

Special Board Meeting of the Town Board of the Town of Lillington, Wednesday, March 19, 2019 at 10:30 a.m. – 4:00 p.m. and Thursday, March 20, 2019 at 8:45 a.m. – 12:00 p.m. at The Holly Inn, 155 Cherokee Road, Pinehurst, North Carolina for the purpose of conducting a Town Board Planning Retreat.

Board Members Present: Mayor Glenn McFadden
Mayor Pro Tempore Rupert Langdon
Commissioner Dianne Johnson
Commissioner Judy Breeden
Commissioner Marshall A. Page, Jr.
Commissioner Paul B. Phillips

Board Members Absent: None

Facilitator: Chad Sary, ACIP, Planning Manager, Municipal Planning & Mobility, Stewart, Inc.

Presenter: Jessica Martin-Lane, WR-Martin Withers Ravenel

Staff Present: Joseph Jeffries, Town Manager
Lisa Young, Assistant Town Manager
Alicia Gregory, Management Analyst & Town Clerk
Ashely Wimberly, Public Works Director

March 19, 2019-Day One

Call to Order: Mayor McFadden opened the special meeting/planning retreat and called the meeting to order and welcomed those in attendance.

In the Planning Retreat in 2018, the Board requested a study of the Water and Sewer Utility System. The Town contracted with WR-Martin Withers Ravenel to perform the study.

Jessica Martin-Lane, WR Martin Withers Ravenel, presented the Board with the findings from the Merger Study Analysis and Findings.

Project Objectives:

1. To investigate the financial challenges, benefits, and implications for the Town of Lillington if it were to merge its water and sewer utilities with Harnett Regional Water.
2. Specifically the study was to :
 - Assess the impact on user rates:
 - The Town were to remain independent
 - The Town were to merge utilities with the Harnett Regional
 - Assess the impact on the general fund if the Town were to merge
3. Present the findings to the Town in a way that slows them to make an informed decision

The Study found that if the Town turned the system over to the County, the rates for the citizens of Lillington would increase dramatically, and the Town would also have to increase their tax rate in order to subsidize the revenue the Town would not be receiving from the Water and Sewer System.

Through the presentation of the study and the facts that were presented, the Board determined that the best option for the Town of Lillington would be to keep the Water and Sewer system (the presentation is available for review at Town Hall).

Water and Sewer Continued:

Mayor McFadden recognized Public Works Director, Ashely Wimberly, to present current projects that needed repair and restoration. Mr. Wimberly went through each project with the Board, explaining the issue, repair, and consequences if not repaired.

The Board understood fully the issues the Town is currently facing with the repairs needed to maintain the water and sewer system. There were no objections to formulating a plan to move forward with the projects presented.

Other Town Priorities:

Mayor McFadden recognized Town Manager, Joseph Jeffries. Mr. Jeffries reviewed the completed goals from the 2018 Planning Retreat. He reviewed the various categories, and provided a brief status update as to what each task entailed, whether or not the task was completed or if it was a project that was still in progress.

2018 Task Items shown as being “completed” include the following items:

- Develop a Wayfinding Signage Plan
- Budget LED Sign
- Obtain Costs from Town of Coats Concerning Their Partnership with Harnett County to Construct a Gym
- Design Legion Park with Cost Estimates
- Research Future Use of Tennis Courts
- Develop a Capital Improvement Plan (CIP) for General Fund
- Earmark Budgetary Allocation for CIP Items
- Purchase Additional Christmas Lights
- Work Session for Review of Salary/Job Description Plan
- Update Organizational structure/staffing Levels
- Update Salary Plan
- Review/update Personnel Policies/Hiring Procedures
- Comparison in In-House vs. Contracting
- Study Greenway Connection on Lewis Property

- Explore Funding for River Park Phase II
- Discuss with Harnett county School System Possibility for Erecting Gym at Lillington-Shawtown Elementary
- Develop a Plan to Address Inflow & Infiltration Problems Town-Wide
- Research Needs for Sewer Capacity
- Develop Scope of Work
- Develop Back-Up Plan for Equipment Downtime

Mr. Jeffries then presented to the Board future projects.

