

Notes of  
City of Creedmoor  
BOARD OF COMMISSIONERS  
**Off-Site Meeting**  
January 8, 2011  
9:00 a.m.

**PRESENT**

Mayor Darryl D. Moss, Mayor Pro-Tem Herman Wilkerson, Commissioner Jimmy Minor, Commissioner Otha Piper, Jr., Commissioner John Stallings, Commissioner Ralph Seagroves, Planning Board Member David Forsythe, Board of Adjustment Chairman Bobby Wheeler, Board of Adjustment member Jay Rich, and Granville County Commissioner Tim Karan. Also present were Tom Mercer, City Manager, Ren Wiles, Finance Officer/City Clerk, Korena Weichel, Administrative Services Manager/Deputy City Clerk, Brian Wilson, Public Works Engineer, Rick Flowe, Planning Administrator, and Scottie Wilkins, Business Development & Transportation Project Manager.

**WELCOME & PURPOSE**

Mayor Moss addressed the room and had everyone introduce themselves. A quick overview of the agenda was initiated. Mayor Moss addressed the importance of creating our road map and looking at our five policy areas. Board of Adjustment and ETJ Members are needed to fill two positions. Commissioner Minor voiced that he had a few people in mind. Mayor Moss began his presentation with a slide reflecting, "We are on our own." Mayor Moss reflected on the ideas that "Washington is broken" and because of this we can suspect severe budget cuts at the state and federal levels and we will be affected. We have to figure out how we can maintain our service level. 2011 will consist of figuring out how we are going to do it without help from other colleagues. An inverse pyramid chart was created in order to highlight the focus of our city.

**Challenges, Opportunities, Issues-** Citizens are at the top because we are trying to create solutions for our citizens. The staff and the board will need to work together to find solutions to our challenges. If we continuously focus on our challenges and keep our citizens first, that is how we will continue to move Creedmoor forward.

**Five policy areas that we look at every day in Creedmoor-** Public safety, Finance & Administration, Community & Economic Development, Energy, Environment & Natural Resources, and Transportation Infrastructure. Mayor Moss stated that these five areas all overlap and as an organization if we focus on all of these at the same time great things will happen in our community. An example of this would be when issues are brought to the board, there are questions about which committee it should go to because there is so much overlap. Mayor Moss acknowledged the staff for the amount of work put into the meeting today.

City Manager Mercer was then introduced and began discussing the city mission statement. This will help us figure out which direction to take and what the expectations are. Manager Mercer relayed to the audience that the mission statement reflects the major priorities of the city. In a meeting with the commissioners when he first came on board, the first priority recognized was finance. There were serious problems in the department because of several different checking accounts that were five months behind on reconciliation. The second priority was the sewer-capacity which is currently being worked on. On the water end of it, the big thing was the water plant being closed and going 100% with SGWASA. We also worked on economic development, recreation, storm water, and public safety. All of these things will be addressed later addressed in the staff presentations. Manager Mercer recognized the strategies used to focus on these priorities which were: getting back to the basics (focus on basics of business), plan comprehensively (allowed us to put together concepts of ideas to get money and builders and developers interested), efficiently provide services (finance), create a positive environment, create an effective communication system (managers' report, briefings, newspaper, website, bills). Manager Mercer then discussed the philosophies associated with our city and the collaboration we have with other government entities. Mercer outlined the

importance of results coming from these actions with an example of federal grants. Since 1990 we have received \$5,434,338.00 worth of federal grants. Of that, since 2008, \$4,779,406.00 has been received of that figure. That represents 88% in the past 3 years. From a federal grants standpoint, if we had to come up with the \$4,779,406.00 it is equivalent of a savings of 5 cents on a tax base with a 38 year period.

