

Town of Spring Lake
Special Meeting of the Board of Commissioners
Municipal Building
300 Ruth Street
Spring Lake, NC 28390

March 5, 2025

MINUTES

6:14 pm

The Spring Lake Board of Commissioners held a Special Meeting in the Grady Howard Conference Room of the Spring Lake Municipal Building with Mayor Kia Anthony presiding.

Board Members Present:

Mayor Pro Tem Soña L. Cooper
Commissioner Robyn Chadwick
Commissioner Marvin Lackman
Commissioner Adrian Thompson

Others Present:

Carly Autry, Town Clerk
Charles Epps, Street Maintenance/Sanitation Supervisor
Elizabeth Gray, HR Manager
Lakeshia Hardy, Revenue Collection Specialist
Patricia Hickmon, Inspections Supervisor/Zoning Administrator Officer
Police Chief Errol Jarman, Spring Lake Police Department
James Overton, Finance Director
Fire Inspector Timothy Patterson, Spring Lake Fire Department
Jon Rorie, Town Manager
Deanna Rosario, Water Resources Manager
Carol Shafer, Executive Administrative Assistant, Spring Lake Fire Department
Lieutenant Danny Sutton, Spring Lake Police Department
Lieutenant Gregory Wilkerson, Spring Lake Police Department
Fire Chief Jason Williams, Spring Lake Fire Department
Steve Wing, Building Grounds Director

1. Call to order

Mayor Anthony declared a quorum and called the meeting to order.

2. Open Session – Strategic Planning Policy Session #3

Town Manager Jon Rorie led the strategic planning session, focusing on the Town's focus areas, objectives, and initiatives. He emphasized the critical importance of this process for the Town's survival and the need to maintain momentum.

Mr. Rorie discussed the Town's mission, stating it simply as "to serve." He explained that this requires focusing on service levels, strategies, and identifying potential distractions to service.

Mr. Rorie reviewed the process of selecting focus areas, objectives, and initiatives. He noted that they would be determining 16 initiatives, with two (2) initiatives for each objective. Mr. Rorie stressed the importance of having champions for each initiative, as no single person would be responsible for all of them.

Mr. Rorie presented a ranking sheet that had been sent out to prioritize objectives. He noted that not everyone, including some Board members, had responded to the ranking request. Mr. Rorie then displayed a comparison of group rankings and Commissioner rankings to determine alignment on priorities.

The discussion moved to specific focus areas and objectives:

- Safe, Vibrant, and Healthy Community
- Provide highly responsive public safety services
- Preserve and increase housing supply for all income groups
- Economic Development
- Maintain infrastructure and amenities attractive to economic development
- Establish comprehensive economic development program
- Revitalize Town Infrastructure
- Identify funding options for revitalization efforts
- Decrease blighted properties in the community

Mr. Rorie discussed various challenges and considerations for each focus area, including:

- Public safety staffing and funding
- Community policing strategies
- Affordable housing definitions and challenges
- Water and sewer infrastructure issues
- Economic development incentives and partnerships
- Blight reduction and property maintenance

Throughout the session, Mr. Rorie emphasized the need for careful prioritization, financial sustainability, and the importance of creating wealth within the community. He also discussed the challenges of balancing various community needs and the limitations of Town resources.

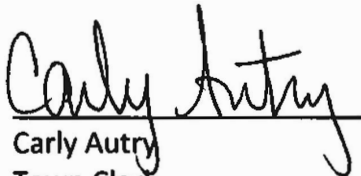
Mr. Rorie concluded by suggesting that they create a master plan listing the initiatives for each focus area. He stressed the importance of having champions for each initiative and the possibility of forming impact teams to address specific issues.

(A copy of the Presentation is hereby incorporated by reference and made a part of these minutes – see Attachment One.)

3. Adjournment

Action: There being no further business to come before the Board, Mayor Anthony adjourned the meeting at 8:56 pm.

