



**TOWN OF GRANITE QUARRY
BOARD OF ALDERMEN
REGULAR MEETING MINUTES
Monday, June 13, 2022
6:00 p.m.**

Present: Mayor Brittany Barnhardt, Mayor Pro Tem John Linker, Alderman Jim Costantino, Alderman Kim Cress, Alderman Doug Shelton

Staff: Town Manager Larry Smith, Town Clerk Aubrey Smith, Town Attorney Chip Short, Finance Officer Shelly Shockley, Police Chief Mark Cook, Fire Chief / Public Works Director Jason Hord, Contracted Planner Bill Bailey

Call to Order: Mayor Barnhardt called the meeting to order at 6:00 p.m.

Moment of Silence: Mayor Barnhardt led a moment of silence.

Pledge of Allegiance: The Pledge of Allegiance was led by Mayor Barnhardt.

1. Approval of the Agenda

ACTION: Alderman Costantino made a motion to approve the agenda. Alderman Shelton seconded the motion. The motion passed 4-0.

Alderman Shelton asked that a strategic planning session be planned for July to review parks planning and ARPA funds. Mayor Barnhardt asked if he was okay with it being brought up during Board Comments and Alderman Shelton agreed that would be fine. Mayor Barnhardt added that ETJ boundaries could also be discussed during the strategic meeting.

2. Approval of the Consent Agenda

A. Approval of the Minutes

- 1) Budget Workshop May 19, 2022
- 2) Regular Meeting May 19, 2022

B. Departmental Reports *(Reports in Board packet)*

C. Financial Reports *(Reports in Board packet)*

D. Committee Reappointments *(as recommended by each committee)*

E. Chamberlain Exterminators *Contract Renewal*

ACTION: Alderman Shelton made a motion to approve the consent agenda. Alderman Costantino seconded the motion. The motion passed 4-0.

3. **Citizen Comments** – There were no citizen comments.

4. **Town Manager’s Update**

Manager Smith shared his Town Manager report as a handout. He began by sharing staff highlights. Clerk Smith obtained the North Carolina Certified Municipal Clerk certification. Manager Smith gave kudos to Chief Cook for his research and work on interlocal agreements for municipal police services and formula models. He also recognized that Finance Officer Shelly Shockley has been catching errors that are saving the town money, most recently on the Economic Development Agreement reimbursement amount. The newest member of the Public Works team is Jacob Collins, who will be working as a part-time technician.

Manager Smith shared a presentation on strategic planning and pointed out how the Board’s recent strategic planning would help direct the budget and set goals for the year. The Board discussed the possibility of revamping or repurposing the Revitalization Team. Manager Smith mentioned having a steering committee approach to town committees.

Manager Smith referenced the Budget Amendment Request #17 handout for the FEMA Flood Insurance that won’t be covered by the grant. The amendment is to GPO 2020-04 and not the annual budget.

ACTION: Mayor Pro Tem Linker made a motion to approve Budget Amendment Request #17 to amend GPO 2020-04. Alderman Cress seconded the motion. The motion passed 4-0.

Alderman Shelton asked whether the change would still be within the budgeted amount. Finance Officer Shockley stated that moving the funds from one line to the other would keep the project within budget.

Old Business

None

New Business

5. **Public Hearing**

Rezoning of 817 N. Salisbury Ave.

The developer submitted a letter requesting that the rezoning be continued to the August 8, 2022 meeting. The Planning Board voted to accept the developer’s request and add the rezoning to their August 1, 2022 meeting.

ACTION: Alderman Costantino made a motion to continue the public hearing to the August 8, 2022, meeting (*per the developer’s request*). Mayor Pro Tem Linker seconded the motion. The motion passed 4-0.

6. **Public Hearing**

Annexation of 817 N. Salisbury Ave.

A. Staff Presentation

Manager Smith

Manager Smith shared that though this was tied to the rezoning, Mayor Barnhardt spoke to the property owner and they were in favor of going forward with the annexation tonight.

B. Public Hearing

1) **Opened:** Mayor Barnhardt opened the public hearing at 6:22 p.m.

- There were no public comments.

2) **Closed:** Mayor Barnhardt closed the public hearing at 6:22 p.m.

C. Board Discussion and Decision

ACTION: Alderman Costantino made a motion to approve the annexation (*Ordinance 2022-02 for contiguous voluntary annexation of 817 N. Salisbury Avenue*). Mayor Pro Tem Linker seconded the motion. The motion passed 4-0.

During discussion the Board members clarified that it was an annexation of the property independent of any zoning or development plans.