## MORNING DISCUSSION

- **Major Issues Facing Our Community in the Next Five Years**

The Board of Commissioners then had the chance to address what their concerns were for the community in the next five years. From that list:

1. Water and sewer upgrade improvements and construction.
2. Water and sewer rates because of the high importance for our citizens. Commissioner Minor recognized that some of it is out of our control because of partnering with SGWASA, but believes things such as minimizing flushing can help improve that.
3. ETJ-new regulations that protect our watershed from outside city limits. We should approach county representatives or state representatives on this matter.
4. Upgrade zoning.
5. Recreation should be prioritized. Commissioner Minor suggested finishing Lake Rogers before starting a new project.
6. Cross City Trails (greenway).
7. Continue providing positive customer service to keep our citizens happy.
8. Zoning enforcement.
9. Cutting tax rates.
10. Public Safety (additional manpower).
11. Promote business (promote our business park and keep buildings occupied).
12. Regional and local transportation.
13. Citizens.
14. Recycling.
15. Neighboring jurisdiction-Build relationships and trust.
16. Civility.
17. Beautification-Elm Street and Main Street.
18. Need citizen/resident input.
19. Televising meetings (marketing) so citizens get more interested. Board of Adjustment member Jay Rich suggested promoting to neighboring citizens, not just Creedmoor citizens. Mayor Moss added that the historic part of Creedmoor has room for infill.
20. Marketing city events/activities.
21. Planning Board/ Board of Adjustment (developing new processes/more structured).
22. Maintenance department should be on call during the water/sewer project.
23. Shop locally-Keep money in the county.

Chairman of the Board of Adjustment Wheeler then addressed the importance of manner in approaching citizens regarding appearance of their buildings and properties. We must be aware of feelings and how we approach property owners. Would like to see the City to make reasonable suggestions to property owners; not forcing but giving suggestions on things they could do to improve properties. Chairman Wheeler complimented the Police Department on their presence in town, in particular with moving violations.

Planning Board member Forsythe suggested the board develop processes better. Organization is a process; not an event. He felt it was important to focus on current issues (playgrounds, etc.) while paying attention to what will be happening down the road. Forsythe asked if we had the possibility of receiving a "fasad grant" where the City assists property owners with improvements and beautifications. A general discussion was generated.

Board of Adjustment member Jay Rich mentioned that we need to strive to promote what is great about Creedmoor. He added suggestions for a cooperative arrangement where buildings not being utilized within the city can be opened up for use by small businesses, etc. These are privately owned businesses and unsure of how such an arrangement would work.

Citizen Tony Santangelo began discussing the communication facet (between BOC & PB members). He was concerned that there would be greater challenge of communication for citizens and the city if the BOC & PB does not interact. He suggested that commissioners attend PB meetings. Discussion revolved around possibly clouding the independence of the PB if BOC members are present. Mayor Moss suggested that the Planning Board needs to feel free to operate independently and without influence of the BOC. Emphasis on communication between members is missing.

Mayor Moss suggested an “Open House” to enable citizens to get to know city staff members.

Citizen John Wilkerson commended Manager Mercer regarding addition of new staff members. He feels engagements of staff are a credit to management. Mr. Wilkerson also commended safety administration for their work.

- **Major Issues Facing the board in the Next Five Years**

Mayor Moss believes the relationships with sister cities, collaborations with other municipalities, and complexity of the work of the board are critical. The work and complying with the Falls Lake Rules are going to impact the city tremendously. The economy is still struggling within our community and shows even more that Creedmoor needs to be economical and safe for our citizens.

Commissioner Wilkerson addressed the idea about having the Maintenance Department ready at all times because the city is going to be busy. Commissioner Stallings added that as a city we need to promote shopping locally. Mayor Moss included that citizen engagement was also important. Mayor Moss mentioned that the Creedmoor collaborative with strategic planning was pushed to the side because of the Fontaine project and responding to Falls Lake rules and tax situation. The focus now is to engage citizens better and more consistently.

The availability of grants to help property owners fix up their properties was discussed, as well as the topic of facade grants that may be available to increase business opportunities for new and existing businesses. Business Development & Transportation Project Manager Wilkins gave brief information about grants that are available. A general discussion about the opportunity of different grants and qualifications continued. Planning Administrator Flowe addressed that the City Plan is the strategic piece to help citizens by implementation of strategies and are things we can actively do to help citizens.