ATTEST:


Carly Autry
Town Clerk





Kia Anthony
Mayor

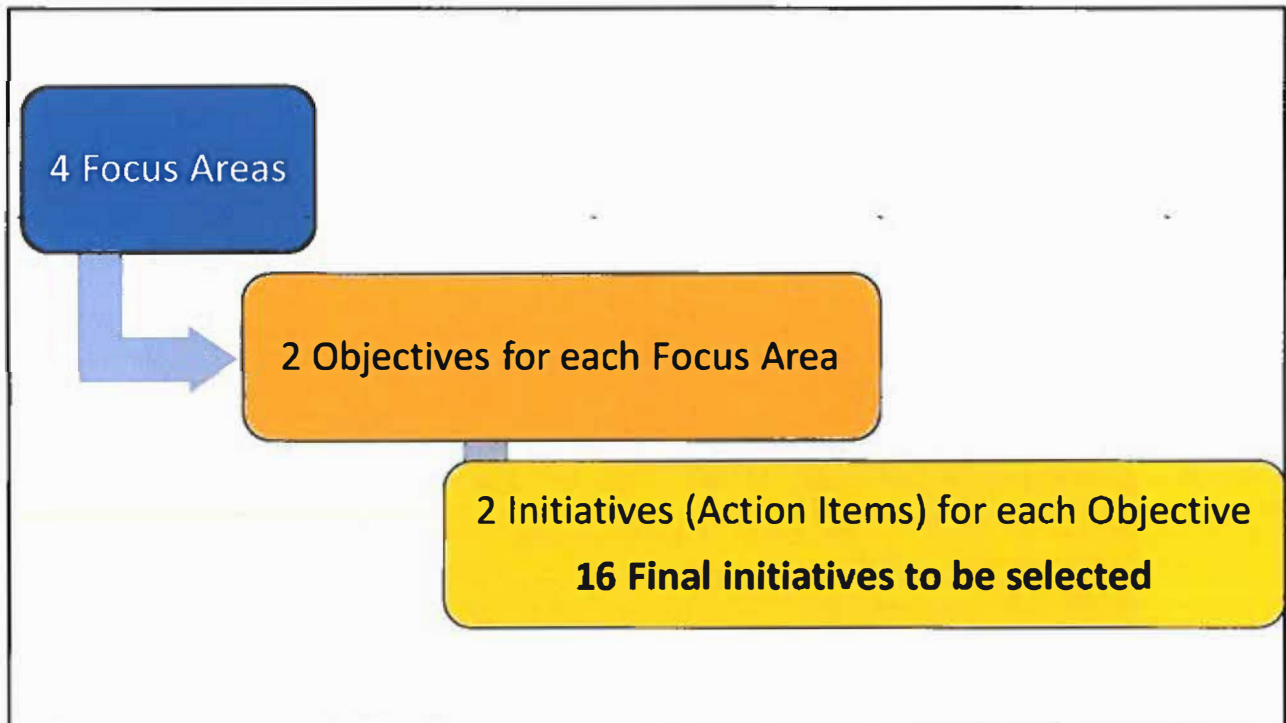
STRATEGIC PLANNING COMPONENTS FOR MUNICIPALITIES* ATTACHMENT ONE

STRATEGIC PLAN COMPONENT	PURPOSE	DESCRIPTION
Mission Statement	Describes the municipality's core mission	Lets citizens, businesses, and key interest groups know what our government does on a daily basis
Vision Statement	Provides the governing body's vision for the community over the next 10-15 years	Describes what the governing body wants to achieve in the future for the community
Values Statement	Tells the values that are important to the governing body	Typically lists 4 or 5 core values that the governing body considers in making decisions
Strategic Focus Areas	Formalizes the overall areas of progress, over the Strategic Planning period, that the governing body desires to prioritize	For the typical 3-5 year Strategic Planning Period, these are the main strategic subject areas prioritized for the city/town government
Objectives	Sets the goals to be achieved within the identified Strategic Focus Areas	Broad statements of the governing body affirming its goals within the 3-5 year Strategic Plan
Initiatives	Describes specific actions to be managed over the Strategic Planning period to achieve the Plan's stated goals	Measurable actions set by the Strategic Plan as specific achievements in support of Plan goals

■ Covered in Workshop
* Modified from Strategic Planning in Small Communities: A Manager's Manual



www.nclm.org 919-715-4000

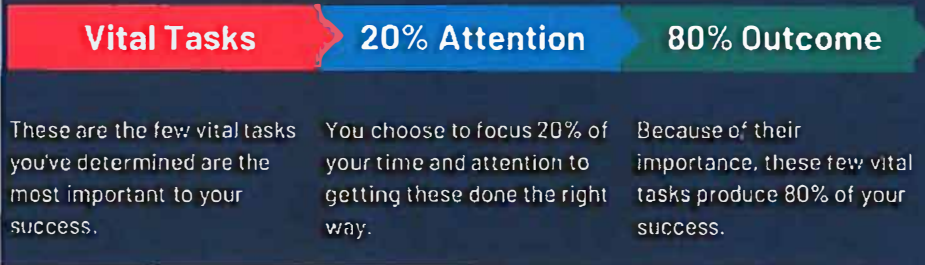


Please use "Your" individual sheet to rank each Focus Area with a ranking of 1 to 4 with 1 being the highest priority and 4 being the lowest. Please use this as a master sheet for group review at our next Strategic Planning meeting on Wednesday, February 19, 2025.

