A special meeting (budget retreat) of the City Council, City of Eden, was held on Thursday, February 28, 2002 at 8:30 a.m. in the Conference Room at City Hall, 308 E. Stadium Drive. Those present for the meeting were as follows:

Mayor: Philip K. Price
Mayor Pro Tem: John E. Grogan
Council Members: Ronald H. Reynolds

Billy Vestal

Christine H. Myott

Garry Tudor Jerry Epps C. H. Gover, Sr. Brad Corcoran Kim J. Scott

City Manager: Brad Corcoran
City Clerk: Kim J. Scott

News Media: Doug Grant and Erica Kinnaird, The Daily News

Meeting Convened:

Mayor Price called this special meeting to order and welcomed those present.

Goals submitted by Mayor & Council for FY 2001-02:

Development of Eden Industrial Park-Harrington Highway:

Mr. Corcoran began with a review of the City Council goals for the year 2001-2002, and he explained that five members of Council listed the development of Eden Industrial Park-Harrington Highway as a goal.

Mr. Corcoran explained that the Second Phase of Engineering was completed during the first Part of FY 2001-02 and the City Council voted to proceed with the purchase agreement and authorized the next Phase of Engineering on February 19, 2002.

Water /Sewer Improvements:

Mr. Corcoran explained that five members of Council listed Water/Sewer Improvements needed within City.

Mr. Corcoran explained that funding was provided for the Meadow Greens Sewer Outfall project as well as a portion of the Merriman/Long Street project in the FY 2001-02 budget. The Engineering was nearly complete and they will soon be ready to proceed with bidding the Meadow Green project for construction. They anticipate that the project will be completed prior

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to June 30, 2002. They submitted a grant application for supplementary funding and they are awaiting a reply. If they receive the Grant, they will be also be able to proceed with a portion of the Merriman/Long Street project. Three 2" waterline projects are scheduled to be completed prior to the end of FY 2001-02 (Roll-A-Bout Skating Rink, Forrest Road, and Ford Street). Initial funding for many Water/Sewer Improvement projects were not provided for in the FY 2001-02 budget due to budgetary constraints.

Council Member Grogan suggested sending a letter explaining that Rockingham County was a 21st century county.

Recruitment Of New Industry & Retail Businesses:

Mr. Corcoran explained that three people listed the recruitment of new industry and retail businesses.

The City Manager proposed and the City Council approved the hiring of a Business Development Director (on February 21, 2002) to help with retail businesses, downtown revitalization efforts, etc. The County handles all of the efforts related to industrial recruitment and retention and they have been available to provide assistance whenever needed. They have met with a variety of industrial prospects during the past year. One company was thought to be purchasing the Shell building but the events of September 11, 2001 and the weakening economy forced them to place their plans on hold. There is another prospect they are currently working with, but Eden is in competition with other states that provide more incentives than the State of North Carolina. The designation of Rockingham County as a 21st Century targeted County & the reclassification from a Tier 3 County To a Tier 2 County should assist with future industrial recruiting efforts.

Mr. Corcoran noted that the Chamber of Commerce continued to be active during the last year promoting the City of Eden and working with the Eden business community.

Council Member Grogan suggesting putting the Business Development Director position on hold until a budget is approved due to the hefty salary, administrative assistance and fringe benefits of this position. He added that as long as the city has a Chamber of Commerce, he did not see the need for that person. He also questioned the need for that individual to be an employee of the city.

Council Members Tudor, Gover, Epps and Mayor Price spoke about the need for more information pertaining to economic development and the need for someone to sell the city. Mr. Corcoran also added that he was not receiving information from Mr. Don Moss to share with the Council.

Mr. Corcoran asked for guidance in continuing with the advertising of this position and he was

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instructed to proceed as the Comprehensive Staffing Assessment (which included this position) that had been voted on by Council and approved.

Hire Finance Director & Human Resources:

Mr. Corcoran explained that three members of Council mentioned the hiring of a Finance Director and Human Resources.

Mr. Corcoran explained that these positions were combined and a person was in place by July, 2001. He added they felt they have made significant improvements during the past year.

<u>Hold The Line On Spending - No New Taxes Or Increases In Water/Sewer Rates - Focus On</u> "Needs Vs. Wants"

Mr. Corcoran explained that two members of Council had listed the above. He explained that they held the line on spending, but did so on the back of the existing revenues. They had no new taxes or increases in water/sewer rates. They did have a \$.50 per month increase in refuse collection fees to help offset the \$1.00 increase in the County tipping fee. He noted that this trend could not continue. Revenue sources have to be increased if they intend to provide the same number of services and if they intend to remain financially solvent.

Take Care Of Sewer Spills On Out Fall Lines:

Mr. Corcoran explained that two members of Council also listed the above.

Mr. Corcoran explained that engineering plans have been developed for the Meadow Greens & Merriman/Long Street projects. They are committed to working on the outfall problems and they must continue to allocate revenue to these projects. The Meadow Greens & Merriman/Long Street projects are just the beginning. The Meadow Greens Project (after being discussed for many years) is scheduled to be completed prior to June 30, 2002.

Follow Our Charter, Ordinances & State Statutes:

It was noted that two members of Council also mentioned this and it was being done to be best of the ability and subject to the availability of the City Attorney. Several ordinances have been updated and the Charter is scheduled to be updated in March, 2002.

<u>Sell Excess Real Estate Such As Bowling Alley, Old Council Chambers, Old Police Department</u> & Old City Hall:

Two members of Council also noted the above.

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Mr. Corcoran explained that the bowling alley has been sold. All remaining property has been reviewed and they will move to sell the remaining properties upon the relocation of the Police Department. The Police Department is currently scheduled to move during mid-March and the DMV offices are scheduled to move by the beginning of May.

<u>Automated Attendant Telephone Answering System And/Or Customer Service Complaint Line/System:</u>

Mr. Corcoran noted that the above item has also been listed twice and this has been implemented.

Complete Phase I Of New Eden City Park & Immediately Proceed With Beginning Of Phase 11

It was noted that one Council Member mentioned the above. He explained that Phase I is nearly complete. A Ronald McDonald's House Grant was received for a portion of one of the four Baseball/Softball Fields and they are working on a Land Water Conservation Fund Grant Application for additional work that is needed. Mr. Corcoran explained that they are at a crossroads with the park. An annual allocation of only \$50,000 per year would mean that the new Recreational Park will take many, many years to complete. They need to explore the feasibility of obtaining a loan and making annual Debt Service Payments in order to expedite the completion of the park.