## **STAFF PRESENTATIONS**

Presentations began with Manager Mercer relaying issues over the past two to three years. The mention of the drought restrictions on water consumptions and although it was unpopular in thought, the benefits were seen when people complied. The second issue is the Falls Lake Rules- we are in better shape than our neighbors because of how they are handled with developments and other things. Manager Mercer described us as being the “poster child” in the area because of how we handle things. The third issue being that staff has changed tremendously. Manager Mercer noted the importance of bringing on the right staff for the right jobs and believes we are on our way to great things because of the changes.

- **Community & Economic Development**

Business Development & Transportation Project Manager Wilkins began by saying that for the past year we have had renewed focus within the city. We have had proactive planning, researching, and listening to

resident's wants/needs for quality of life, focusing on our mission, and guiding citizens through economic change. Most importantly now is figuring out the sequence of projects in order to drive volume because volume drives services and amenities. First thing we can do is create anchors that draw people to our community; recreation, access, safe facilities for transportation, safe water and sewer services, and beautification. We are now focusing on collaboration and building partnerships with landowners. The Creedmoor Business Park/ Recreation are working with landowners to see opportunities available to them. Other opportunities with USDA-RBEG grants because we can have a revolving loan fund to provide low interest loans for business owners. Wilkins added that those grants are 100% funding but if the city offers a match it would make us more competitive with others who are applying for the same grant. We are gradually developing infrastructure to add volume such as restaurants, shopping, etc. Implementation will take a lot of communication and marketing programs, developing an economic plan, incentives so we are able to compete regionally with other interested businesses, providing master plans for the future, seeking funds, and taking advantage of programs. Wilkins reiterated the fact that our first goal needs to be continuing to get those anchors in place.

Planning Administrator Flowe began by pointing out items that created past deficiencies. We had a rapid growth period in the 90's and it was not documented well. We also have vague ordinances which leave too much room for interpretation, we did not have a good plan for ordinance match, and our outsourced mapping had numerous errors. Great opportunities that are coming are training for the Planning Board and Board of Adjustment. BOA is now meeting quarterly so they are up to speed. PB needs to be the visionary group that works closely with the governing board to collaborate ideas for our future, not just the present. Planning Administrator Flowe discussed the Storm Water management plan-EPA Phase II Rules and Falls Rules Compliance which will drastically change the region. Planning Administrator Flowe added that we get there by adding in-house work with everyone. The first step is the comprehensive plan for the Main Street area and streetscape plans to improve the city. The Land-use plan will cause us to reconsider the plan for development around our area. New Utility Plans that deal with water, sewer, electric and gas. Also, transportation will be considered in the comprehensive plan. We have prepared a master plan for Lake Rogers for the site of the new sign. Using local business resources will keep our city in line. A lot of focus has been on replacing zoning and subdivision ordinances in house because nothing should be outsourced. These will include Falls Rules regulations, development and design standards, and new subdivision ordinance. Planning Administrator Flowe presented a map of the city to show the draft of what will become the official city map, since one has not been adopted since 1992. The new official map will be presented to the BOC to be adopted and signed by the mayor. Planning Administrator Flowe illustrated maps that included; utility maps, future infrastructure maps, and the conservation area.

Planning Administrator Flowe then addressed transportation improvements. All modes transportation and recreation mapping will serve all facilities. Recreating facilities also fit into these activities. The GIS service in Planning will support public safety with new maps. Planning Administrator Flowe addressed the situation of hunting and how the GIS located the duck blinds that were in question at a previous BOC meeting. Fixed asset management is a by-product of the Planning Department that will assist staff. An inventory of all properties, land, buildings, pumps stations, and easements will begin. This will enable us to know where everything is and it will be in our system so we can manage, plan improvements to facilities better, and be able to answer questions that arise quickly; all by better managing our data. Mayor Moss asked Planning Administrator Flowe if we will be coordinating with the county or Butner on how to implement our comprehensive plan? A brief discussion continued on how to produce existing conditions maps and sit down with them to discuss what issues we are facing and then create our findings map to see what we can do. Mayor Moss addressed the Falls Lake Rules piece because there is land that falls outside of our jurisdiction that the city will have to manage. Planning Administrator Flowe acknowledged that we have to come up with a strategy to sit with the county and achieve some agreement on how we can work together when complying with the Falls Rules. Through discussion it was mentioned that Granville County Commissioner Karan is working with the county to be specific with the ETJ. Planning Administrator Flowe added that it is important to have ETJ because the plans have to be contained within one jurisdiction so ideas are parallel and do not overshadow each other. Discussion about the city limits and corporate levels for Creedmoor and Butner continued.

