previous Councils have approved for \$15,000 to be given yearly to the Chamber. Ms. Fowler is requesting the Council to consider increasing that contribution to \$25,000 yearly.

Mayor Hall stated that the City's contribution to the Chamber was \$5,000 for a long time. Years ago, they were approached by the Chamber in regards to an increase. At that time, they checked to see what other cities were contributing and found that the City of Reidsville was paying their Chamber \$50,000 yearly. He stated they would have to look at the budget to see how much of an increase they might could contribute considering how much the Chamber does for the City.

The following is the text of a letter sent by the Strategic Planning Commission:

Re: 2019-2020 Annual Report, Budget Request, Receipt and Expenditure of Funds Date: February 18, 2020

Minutes of the February 22, 2020 meeting of the Eden City Council, Continued:

According to the City Code of Ordinances, Chapter 2 Administration, Article 3 Planning Organization, and Division 9 Strategic Planning Commission this report is required in February of each year.

I have attached a spreadsheet that shows the projects that were presented to the City Council and were approved for funding. In the “Cost” column you will note that some of these are in an orange background. This is to let you know that this is the amount that was estimated and funded but the actual cost has not been received to date (as of February 18, 2020)

There is a cost total from each meeting that was approved by the City Council. Please understand that at the February 7, 2020 meeting of the Strategic Planning Commission (SPC), the project for Morehead High School students to shadow City of Eden employees for one day was approved by the Commission. This is being done in an effort to help our students know the jobs that exist in Eden and improve our Workforce and retention of some of our students. This was also done in the Spring of 2018 and deemed very successful by the MHS staff. We believe this program can be expanded and improved.

Again, this project was approved by the SPC but has not yet been presented to and funded by the City Council. Therefore, my first request is that the City Council approve this project and the amount of \$1000 to be funded from the 2019-2020 budget of the SPC.

Also if the \$1000 is approved, you will see that \$190,016 of the 2019-2020 budgeted \$300,000 for the SPC will have been approved to be expended. Normally there are four quarterly scheduled meetings of the SPC in the year. In the scheduled February meeting, the major portion of the time was allotted to project up date and discussion of membership. Councilman Hunnicutt urged the SPC when recommending new members to examine the needs of the areas of expertise that would further the mission of the Strategic Plan. Therefore, there is a special called meeting March 6, 2020 and the regular scheduled meeting May 1, 2020 to consider any remaining projects for this year and make recommendations to the City Council. In the next two meetings we do expect to present and discuss projects that meet the goals of the Positively Eden Strategic Plan that will most likely request the use of another \$100,000 of the allotted SPC budget. As you can see from the projects list, we have put forth projects that improve the appearance of Eden, improve the health and safety of Eden residents, promote Eden, impact downtown Eden development and improve the communication to Eden residents and visitors along with promoting economic development and workforce development.

All past years’ projects were developed in accordance with the strategies and goals of the Positively Eden Strategic Plan which was developed with the input of the residents of Eden. I will be asking our Commission members to analyze our Plan to determine which strategy areas and goals have not been fully addressed. This is the fourth year of a five year plan but I believe there is still much in this plan that should be addressed. Accordingly, I am requesting that the City Council approve \$300,000 to be in the 2020-2021 City of Eden Budget allocated for the SPC. This is a reminder that even with those dollars approved for the SPC budget, each project still has to be presented and approved by the City Council before any action or expenditures can occur.

STRATEGIC PLANNING COMMISSION
2019-2020 APPROVED PROJECTS
August 9 2019

Sponsor	Competition Date	Project	Cost	Status
Kelly S /Josh W	Aug-Oct	Meadow Road/Stadium Drive Island	\$6,500.00	Not started
Mike Dougherty	Aug-Oct	Dan River Nature Trail	\$27,000.00	Trail yes; Sidewalk no
Randy Hunt	Sept-June	Entrepreneurship Program	\$20,000.00	On track for end year
Cindy Adams	ASAP	Upgrade Tourism Website	\$15,000.00	Complete
Cindy Adams	ASAP	Story Boards for City Hall	\$1,860.00	Complete
Cindy Adams	Spring 20	Spring Grown and Gathered	\$5,000.00	Scheduled 5/21/20
Cindy Adams	rescheduled	Bronze Otter Sculpture	\$12,500.00	Unveil with Otter Habitat
Cindy Adams	Fall 19	Butterfly Art Along Smith River Greenway	\$9,000.00	Install Mar-Apr
		Total	\$96,860.00	
		November 8 2019		
Christy Hensley	Dec-Feb	MHS Water Fountains	\$4,800.00	On site not installed
Kelly Stultz	12 Mos	Unified Development Ordinance	\$60,000.00	Consultant hired Jan 20
Mike Dougherty	Dec-Mar	Otter Habitat	\$7,356.00	On track
Mike Dougherty	Nov-Mar	Reynolds Brewery Façade Grant	\$20,000.00	On track by year end
		Total	\$92,156.00	
		February 7 2020		
Jim Burnette	TBD	MHS Shadowing (Not yet approved by CC)	\$1,000.00	before end school year
		Total YTD	\$190,016.00	
		May 3 2019		
		Carried over from 2018-2019		
Mike D/Randy H		618-620 Washington St Access Wash. St	\$20,000.00	On track by year end
Mike D/Randy H		618-620 Washington Steet	\$7,000.00	On track by year end
Mike D/Randy H		624 Washington Street Façade	\$20,000.00	On track by year end

Ms. Gilley said after reading over the Strategic Planning Commission's letter, she believes a motion is needed for the \$1,000 shadowing program because she did not realize that the project itself had not been approved by Council.

Council Member Epps made a motion to approve the Shadowing Program with funding under the Strategic Planning Commission. Council Member Carter seconded the motion. All members voted in favor of the motion. The motion carried.

Mr. Shelton stated that in that same letter from the Strategic Planning Commission, they asked for \$300,000 to be allotted in the next budget. He questioned if that was something that needed to be voted on as well.

Mayor Hall answered no. He said it would need to put into the budget to see if the money is there to support it.

o. Adjourn

As there was no further discussion, a motion was made by Council Member Ellis to adjourn. Council Member Hampton seconded the motion. All Council Members present voted in favor of this motion. This motion carried.

Respectfully submitted,

Deanna Hunt, City Clerk

ATTEST:

Neville Hall, Mayor