Resolve "In Lieu Of Annexation" Agreements:

It was noted that one member of Council mentioned the In Lieu of Annexation Agreements. Mr. Corcoran explained that meetings were held with two of the clients and draft documents have been submitted to their legal departments for review and action. Mr. Corcoran noted that this is in the hands of the city's previous attorney as well as the city's current attorney.

Review Self Insurance Fund VS. Fully Insured Policy:

One member of Council mentioned the above. Mr. Corcoran explained that this was completed. The analysis indicated the best option for FY 2001-02 was to stay fully insured. The contributions rate was adjusted to make this fund more solvent. He explained that they are currently in the process of accepting bids for FY 2002-03 to make sure they are enrolled in the most cost effective program.

Rhode Island Mill Project:

Mr. Corcoran noted that one member of Council listed this project and it has been completed.

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Financial Condition Of City - Where Are We?

One member of Council listed the financial condition of the city and Mr. Corcoran gave a detailed presentation on the condition of the finances during the FY 2001-02 budget process in his budget message and budget document. Additional information has been presented in the monthly financial statements. Finally, the City Manager gave a detailed presentation on the condition of the Eden water & sewer related expenses and revenues at a special meeting of Council on February 26,2002; and later this morning there would be a detailed presentation on the condition of the Eden Solid Waste. Additional information on the condition of the General Fund will be presented during the budget process.

New Budget Format:

Mr. Corcoran stated that one member of Council listed a new budget format. Mr. Corcoran stated that this was completed. They developed specific project line item budgets versus lump sums. He noted this was important to make sure they do not have overruns in specific areas. In the past, there may have been four or five projects listed under one category. He explained that they developed a line item for each specific project. Each project had its own line item on the budget versus lumping all projects together within a single allocation of funds. In addition, a six year Capital Improvement Plan was developed (something that had never been done in Eden) and a new budget format with more information and detail.

Council Member Gover mentioned that if there had been more of a line item situation in the water and sewer rate increase, he could have went along with it better that he could grouping it together. He added that it was like opening up a pocketbook and he did not like that idea.

Extend ETJ South Including Taking In Glenn Farm Area:

Mr. Corcoran noted that one member of Council mentioned this and it is going before the Planning Board.to initiate the process in February/March, 2002.

Update Land Use Plan:

Mr. Corcoran noted that one member of Council mentioned updating the Land Use Plan; however, nothing has been done on this item due to the lack of available staff. There were some limited things done on this in terms of the Planning Board looking at the Land Use Plan where the old train station used to be in Leaksville. They have looked at some selected areas, however, a master review has not been done. He noted that they intend to proceed with that project during FY 2002-03.

Work On Rehabilitating Existing Business Districts:

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Mr. Corcoran noted that there was one member of Council that had listed the above. He explained that the Director of Planning and Inspections is currently working with the new City Attorney to proceed with a variety of much needed condemnations and nuisance abatement efforts. The information provided to the Council noted that The Director of Business Development will be coordinating a series of meetings within each business district to help identify their needs and strategies for growth and development.

Hire A Centralized Purchasing Agent:

One member of Council listed hiring a centralized purchasing agent. Mr. Corcoran noted that this was addressed by the City Manager in the Comprehensive Staffing Assessment. They intend to move to a more centralized purchasing/inventory control management process under the direction of the Director of Finance and Personnel. He explained that the Finance Department would be the purchasing for everyone in city hall and the police and fire departments. Then, at Klyce Street, there will be two individuals doing centralized purchasing for all of the field operations, solid waste, streets, treatment plants and C and D (collection and distribution). He added that those two individuals will also be under the direction of Mrs. Ford, Finance and Personnel Director.

Purchase Land For Future Sewer Plant:

Mr. Corcoran noted that one member of Council mentioned purchasing land for future sewer plant; however, nothing was done on this.

Increase Council Member Salaries Equal to City of Reidsville:

Mr. Corcoran noted that one member of Council listed to increase Council Member's salaries equal to the City of Reidsville and noted that a study was done during the budget and the Council opted not to do that.

Establish An "E-Eden" Broad Band Set Up:

One member of Council mentioned establishing an E-Eden Board Band set up. He noted that this had not been completed however, efforts were ongoing. He noted that Mrs. Scott was in the process of setting up a meeting with interested parties to discuss this further.

Begin Implementation Of A "Benchmarking" System and formation of a City budget based on "Benchmarking" System:

One member of Council mentioned the above and Mr. Corcoran explained that the Planning and Inspections Department's budget is based upon a Benchmarking System. The Director of Finance and Personnel has been requested to examine this for possible implementation during the

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FY 2003-04 budget process.

Mr. Corcoran noted that also provided for the Council was a list of goals submitted by Department Heads for the remainder of FY 2001 and FY 2001-02 which was not discussed.

Goals Submitted By Mayor & Council For FY2002-03:

Mr. Corcoran explained that the goals and objectives that the Council set act as a blueprint for next year's budget. Today, as items are discussed, once he sees that the Council wants to see program A, B, etc. then when he prepares the budget, he would try to include money for those type of things discussed.

Mr. Corcoran explained that the Mayor and each member of Council were asked to list up to five items that they thought were important for the next year. There were five people out of a possible eight that had listed:

Continue the development of new Eden Industrial Par:k:

Mr. Corcoran noted that unless the state comes in and speeds up the process, most of the next year will be spent on engineering. There is some money already in the current budget that the Council allocated last year for the option of the purchase agreement, if Council decides to proceed. There was also some money in the budget to start the engineering. Other than the engineering, there will not be a lot of other items that can be done in this regard. He added that they were continuing to march toward the development of the park.

Establish Specific Goals For Revenue Increases In All Areas of the City – Generate Enough Income to Meet Expenses Through Necessary Rate Increases:

Mr. Corcoran noted that four members of Council listed the above. The different areas that were mentioned were as follows:

- a. Water & Sewer Fees
- b. Solid Waste Fees
- c. Real Property Tax Increase
- d. User Fees

Mr. Corcoran spoke briefly on user fees, getting taxpayers to pay for specific services they receive. For example, the building inspection fee should be priced accordingly to cover the costs of what the building inspection actually costs to be done. He noted that he had asked the department heads to examine the cost centers, how much is it costing to do specific things and

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what are the fees.

