

**Town of Elon  
Town Council  
Town Council Board Retreat**



**February 23, 2024  
Twin Lakes, Boland Building  
8:00 AM**

**AGENDA ITEMS**

- 1. 8 am Welcome and Refreshments**
- 2. 8:30 am Call to Order, Introductions, Agenda review**
- 3. 8:45 am Meeting with State Legislative Delegation**
- 4. 9:45 am Downtown**
  - A. Downtown Presentation
- 5. 10:15 am Break**
- 6. 10:30 am Department of Public Works**
  - A. Department of Public Works Presentation
- 7. 11:00 am Planning**
  - A. Planning Department Presentation
- 8. 11:30 am Town Clerk/Town Council**
  - A. Town Council and Clerk
- 9. 12:00 pm Break**
- 10. 1:00 pm Recreation and Parks**
  - A. Recreation and Parks Presentation
- 11. 1:30 pm Police Department**
  - A. Police Presentation
- 12. 2:00 pm Break**
- 13. 2:15 pm Fire Department**

A. Fire Department Presentation

**14. 2:45 pm Administration**

A. Administration Presentation

**15. 4:15 pm Wrap Up**

**16. 4:30 pm Adjourn**

**TOWN OF ELON  
TOWN COUNCIL AGENDA REPORT**

**Item Type:** Presentation(s)

**SUBJECT:** Downtown Presentation

**DATE:** February 23, 2024

**TOWN COUNCIL ACTION REQUESTED ON:**

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**HISTORY:**

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**FACTS AND ISSUES:**

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**OPTIONS:**

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**TOWN MANAGER RECOMMENDED ACTION:**

Prepared By: Richard Roedner, Downtown

**ATTACHMENTS:**

Downtown.pptx



# Downtown Development

February 23, 2024

# Summary of Past year

- ▶ Farmer's Market
- ▶ Downtown Elon Inc.
- ▶ Downtown Master Plan- \$73,450
- ▶ Public Art-Projects
- ▶ Town Hall Annex
- ▶ Holt Ave. Park Renovated
- ▶ PIO-Website re-design
- ▶ The Downtown Plaza- \$500,000
- ▶ Social District



## 5-Year Outlook

- ▶ Downtown as a hub for Events and gathering space
- ▶ N. Williamson Streetscape
- ▶ W. Lebanon Ave. Street Scape
- ▶ Master Plan Commercial Space
- ▶ Town Hall Annex
- ▶ Public Art



# Challenges and/or Opportunities

- ▶ Safe Means of travel
- ▶ Growth of developments on University Drive
- ▶ Elon University Growth
- ▶ Parking and public restrooms
- ▶ Cross walk safety
- ▶ Funding
- ▶ Hotel Tax



# Long range project/priorities

## Downtown Master Plan Projects

- Priority 1 -Williamson Streetscape
- Priority 2 -Lebanon Streetscape
- Priority 3 -Commercial Space
- Priority 4 -Train crossing re-design for safety

Multimodal Plan -Sidewalks and Bike paths  
Staffing needs



## Downtown Events 2023

- ▶ Farmer's Market- 30 "New"
- ▶ Music 2 Dine 2- 6 (1 season)
- ▶ Cars & Coffee- 2
- ▶ 2<sup>nd</sup> annual Hometown Christmas
- ▶ 2<sup>nd</sup> annual Menorah Lighting
- ▶ Social District Block Party "New"





## New or Re-vamped events 2024

- ▶ Expanded Social District Block Party Sept 6th
- ▶ Music in the Plaza- 12 concerts 1<sup>st</sup> 3<sup>rd</sup> Friday
- ▶ Halloween at the Market Oct 31<sup>st</sup>
- ▶ Hometown Christmas
- ▶ Menorah Lighting
- ▶ Farmer's Market

# 2024 IN DOWNTOWN ELON



*April 4th-Oct. 31st: Elon Farmers Market (No Market July 4th)*  
*April 5th: Music at the Plaza - The Beautiful People Club*  
*April 19th: Music at the Plaza - Graymatter*  
*May 3rd: Music at the Plaza - Back Porch Orchestra*  
*May 17th: Music at the Plaza - High Cotton*  
*June 7th: Music at the Plaza - Impulsive Tattoo*  
*June 21st: Music at the Plaza - Sam Frazier & The Side Effects*  
*August 2nd: Music at the Plaza - SouLe & The SuperBand*  
*August 16th: Music at the Plaza - Back Porch Orchestra*  
*Sept. 6th: Social District Block Party*  
*Sept. 6th: Music at the Plaza - Impulsive Tattoo*  
*Sept. 20th: Music at the Plaza - Graymatter*  
*Oct. 4th: Music at the Plaza - Brooke McBride*  
*Oct. 18th: Music at the Plaza - Sam Frazier & The Side Effects*  
*Oct. 31st: Halloween at the Farmers Market*  
*Dec. 7th: Hometown Christmas*  
*Dec. 24th: Menorah Lighting*



Hosted by: Downtown Elon Inc.  
and Our Partners.

[www.townofelon.com](http://www.townofelon.com)

# Downtown Improvements 2023/24

- ▶ Two Renovated Buildings in progress
- ▶ 104 N. Williamson-Town Hall Annex-opening April
- ▶ 116 N. Williamson Mediterranean Deli-Opening February
- ▶ Holt Ave Park-renovations complete
- ▶ Downtown Plaza-project completed



# Upcoming Needs

- ▶ Full-time Downtown Development Coordinator
- ▶ To meet the level of service needed, program expansion and growth Downtown Development is requesting a full-time position
- ▶ Public Works horticulture staff-to provide expertise on plants, flowers and needs downtown and the Town
- ▶ Town staff support for public events-Public Works, Police, Fire



**TOWN OF ELON  
TOWN COUNCIL AGENDA REPORT**

**Item Type:** Presentation(s)

**SUBJECT:** Department of Public Works Presentation

**DATE:** February 23, 2024

**TOWN COUNCIL ACTION REQUESTED ON:**

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**HISTORY:**

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**FACTS AND ISSUES:**

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**OPTIONS:**

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**TOWN MANAGER RECOMMENDED ACTION:**

Prepared By: Richard Roedner, Public Works

**ATTACHMENTS:**

Public Works.pptx



# Public Works

# Summary of Past year

- ▶ DPW was very busy, but very blessed over the past year. Our employees continued to do good work and provide more than adequate service to the citizens of the town, despite needing more hands on deck.
- ▶ Utility locates and phone calls have been a full-time job in themselves with all of the fiber work going on around town.