- **Transportation Infrastructure**

Business Development & Transportation Project Manager Wilkins began by stating that Transportation Planning is extremely important for our community. It is essential for economic development and quality of life. We have a focus on developing a relationship with NCDOT to be able to successfully make improvements. Recent projects have included the new traffic signal at the Hawley School Road, the resurfacing projects of US-15, low cost improvements-pavement markings turning on Fleming from US-15, and projects for our yearly Powell Bill street repairs. Business Development & Transportation Project Manager Wilkins continued by saying we will focus on the Creedmoor loop and continue trying to get it funded; we are on the radar now with a draft. We do not have enough volume in this area to get approved yet but we are moving up the priority list. The number one focus area for transportation planning is the NC50 Corridor Study. The final recommendations will be made on Jan 12, 2011. It is up to the city to advocate for the proposal of the project after the study is completed. Commissioner Seagroves addressed Wilkins and Planning Administrator Flowe by asking if the loop can be tied into the storm water management. Planning Administrator Flowe said it was a possibility. It was agreed that it was a good thought to combine two issues to bring more attention to it and possibly make it more of a priority. Business Development & Transportation Project Manager Wilkins discussed low budget projects that would significantly improve the look of the city. She added that we were scheduled for this Friday to look at data and roadway conditions of our streets for 2011. Discussion about greenways and how they are beneficial for community cohesion, air quality, and health continued. Business Development & Transportation Project Manager Wilkins displayed a map that exhibited the Cross City Trails (CMAQ project). Questions and a general discussion continued about the areas that the path will cover. Community member Harry Coleman asked about the possibility of putting signs for pedestrians for high traffic areas. Public Works engineer Brian Wilson added that new signs will be required. General discussion about the use of signs and the design of cross walks continued.

Business Development & Transportation Project Manager Wilkins continued by saying that CMAQ 2 & 3 projects have been approved for funding in years 2013-2016. We want to begin working on design and right a ways going into 2013; working with landowners to finalize plans. Another component is The Bike/Pedestrian grant because it has been approved based on the need for pedestrian access. Long term goal is to update the bike/pedestrian plan. The last area of focus is Transit. Putting a plan in place to address loops for bus routes, from 85 to the Durham area, and Raleigh area along NC 50. Discussion began about local transportation service for citizens and how it would be a great asset to the citizens of Creedmoor. Commissioner Minor added that Karts offers service to Granville County. A lengthy discussion about the use of local transit continued. Business Development & Transportation Project Manager Wilkins added that in order to have the recommendation implemented everyone has to endorse and advocate for it at the local and regional levels because of environmental factors that come into play which will make many people oppose it. Mayor Moss added that accidents on NC 50 have increased because of high traffic volume. All were in agreement that the crash rate will continue to rise as the volume continues to increase, if improvements are not made.

Planning Administrator Flowe added that the Comprehensive City Planning has to look 20 and 40 years ahead because the decisions we make now greatly affect our future. The plans need to be integrated so we make sure the plans do not speak in different directions. Planning Administrator Flowe concluded by noting that we are planning for a city that will be 15,000 people at some point in the future.