- e. Funding For Industrial Park
- f. Funding For Recreational Park
- g. Funding For Water/Sewer Improvements

Mr. Corcoran noted that the Council took a huge step on items a and g (water and sewer fees and funding for water/sewer improvements), as the rates have been raised enough to eliminate the need for reserves next year on the water and sewer fees and they have raised it enough to be able to do some of the water and sewer improvement projects.

He noted that a couple of the other items would be addressed this morning in the retreat such as a presentation on the recreational park and a presentation on the solid waste fee.

Water/Sewer Improvements Needed Within City & Reinstatement Of 2" Waterline Replacement Program:

Mr. Corcoran noted that four people mentioned the above. This goes hand in hand with the above items as if there is enough money, then they could do those items. Mr. Corcoran explained that they anticipate the reinstatement of the 2" waterline replacement program. They also anticipate the funding needed to continue the sewer outfall rehabilitation project as well as some other things.

Complete Phase 11 Of The New City Park:

Mr. Corcoran noted that four members of Council mentioned completing Phase II of the new City Park.

He stated that this was a general statement; therefore, they would later find out what the Council means as Phase II of the City Park is a \$1.2 million project. At mentioned borrowing the \$1.2 million and doing the whole phase next year and look at debt service. The city was already committing \$50,000 per year so for approximately \$112,000. per year, they could go out and do all of Phase 11 next year. That was an increase of approximately \$62,200 in (allocation) debt service as the city was giving \$50,000.

Expand Extraterritorial Area:

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Mr. Corcoran noted that two members of Council listed the above and explained that the process had already been initiated.

<u>Implementation Of Fire Tax Service Districts In Rural Fire Districts Administered And Handled</u> By The City Of Eden.

Two members of Council listed the above. He noted that the Council had appointed the public Safety Committee to review that and they have held one meeting. They were awaiting information from Mr. Steve Hale, Rockingham County Fire Marshall.

Reduce The Number Of Manned Fire Stations Down To 3, 2 or 1 Station(s). Streamline Fire Department To Obtain Full Paid Status To Lower ISO Rating For The City

Mr. Corcoran noted that two member of the Council listed the above.

Flint Hill Rehabilitation Program:

Two members of Council mentioned the Flint Hill rehabilitation program, and Mr. Corcoran noted they were in the process of receiving their grant funds. He added the Council would see some project budgets developed for next year.

Recruitment Of New Industry & Retail Businesses - Jobs & Marketing Of Shell Building

Mr. Corcoran explained that two members of Council mentioned the above. He explained that they, the city, did not have that much to do with marketing the shell building. The county is paying the interest on that and they were also eager to get a tenant in there. He added there was now a new realtor and that this was an ongoing effort.

Begin Water/Sewer Bond Sale Process:

One member of Council mentioned the above. Mr. Corcoran noted that they were probably a year away from that. A master plan needs to be developed on what they need to do with their water and sewer system, identify those projects by cost amounts and then do what is needed in terms of a bond.

<u>Initiate Realistic Condemnation Process - Review Feasibility Of Moving Code Enforcement To Fire Department & Junk Car Enforcement To Police Department:</u>

One member of Council listed moving Code Enforcement to the Fire Department and another member of Council suggested moving all inspections from the Fire Department to the Planning Department.

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<u>Increased Monitoring Of Schools/Training/Travel:</u>

Mr. Corcoran noted that one person suggested increased monitoring of schools, training and travel.

<u>Thoroughfare Plan For City Traffic - Including Another Link To Harrington Highway Connecting To Summit Removing Some Truck Traffic On City Streets:</u>

Mr. Corcoran noted that one member of Council listed the above.

Preventative Maintenance Crew in Water & Sewer:

Mr. Corcoran noted that this was mentioned by one member of Council.

<u>Update Web Page For Inter-Active Use In Thp Area Of Small & Large Business/Industrial</u> Promotion Efforts:

Mr. Corcoran noted that one member of Council listed the above.

What Are The City Manager's Goals & Strategies For:

Recruiting Industry Short Term?
Sewer Outfalls and Cost Projections?
Getting Our City Back On Track With Finances?
City Council Agendas, Agenda Process & Agenda Items

Mr. Corcoran noted that one person listed the above items.

Recap Last Year's Retreat: What Was Accomplished And How Will We Get Back On Track With What Was Discussed?

Mr. Corcoran noted that one member of Council mentioned this.

Display Historic Documents At City Hall

Mr. Corcoran also noted that one member of Council listed displaying historic documents at City Hall.

Five Year Goals Submitted By Mayor and Council For FY2003-04 - FY2007-08:

Mr. Corcoran briefly went over the following five year goals:

Completed Comprehensive Annexation Effort: (Listed by 4 members of Council)

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Development Of Eden Industrial Park & Industries In The

Park (Listed by 4 members of Council)

Finish The New Eden Recreational Park (Listed by 3 members of Council)

Continued Improvements To Water/Sewer Infrastructure (Listed by 3 members of Council)

Industrial/Business Recruitment And Expansion (Listed by 3 members of Council)

Ongoing Neighborhood Rehabilitation/Revitalization

Programs (Listed by 3 members of Council)

Implementation Of A Bond Issue For Needed Improvements For:

- a. Water/Sewer Infrastructure
- b. New Recreational Park
- c. Industrial Park On Harrington Highway
- d. Heating/Cooling For City Hall

(Listed by 3 members of Council)

Implement Administration Of Fire Tax Service Districts In Rural Fire Districts & Implementation Of Full-Time Fire Crew.

(Listed by 2 members of Council)

Connect Washington Street To The New City Park (And Loop) On To Fieldcrest Street To Main Street In Draper From The New City Park.

(Listed by 1 member of Council)

Establishment Of A Small Business Incubator In Eden

(Listed by 1 member of Council)

Performance Based Budgeting & Performance Measurement Objectives.