- Gym at the Community Center
- Second Entryway Sign Location
- Location of Fire Station #3
- Needs and Cost of Future Capacity
- Potential Extension of Town Sewer Utilities down HWY 210

This concluded Day One of the 2019 Board Retreat.

March 20, 2019-Day Two:

2019 Goal Setting: Mayor McFadden recognized Chad Sary, Facilitator. Mr. Sary went through a P.E.S.T. Analysis and S.W.O.T. Exercise. Findings listed below:

P.E.S.T. ANALYSIS

The first step in the work program session was the completion of a P.E.S.T. Analysis. P.E.S.T. is an acronym for political, economic, social and technological influences. It is an analysis of the external macro-environmental factors that may affect an organization. The results from the large group discussion of P.E.S.T. factors that may affect the Town of Lillington is as follows:



POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL
1. Lack of control over state/federal law changes.	1. Impacts of traffic & highways through town.	1. Board of Education Redistricting.	1. Broadband speed outside of town is slow.

<ol style="list-style-type: none"> 2. Potential changes to Alcoholic Beverage Control Commission (lack of local control). 3. Relationship with Harnett County. 4. Equal resources from county to all municipalities – less favoritism. 5. Traffic & highways. 6. Annexation laws. 7. Water & Sewer needs. 	<ol style="list-style-type: none"> 2. Fort Brag downsizing. 3. Downturn in economy. 4. Lack of Campbell University students living in town. 5. Continued quality of life. 	<ol style="list-style-type: none"> 2. Growth of Campbell University. 3. Lack of students living in town – lack of things to do for college aged students. 4. Need for student housing. 5. Need for senior living. 6. Social media. 	<ol style="list-style-type: none"> 2. Wi-Fi in downtown to attract visitors. 3. Limited infrastructure (internet/cable/cell service in ETJ and county). 4. Updated meters for utilities. 5. Updated permitting system for town. 6. Transactions are less personal & more virtual. 7. Social media presence.
---	---	---	---

S.W.O.T. EXERCISE

The second part of this session included the completion of a S.W.O.T. analysis. The S.W.O.T. acronym stands for strengths, weaknesses, opportunities, and threats. It is a planning process that allows organizations to list their core strengths (STRENGTHS), deficiencies or areas for improvement (WEAKNESSES), opportunities to become better, do something new or expand a service (OPPORTUNITIES) and issues that could potentially be harmful the Town (THREATS). The results from the group discussions are as follows (**bold** represents areas of consensus importance):



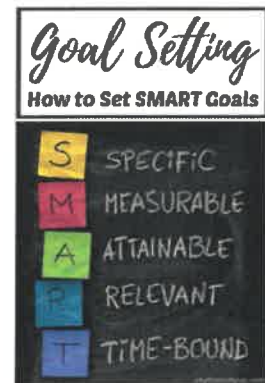
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. <u>Close proximity to Campbell University, CCCC Nursing School, ECU Dental School.</u> 2. <u>Parks & Recreation Facilities.</u> 	<ol style="list-style-type: none"> 1. <u>Highway through town/downtown parking.</u> 2. <u>Quality of life for all ages; location to amenities & shopping.</u> 3. <u>Traffic.</u> 4. <u>Lack of housing opportunities</u> 	<ol style="list-style-type: none"> 1. Great Place to live – small town feel. 2. Location (north & south). 3. Medical schools & facilities. 4. Cost of living vs. Wake County. 	<ol style="list-style-type: none"> 1. <u>State legislature.</u> 2. Housing types. 3. Traffic 4. Failing infrastructure/not maintaining existing. 5. Traffic & lack of pedestrian safety.