7. Public Hearing

Stream Buffer Text Amendment

A. Staff Presentation

Planner Bailey

Planner Bailey reviewed the proposed text amendment to the UDO and explained that the new language was from the state law.

B. Public Hearing

1) **Opened:** Mayor Barnhardt opened the public hearing at 6:29 p.m.

- There were no public comments.

2) **Closed:** Mayor Barnhardt closed the public hearing at 6:29 p.m.

C. Board Discussion and Decision

ACTION: Mayor Pro Tem Linker made a motion to adopt Ordinance 2022-05 to amend UDO Chapter 7.6.1 Stream Buffer and approve the Statement of Consistency and Reasonableness as presented. Alderman Costantino seconded the motion. The motion passed 4-0.

8. Budget Amendment #14

Easter Creek Reimbursement Payment

ACTION: Mayor Pro Tem made a motion to approve Budget Amendment #14 Easter Creek Payment as presented. Alderman Costantino seconded the motion. The motion passed 4-0.

9. Ordinance Amendment

Grant Project Ordinance 2021-13

Finance Officer Shockley stated the GPO was written as a placeholder to accept the funds with the intention to amend once the Board decided on a project. The amended GPO shows which salaries will make up the funds. Mayor Barnhardt stated for the benefit of the audience that the NCLM recommended spending the funds this way. Alderman Shelton clarified this was a reimbursement of funds already spent to free up funds for a future transformational project.

ACTION: Alderman Costantino made a motion to adopt the amended GPO 2021-13 as presented. Mayor Pro Tem Linker seconded the motion. The motion passed 4-0.

10. Budget Amendment #15

Waste Management Fuel Surcharges

ACTION: Alderman Costantino made a motion to approve Budget Amendment #15 for Waste Management Fuel Surcharges as presented. Alderman Cress seconded the motion. The motion passed 4-0.

There was Board discussion on the issue and possible solutions including altering the trash pickup schedule or raising the tax rate or environmental fee. Mayor Barnhardt asked for a 3-4 month look at the expense versus revenues. Manager Smith shared he would have that information by the next session.

11. Budget Amendment #16

Salaries

ACTION: Alderman Costantino made a motion to approve Budget Amendment #16 for Salaries as presented. Mayor Pro Tem Linker seconded the motion. The motion passed 4-0.

12. Public Hearing

Budget

A. Presentation of the Budget Message Town Manager

Manager Smith reviewed the presented budget message with a proposed tax increase of \$0.03. Since the proposed budget message was presented, Faith agreed on an amount of \$146,000 and the Economic Development Grant amount changed from \$38,549.20 to \$26,837.20. Sanitation fuel surcharges are an item of note.

B. Public Hearing

1) Opened: Mayor Barnhardt opened the public hearing at 7:02 p.m.

- There were no public comments.

2) Closed: Mayor Barnhardt closed the public hearing at 7:02 p.m.

C. Board Discussion and Decision

Mayor Pro Tem Linker suggested holding another budget meeting to discuss specifics. Alderman Cress stated that everything was going up and an in-depth discussion was necessary. Mayor Pro Tem Linker asked if there would be a contingency fund outside unencumbered funds. Manager Smith stated that \$30,331 was proposed for contingency, but it wasn't enough to cover the Land Use Plan and Unified Development Ordinance rewrite proposal the Board discussed with NFocus. There was Board consensus to recess tonight's meeting to Thursday, June 16, 2022, at 9:30 a.m. for budget discussion.

13. Confirm Meeting Details

Rowan Municipal Association

The proposed time consistent with the meeting historically occurring on the fourth Thursday evening of the month would be Thursday, July 28, 2022, from 6:00 p.m. to 8:00 p.m. at Trinity Oaks. Speaker will need to be identified. Mayor Pro Tem Linker asked if the item could be discussed at the recessed meeting on Thursday as well. There was Board consensus to add to the recessed meeting agenda. Mayor Barnhardt proposed Harry Warren as the speaker. She will reach out to him and bring information back to the Board on Thursday.

14. Board Comments

- Alderman Shelton suggested setting a meeting date to discuss strategy for items like ARPA funds and the Board's role in the spending. The Board members will check their calendars and bring dates they are available back to the recessed meeting Thursday, June 16, 2022.
- **ACTION:** Alderman Cress made a motion to install two 25-mile-per-hour speed limit signs on Kerns Street; one coming off Old 80 and one coming off Highway 52. Mayor Pro Tem Linker seconded the item. The item passed 4-0.