## 5-Year Outlook

- ▶ Look to add at least two employees this year for landscaping and grounds.
- ▶ Facility replacement/upgrade.
- ▶ Water, sewer, and stormwater improvements.
- ▶ Work with downtown and planning departments to do downtown upgrades.
- ▶ Move forward with street improvements and maintenance.

# Challenges and/or Opportunities

- ▶ Finding good quality employees whether it be for new positions or for increasing current staff.
- ▶ Finding or hiring a grant writer so we can create more opportunities without burdening the tax base too much.

# Long range project/priorities

- ▶ Maintaining the ability to service citizens at the level they have become accustomed to in Elon.
- ▶ Church St. rehabilitation.
- ▶ All facility upgrades.

# Upcoming Issues

▶ STAFF

- ▶ We need to promote the fact that Public Works Employees are First Responders as well as the ones we are accustomed to. Lots of accidents and close calls could be prevented if yellow/white lights received the same respect and slow-down, move-over mentality as others.
- ▶ •In 2003, President George W. Bush issued Presidential Policy Directive 8 (PPD-8) officially recognizing public works as first responders.
  - Public works is often considered “the silent arm of public safety” ... usually without fanfare. Public works professionals are often the first on scene and the last to leave the scenes of disasters—no matter the peril.
  - The National Incident Management System (NIMS) lists public works alongside police, fire, and public. **Credit:**

APWA



Oftentimes, when we think about first responders, we are quick to name police officers, firefighters, nurses, doctors, and paramedics. Yet, there is another important group of first responders who serve our needs every day – public works. The public works industry revolves around the public utility services provided by a governmental entity and the people and physical assets that support those utilities. At any given hour, these workers are called out to support public water and sewer systems, clear or repair roadways, respond to disasters and emergencies and so much more.

While in some municipalities there are specialized roles within the Public Works departments, the Town of Elon, NC is small and requires each of the department's team members to be cross-trained to support all duties of the department. These include building, grounds maintenance, transportation of materials, repair, extraction, utilities, waste management, streets, stormwater EPA, state and federal regulations and compliance, and much more. The Public Works Department in Elon is much like baseball's utility player – they do a little bit of everything. **Credit: Emily Sharpe**

**Thanks for your time and your dedication.**



**TOWN OF ELON  
TOWN COUNCIL AGENDA REPORT**

**Item Type:** Presentation(s)

**SUBJECT:** Planning Department Presentation

**DATE:** February 23, 2024

**TOWN COUNCIL ACTION REQUESTED ON:**

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**HISTORY:**

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**FACTS AND ISSUES:**

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**OPTIONS:**

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**TOWN MANAGER RECOMMENDED ACTION:**

Prepared By: Richard Roedner, Planning

**ATTACHMENTS:**

Planning Dept..pptx



# 2024 TOWN COUNCIL RETREAT

DEVELOPMENT SERVICES DEPARTMENT

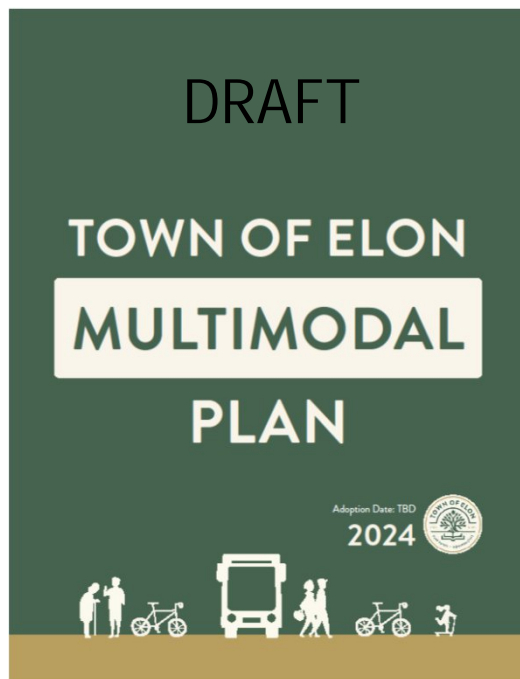
# Summary of Past Year



## Town's Goals and Strategic Objectives:

- Safe community
- Livable, Connected and Well-Maintained Neighborhoods
- Sound stewardship and sustainable services
- Economic development
- Community partnerships and engagement
- Clean and green community
- Plan for growth and open space
- Getting around town

# Summary of Past Year



**LiNK** TRANSIT  
ride • enjoy • connect



# 5-Year Outlook

## Projects Under Construction or on the Horizon

- Parc Northwest Mixed-Use Project
- Parc East Subdivision
- Wexford Subdivision
- Elon University
  - Approved/Being Built: East Neighborhood Commons Residence Hall, Hillel Pavilion
  - In the Review Phase: Freshman Parking Lot
  - Several projects in the design phase
- More development plans in general will be coming...

# 5-Year Outlook

## Other Projects

- Sustainability Committee projects - Energy audit and other ideas
- Small Area Plan - Ball Park community and/or University Drive
- Update to the Comprehensive Plan (adopted 2019)

**GOALS – Livable, Connected, and Well-Maintained Neighborhoods  
Sound Stewardship and Sustainable Services  
Community Partnerships and Engagement  
Clean and Green Community  
Plans for Growth and Open Space**

# Long Range Projects/Priorities

## Sidewalks, Bike Lanes and Multi-Use Paths

- ▶ W. Haggard Ave. and S. Williamson Ave. (Possible NCDOT SPOT 7.0 Funding)
- ▶ Other areas identified in the Multimodal Plan

**GOAL – Getting Around Town**

# Challenges and/or Opportunities

## Challenges

- ▶ Hiring a fulltime Planner

## Opportunities

- ▶ Partnering with Elon University to offer internship in planning to Public Policy and/or Political Science students
- ▶ Working collaboratively with other local governments and non-profits
  - ▶ Planning Board/Board of Adjustment training with other jurisdictions
  - ▶ New Leaf Society
    - ❖ University Drive & Haggard Ave. ramp beautification project
    - ❖ University Drive beautification project