Master	Focus/Goal Area	Rorie	Anthony	Avery	Brown	Chadwick	Cooper	Eggs
Focus Area #1 Safe, Vibrant, And Healthy Community.	Objective 1: Provide highly responsive public safety services that reduce the occurrences and severity of crime and accidents in the community.	1	1	1				4
	Objective 2: Preserve and Increase the supply of housing for all income groups.	3	2	2				2
	Objective 3: Support an active lifestyle for our residents by providing vital Parks & Recreational opportunities.	2	4	4				1
	Objective 4: Support policy and program changes that increase the capacity of our schools and childcare providers to promote healthy behaviors.	4	3	3				3
	Objective 1: Maintain infrastructure and amenities that are attractive and necessary to							

Pareto Principle

The 80/20 Rule in Practice



Trivial Many vs. Vital Few

Pros and Cons of the Pareto Principle

Pros	Cons
Gives perspective on how to grow a company	It's not a science, requires a discerning eye
Allows you to focus on what's most important	Might negatively skew your idea of what drives value
Provides framework for rewarding loyal employees / customers	Can leave some people feeling ignored or jaded

Focus Area#1-Safe, Vibrant, and Healthy Community

- Objective 1: Provide highly responsive public safety services that reduce the
- Objective 2: Preserve and increase the supply of housing for all income groups.

Focus Area#1-Safe, Vibrant, and Healthy Community

- **Objective 1: Provide highly responsive public safety services that reduce the occurrences and severity of crime and accidents in the community**

1. Evaluate our public safety staffing and facility needs to verify that they provide the desired safety level.
2. Implement a Community Policing style in the Police Department which emphasizes citizen interaction and participation in problem solving.
3. Partner and collaborate with state and federal governments on major public safety priorities including school safety, youth, and gang violence and illicit drugs.
4. Seek funding to be directed toward community policing effort, anti-crime and violence activities and rural enforcement programs.

Focus Area#1-Safe, Vibrant, and Healthy Community

- **Objective 2: Preserve and increase the supply of housing for all income groups.**

1. Complete an inventory of affordable housing opportunity sites
2. Encourage local banks to provide loans to affordable housing projects
3. Consider adopting policies to turn over foreclosed properties to housing organizations for affordable housing
4. Use available town or grant funds and applicable legal actions to help preserve at-risk housing

Focus Area#3-Economic Development

- **Objective 1: Maintain infrastructure and amenities that are attractive and necessary to economic development.**
- **Objective 6: Establish an economic development program that includes a comprehensive tool kit of policies and programs designed to attract and maintain business location and retention.**

Focus Area#3-Economic Development

- **Objective 1: Maintain infrastructure and amenities that are attractive and necessary to economic development.**
1. Initiate curb appeal beautification program for downtown that combines public and private efforts designed to highlight the town's heritage and distinct character
 2. Work with the business community to hold regular events in the commercial district that showcase store merchants, music and food.
 3. Visually show visitors and newcomers what the downtown has to offer by way of signs, banners and other effective marketing tools
 4. Expand tourism as a component of our towns economic mix.

Focus Area#3-Economic Development

- **Objective 6: Establish an economic development program that includes a comprehensive tool kit of policies and programs designed to attract and maintain business location and retention.**

1. Assign responsibility for the Economic Development Program to a key elective or management official and set program goals and responsibilities.
2. Prepare a list of all economic development resource organizations and through contact with them, identify those that are able to assist the town in meeting needs for the Economic Development program.
3. Build a tool kit of economic development policies, funding options and strategies to assist in achieving economic development goals.
4. Organize an economic Development advisory committee of community leaders to assist in identifying opportunities and building consensus on actions.