(Listed by 1 member of Council)

Growing City Reserves At 5% Per Year & Have 25% Increase At The End Of 5th Year

(Listed by 1 member of Council)

Council Member Myott questions the item concerning connecting Washington Street to the new City Park (and loop) on to Fieldcrest Street to Main Street in Draper from the new City Park.

Council Member Tudor explained that this referred to sidewalks. He wanted to see sidewalks from the YMCA a sidewalk up to Stadium Drive, down to the bridge where they have sidewalks

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that continue on up around Boone Road, and then they stop at Kings Highway, continue on down to Kings Highway and back to Burger King where they have sidewalks again. He added that he would love to see a sidewalk from the new park, passed Central Elementary School, to this intersection (Stadium and Pierce) and a sidewalk from the top of the hill at the high school down to this intersection (Stadium and Pierce), and a sidewalk to the library; a sidewalk from where the YMCA connects to Stadium Drive, down Stadium Drive to that intersection. That way, someone could go from Washington Street, on a sidewalk, all the way to the city park, go through the park, have a sidewalk that comes to the entrance to the city park, Edgewood Road up to Fieldcrest Road, down Fieldcrest to Main Street in the Draper Section. This way a citizen can actually travel to east Eden to west Eden on the sidewalk. School kids from Central, Holmes Middle and Morehead can walk the sidewalk down to the library.

Top 15 Goals (No Specific Order) for FY 2002-03 As Presented by City Manager:

Mr. Corcoran briefly discussed the following goals: (He noted that these are in priority order.)

- 1. Improve the city's financial condition. We must eliminate our dependency on reserves in order to balance the budget. Incoming revenues must equal outgoing expenditures.
- Mr. Corcoran spoke briefly on incremental rate increases.
- 2. Development of strategic plan for City of Eden. The City Council with the assistance of staff and citizens need to address the following questions:
 - A. Where Have We Been?
 - B. Where Are We Now?
 - C. Where Do We Want To Be? D. How Do We Get There?
 - Mr. Corcoran mentioned developing a widely accepted vision.

Council Member Grogan mentioned that the city has a strategic plan which the Mayor has done an outstanding job getting people together and moving forward. He recommended that the City Manager and the Director of Planning and Development be involved in those sessions to which Council Member Gover agreed.

Mayor Price reported that the strategic plan would be broken down into three targeted discussion groups and each manned by a facilitator. He spoke with the person directing it this week and she mentioned to him that after these people start meeting on a regular basis, to have the pertinent city people, manager and planning department involved, particularly with one or two groups. He added that they were on track and he appreciated them bringing it up.

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3. Implementation of an effective business development program via our Director of Business Development. Also, on-going support of existing efforts related to industrial development and recruitment.

It was noted that this would be in conjunction with the Eden Chamber of Commerce.

- 4. Complete annexation feasibility analysis and proceed in those areas with ample justification as well as the expansion of our ETJ.
- 5. Complete Annexation-In-Lieu of Agreements.
- 6. Implementation of an effective comprehensive human resources system.
- 7. Adequate funding for much needed infrastructure improvement programs including sewer outfall rehabilitation projects, 2" waterline replacement projects, water/sewer master plan, equipment/vehicle replacements as needed.
- 8. Feasibility of proceeding with the implementation and Administration of Fire Tax Service Districts.

Mr. Corcoran noted that he thought when all of the costs and benefits were put together that the Council would find that is something that the city would want to do as the benefits would out weigh the negatives on that issue.

- 9. On-going implementation of Comprehensive Staffing Assessment.
- Mr. Corcoran noted that he had first told the Council there would be a savings of \$70,000 that has now increased to more than \$100,000. He added there had been two senior police officers who have announced their retirement on May 1st. Mr. Corcoran discussed other upcoming vacancies (faster than expected) which meant a savings to the citizens would also be faster. He further noted that this was an ongoing process.
- 10. Implementation of Departmental Goals and Objectives.
- 11. Aggressive plan of action leading to the completion of the new recreational park.

Mr. Corcoran stated that doing a park over the next 25 to 30 years to him did not make sure sense and at \$50,000 per year that was what it was going to take. He further discussed the ability to borrow the money without issuing a bond and without a referendum at a very good rate 4% (municipal rate) and for \$62,200 per year, approximately, the Council could go ahead and complete the entire next phase of the project in one year. Then they can take the money they

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receive from the existing businesses and industries and use that as matching funds on the grant applications on the third phase. If they do not do that, then everyone needs to realize that the park will not be completed for a long time.

It was noted that Phase II would put the park in the position where it would start making money. The Council also discussed contributions, grants, etc.

- 12. Development of Eden Industrial Park as voted upon by the City Council as well as information pertaining to additional sites suitable for industrial recruitment and expansion.
- Mr. Corcoran spoke regarding the French Farm, Hopkins Lumber site. He added that while they continue to march toward the industrial park, they really need to market everything.
- 13. Aggressive plan of action on nuisance abatement efforts, removal/repair of dilapidated buildings and structures.
- Mr. Corcoran noted that this hinged on the availability of the City Attorney.
- 14. Coordinated efforts with NCDOT on repaving of Pierce Street, drainage problems on Monroe and Washington, Bridge replacement projects, and other needs important to the City of Eden.
- 15. Strategies aimed at increasing citizen participation and input.

Goals Submitted by Department Heads for FY 2002-03:

Mr. Corcoran called attention to the goals submitted by department heads. (*These goals are on file in the office of the City Clerk*).

Solid Waste:

The following information was presented to the Council regarding Solid Waste:

It was noted that the City of Eden's solid waste program has consisted of the following services from 1986 through January 2002:

<u>Residential household garbage</u> - collected twice per week utilizing three collection units and a staff of nine to collect waste at the curb from 1986 until 1989. Collection crews reduced to two three-man crews in 1989 and the third crew was re-activated two days per week to handle the workload. Collection was converted to once per week in September of 1993 servicing

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approximately 5,300 households. All solid waste was and continues to be unloaded at Eden's Transfer Station and transported by compactor trailers to the landfill for disposal.

<u>Fully Automated Residential Collection</u> - implemented during 1994/95 FY The automated collection system was completely phased in city-wide in October of 1995. Collection crews for household garbage was cut from a staff of nine to two employees serving 5,545 households weekly. Two units continue to be utilized and now serve approximately 6,675 households. One of the older automated units now serves as primary backup for the system and a rear loader unit can also be utilized in extreme emergency operations.