**GOAL – COMMUNITY PARTNERSHIPS AND ENGAGEMENT**

#teampolice  
#teampublicworks  
#teamdowntown  
#teamfire  
#teamrecreationandparks  
#teamadministration  
#teamdevelopmentservices

**#teamELON**

**TOWN OF ELON  
TOWN COUNCIL AGENDA REPORT**

**Item Type:** Presentation(s)

**SUBJECT:** Town Council and Clerk

**DATE:** February 23, 2024

**TOWN COUNCIL ACTION REQUESTED ON:**

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**HISTORY:**

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**FACTS AND ISSUES:**

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**OPTIONS:**

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**TOWN MANAGER RECOMMENDED ACTION:**

Prepared By: Richard Roedner, Clerk Office

**ATTACHMENTS:**

Town Council.pptx



# Town Council and Town Clerk

February 23, 2024

# Summary of Past year

- ▶ DiAnne Enoch retirement
- ▶ New agenda software, Peak Agenda
- ▶ New hire as of March 4, Kat Patterson

# Challenges

- ▶ New Clerk, Kat Patterson, starting on March 4
  - ▶ Training
- ▶ Digitizing Elon records into the State database
- ▶ Modernizing organization of Clerk's records
- ▶ Consolidating Resolutions & Policies into useful format
- ▶ Grant application support
- ▶ Establishing new goals for office

# Major Changes

- ▶ Personnel budget and related operational costs shifted to Admin budget

**TOWN OF ELON  
TOWN COUNCIL AGENDA REPORT**

**Item Type:** Presentation(s)

**SUBJECT:** Recreation and Parks Presentation

**DATE:** February 23, 2024

**TOWN COUNCIL ACTION REQUESTED ON:**

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**HISTORY:**

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**FACTS AND ISSUES:**

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**OPTIONS:**

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**TOWN MANAGER RECOMMENDED ACTION:**

Prepared By: Richard Roedner, Recreation

**ATTACHMENTS:**

Recreation and Parks.pptx

# Town of Elon Recreation and Parks

February 23, 2024

JERRY R. TOLLEY ACE  
PLACE DISC GOLF COURSE



**NOW OPEN!**

ACE PLACE DISC GOLF in Elon  
Beth Schmidt Park  
2150 Elon Park Drive, Elon





TOWN OF ELON  
RECREATION & PARKS

Beth Schmidt Park  
Lawrence Slade Park  
K9 Corner

*When Elon Comes to Play*



PARK AMENITIES

New! ACE 9 hole Disc Golf  
Sidewalks Along Elon Park Drive  
StoryWalk  
Little Free Library  
1 Mile Trail Loop  
K9 Corner Active & Leisure Play Areas  
Collegiate-Size Basketball Court  
Tot Lot & 5-12 Yr Playground  
Musical Playground  
Rider's Playground  
Cornhole & Bocce Courts



**A LOOK BACK AT 2023**  
**216 Programs Held**  
**2,857 Program Participants**  
**32 Mobile Library & 14 Bookmark/Café Visits**  
**570 Crafting for a Cause Donations**

**GOT PEEPS?**  
 Make the best looking Peeps with some other than the Sun and Moon!  
**Med Instead of Meds Class Series**  
 Simple | Delicious | Satisfying  
 Learn how to eat the Mediterranean way!  
 Dates: June 8-July 13, Thursday evenings, 5:30-7:30 p.m.  
 (6 class sessions)  
 Location: Beth Schmidt Park Community Center

**TWEEN TIME**

**TUESDAY JANUARY 24TH 11AM**  
 Beth Schmidt Park Community Center  
 SPECIAL GUEST: HEDDIE THE HEDGEHOG  
 HEDDIE & FRIENDS LEARN ABOUT HIBERNATION  
**LITTLE EXPLORERS**  
 @ BETH SCHMIDT PARK  
 JOIN US AT THE PARK TO EXPLORE & LEARN ABOUT SOME OF THE CUTEST & RAREST PLANTS THAT LIVE THERE!

**BOOK CLUB MEETING**  
 4TH MONDAY OF EACH MONTH  
 • 4:00-5:00PM •  
 LOOKING TO JOIN A BOOK CLUB?  
 CHECK OUT THIS MONTH'S COPIES OF THE BOOKS  
 IT YOU...



**BUILDING STRUCTURES**



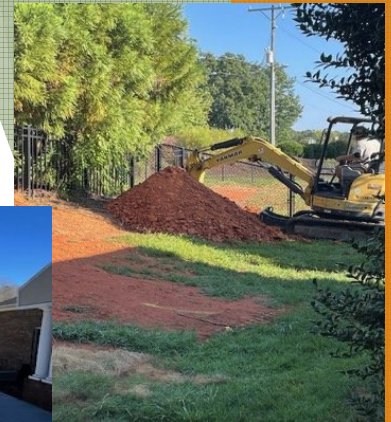


TOWN OF ELON  
RECREATION & PARKS  
221 Rental Reservations  
Jan - Dec 2023

*Where **Elon** Comes to Play*

# Summary of Past year

- ▶ HVAC replaced at BSP Community Center
- ▶ Community Center patio completed
- ▶ Disc golf course completed
- ▶ Worn or oxidized playground equipment at BSP and LSP painted
- ▶ Purchased rubber mulch for BSP playground
- ▶ Acquired 2 parcels next to BSP
- ▶ Replaced 3 playground structures due to damage
- ▶ Form skate park committee
- ▶ Designated area for MST at 87N property
- ▶ Expanded Holiday lighting to include LSP



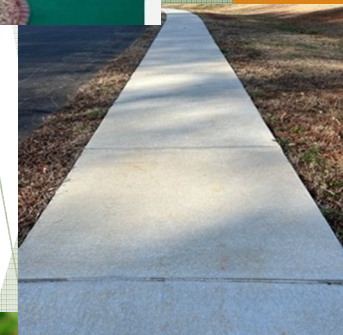
# 5-Year Outlook

- Lawrence Slade Park Sidewalk plan
- Pond reconstruction
- Haggard/University Ramp Project
- Skate Park-Construction and land acquisition
- Community Center Expansion
- Parking lot pavement repair at BSP
- Playground sunshade sails at LSP
- Side street parking at LSP
- Basketball court resurfacing at LSP
- Playground sails at BSP
- Center gym construction at BSP
- Passenger van
- Gazebo roof at BSP
- Basketball goals at LSP
- Center roof at BSP
- Railroad Easement Greenway (connect University Drive to W. Trollinger Ave)