15. Announcements and Date Reminders

A.	Monday	June 20	5:00 p.m.	Parks, Events, and Recreation Committee
B.	Monday	June 20	5:30 p.m.	Zoning Board of Adjustment
C.	Tuesday	June 21	3:30 p.m.	Revitalization Team
D.	Monday	July 4		Independence Day – Office Closed
E.	Tuesday	July 5	6:00 p.m.	Planning Board

Adjournment

ACTION: Alderman Costantino made a motion to recess the meeting to Thursday, June 16, 2022 at 9:30 a.m. to discuss the budget and RMA meeting details. Mayor Pro Tem Linker seconded the motion. The motion passed 4-0. The meeting ended at 7:22 p.m.

Respectfully Submitted,

Aubrey Smith

Town Clerk

Town of Granite Quarry
Town Manager's Report
June 2022



1. Staff highlights.

- Aubrey Smith has officially been awarded “North Carolina Certified Municipal Clerk” designation.
- Chief Cook’s research and work on interlocal agreements for municipal police services & formula models trying to help me find a less confusing approach we can recommend moving forward. This can hopefully be prioritized as a goal for the upcoming year.
- I’ve heard a number of positive comments worth noting about police presence and community patrols. This continues to be a focused priority with our existing resources, and of course a large part of the basis behind the FY23 proposal to unfreeze the police officer position.

2. NCCCMA summer conference. I’ll be attending the NC Managers conference June 23-25. Some of the session names themselves pretty well sum up the case studies and issues we’re all in the same boat keeping up with and combatting:

Opening Session - Disruptive and Disturbing Trends; Local Government Ethics in 2022; Building the Talent Pipeline; Legislative Updates; Trends Shaping the Future of the Workforce; Preventing Burnout - Accepting Limitations and Embracing Strengths.

3. Code enforcement. Still fine-tuning details of our program with our contractor. Report this month has been amended to include due dates on violations. Office assistant continues refining our reporting process with contractor to improve tracking & accountability of complaints.

4. Planner/planning services. Still proactively recruiting and following up on supplemental opportunities.

5. Civitan Agreement. Completed and signed.

6. Sister Cities. Mayor Barnhardt advised she would reach out to Salisbury’s Mayor about this process since Salisbury has done it before. Aubrey posted on the statewide list serve for any info also, and additionally followed up with Salisbury’s professional staff in case they had any info they could share.

7. Strategic planning and goal-setting. (presentation)

8. FEMA Grant closeout.

- A. **Creek pipe easement.** Town Attorney reviewing.
- B. **FEMA.** Still pressuring engineers. Jason and I will give most updated status at the meeting.

9. Committee Reports.

A. **Community Appearance Commission.** Met May 18th.

- Chose Yard of the Month winners for May (324 N Cleo Ave; 337 Crowell Ln)
- Recommended reappointment of Tom Bost as a member
- PWD had a meeting conflict in May but still planning to discuss projects and how CAC can assist

- B. Parks, Events, and Recreation Committee.** Met May 16th.
- Arts in the Park. Discussed/debriefed on the event. Future dates proposed to be the weekend before Mother's Day, and to extend the event several hours. Next one May 6, 2023; 11am-5pm.
 - Granite Fest 2022 (October 15). Continued work and assignments on planning for the event.
 - Recommended reappointment of one member and not reappointment of a member who hasn't been able to make meetings.
- C. MPO Technical Coordinating Committee.** Met May 18th.
- DOT Board of Transportation set to review a plan regarding bicycle, pedestrian, rail and transit projects for FYs 2024-2033 sometime next summer (2023).
 - Rest of the meeting was mainly technical discussions on regional projects.
- D. Centralina COG Regional Managers Meeting.** Met May 18th.
- Contracting with a 501c3 trying to help assist in the crisis of local government planning/code enforcement workforce shortages.
 - Facilitated manager discussion on budget issues and approaches we're taking on this year's budget challenges.
 - Reviewed legislative updates.
 - CCOG is moving offices July 1st.
- E. Revitalization Team.** May meeting was cancelled due to no pressing team business and other pressing meetings' preparations and follow ups. Will be meeting in June.

Town of Granite Quarry

FISCAL YEAR 2021-2022
BUDGET AMENDMENT REQUEST #17

June 13, 2022

PURPOSE: To decrease Granite Lake FEMA Project – Contingency (04-6130-97) and increase Granite Lake FEMA Project – Professional Services (04-6130-18) in the amount of \$8,250 for the National Flood Insurance Program Flood Map Application Fee. The application fee must be paid prior to the FEMA project close-out.