Commercial Solid Waste has been and continues to be collected by a contractor since 1992. Waste is collected and transported to Eden's Transfer Station located on Mebane Bridge Road where it is transferred onto compactor trailers for transport to the landfill along with residential household waste. One employee is responsible for operation and general maintenance of the station and transport for residential and commercial solid waste. There is one backup operator for transfer station operations, knuckle loader operator and rear-loader garbage truck operator. This operator also handles bulk processing, yard maintenance for woodwaste stockpile site, construction demolition site and transports of recycle materials to market. Maintenance work that includes the inert debris landfill site and other related work involving the operation of heavy equipment is handle by this employee.

The Commercial Solid Waste System began supporting itself during FY1992 after the City Council elected to remove commercial waste service from the general waste services system. The city elected to continue providing commercial service for its commercial customers with the cost being passed back to the users. After three years of operation, it was found that the commercial waste system was still being subsidized by the General Fund. The commercial rate system was re-structured to capture the total cost associated with the service and became totally self-supportive during FY1996, and it continues to be self-supportive. The Solid Waste Division is responsible for the Administration of the Commercial Solid Waste Contract and overall operations. There are 351 commercial customers currently being served with multiple levels of service from one to 6 times weekly and a limited number of customers every other week.

<u>Bulk waste collection service</u> - consist of the collection, recycle and disposal of brush, clean wood waste, white goods, general junk items generated by the residential and some commercial customers. Demolition waste consists of scrap lumber and mixed materials deriving from renovation projects implemented by residents and property owners. This type waste was serviced twice per week by a staff of four using two knuckle crane units and two flatbed units until September 1993 at which time service was converted to once weekly. Weekly service was being provided for approximately 5,545 households. One flatbed unit was replaced with a knuckle crane loader in July 1994 as a result of an annexation and no additional employees were added. Processing of these types of waste except grinding of brush was handled and continues to be

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handled by the division's staff since 1992. Processing consists of preparing white goods and bulk waste for transport to market and the landfill. Eden also has maintained an intense recycling program for its wood waste, yard waste and white goods since 1992 and the solid waste division has maintained markets for the materials. Two laborers assist in bulk processing, automated container maintenance, collection and unloading of recycle materials collected from drop-port centers and general maintenance work required for day-to day operations of the solid waste division. These two laborers also serve as part of the secondary back-up for residential automated collection system and assist with water base paint processing and composting operation.

Scrap demolition waste was removed from the general collection service as a cost cutting measure during the 1996/97 fiscal year. This type of waste historically was collected in small quantities during the early 90's until directives were given by administration to collect this type of waste along with general bulk waste regardless to quantity, even if it could be determined to be contractor or residential generated waste. The existing city ordinance restricted such waste along with other types of waste as a collectable waste by the city. This type waste was addressed during the 1996/97 FY and deemed as special waste collection. Rates were established in accordance to projected collection, transport and disposal cost associated with this service with no additional staff or equipment being added.

<u>Loose Leaf Collection</u> primarily continues to be provided from Oct. 15 through December 23, utilizing temporary staff and full-time employees from the Street Division with four three-man leaf crews utilized during this time for collection. Leaves are collected on an on-call basis from December 26 through February 15 and a loose leaf clean up is provided through the month of March. Leaves are transported to local farms and to Eden's Compost site located off of Mebane Bridge Road. Solid Waste Staff handles composting operation and compost material is marketed each spring along with mulch.

<u>Fine Yard Waste collection</u> was incorporated into the solid waste operations in February of 1994 through October 12th utilizing two rear loader trucks staffed by two employees per unit. Containerized or bagged yard waste continues to be collected once per week citywide. This operation today is handled by two one-man units utilizing existing solid waste staff from the latter part of March to October 15th. In 1992, waste restrictions were gradually phased in that banned waste such as batteries, white goods, tires, wood waste, oil, liquids, toxic, hazardous waste and yard waste from landfills in accordance to State and Federal Regulations. Because of the new regulations, the workload and the complexity to handle waste became more intense. The changes placed a much greater demand on the solid waste system to provide services.

<u>A Voluntary Recycling Drop -Off Center</u> was put into operation during September of 1992 because of waste restrictions and the need to reduce waste going into landfills. Plastic, glass, newsprint, bi-metal, aluminum, mixed paper, waste oil, automotive batteries, cardboard, and paint are the materials serviced at the Recycle Drop-Off and Household Hazardous Waste

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Recycling Facility. During the 1993/94 FY, recycling drop-off operations were expanded to provide once per month collection of recycle mixed paper material from the city schools and the city governmental offices utilizing existing solid waste personnel. This service is currently being provided and service has been upgraded to twice per month for several of the schools due to the increase in materials. The drop-off recycling center originally staffed by one full-time employee and is currently staffed by two part-time employees that work forty hours every two weeks. The facility is operated 5.5 days per week.

<u>Drop-Port Recycling</u> was implemented during November 2000 and consists of six additional recycling centers throughout the city. This program was developed with the assistance of a state grant and allocated funds by Eden. The Drop-Port Centers were developed and are serviced by the current solid waste staff utilizing existing equipment. Collected recycle materials are loaded and transported to Eden's Full Service Recycling Center located on Mebane Bridge Road and offloaded for transport to market with the other recycle materials.

The transporting of recycle materials was initially provided by contract from 1992 until August of 1997. Eden's Full Service Recycling Center was upgraded in 1997 to make it more cost effective, more user-friendly and to cut cost in the area of transport. A reduction of approximately \$18,000 was realized in overall operational cost during the first year of operation in the 97/98 FY with no additional staff.

<u>The Solid Waste Division</u> acquired an additional employee during the 1997/98 FY as an assistant Operation Manager/Enforcement Officer. This employee not only serves in the assigned capacity; this employee carries a tremendous workload in the day-to-day operations due to the demand now placed on the division.

From 1993-2001, the Solid Waste Division has reduced its staff from 16 full-time employees to 12 full time for general operations. There are 2 part-time employees that serve as recycling attendants at the Mebane Bridge Road Recycling Center and work 40 hours every two weeks. These two employees replaced the one full-time recycling attendant. The solid waste division is responsible for 1/3 of the secretary assigned to Public Works.