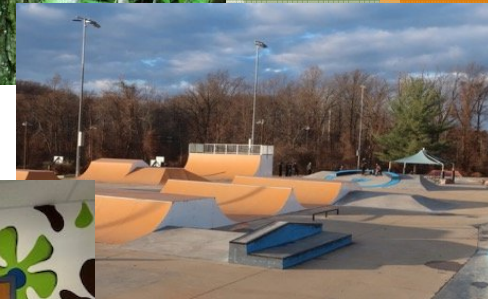
# Challenges and Opportunities

- Aging Playground
- Engineering firm communication and response
- Dependency on other internal departments
- Disconnected from downtown area due to lack of sidewalks and greenways
- Small department
- Potential opportunity to increase greenspace at 87 N property
- Expand program offerings including environmental education
- Build volunteer pool to assist and support with events
- Develop available property adjacent to BSP into usable spaces
- Electric Vehicle Charging Station (Potential Grant)



# Long range Goals/priorities

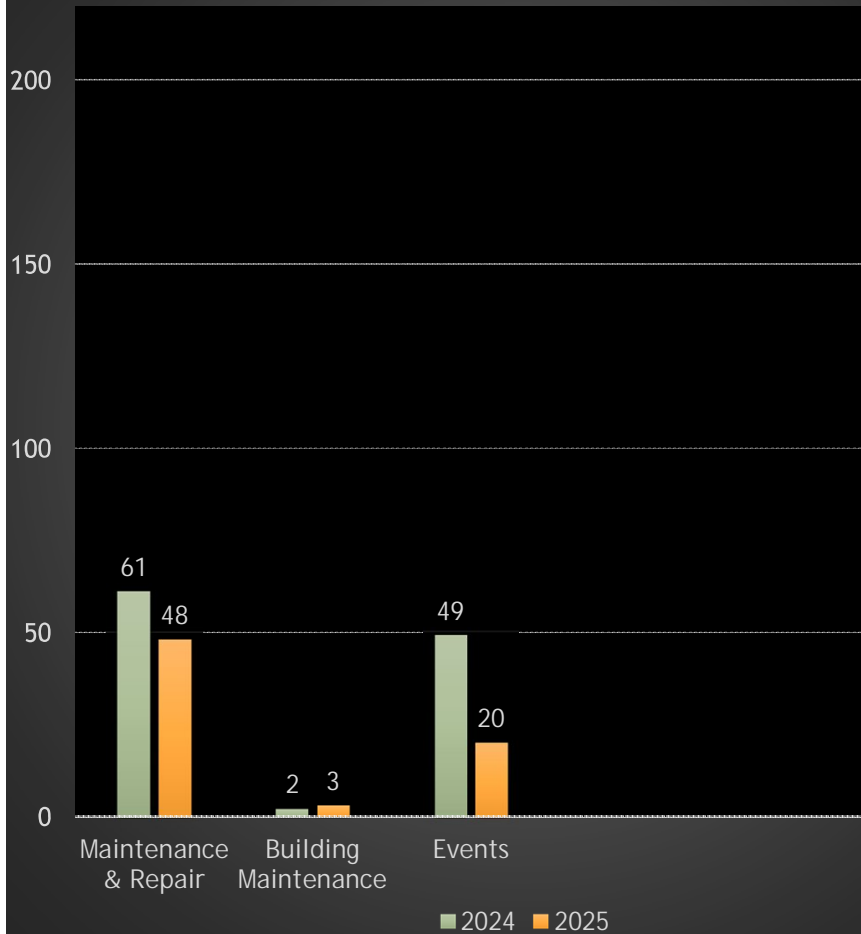
- ▶ Community Center Expansion - Will help increase facility rental opportunities, programs and revenue.
- ▶ Basketball Court Cover for Lawrence Slade Park - Opportunity to allow recreation during extreme weather conditions.
- ▶ Development of the Skate Park
- ▶ Development of the 87 North Park Property - Will increase recreation opportunities such as Hiking and Birding.
- ▶ Increase Staff to make Recreation & Parks a self-sufficient Department.
- ▶ Railroad Easement Greenway
- ▶ Wiffleball Playing Field
- ▶ Introduce Art Elements to Building and Landscape



# Recreation Row



## 2024/2025 Budget Highlights



- ▶ -2024 Grounds maintenance and repair and events expenditures were above average.
- ▶ -2025 Building Maintenance budget is slightly higher due to more frequent repairs.
- ▶ Anticipation of increase
  - ▶ Additional Staff
  - ▶ Playground Parts Replacement
  - ▶ New Park Development
  - ▶ Building Expansion

# Upcoming Issues



- ▶ Parking Issues at LSP
- ▶ Event and Program Space
- ▶ Rising Cost of Supplies
- ▶ Aged Playground
- ▶ Dog Park Grounds
- ▶ Park Landscaping
- ▶ Staffing Needs

**TOWN OF ELON  
TOWN COUNCIL AGENDA REPORT**

**Item Type:** Presentation(s)

**SUBJECT:** Police Presentation

**DATE:** February 23, 2024

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**HISTORY:**

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**FACTS AND ISSUES:**

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**OPTIONS:**

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**TOWN MANAGER RECOMMENDED ACTION:**

Prepared By: Richard Roedner, Police

**ATTACHMENTS:**

Police Department.pptx



# Police Department

February 13, 2024

# Summary of Past year

- ▶ Staffing
  - ▶ 4 turnovers
  - ▶ Hired 5 Full-time sworn
  - ▶ Hired 2 Part-time sworn
  - ▶ 6 Promotions
  - ▶ 1 certification reinstatement
- ▶ Implementation of the CARE Team
- ▶ Introduced our first Downtown officer (P/T)
- ▶ Completed over 3,700 training hours
- ▶ Awarded the FBI LEEDA Department Trilogy
- ▶ Started DARE at Elon Elementary
- ▶ Install 7 new Axon in-car cameras