FEMA Granite Lake Project – Fund 04

Expenses:

<u>GL Acct #</u>	<u>Account Description</u>	<u>Increase (Decrease):</u>
04-6130-97	Granite Lake FEMA Project - Contingency	(\$8,250)
04-6130-18	Granite Lake FEMA Project – Professional Services	8,250
Total Increase/Decrease:		\$ 0

The above Budget Amendment was approved / denied by the Manager or Board on _____.

Brittany Barnhardt, Mayor

Shelly Shockley, Finance Officer



GRANT PROJECT ORDINANCE

2020-04

TOWN OF GRANITE QUARRY, NC FEMA GRANITE LAKE REPAIRS PROJECT

BE IT ORDAINED by the Governing Board of the Town of Granite Quarry, North Carolina, that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following Grant Project Ordinance is hereby adopted:

Section 1: The project authorized is to repair damages sustained by Hurricanes Florence and Michael to Granite Lake Park to be funded by federal and non-federal funds.

Section 2: The officers of this unit of government are hereby directed to proceed with the grant project within the terms of the grant documents and the budget contained herein.

Section 3: The following amounts are appropriated for the project:

Engineering Services	\$ 186,315	\$ 166,000
Construction Costs	465,000	547,619
Contingency (10%)	46,500	54,762
Total Appropriations	\$ 697,815	\$ 768,381

Section 4: The following revenues are anticipated to be available to complete this Project:

Federal Emergency Mgmt Agency (FEMA) Grant (75%)	\$ 523,361	\$ 576,286
NC Division of Emergency Management Grant (25%)	174,454	192,095
Total Revenues	\$ 697,815	\$ 768,381

Section 5: The Finance Officer is hereby directed to maintain within the Grant Project Fund sufficient specific detailed accounting records to satisfy the requirements of the grantor agency, the grant agreements, and all state and federal regulations.

Section 6: Funds may be advanced from the General Fund for the purpose of making payments as due. Reimbursement requests should be made to the grantor agency in an orderly and timely manner.

Section 7: The Finance Officer is directed to report on the financial status of each project element in Section 3 of this ordinance on a quarterly basis.

Section 8: The Budget Officer is directed to include a detailed analysis of past and future costs and revenues on this grant project in every budget submission made to this Board until this project is complete.

Section 9: A copy of this grant project ordinance shall be entered into the Governing Board's meeting minutes, and within five days after adoption, copies shall be filed with the Finance Officer, Budget Officer, and in the Office of the Town Clerk for direction in carrying out this project.

Adopted this 2nd day of March 2020

As amended this 12th day of April 2021

(Seal)





William Feather, Mayor

Attest:



Aubrey Smith
Town Clerk

Strategic Planning



Vision, Mission, Values,
Strategic Goal-Setting
and Implementation



1

What is Strategic Planning?

- **Not a static document (dynamic and living)**
- **Avoids unplanned, spontaneous decisions that derail focus, resources, and goals accomplishment**
- **Guides resource allocation (is not guided by it)**

2

What is Strategic Planning?

Ultimate purpose

- **Organizational improvement**
- **Improvement in service delivery**
- **Improvement in effectiveness, efficiency, equity**
- **SERVE THE PEOPLE!**

3

What is Strategic Planning?

- **Clarify future directions and consider consequences**
- **Better, coherent, and defensible decision-making**
- **Increased employee discretion / autonomy**
(= increased buy-in, retention, innovation, trust, efficiency)
- **Enhanced capacity, teamwork, and expertise**
- **Decreased liability**
- **Improved communications and public relations**
- **Increased political support**
- **Focused organization-wide attention on priorities...**
- **Leads to collective action and *goals accomplishment!***

4

Requirements for a Successful Plan

- **Process sponsor (position of power, sees the need)**
- **Resources (time, work hours, information, money)**
- **Openness**
- **Organization-wide understanding and action**
- **Design a process that is likely to succeed / be used**
(Clear and concise!)

5

Vision

“Solid as the rock on which it was founded, Granite Quarry will be a growing, connected and family-friendly town that provides a high quality of life for all.”