After Lunch

(County Commissioner Tim Karan presenting on what he has learned on the County BOC). He included reports on efforts to expand the ETJ for Creedmoor. Commissioner Karan explained that he is currently tasked with finding members for the ETJ for the Creedmoor Board of Adjustments. He asked for suggestions about who might be qualified. He then discussed the misunderstanding of annexation versus extra territorial jurisdiction among county representatives. A thorough description of the ETJ jurisdictions

for surrounding cities was clarified. ETJ expansion is paramount. Commissioner Karan also addressed pedestrian issues for school children especially near the Mt. Energy elementary school. Again, he asks for input from Creedmoor officials and staff. Commissioner Karan pointed out that there are 46 committees that the County sits on or appoints to be the representative. He also pointed out that he is still learning and asking questions about being involved with the county. He mentioned that the county has finally implemented an e-mail standard whereas nothing was in place when he came on board. Commissioner Karan really wants to push creating collaborative partnerships such as combining school facilities and community centers. He continued with information about the new gas line that is to be installed in Granville County. Discussion began about the gas pipeline and water and sewer projects. Implementation issues were also discussed.

Collaboration efforts between Creedmoor and Butner were then discussed. Commissioner Karan pointed out that collaborating will avoid duplication of efforts on certain projects.

- **Public Safety**

Chief Tim Benware began by presenting the challenges that were present when he came on board. Public safety is continuing to work on creating a positive environmental/organizational culture. In the past year Public Safety has only lost one person. Chief Benware expressed that he hopes to see a zero turnover rate within this next year. Accountability was needed for night shift and weekends in order to make the team cohesive. The need for training was discussed with challenges arising because they only have two officers; so it is difficult to send officers to training when there is not enough coverage.

Chief Benware then discussed the comparative statistics from the last two years on arrests and citations. In the past year we have seen larcenies increase because of the new businesses in the city. But, arrests were made and have pretty much stayed the same, but the crime has decreased. Decrease has been seen in the number of accidents thanks to aggressive traffic enforcement.

Future Planning- Police Department has to keep pace with the growth in the city. The department has not grown in manpower at all in the last twenty years. The city has to create more manpower because of the increase in population. Chief Benware then mentioned activities such as the bike rodeo, national night out, citizen's police academy as improvements for the department. Chief Benware relayed he has been approached by the school board to implement a new SRO at the Center for Innovative Learning. Chief Benware continued with line item needs for public safety. The need for e-citation and e-reports will create a better presence within the community out on the road way. Chief also explained the need for better equipment such as radar units, computers (wireless capability for cars), Tasers, FLIR (forward looking infra-red). Chief recognizes the need of keeping up with technology. When you compete with other departments who are up to date with technology, the turnover rate begins to increase again because officers will go somewhere else for work. There is also a need for hard wires for speed boxes around the city. Mayor Moss asked what the purpose or the intention of the speed boxes are. Chief explained that citizens call and express concern about certain areas so they put speed boxes there to increase awareness and have citizens slow down. General discussion about speed boxes and the results that come from them continued. Other line items for the department include building needs; running out of space and renovations are needed. Communications room is in bad shape and needs to be designed for more efficient space.

Mayor Moss asked about the preliminary thoughts on the gang awareness study and the results. Chief Benware relayed that he believed the offender focus initiative has helped to quiet down the activity of gang presence in the city.

Citizen Coleman expressed concern for parking on Main St. His concern was about merchants who park for eight hours or more and it is only supposed to be a two hour limit. He believes it blocks the opportunity for customers to park. Chief Benware then discussed what he believes needs to be a priority and reflects the efficient use of the cities manpower. Chief Benware said he will analyze the situation again and see what

work can be done. Mayor Moss suggested protocol that the town of Clayton has used to step up parking enforcement and wants our commissioners to take a look at it to see what we can do.

Commissioner Wilkerson expressed the ideas he felt it was important that officers visit merchants on Main St. and let them know they are there. Chief continued to explain how he prioritizes because of the lack of manpower. General discussion continued about this and how officers handle situations while on patrol.

### **Energy, Environment, & Natural Resources**

Manager Mercer relayed general news on water and sewer. Creedmoor had the drought which shut down the water plant. The tower had a capacity problem with sewer; which now houses 550,000 gallons of water and sewer capacity from SGWASA. We have increased capacity through the Joe Peed Booster Pump station. The city then looked at how we were able to conserve. We did smoke testing on the sewer which is part of the infrastructure project. We were also able to get a flow reduction. This is where the need for the current \$9.4 million water infrastructure will help us with growth, taking care of repairing aged lines, 550,000 water tank will help with fire safety and water turnover, and the water system will have loops so the water quality is better and we won't have to flush the system as much. Bids for the project will come in February.