# Summary of Past year

- ▶ Planning stages of creating the first Elon Response Team (ERT)
- ▶ Added Specialize Instructors to our roster
  - ▶ Sgt. Greeson - Specialized Firearms
  - ▶ Hannah Giroux - CPR instructor, First Responder Instructor (applied for)
- ▶ Planning stages Elon Community College - Citizen academy
- ▶ Committed to entering the State Accreditation process by April
- ▶ Parking Ticket violations are down (revenue)
  - ▶ Increased fines in July 2023
  - ▶ Mortarium on enforcement during summer months
- ▶ Vehicle Repairs - Over budget by 14%
- ▶ Uniforms over budget

\*\* all items were part of short-term goals from last retreat\*\*

## 5-Year Outlook

- ▶ Plan to replace vehicles at the 6 year mark (*safe community*)
  - ▶ This may require replacing 3 at a time as we are requesting FY25
  - ▶ High priority for response to calls for service
- ▶ Replace FY25 of radio devices in cars/add handhelds -(*safe community*)
- ▶ Install Laptop docking stations (removal of old ones) - (*safe Community*)
- ▶ Replace tasers FY26 as needed - (*Safe community*)
- ▶ New Police Department - (*Plan for growth*)
- ▶ Increase staff to service additional residences and increase pedestrian traffic (*Livable, Connected, and Well-Maintained Neighborhoods/plan for growth*)
- ▶ Aggressively pursuing grant opportunities - (*Sound Stewardship and Sustainable Services*)

# 5-Year Outlook

- ▶ Develop a drone program - (Safe community)
- ▶ Achieve state accreditation - (ensure quality governance)
- ▶ Continue to evaluate LE Tech to advance operations - (Safe community)
- ▶ Achieve our 30x30 mission - (ensure quality governance)
- ▶ Full implementation of a joint Elon Response Team for critical incidents - (Safe Community)
- ▶ Pursue digital parking enforcement technology and software platform (sustainable services)
- ▶ Town "IT" person (quality of governance/sustainable services)
- ▶ Institute public safety camera program (safe community)
- ▶ Utilize Part-time sworn staff to supplement staffing (safe community/sound Stewardship)

# Challenges and/or Opportunities

## ▶ Challenges

- ▶ Sustaining costs associated with modern law enforcement technology and equipment
- ▶ Attrition rates
- ▶ Vehicles requiring major repairs

## ▶ Opportunities

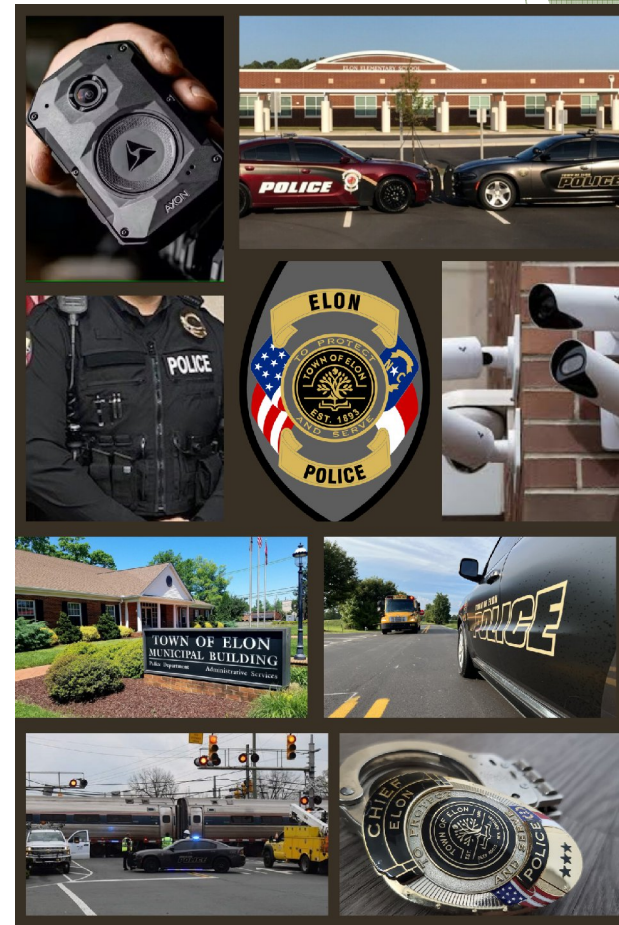
- ▶ Replacing vehicles will reduce the cost of major repairs cost
- ▶ Using PT staff to enhance services without the expense of F/T employees
- ▶ Grant funding to help supplement the budget
- ▶ Increase revenue by implementing paid parking
- ▶ Reduce risk and liability exposure and strengthen defense against civil litigation by investing in LE Technology and through Accreditation

# Long range project/priorities

- ▶ Succession planning for department leadership
- ▶ Continue accreditation - CALEA
- ▶ Break the cycle of Elon doing MORE with Less mentality by creating more specialized divisions
  - ▶ Expand CARE team (10-year goal)
    - ▶ Add a true victim advocate
    - ▶ Incorporate a co-responder clinician (based on need)
  - ▶ Add Narcotic Detective to ANET (if not done in 5-year plan)
  - ▶ Create a traffic team (if not done in 5 year plan)
  - ▶ Civilian full-time evidence Tech
  - ▶ Full-time accreditation manager
  - ▶ Full-time PIO

# Statistic or Budget Trends

- ▶ Inflation has significantly impacted our budget request
  - ▶ Uniforms/Equipment
    - ▶ up on average 41% from 2020-2023
  - ▶ Psychological testing for applicants
  - ▶ Vehicle prices up 28% from 2020
  - ▶ Upfitting up 30% from 2020



## Upcoming Issues

Optimistically hopeful there will be **NONE!**  
(other than those covered in the presentation)

**TOWN OF ELON  
TOWN COUNCIL AGENDA REPORT**

**Item Type:** Presentation(s)

**SUBJECT:** Fire Department Presentation

**DATE:** February 23, 2024

**TOWN COUNCIL ACTION REQUESTED ON:**

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**HISTORY:**

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**FACTS AND ISSUES:**

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**OPTIONS:**

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**TOWN MANAGER RECOMMENDED ACTION:**

Prepared By: Richard Roedner, Fire

**ATTACHMENTS:**

Fire Department.pptx



# Elon Fire Department

Feb. 23<sup>rd</sup> 2024

# 2023

## ▶ Total Calls for Assistance 1903

- ▶ Experienced a 20% Jump in volume for January

## ▶ Apparatus

- ❖ Contract for new Ladder Truck signed. (Delivery 2025)
- ❖ Refurbishment on our Utility Truck has begun.
- ❖ Major repairs to current Ladder Truck have been completed.