6

Goal Statements

Town of Granite Quarry Strategic Plan 2022-2023			
Vision: <i>"Solid as the rock on which it was founded, Granite Quarry will be a growing, connected and family-friendly town that provides a high quality of life for all."</i>			
Mission:			
PARKS & RECREATION	GROWTH	ECONOMIC DEVELOPMENT	COMMUNITY ENGAGEMENT / COMMUNICATIONS
I. Goal: Use the Parks and Recreation Master Plan to enhance and advance Town parks and recreational opportunities.	II. Goal: Prepare for and attract safe, family-friendly, high quality growth and development.	III. Goal: Update and use the Downtown Master Plan to bring the Town and community's desired downtown form and character to fruition. Seek industrial growth and expansion opportunities.	IV. Goal: Internally - Streamline communications and information flow within the town government. Externally - Increase quality of life and placemaking (sense of place/community) by informing and engaging the community and community partners.
Objective: To promote health, improve accessibility, connect neighborhoods and people, and continue maintaining and growing GQ parks to be the "crown jewel" draw of people to the community.	Objective: To update Comprehensive Land Use Plan and development ordinances where needed, and incentivize where possible, to encourage high quality growth; and to proactively attract high quality growth.	Objective: To improve existing downtown environment, create unique and authentic GQ branding, marketing, and promotional opportunities, and support, retain, and attract high quality commercial tenants and development. Assist County with developing Granite Industrial Park, and seek additional industrial growth opportunities.	Objective: Internally - To establish communication guidelines that most efficiently inform board members while maintaining stability, accountability, and positive working atmosphere for employees. Externally - To create a strong network for information distribution, community feedback, positive press, and support for goals accomplishment.
Strategies: 1. Begin implementation of Parks and Recreation Master Plan. 2. Incorporate funding for low-hanging fruit within FY budgets; use grants and supplemental funding (e.g., ARPA) for larger, transformational items 3. Determine organizational model best suited to help implement Master Plan (e.g., Friends of the Park non-profit).	Strategies: 1. Review Comprehensive Land Use Plan and Unified Day Ordinance for any changes that might be needed. 2. Seek out specific opportunities with prioritized Strategic Properties (e.g., Development Agreements). 3. Recruit, retain, and rely on expert staff who can get us there.	Strategies - 1. Review Downtown Master Plan (DMP) for any updates and/or changes that might be needed. 2. Explore and determine the organizational model best suited to help implement Master Plan (e.g., Downtown Development Association, Business Association). 3. Review infrastructure, design, and incentive needs against current State and Federal funding or legislative opportunities. 4. Branding/placemaking	Strategies: 1. Develop and adopt communication guidelines ("rules of engagement"). 2. Establish most efficient & manageable framework for GQ's networking initiative (e.g., platform, annual meeting/report, newsletters, feet-on-the-street). 3. Identify and recruit neighborhood captains / community partners. 4. Conduct community survey on town interest and issues.

7

Goal Statements

Goal Statements



Strong Relationships
 Build strong relationships among managers and local government partners across the state
Strategy: Increase networking opportunities and promote core values outside of conferences



Adequate Managers in a Highly Valued Profession
 Ensure an adequate pipeline of North Carolina managers and that the profession is highly valued by both citizens and elected officials
Strategy: Promote the value of the profession to all generations of managers and citizens



Host Conferences that Meet Managers' Needs
 Plan and structure conferences to meet the needs of managers' various experience levels, backgrounds, and jurisdiction sizes
Strategy: Increase relevance of events and continuing education for all members

North Carolina City and County Management Association • Strategic Plan
ncmanagers.org

8

Goal Statements

Town of Granite Quarry Strategic Plan 2022-2023			
Vision: <i>"Solid as the rock on which it was founded, Granite Quarry will be a growing, connected and family-friendly town that provides a high quality of life for all."</i>			
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I. Goal: Use the Parks and Recreation Master Plan to enhance and advance Town parks and recreational opportunities.	II. Goal: Prepare for and attract safe, family-friendly, high quality growth and development.	III. Goal: Update and use the Downtown Master Plan to bring the Town and community's desired downtown form and character to fruition. Seek industrial growth and expansion opportunities.	IV. Goal: Internally - Streamline communications and information flow within the town government. Externally - Increase quality of life and placemaking (sense of place/community) by informing and engaging the community and community partners.
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Strategies: <ol style="list-style-type: none"> 1. Begin implementation of Parks and Recreation Master Plan. 2. Incorporate funding for low-hanging fruit within FY budgets; use grants and supplemental funding (e.g., ARPA) for larger, transformational items 3. Determine organizational model best suited to help implement Master Plan (e.g., Friends of the Park non-profit). 	Strategies: <ol style="list-style-type: none"> 1. Review Comprehensive Land Use Plan and Unified Dev Ordinance for any changes that might be needed. 2. Seek out specific opportunities with prioritized Strategic Properties (e.g., Development Agreements). 3. Recruit, retain, and rely on expert staff who can get us there. 	Strategies - <ol style="list-style-type: none"> 1. Review Downtown Master Plan (DMP) for any updates and/or changes that might be needed. 2. Explore and determine the organizational model best suited to help implement Master Plan (e.g., Downtown Development Association, Business Association). 3. Review infrastructure, design, and incentive needs against current State and Federal funding or legislative opportunities. 4. Branding/placemaking 	Strategies: <ol style="list-style-type: none"> 1. Develop and adopt communication guidelines ("rules of engagement"). 2. Establish most efficient & manageable framework for GQ's networking initiative (e.g., platform, annual meeting/report, newsletters, feet-on-the-street). 3. Identify and recruit neighborhood captains / community partners. 4. Conduct community survey on town interest and issues.