Planning Administrator Flowe recognized the Wooten Company as the contractors who are responsible for the project coordination. Planning Administrator Flowe explained the sequence of construction for concerned citizens and coordination with property owners that will be affected. The citizen relation piece is extremely important while construction is going on. This project adds significantly to infrastructure with utility improvements that will be enforced. The new 550,000 water tank is going to catch the attention of big companies; which is why it is important to grow quality wise in the city. Although, an unfunded mandate, storm water is an opportunity. Storm water is going to be the next utility and if we formulate our plan correctly it will specifically prepare us for future use.

- **Finance, Administration & Intergovernmental Relations**

Administration Services Manager Korena Weichel began by explaining the turnover rate within the city. She expressed the importance of retaining present employees and positioning ourselves as a preferred employer. We have contracted with the MAPS study. This study is to classify jobs, update job descriptions, determine pay, and update the new personnel policy. We are also introducing a wellness initiative to all city employees covered by the insurance. The goal is to improve the quality of life, increase knowledge of modifiable health risks, and develop a realistic plan for individuals. Exercise, diet, and lifestyle changes are among the focus of the health screenings. Detailed assessments and one-on-one counseling will be given to each individual to see which areas will need the most attention. All information is confidential and participation is not required. The initial orientation session is mandatory.

Risk Management was briefly discussed. The online based program (Safety Catch Program) has been implemented for Public Works and the Police Department. Other programs include: the Preventative maintenance schedule, NC transit notification system (monitoring traffic violations, etc.). These programs will be part of the orientation packet for new employees and current employees. The benefits of the wellness program will hopefully cut down on lost time and claims. Hopefully, in the future we will be able to enforce a cost benefit. The Employee Assistance Program will advocate for employee interaction including supervisor training, staff training, and employee referrals. Manager Mercer mentioned there are three to four sessions of counseling for free if an employee has been referred or goes willingly.

Administrative Services Manager Weichel noted that the Video Surveillance & Security award will be this next week. The completion of the project will be in March.

Miscellaneous projects the city is working on includes; Security measures for the water department window. Hoping to get a bullet proof glass and a speaker box and pass through window for the department.

We also began investigating the ACH electronic payments feature. We are experiencing longer wait times for water customer's checks to clear which creates issues such as a customer's water being cut off. Finance Manager Ren Wiles is going to continue to investigate this and the cost. We are also revising a new water statement because of confusion with customers and the amount they are expected to pay. Our Medical Insurance Projections are still of focus. MIT has sent claims history for our medical insurance projections minus Decembers for the year. They will analyze the data. Our claims were less this year but our premiums are based on our pool not just our employees.

We purchased a display case to preserve Creedmoor's culture and heritage. We want to highlight items of historical value. Weichel asked for input or any items from people who want to display their items in the case. Commissioner Seagroves voiced concern that it could be damaged in the area it is located and we should consider moving it. We are also working on a new website design. The design and functionality of the current one is difficult. The new website needs to be grand enough to fulfill the purpose of marketing our city while maintaining functionality. Hopefully, the new one will be launched by fall. We will have new unemployment insurance expectations because we are 100% reimbursable employer. This coming budget year will focus on an individual's benefit year depending on when it begins and ends.

Commissioner Wilkerson asked if the ACH payments are requested enough to substantiate the use? General discussion was created about this topic. Weichel regarded that there are a "handful of people" that are complaining about not having this feature. At this time, it is not enough to cover the cost of having this feature in place.

- **Intergovernmental Relations**

Manager Mercer began by stating how the city now has a good financial foundation after reconciling accounts, IRS payments, and updating payroll in order to operate. Dashboards, metrics, and reports are needed to analyze the processes and guide you in the right direction. Manager Mercer introduced Finance Manager, Ren Wiles to continue.