## ▶ Equipment

- ❖ Purchased protective vests and specialized medical equipment to begin to partner with Elon PD on active shooter events.
- ❖ Purchased updated rescue rope and rigging to enhance our rescue capabilities.

## Expanding Services

- ❖ Fire Inspection Program

# 5-Year Outlook

Stay on track with Fire Engine replacement.

- ❖ Moved all Fire Engines to a 20 year cycle.

Department SCBAs will be 10 years old in 2025 and will need to be replaced.

Training Facility Expansion.

Renovations to Station 8

Plans for Station 18 expansion.

# Challenges and/or Opportunities

With current and future development, staffing should become a priority.

Current capabilities:

1 Engine staffed with 3 personnel

1 Ladder staffed with 3 personnel

NFPA standards for residential vs. commercial vs. high rise

State minimum responses

Realistic goals for staffing

**TOWN OF ELON  
TOWN COUNCIL AGENDA REPORT**

**Item Type:** Presentation(s)

**SUBJECT:** Administration Presentation

**DATE:** February 23, 2024

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**OPTIONS:**

---

**TOWN MANAGER RECOMMENDED ACTION:**

Prepared By: Richard Roedner, Administration

**ATTACHMENTS:**

Strategic Plan DRAFT Update.docx

Administration.pptx

## Strategic Plan Update

Vision – The Town of Elon builds upon its strong foundation by continuing to ensure a vibrant and progressive community for all residents

Mission – Our mission is to support a vibrant and connected community life by investing and enabling a high quality of life for all residents

### **Safe Community**

In partnership with our residents, neighborhoods and businesses, our goal is to maintain the existing safe environment of Elon and commit to the ongoing improvement of the skills, training and equipment of our first responders

#### Objectives

- Maintain 10-year capital plan for replacement of vehicles on a regular basis
- Make provisions for the replacement of Ladder Truck
- Seek alternate funding options for additional personnel and updated equipment

### **Livable, Connected, and Well-Maintained Neighborhoods**

Support thriving, diverse and sustainable neighborhoods where residents are connected, engaged, active and healthy

#### Objectives

- Work to provide sidewalk connections to new subdivisions
- Work to increase funding for street repaving, strive to match to pavement life estimates
- Develop annual work plan for drainage improvements around town
- Implement tree planting plan for areas that lack street trees

### **Sound Stewardship and Sustainable Services**

Promote and ensure quality governance, stewardship of public resources and sustainability of services

#### Objectives

- Maintain Fund Balances in line with adopted policies
- Repair/replace vehicles on regular cycle
- Work to increase citizen involvement in governmental affairs
- Seek funding options for new services

### **Economic Development**

Ensure there are areas throughout the community where people and businesses make Elon their choice place to live, work and play

#### Objectives

- Ensure zoning allows for mixed used developments, where commercial and residential developments can coexist
- Ensure that new commercial development in close proximity to existing residential areas is accomplished in a compatible fashion, with respect to traffic, hours of operation, lighting, visual impacts, etc.
- Consider municipal investments in infrastructure to spur desired economic growth

### **Community Partnerships and Engagement**

Maintain ongoing, positive and productive partnerships that acknowledge our interconnectedness and our shared responsibility for the future success of our community

#### Objectives

- Evaluate and improve, as needed, existing communication plan with Elon University
- Schedule regular meeting between town officials and Downtown Merchants group, Twin Lakes
- Work with development groups to engage them in the community

### **Clean and Green Community**

The Town organization will strive to be a leader in promoting environmentally friendly policies and practices

#### Objectives

- Include Hybrid and EV technology alternatives in vehicle purchasing decisions
- Work with Sustainability Committee to identify potential savings in energy consumption
- Evaluate potential for alternative energy purchase options

### **Plan for Growth and Open Space**

Ensure adequate plans are in place to support existing and future development

#### Objectives

- Amend LMO as deficiencies are identified
- Seek opportunities to connect existing neighborhood with destinations in and around Elon

## Getting Around Town

Promote well-being, active living, and multi-modal transportation opportunities through the Elon Community

### Objectives

- Implement findings from previous plans related to pedestrian access and mobility
- Implement findings from previous plans related to transit, multi-modal transportation opportunities
- Implement findings from Haggard Corridor Study
- Implement downtown infrastructure improvement findings in Downtown Master Plan

# 2024 Council Budget Retreat - 2/23/24

Administration

# Presentation Notes

- ▶ Presentation is based on Department Head requests, not Manager recommendations
- ▶ Manager's budget will be presented to the Council on March 25
- ▶ Public Hearing on Budget will be on May 14
- ▶ Council consideration of budget will be June 11

# Major Considerations

- ▶ Review Capital Priorities
- ▶ Strategic Plan
- ▶ Future Space Needs
- ▶ Attraction and Retention
  - ▶ Wage/Grade Survey
  - ▶ COLA
- ▶ Revenues
  - ▶ Taxes
  - ▶ Non-Tax revenues
  - ▶ Use of Fund Balance
- ▶ Expenditures
  - ▶ Major changes
  - ▶ Funding items via property taxes

# Review Capital Projects

## 1-3 Year

- ▶ Ladder Truck (Ordered)
- ▶ Police Station Design (considering options to new build)
- ▶ Transit Expansion (funded in FY 24)
- ▶ DPW facilities plan (considering options to new build)
- ▶ Skate Park (Committee appointed, Initial funding in FY 24 budget)
- ▶ Sidewalks (\$98K in FY 24 budget, \$75,000 recommended in FY 25)
- ▶ Streets (Recommended \$75K in FY 25 budget)
- ▶ N. Williamson Streetscape (final design/construction drawings in proposed FY 25 budget)
- ▶ Greenway (On hold due to RR requirements)
- ▶ Acquire Additional Park Land (Council designated Highway 87 property as future park/recreation land)