9

Goal Statements (condensing)

Parks & Recreation

Enhance and advance Town parks and recreational opportunities

Strategy: Begin implementation of Parks and Recreation Master Plan by incorporating funding for immediate items and low-hanging fruit within FY budget; determine organizational model best suited to help implement Master Plan; and focus general funds freed up by ARPA toward larger/transformational parks and recreation needs.

Growth

Prepare for and attract safe, family-friendly, high-quality growth and development.

Strategy: Update Comprehensive Land Use Plan and development ordinances; seek out specific opportunities with prioritized Strategic Properties; recruit, retain, and rely on expert staff who can get us there.

Economic Development

Seek commercial, retail, and industrial retention, growth, and expansion opportunities .

Strategy: Explore and determine...

10

Core Values

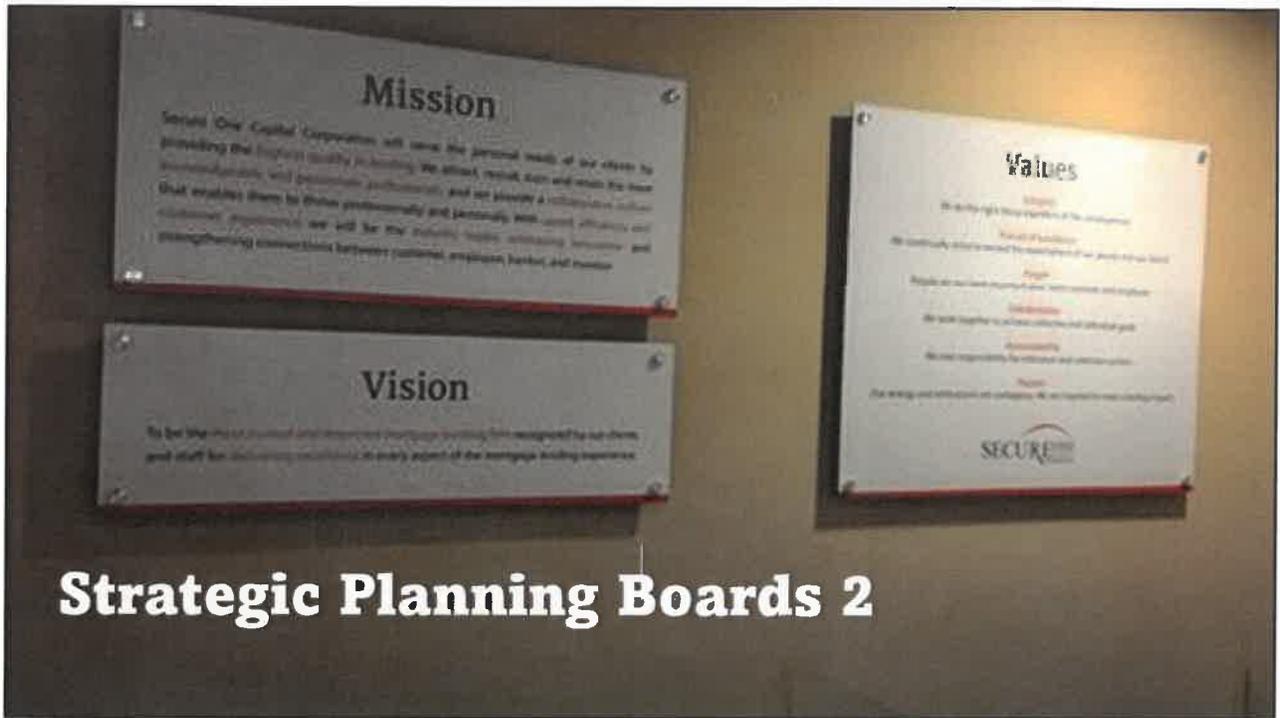
Growth	Quality	Streamline Communication	Operate with Accountability	Lead with Honesty & Integrity	Implement Teamwork	Demonstrate Enthusiastic Engagement
<ul style="list-style-type: none"> • We seek innovative growth that provides high quality of life for our residents, merchants, and visitors • We enthusiastically embrace and incorporate the Town's "granite-theme" in branding and placemaking opportunities to create a unique sense of place & community • We are committed to self-improvement and growing our political and professional expertise • We seek opportunities to best grow and balance Industrial/Commercial: Residential tax base and the services we provide to maintain the best tax rate possible for our community 	<ul style="list-style-type: none"> • We strive to "overdeliver consistently" and not take the mundane tasks for granted (if you fail at the little things, people notice) • We continuously self-assess the approach we are taking within our respective roles to ensure we are maintaining or advancing the quality of town services • We are open to feedback on how we can adapt and improve the town and Town government • We evaluate whether to recommend "doing less, better" in situations where we stretch too thin or quality compromises 	<ul