Focus Area#5-Safe, Reliable & Sustainable Utility Services, Water and Sewer Systems

- **Objective 2: Provide ongoing maintenance of system infrastructure through rehabilitation and replacement of capital assets based on regular assessments of their condition.**
- **Objective 3: Ensure that the utility is economically sustainable long-term by current and projected customer bases and, when applicable, reviews opportunities for partnering with other systems.**

Water Leak

Water bill for January is \$151,015.87 for 28,565,518 gallons of water purchased from Fayetteville PWC

Last month December gallons were 31,517,723. However, FPWC only billed us for \$19,388,394. FPWC gave us a credit of 12,129,329 gallons for December.

So far this year our average gallons per month from FPWC is up by 35% over last year.

Also, FPWC raised their rates by 21% from \$3.82 to \$4.62 per 1,000 gallons for the first 20,000,000 gallons each month.

We pay extra if usage is over 20,000,0000 gallons. \$6.84 per 1,000 gallons over 20M

For fiscal year 2024, only 3 months slightly over 20M gallons. Average bill from FPWC was \$70,196 per month. For fiscal year 2025, 5 of the 7 months are well in excess of 20M gallons. Average monthly bill \$114,210.

The result is a 62% increase in cost of water purchased from FPWC for months of July 2024 to January 2025 Even after the credit for 12M gallons in December.

We only increased water rate in January by 17%. This does not cover 62% increase in cost of water.

We still have another major leak somewhere. Where is the water leaking? We will continue to get Excessive water bills from FPWC until we find and fix this leak.

Water loss is not being billed to our customers.

Average gallons billed to customers is 18 million per month Same as the last several years.

Focus Area#5-Safe, Reliable & Sustainable Utility Services, Water and Sewer Systems

- **Objective 2: Provide ongoing maintenance of system infrastructure through rehabilitation and replacement of capital assets based on regular assessments of their condition.**

1. Develop an asset management system plan and research potential funding sources for infrastructure improvements.
2. Consider contracting with private operator to manage operations of the system as well as perform ongoing assessment of maintenance and rehabilitation needs.
3. For water and/or sewer services purchased from others, analyze lost revenues from system leakage and/or excess costs incurred from inflow of stormwater runoff in determining what infrastructure maintenance/replacement must be prioritized.
4. Periodically inspect and evaluate facilities to support capital and maintenance planning.

Focus Area#5-Safe, Reliable & Sustainable Utility Services, Water and Sewer Systems

- **Objective 3: Ensure that the utility is economically sustainable long-term by current and projected customer bases and, when applicable, reviews opportunities for partnering with other systems.**

1. Perform a comprehensive condition assessment of the utility system's assets.
1. Develop a long-term financial projections for the utility, considering all aspects of operations and maintenance as well as expected infrastructure additions and capital rehabilitation/replacement needs expected over the projection period.
3. Using current and projected customer bases, develop a multi-year revenue requirements from customers as well as applicable borrowing strategies needed to fund projected system expenses.
4. Participate in state and regional reviews of utility system sustainability to determine best future options for the town and region in ensuring long-term sustainability and quality at affordable costs for utility customers.

Focus Area#6-Revitalized Town Infrastructure

- **Objective 2: Identify funding options for revitalization efforts from private and public sources.**
- **Objective 3: Decrease blighted properties in the community by use of available legal options.**

Focus Area#6-Revitalized Town Infrastructure

- **Objective 2: Identify funding options for revitalization efforts from private and public sources.**

1. Explore state and federal grant funding and tax credits eligible for use in revitalization efforts in the town.
2. Utilizing local funds or available grant funds, establish a revolving loan program that can help the towns business improve their properties utilizing loan funds that are paid back and then redirected to other projects.
3. Provide opportunities for business to assist in funding revitalization efforts including selling naming rights to buildings or public spaces and sponsorship of town events.
4. Consider options for public-private partnerships where the town contributes one or more assets such as financing assistance, public land and tax incentives in exchange for private capital investments and job creation.

Focus Area#6-Revitalized Town Infrastructure

- **Objective 3: Decrease blighted properties in the community by use of available legal options.**

1. Establish a funding program that is dedicated to buying up and removing blighted structures
2. Regularly review a list of blighted properties and actively manage the options available to the town to deal with the needed improvements designed to return the properties to productive use.
3. Engage in neighborhood communities in identifying and developing strategies to improve blighted housing through private actions
4. Work with commercial and other community leaders on reuse strategies that would provide new and creative way to turn liabilities into assets.