## 4-6 Year

- ▶ Build Police Station
- ▶ Fire Station Design
- ▶ Sidewalks
- ▶ Town Hall Design
- ▶ DPW Facilities, Part 1
- ▶ Develop Park Land

# Strategic Plan

See document attached in Peak

- ▶ In November 2023, Council expressed concurrence that Strategic Plan should include operational goal and milestones, not simply visionary statements - how to determine successful implementation
- ▶ Vision - The Town of Elon builds upon its strong foundation by continuing to ensure a vibrant and progressive community for all residents
- ▶ Mission - Our mission is to support a vibrant and connected community life by investing and enabling a high quality of life for all residents

# Future Space Needs

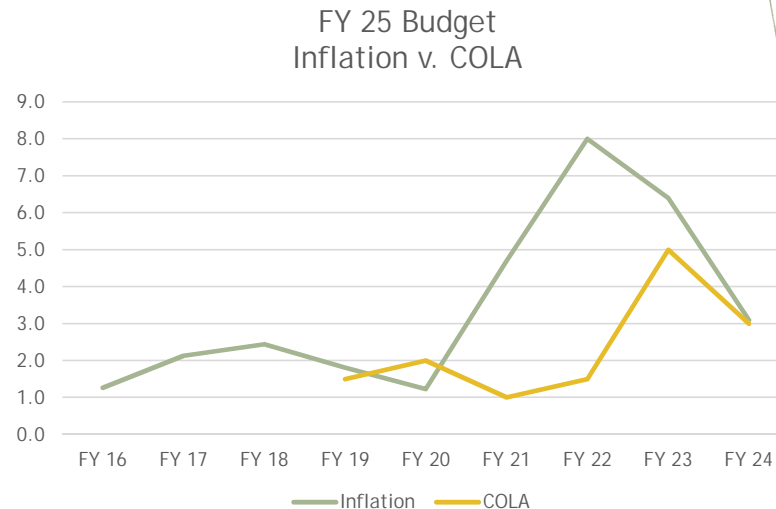
- ▶ Lease on 104 N. Williamson is scheduled to take effect in April of 2024, alleviating space concerns in Town Hall and PD for the immediate future
- ▶ Continue to investigate options for new construction or lease or purchase of existing space to address needs

# Attraction and Retention Wage/Grade Analysis

- ▶ 22-23 in-house review of wages in our region showed moderate disparities at the entry levels, larger disparities at upper ends of pay scale
- ▶ 2023/2024 limited in-house reviewed show Elon to be at/near the bottom for all PD and FD positions
- ▶ Formal wage/Grade analysis effort is underway, with anticipated results mid-spring
- ▶ January of 2024 Council adjusted grades and wages by 5%, in anticipation of complete Wage/Grade Analysis

# COLA - Cost of Living Adjustment

- ▶ In FY 23 budget, we gave employees a 2% COLA, with an additional 2% bonus (in the face of 8% growth in Consumer Price Index)
  - ▶ Bonus expired on June 30, 2023
- ▶ CPI dropped to 6.4% as of January, 2023. In FY 24 budget, employees received a 5% COLA (less the expiring 2% bonus).
- ▶ January 2024 CPI numbers are hovering at 3.1%
- ▶ Wage/Grade Analysis will likely require payroll adjustments to bring Elon into a correct position relative to other communities, as of Feb/March of 2024, prior to other Town's establishing COLA for FY 25
- ▶ Council should consider planning for a COLA of unknown level in FY 25 budget to keep current with other communities as they adopt FY 25 budgets.

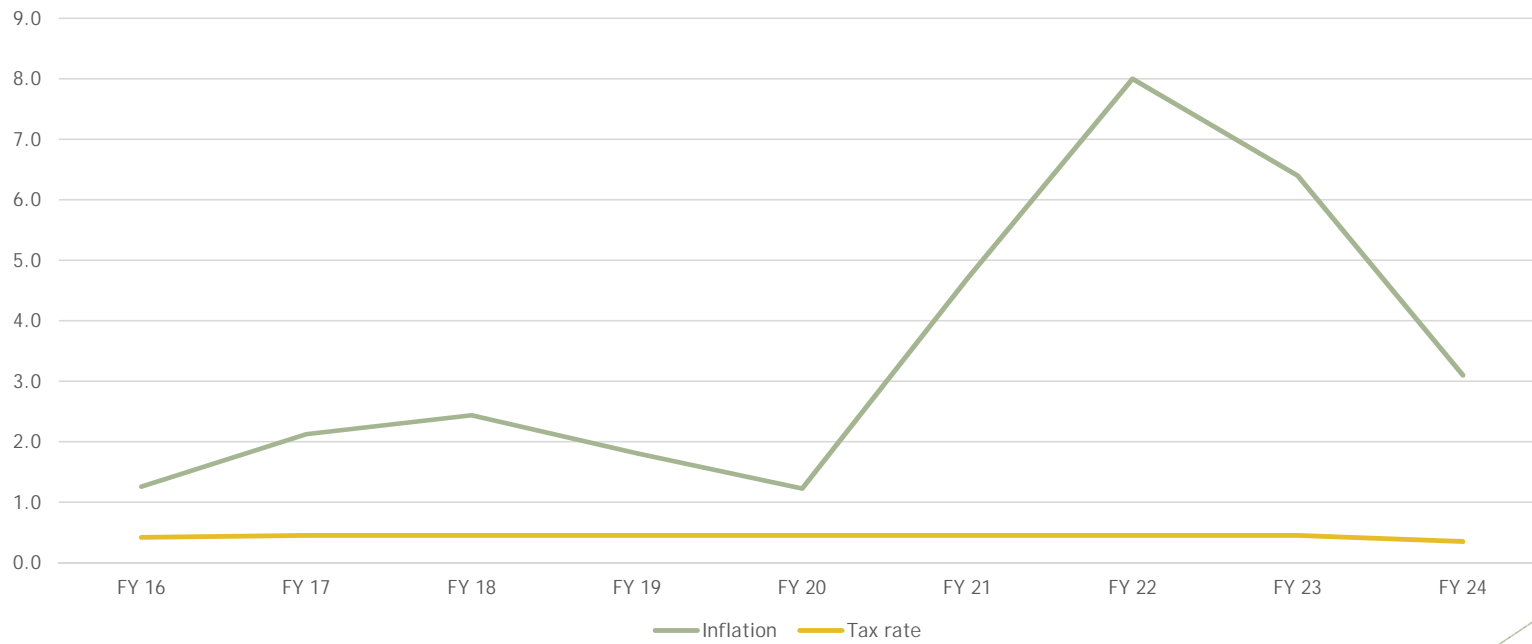


# Taxes

- ▶ Last year we received new values from the County as part of the revaluation. Our initial value was \$920 million. Anticipating appeals, I used a figure of \$912 million for last year's budget. After all of the appeals were adjudicated, and new values added in for the current year, our January 2024 value stands at \$910,600,000.
- ▶ FY 24's anticipated tax receipts were estimated at \$3.192 million. Actuals receipts were \$3.238 million. With the new values from the county, I am estimating FY 25 tax receipts of \$3.185 million, with a \$.35 tax rate.