style="list-style-type: none"> • We appreciate that issues will arise, and we commit to accepting honest mistakes, communicating insight, feedback, and solutions • We keep all communication professional, respectful, clear, and consistent • We practice active listening • We respect and adhere to adopted communication guidelines / rules of engagement 	<ul style="list-style-type: none"> • We respect and adhere to the Council-Manager form of government • We refer questions and assign tasks to be owned and handled at the appropriate level within the organization, and commit to giving staff autonomy to make well-informed decisions • We set SMART (Specific, Measurable, Attainable, Realistic, and Timely) objectives • We embed our core values into our organizational culture, and tie them into performance evaluations at every level of the organization • We take "proudful ownership" of the responsibilities and tasks within each of our positions 	<ul style="list-style-type: none"> • We are attentive, honest, and transparent public servants • We trust that we all want to see each other succeed, and if we see something that seems to the contrary, we give that person the benefit of the doubt and ask him/her about it - directly, and quickly • We practice being an efficient, trusted, and credible source of information and services for the public • We take our roles seriously to make quality decisions • We openly communicate both positive and constructive feedback 	<ul style="list-style-type: none"> • We acknowledge and appreciate that we are all unique individuals • We recognize and respect each other's roles and expertise in those roles • We strive to create a positive working environment that recruits and retains top talent • We take time to praise each other and practice gratitude • We proactively support Board and Administrative directives, mission, and each other! • We keep an eye out for each other and encourage success by giving each other ongoing constructive feedback 	<ul style="list-style-type: none"> • We actively engage the community and encourage involvement to "be the change we wish to see". • We are customer service oriented • We expect willing and passionate involvement from all • We have fun!