### **Finance**

Finance Manager Wiles began by explaining where the city has been over the last few years. We were 18 months behind in terms of reconciliation for our accounts, which created limited usefulness. When he came on board all departments except public safety was lacking in performance measures. We had no way to track improvements which created a lot of strained customer relationships. On the positive side, this last year we produced our first comprehensive annual financial report. The city was also awarded the achievement for excellence in financial reporting. We are among only 74 out of 550 North Carolina cities who go after this type of certificate because it creates a lot of extra work. Since 2007 we have continued to improve our financial status. As of now our reserves are 71% of what we have spent, meaning that if our funding stopped today; we could operate for nine months. This gives us a financial cushion which gives us extra money to earn interest, or have the opportunity to match grants that require it. The ideal use of fund balance creates opportunities within the city that we never had before. This year we worked with the planning and inspection department to track permits that were issued. A couple of years ago we never tracked this. Now we can see that about \$2.1 million were for permit fees and \$500,000 for commercial fees. Tracking this is important for interest in business coming here, investment purposes, seeing if we have improved, and the overall emphasis of the city.

Customer relations have improved with the ability to accept payments with credit/debit cards over the phone for water and sewer. We will continue working on developing a tracking system for the volume of our work orders. Our effort for a more comprehensive plan is to introduce a five-year forecast that will outline each department's revenue and spending projections. It is a tool to better manage city money, efforts and directions for the city. With the framework of the five year plan in place we can do some true analysis of work that can be done while considering our money and tax base. Mayor Moss addressed a comment to the commissioners about our water and sewer rates being our biggest challenge. A general discussion was



created about this topic. Through discussion; lowering rates, cost avoidance and infiltration making pump stations more efficient, stop increasing fees, and SGWASA rates to the city were all included in this discussion. Finance Manager Wiles mentioned the USDA is going to affect the daily life in Creedmoor as well as the finances of the city. Discussion continued about the importance of this project to the water and sewer lines, the tax base, and going after grants. Manager Mercer continued to discuss the amount of work that goes into developing plans, receiving grants, and then implementing those plans in order to attract individuals and businesses to Creedmoor.

## **CREATE THE ROADMAP**

- **Finance, Administration & Intergovernmental Relations**

1. Budget.
2. Benefits.
3. Financial Report/Audit.
4. Bonds/USDA.
5. Five year cap plan.
6. MAPs.
7. Employee Retirement/Benefits.
8. Metrics.

- **Public Safety**

1. Facilities (CUFD).
2. Additional manpower.
3. New equipment.

- **Community & Economic Development**

1. Planning.
2. Main Street.
3. Recreation.
4. Senior Center.
5. Economic Development Strategy.
6. Website.
7. Leakage.
8. Beautification.
9. Lake Rogers-fix boat ramp.

- **Energy, Environment, & Natural Resources**

1. Water/Sewer project.
2. Phase II/ Falls Lake Rules.
3. Daily Operations.
4. Public Education.
5. WWTP.
6. Lake Rogers/TRLC.
7. Creedmoor Loop/Environmental storm water.

- **Transportation Infrastructure**

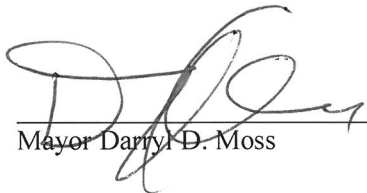
1. Greenway/Bike/Pedestrian.
2. Powell Bill List (street improvements).
3. Creedmoor loop/ storm water.

4. Streetlight study.
5. CAMPO/ Regional transit (NC 50).
6. CMAQ.
7. Local transit.

- **Miscellaneous**

1. Duck and others hunting within city limits.
2. Internal government.
3. Planning board/ Board of adjustment.
4. Sharing ideas with other municipalities/county/legislature.
5. Agenda.
6. ETJ.
7. Citizen Engagement.
8. Broadcasting on television.
9. Share resources.
10. Website.
11. Open house.
12. DC trip-USDA exemption/earmarks.

Commissioners were asked to rate committee item lists by priority.



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Mayor Darryl D. Moss

ATTEST:



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Korena L. Weichel, Deputy City Clerk