# Tax Rate v. Inflation

FY 25  
Tax rate v. Inflation



# Non-tax Revenues

- ▶ Investment earnings have grown significantly over the past couple of years. In FY 22 and FY 23, we budgeted \$5,000 for investment interest. FY 24 we budgeted \$219,000. To date, we have exceeded \$290,000. Proposal is to increase estimate to \$270,000.
- ▶ Cemetery plot sales are budgeted at \$15,000, currently over \$27,000. FY 25 Budget at \$15,000.
- ▶ Sales Tax Revenue - Current year estimates for Sales Tax receipts are about \$3.8 million, while we only budgeted \$3.45 million. Our overall sales tax revenue is currently tracking to be just about \$3.8 million. I am not anticipating significant growth during FY 25. Recommend budgeting for Sales Tax receipts at \$3.5 million.
- ▶ SRO revenue from County was increased to \$75,000 during the year. No change planned in FY 25.
- ▶ Occupancy Tax is something new for Elon. Based on County estimates, we should see around \$110,000 in revenue, restricted to specific spending categories per Legislative requirements.
- ▶ Last year Twin Lakes contributed \$56,000 toward EFD, I am anticipating the same this year.
- ▶ Last year, Elon Univ. contributed \$152,000 to the Town Budget (plus \$80,000 toward the Plaza construction costs.) This year, the Univ. is proposing to provide \$160,754 (2% increase) to the Town.

# Non-Tax Revenue - use of Fund Balance

- ▶ In FY 22, we budgeted \$372,000 from Fund Balance to subsidize our General Fund expenditures. This was amended to \$718,000 for capital projects during the year.
- ▶ In FY 23, we budgeted \$1,549,000 from the General Fund (\$500K for the General Fund Budget and \$1,049,000 for Capital).
- ▶ In FY 24, we budgeted \$500,000 to General Fund and \$1.4 million to Capital.
- ▶ For FY 25, I am recommend \$500,000 toward the General Fund, \$553,000 toward Capital Expenses, and an additional \$200,000 toward wages to help cover the cost of the January pay adjustment the Council approved for the coming year.

# Fund Balance

- ▶ The Council has adopted a policy of maintaining a Fund Balance of 40% of our General Fund Budget. At the end of FY 23, our Fund Balance stood at 104%. In the current budget, the Council opted to utilize over \$800,000 on Capital expenditures to keep our Capital Improvement Budget on track, and to reduce our Fund Balance.
- ▶ In the FY 25 Budget, I am proposing to use Fund Balance resources as follows:
  - ▶ \$500,000 as a general subsidy to our operating budget, same as last year
  - ▶ \$200,000 to help pay for the January pay adjustment the Council authorized
  - ▶ \$553,000 toward capital expenditures
- ▶ CAUTION, using Fund Balance to supplant existing budgeted items leaves gaps in the budget that have to be filled in the future.
  - ▶ For instance, if we plan on spending \$700,000 each year on Capital Expenses, and one year we decide to take revenue from Fund Balance to do that, and then spend the original \$700,000 on something else, we no longer have that \$700,000 built into our budget for the day when we don't have excess Fund Balance to cover that portion of the budget.
- ▶ In the FY 25 proposed budget, usage of Fund Balance for Capital is lower than FY 24 and FY 23, which is a positive trend, and allows us to fill that hole over time

# Expenditures

- ▶ As you have seen, requested expenditures are up for FY 25 versus FY 24 by about \$560,000, for a couple of major reasons:
  - ▶ Personnel Costs - up about 15.8%, including 2 ½ new positions, COLA, January adjustment, plus estimated increases in Insurance costs of 10%
  - ▶ Operation costs are up about 10%, largely due to inflationary pressures, and more accurate budgeting
  - ▶ Contracted Services are essentially flat compared to last year
  - ▶ Capital Costs - down about 43%, or a little more than \$500,000.

# Capital Expenditures

## From Fund Balance

- ▶ \$180,000 to purchase 3 cruisers
- ▶ \$50,000 each to sidewalk and street costs
- ▶ \$100,000 for design and construction plans for N. Williamson streetscape
- ▶ \$88,000 for debt service payment on Engine 8
- ▶ \$70,000 for Admin vehicle at EFD, that was not purchased in current year, due to higher OT costs than planned
- ▶ \$15,000 for building repairs at DPW
- ▶ TOTAL is \$689,694, versus \$923,000 in FY 24

## From General Fund

- ▶ \$47,000 for DPW capital equipment
- ▶ \$14,000 for Recreation utility vehicle
- ▶ \$65,000 FD radios, pagers, EV Fire Equip
- ▶ \$123,694 for PD radios/cameras
- ▶ \$75,000 for Police Station site plan work if needed
- ▶ TOTAL is \$324,694, versus \$347,000 in FY 24

# Notable Expenditure Changes

- ▶ PT position in Downtown to FT
- ▶ Williamson Streetscape construction plans
- ▶ 3 new cruisers
- ▶ 2 ground/landscaping positions in DPW
- ▶ Fire Dept Admin Vehicle
- ▶ Increase in tipping fees at County landfill
- ▶ Clerk expenses moved from Town Council to Administration
- ▶ Funding set aside for sidewalk investments
- ▶ Funding set aside for street improvements
- ▶ Powell Bill - No major paving project for FY 25
- ▶ Police funding for site plans for new Station
- ▶ COLA increase of 7% for solid waste and recycling collection

Questions?