11



Strategic Planning Boards 1

12



Strategic Planning Boards 2

13



Reminder/Motivation Boards - Doors

14

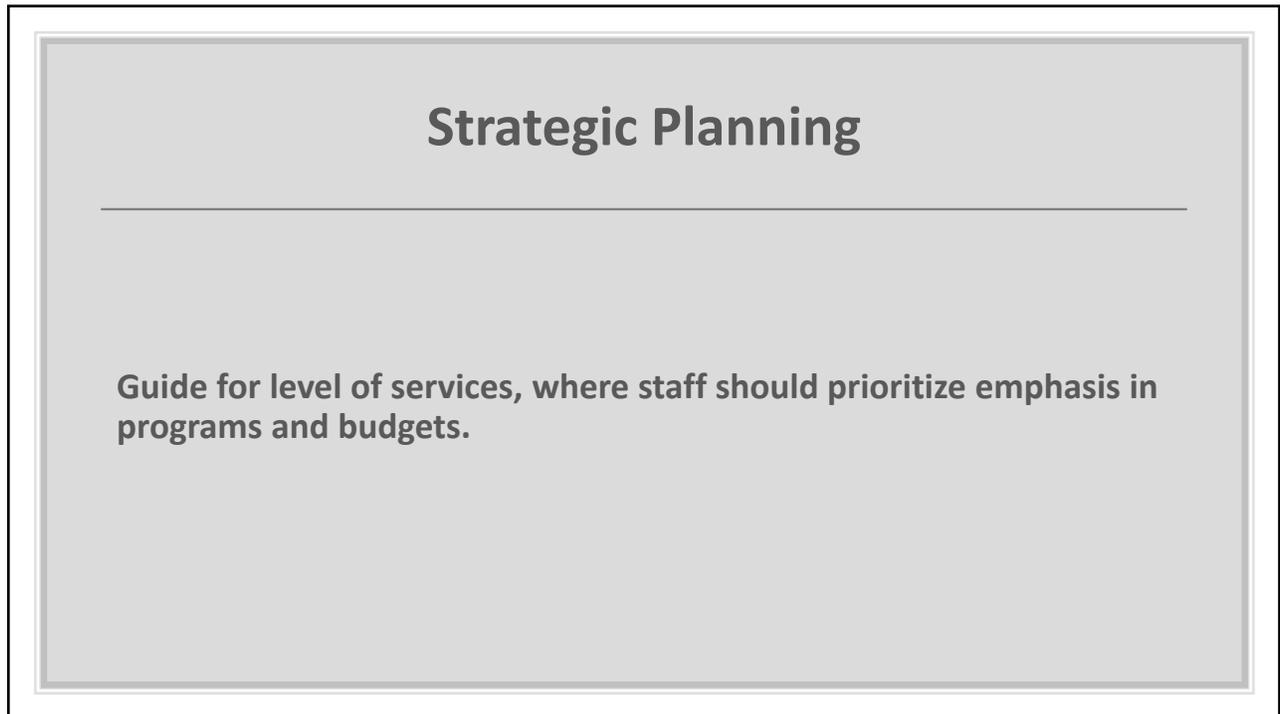
The slide features a black background on the left with a small orange horizontal bar at the top. The right side shows a photograph of a silver calculator on a green folder, resting on a dark wood-grain surface. The text is white and centered on the black background.

Town of Granite Quarry

Annual Budget Hearing

FY 22-23
June 13, 2021

1

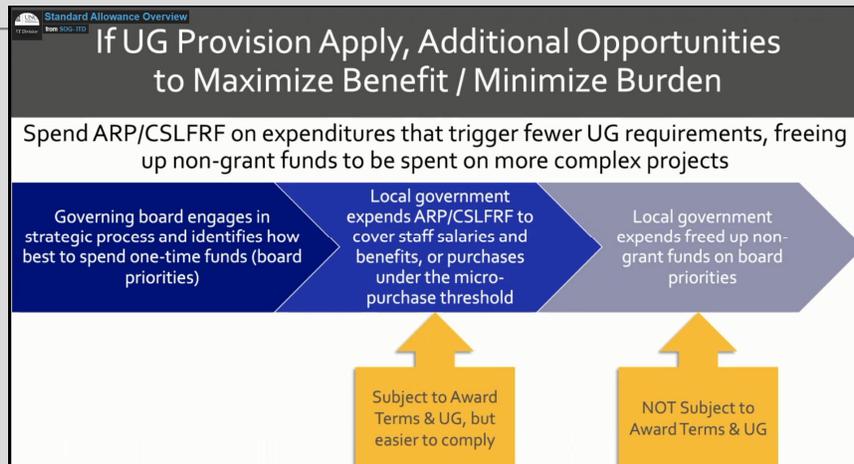
The slide has a light gray background with a thin black border. The text is centered and in a dark gray font.

Strategic Planning

Guide for level of services, where staff should prioritize emphasis in programs and budgets.

2

Strategic Planning: ARPA



3

Tax Rates in Rowan County

(FY21-22)

Unit of Government	Tax Rate
Salisbury	0.7196
Rowan County	0.6575
East Spencer	0.66
Spencer	0.655
Kannapolis (Rowan)	0.63
China Grove	0.54
Landis (electric city)	0.53
Rockwell	0.46
Granite Quarry	0.4175 → proposed 0.4475
Faith	0.41
Cleveland	0.3736 (city 0.28 + a comm fire rate of 0.0936)

4

Tax Rate

Tenths, hundredths, thousandths, ten-thousandths:
 Illustrative effect on current year Ad Valorem Tax Revenues

$.4175 = \$ 1,179,822$

$.44 = \$ 1,243,405$ (- 21,195)

$.4475 = \$ 1,264,600$

$.45 = \$ 1,271,665$ (+ 7,065)

5

Updates

- **Faith Agreement amount**

$\$136,000 \rightarrow \$146,000$ (+ \$10,000)

- **Econ Dev Grant amount**

$\$38,549.29 \rightarrow \$26,837.20$ (+ \$11,712.09)

- **Sanitation fuel surcharges**

$\sim 164,600$ + updated last 3 mos avg \$2,103

6