3. Location near river, healthcare.	<u>(senior and student).</u>	5. Sewer line on Hwy. 210/commercial growth.	6. Housing types (higher quality needed).
4. Good staff & elected officials.	5. Broadband.	6. Parks & river (raven rock, Campbell, Community Center).	7. <u>Aging infrastructure (Water, Sewer, Roads).</u>
5. Economic development potential.	6. Aging infrastructure.	7. River	8. Lack of job opportunities (work & live).
6. Highway system.	7. Not enough senior activities.	8. <u>Downtown (8th & Front Street).</u>	9. Quality of life (lack of shopping/retail).
7. County seat – employment.	8. Relationship with the county.	9. Growth – Hwy. 210 – economy.	
		10. Industrial park	

Following the P.E.S.T Analysis & S.W.O.T. Exercise the Board set their Planning Retreat Goals for 2019.

GOAL SETTING

After performing the P.E.S.T. & S.W.O.T. exercises and using the SMART goal setting principles, Board members established strategic “work plan” goals for the next 12 months. SMART goals are specific, measurable, achievable, relevant and time-bound. For each of the goals created during this exercise, at least two actionable and measurable tactics for achieving or making progress toward that goal was established. As a result, the follows goals were established (ranked in order or priority):



PRIORITY RANK	GOAL DESCRIPTION/CATEGORY	ACTION STEPS
1	Downtown	1. Improve overall parking, complete 8 th St. repairs, Improve traffic flow/pedestrian safety. 2. Explore purchasing and redevelop opportunity of Board of Education property. 3. Provide parking lot at 102 W. Ivory Street. 4. Improve streetscape of E. Front Street.

2	Parks & Recreation	<ol style="list-style-type: none"> 1. Budget, plan for & begin to build gym on community center site. 2. Pursue funding and complete phase 2 of River Park – include kayak/canoe boat ramp. 3. Create additional recreation programs for seniors and disabled/handicap residents.
3	Water & Sewer System (MORE THAN 12 MONTHS)	<ol style="list-style-type: none"> 1. Start rehabilitation process of the water and sewer system. 2. Introduce funding through CIP (grant funding, debt services). 3. Explore radio read meters.
4	Housing	<ol style="list-style-type: none"> 1. Update Future Land Use Map to reduce amount of multi-family in town and in more strategic locations. 2. Update/improve design standards in UDO for apartments/multi-family developments.
5	Quality of Life	<ol style="list-style-type: none"> 1. Provide more public gathering events (concerts, outdoor activities, etc.).
6	Industrial/Economic Development	<ol style="list-style-type: none"> 1. Explore industrial growth/economic development partnership with County. 2. Explore & identify expansion of industrial properties in Town.

ITEMS FOR CONSIDERATION

Item #1 Consideration of the Proclamation Recognizing the 90th Birthday of Emzie Chance
 The Proclamation was presented to the Board Recognizing the 90th Birthday of Emzie Chance.

Item #2 Consideration of the Resolution in Support of the Current ABC Control System for the Sale of Liquor

Commissioner Page made a motion to approve the Resolution in support of the Current ABC Control System for the Sale of Liquor. The motion was seconded by Commissioner Langdon and carried unanimously.

Item #3 Consideration of the Resolution in Opposition of Senate Bill 179 and House Bill 278 Parity for First Responders

Commissioner Johnson made a motion to approve the Resolution in Opposition of Senate Bill 179 and House Bill 278 Parity for First Responders. The motion was seconded by Commissioner Phillips and carried unanimously.

Item #4 Consideration of Resolution of the Town of Lillington, North Carolina Approving a Modification to a Financing Agreement and Deed of Trust

A motion was made by Commissioner Langdon and seconded by Commissioner Page, carried unanimously.

This concluded the 2019 Planning Retreat.

Adjournment: The Special Board Meeting/2019 Planning Retreat was adjourned at 11:17, March 20, 2019, the motion was made by Commissioner Langdon. The motion was seconded by Commissioner Page and carried unanimously.

Attest:



Glenn McFadden, Mayor



Alicia L. Gregory, Town Clerk