<u>The Solid Waste Superintendent</u> is responsible for all phases of solid waste operation. This includes waste collections, disposal, recycling, public relations and education, system design and implementation, solid waste permits and compliance and employee training for equipment operation. The superintendent participates in and performs any aspect of the Solid Waste Service system required to get the job done.

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Despite the many changes in regulations governing waste and disposal, Eden now provides approximately five times the level of services that were being provided in 1989 with a reduced staff and in retrospect has reduced cost since 1994.

The Solid Waste has continued in an ongoing effort to enhance the solid waste service program to meet state and federal requirements regarding waste collections and disposal. The division has and continues to seek out the most cost-effective methods in providing waste service and yet provide the best services possible for Eden. They cannot eliminate cost, however, their objective is to control cost for the collection and disposal of waste and to promote recycle reuse, waste reduction and the conservation of natural resources.

Waste reduction through recycling efforts netted a 22.5% reduction during 1995/96 for the City of Eden. The reduction rate set by the State of North Carolina during this period was 25% on a per capita basis. Local governments were required to pursue a 40% reduction in waste by the year 2001 and beyond 40% by 2006.

The City of Eden has now developed a Ten-Year Comprehensive Solid Waste Plan that was put into effect July 1, 1997. This plan is now in place and was developed through a joint effort with Rockingham County and other local governments in Rockingham County. Rockingham County and its local governments established goals within the 1997 Comprehensive Solid Waste Plan that included a reduction of 14.5% waste reduction by July 2001. The Solid Waste Plan must be updated every three years to give specific information on the progress of established goals and new goals pertaining to the plan of action and time frame of implementation. The first date was completed and submitted prior to July 1, 2000. After the last re-assessment of Eden's and Rockingham County's Solid Waste Plan, the reduction goal was established at realistic goal of 19.5% percent per capita for Rockingham County and its local governments. The next Solid Waste Plan update is due before July 1, 2003.

CITY OF EDEN SOLID WASTE COST FOR THE PAST SEVEN YEARS:

The following information provided to Council gives an overview of cost identified as the cost associated with solid waste services from FY 1993/94- 2000/2001 FY. The hidden cost that is identified as a part of solid waste is not included in the initial calculations.

The fiscal years from 1993/94-2000/2001 reflect the time period that Residential Solid Waste Cost rose rapidly and had the highest impact on funding sources. The primary revenue source shown derived from the monthly household sanitation fee with a small amount of revenue coming from the sale of recycle materials throughout the entire period. Calculations were based upon actual expenditure and revenue data provided by the City of Eden Finance Department.

FY Actual Gen. Revenue Gen. Revenue General Fund P ER H.H.COST

Minutes of the special February 28, 2002 meeting of the City Council, City of Eden, continued:

Expenditures		Residential	Commercial	Contribution N	Net Cost / Gross Cost
93/94	\$1,108,873.00	\$136,00	0 \$273,657	\$699,216	\$10.99 /\$13.30
94/95	\$1,499.161	\$203,00	0 \$327,754.	\$968,407	\$14.82 /\$17.60
95/96	\$1,482.993	\$311,00	1 \$348,317	\$823,675	\$10.89 /\$15.00
96/97	\$1,318.781	\$316,00	0 \$407,000	\$595,781	7.81 /\$11.96
97/98	\$1,445.877	\$436,06	6 \$463,201	\$546,610	\$7.06 / \$12.69
98/99	\$1,407.161	\$394,18	8 \$437,801	\$571,172	\$7.43 / \$12.62
99/2000	\$1,521.359	\$381,42	0 \$448,529	\$691,409	\$8.93 / \$13.86
2000/01	\$1,462.003	\$435,93	8 \$437,843	\$873,781	\$10.90 / \$12.78

Information Assessment:

- The average gross yearly reduction in cost for the last seven- year period is \$3.78 per household. Net cost for same seven year period is \$9.69 per household.
- There is an increase of 1,375 households added since the 1993/94 FY and a reduction in staff of five employees.
- Additional services have been added since 1993/94 FY, (i.e.) collection of fine yard waste collection, demolition waste collection, special backdoor collection, solid waste enforcement and recycling program expansion.
- When hidden cost is applied to the gross solid waste for the 2000/2001 fiscal year, the per household cost would increase to \$15.57.
- If the same solid waste collection system was in place today as in 1993/94, a minimum of seven (7) additional employees would be required that would increase the per household cost to approximately \$18.00 per household and the level of services would be less than they are today. The total estimated budget would be in excess of \$1,850,798.00.

Also discussed was the residential solid waste collection system (Proposal 1) volume based ID sticker system.

The information provided to Council gave a description of the Volume Based ID Sticker system and the structural component being proposed by the City of Eden Solid Waste Division.

- 1. System is developed to retrofit existing, Automated Collection System used by the City of Eden.
- 2. System is to have four standard levels of service to be provided to the Residential Community for the collection and disposal of residential solid waste.

A.	Service for level I	0 - 30 gallons
B.	Service for level H	- 30-60 gallons
C.	Service for level HI	60-90 gallons
D.	Service for level IV	Senior citizens

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- 1. The initial rate would be established by assessing each household's volume range. The assessment process would include the generator of the waste and designated Solid Waste personnel in determining the level of service required. A special color coded permanent type identification sticker would be attached to automated container specifying the maximum allowable volume that can be placed in the container and the cost for that level of service. The identification sticker would be attached to the, left side of container near the top. The coded sticker lets the resident and the solid waste collectors know the volume range that has been established for that assigned container.
- 2. Each residence would be given two color-coded tags during the initial stages of implementation of the system. These color-coded tags would also be available upon request by contacting the Solid Waste Division. If a resident wishes to have their waste volume reassessed for a different level of service, the color-coded tag must be affixed to the handle of the automated container. The tag is to be placed on the same side the colored coded sticker is located for four consecutive collection days before a service level change is considered or implemented.
- 3. Automated waste containers would be randomly checked weekly. When volume waste exceeds the established volume range, a special coded tag would be affixed to the container to notify customer of the range violation. The tag will give specific information pertaining to the violation and the options available. If the violation exist the following two collection days, the volume range and rate will automatically be upgraded to the appropriate level.

Senior Citizens/Special Service/Low Income Families:

- 1. Senior Citizens (65 and older will generate a low volume of waste would automatically qualify for a reduced rate below the lowest rate of the system.
- 2. Senior Citizens and citizens that qualify for special collection service (backyard) would be eligible to receive this service at no extra cost.
- 3. Low-income families could be assessed at the level of service required and be eligible for a discount if they qualify. A discount could be applied automatically though the billing department monthly in such cases.

Excessive Volume beyond the Maximum Allowable Amount:

1. Residents that have excessive amounts of waste above the maximum range must attach a prepurchased sticker to each extra bag of waste and place approximately three feet away from automated container at curb for collection. Containers with open lids will not be serviced.

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The option to acquire an additional container would be available at additional cost. Household garbage will not be by bulk collection crews and collected as bulk waste.

2. Improperly tagged or overloaded containers will be identified and charged for additional waste at the applied rate plus penalty. The extra waste stickers would be available at the Billing and Collection Department located at City Hall. The stickers could be picked up by the customer at City Hall or the customer could have them mailed to their residence. Customers would be billed for the stickers along with their solid fee.

Elements of System's Cost were provided for Council:

- 1. The first level of associated cost is the "fixed cost". This cost is that which covers the basic expenditures associated with operation of the system.
- 2. The second level of associated cost is the "service cost" that covers those expenditures deriving from the level of service being provided including collection and disposal cost.

The two elements of cost would be calculated into the Structured rates and would include generalized services also. Rates would be applied to each level of service accordingly.

Specialized service such as demolition waste, extra loads of wood waste and general bulky waste would be collected and billed at the established rates for the service.

Based on the current household information that includes the average pounds of waste being placed in automated containers per collection, associated fix cost and the service cost, the following rated structure gives an overview of the projected revenue that would be generated based on households serviced.

Service Level	Maximum Volume	Fixed Cost	Monthly Rate	Generated
Revenue				
I	0-30 gallons	\$9.50	\$12.65	\$182,160.00
II	30-60 gallons	\$9.50	\$15.95	\$669,900.00
Ш	60-90 gallons	\$9.50	\$19.25	\$438,900.00
IV	Senior Citizen	s \$9.50	\$10.45	\$ 9,405.00
		Total	Projected Revenue	\$1,300,365.00

The rate structure of this system is developed to capture the cost associated with all solid waste services currently being provided by the City of Eden.

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The proposed Solid Waste Volume Based ID Sticker System is designed basically identical to the system now being used by the City of Wilmington that has been in operation for eleven years. The City of Wilmington's solid waste services is funded through an enterprise funding system.

Mr. Adams explained and discussed the following proposed rate structure for the pay as you throw waste system:

Residential Solid Waste Service System 2002/2003 Proposed Rate Structures for PAYT Waste System

		Rate Structure			
		100% Recovery			
#Households	Color Code	Fixed Rate	Service Rate	Total Cost	Projected Rev.
1200	BLUE	\$9.50	\$3.15	\$12.65	\$185,160
3500	ORANGE	\$9.50	\$6.45	\$15.95	\$669,900
1900	RED	\$9.50	\$9.75	\$19.25	\$438,900
75	YELLOW	\$9.50	\$0.95	\$10.45	\$9,404
				Total Revenue	\$1,300,364
		Rate Structure II			
		80% Recovery			
1200	BLUE	\$7.60	\$2.52	\$10.12	\$145,728
3500	ORANGE	\$7.60	\$5.16	\$12.76	\$535,920
1900	RED	\$7.60	\$7.80	\$15.40	\$351,120
75	YELLOW	\$7.60	\$0.76	\$8.36	\$7,524
				Total Revenue	\$1,040,292
		Rate Structure II			
		70% Recovery			
1200	BLUE	\$6.65	\$2.20	\$8.85	\$127,440
3500	ORANGE	\$6.65	\$4.51	\$11.16	\$468,720
1900	RED	\$6.65	\$6.82	\$13.47	\$307,116
75	YELLOW	\$6.65	\$0.66	\$7.31	\$6,579
				Total Revenue	\$909,855
		Rate Structure II			
		60% Recovery			
1200	BLUE	\$5.70	\$1.89	\$7.59	\$109,296
3500	ORANGE	\$5.70	\$3.87	\$9.57	\$401,940
1900	RED	\$5.70	\$5.85	\$11.55	\$263,340
75	YELLOW	\$5.70	\$0.57	\$6.27	\$5,643
				Total Revenue	\$780,219

Also provided for the Council was a Case Study of a Pay as You Throw Pilot Program. (This information is on file in the office of the City Clerk).

Mr. Adams explained that new waste collection and disposal requirements have caused solid waste costs to increase. In addition, he spoke of the increased tipping cost for disposal, waste regulations, labor and equipment. Eden has continued to seek and implement measures to reduce

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and control high cost associated with collection, processing and disposal of waste. Mr. Adams explained that the commercial waste service was removed from the General Fund and is now self-supportive.

Mr. Adams went over the Pay as You Throw System in detail with the Council.

Mr. Corcoran discussed a phase-in plan of July 1, 2002 at a 60% cost recovery rate, January 1, 2003 at a 70% cost recovery rate and July 1, 2003 at an 80% cost recovery rate. It was noted that senior citizens will have a special rate as long as their usage is between 0-30 gallons of refuse generated each week.

After a detailed discussion and presentation by Mr. Jerome Adams, it was the consensus of the Council to Phase in the solid waste fees beginning with the 60 percent level as discussed above. The City Manager was also instructed to take the necessary steps to implement this into the budget.

Phase II of City of Eden Freedom Park:

In a memorandum provided to the Council, Mr. Conner stated Mr. Joe Stanley, City Engineer and himself attempted to provide every possible aspect regarding the construction of the four-field complex. Construction and Engineering Contingency was added to the estimate. The Concession and Restroom facility construction cost of \$250.000 was based on the estimate received from our consultant Woolpert LLP. The lighting cost of \$275,000 was an estimate from Musco Lighting and is based on the professional level system. Upon attempting to host any sanctioned tournament for softball, many organizations require this level of light. The \$50,000 dedicated to each field includes grading, seeding, fertilizing, fencing, etc., thus the total of \$200,000. It was noted that some of the needs may be provided by the City of Eden such as water and sewer lines, if desired.

Mr. Corcoran presented the following in the form of a handout to the Council.

<u>Financing Possibilities For Next Phase Of City Of Eden Freedom Park Amount Of Funds Needed</u> - Up to a maximum of approximately \$ 1.2 million

<u>Can You Borrow These Funds From A Local Financial Institution Without Issuing A Bond And/Or Referendum?</u> - Yes

What Kind Of Rates & Payment Could Be Expected If We Pursued This Course Of Action? Two local banks were contacted for some preliminary figures for review and consideration. They Are As Follows:

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First National Bank

Regular Rate: 6% 10 Years = \$ 13,700/Month 15 Years = \$ 10,180/Month (\$ 164,400/Yr) (\$ 122,160/Yr)

FNB Policy Only Allows Them To Do A 5 Yr. Fixed Rate With A Balloon & Then Re-Negotiate

First Citizens Bank

Municipal Rate: 4.75% 10 Years = \$ 12,572/Month 15 Years = \$ 9,528/Month (\$ 150,864/Yr) (\$ 114,336/Yr)

Regular Rate: 5.5% 10 Years = \$13,013/Month 15 Years = \$9,800/Month (\$156,156/Yr) (\$117,600/Yr)

First Citizens Bank Policy Only Allows Them To Do A 5 Yr. Fixed Rate With A Balloon & Then Re-Negotiate.

The City of Eden is committed to providing \$50,000 per year for the next several years to the Park Project. For an additional allocation of approximately \$62,200 per year (FNB – 15 Year Rate) or \$101,200 (FNB – 10 Year Rate) the city could proceed with the next phase of the park now versus over the next 5-20 years depending upon the availability and receipt of grant funds. The next phase of the park could be completed during FY 2002-03.

In this information, it stated that it would be cheaper to proceed with the entire ballpark complex at one time versus a piecemeal approach over many years. First, there are advantages (price wise) to constructing four ballfields, concession area, bathrooms, etc. All at once since the contractors will only have to mobilize once and can move back and forth from one site to the next. In addition, materials can be purchased in bulk. Second, the information explained that there are advantages (cost wise) to doing it all at once since the cost of construction and materials is continuing to increase with each year.

Without the use of long-term debt it will take many years for this park to become a reality. This is something that the City Council has voted to do because the City Council felt it was something the community wanted and needed.

They felt the need to develop an aggressive attitude towards completing this project and that this would be a good start. Existing donations from various community organizations and citizens would be used as possible matching funds when applying to various grant programs for the third phase of work in FY 2003-04.

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The following preliminary cost estimate (February 21, 2002) was included:

Item No. & Description	Quantity	<u>Unit</u>	<u>U</u>	nit Cost	_	<u>Γotal Cost</u>
Storm Drainage	1	LS	\$	20,000.00	\$	20,000.00
Parking at Softball Field	4,470	SY	\$	15.00	\$	67,050.00
Softball Fields	4	EA	\$	50,000.00	\$	200,000.00
Softball Lighting	4	EA	\$	68,750.00	\$	275,000.00
Softball Field Bleachers	8	EA	\$	5,500.00	\$	44,000.00
Asphalt Handicap Access Walk	ways 1000	LF	\$	18.50	\$	18,500.00
Concession and Restrooms	I	EA	\$	250,000.00	\$	250,000.00
8 inch DIP Sanitary Sewer	800	LF	\$	35.00	\$	28,000.00
6 inch DIP Waterline	1800	LF	\$	28.00	\$	50,400.00
Gravel Access Roadway	I	LS	\$	10,000.00	\$	10,000.00
Subtotals					\$	962,950.00
CONSTRUCTION CONTINGENCY(10%)					\$	96,295.00
ENGINEERING CONTINGENCY(15%)					\$	144,442.50
TOTAL PREL. COST ESTIMATE					\$	1,203,687.50

Mr. Joey Conner, Parks and Recreation Director, presented a map to the Council showing the location of the four field complex and explained the cost savings there would be to go ahead and construct the entire complex rather than one field at a time. Mr. Conner also discussed how this would open up the opportunity for USSSA and NSA sanctioned tournaments. In addition, he discussed hosting USSSA and AAU sanctioned baseball tournaments. Both Mr. Corcoran and Mr. Conner explained how these tournaments would generate income.

After further discussion, it was the consensus of Council to include this in the budget, but to delay proceeding until 2003.

Lunch Break:

Council Member Reynolds arrived at the meeting during this time.

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General Discussion:

After lunch, time was set aside for general discussion.

Condemnations, Junk Cars, General Debris:

Mayor Price mentioned condemnations, junk cars and general debris. Council Member Gover added burned down houses and yards that have grown up. It was noted that someone had to complain before ordinances were enforced. After a brief discussion, Mr. Corcoran mentioned the possibility of the city attorney handling approximately two per month. There was also discussion surrounding the possibility of getting a summer intern paralegal that could do title searches which would help the city attorney throughout the year.

Further discussion of sidewalks:

Council Member Tudor's sidewalks that were mentioned earlier were also discussed in detail. Costs and grants were also discussed for this purpose.

Weight Room:

Council Member Gover mentioned the weight room down stairs (City Hall building). Discussion was included that people other than Eden employees utilize this room. If it were moved, then there may be elimination of any outside use.

Signs:

Council Members Epps mentioned signs located around town need to be straightened. Summer college students or a part-time person were mentioned to do this as a complete overhaul is needed.

Closed Circuit TV used for Council Meetings:

Council Member Tudor mentioned that the City of Concord used fire stations for community meetings, to have blood pressures checked and for closed circuit TV's where Council meetings can be viewed. He discussed the expansion of the use of fire stations such as first responders.

Cable TV – Franchise Agreement – TV Coverage:

Mr. Corcoran was asked to review the agreement for TV coverage on Council meetings.

Adjournment:

Minutes of the special February 28, 2002 meeting of the City Council, City of Eden, continued:

A motion was made by Council Member Epps seconded by Council Member Myott to adjourn. All Council Members voted in favor of this motion.

Respectfully submitted,

Kim J. Scott City Clerk

ATTEST:

Philip K. Price Mayor