



Town of Blowing Rock

Date: Tuesday, November 10, 2020, 6:00 p.m.

Location: Remote Meeting

Agenda

<i>Item</i>		<i>Present & Participants</i>
I.	CALL TO ORDER – ROLL CALL FOR ATTENDANCE	Mayor Charles Sellers
II.	PLEDGE OF ALIGENANCE	Mayor Charlie Sellers
III.	APPROVAL OF MINUTES – By Roll Call <ol style="list-style-type: none"> 1. October 13, 2020 – Regular Meeting Minutes 2. October 13, 2020 – Closed Session Meeting Minutes REGULAR AGENDA ADOPTION – Vote by Roll Call	Mayor & Council Mayor
IV.	PUBLIC COMMENTS – emailed or mailed to the Town Clerk prior to 4:00pm on November 10th.	
V.	PRESENTATIONS <ol style="list-style-type: none"> 1. Tree City USA 2. Tourism Management Plan 	Melissa Pickett, BRAAC Chair TDA Executive Director
VI.	BUSINESS MATTERS: <ol style="list-style-type: none"> 1. Water Treatment Plant Bulk Tanks – Bid Award and Budget 2. Retreat Location and Date 3. 2020-2021 Salary Update 4. Budget Amendment - #2020-11 	Town Engineer Doug Chapman Mayor & Council Mayor & Council Mayor & Council
VII.	OFFICIALS REPORTS & COMMENTS: <ol style="list-style-type: none"> 1. Mayor 2. Council Members 3. Town Attorney 4. Town Manager 	

VIII.	CLOSED SESSION – NCGS 143-318.11. (a)(3) – Attorney/Client update on current litigation	
IX.	ADJOURNMENT/RECESS... <i>Mayor Charles Sellers entertains a motion and second to adjourn or recess the meeting.</i>	

Draft
MINUTES
Town of Blowing Rock
Town Council Meeting
October 13, 2020

The Town of Blowing Rock Town Council met for their regular monthly meeting on Tuesday, October 13, 2020 at 6:00 p.m. The meeting took place at Town Hall located at 1036 Main Street Blowing Rock, NC. Present were Mayor Charlie Sellers, Mayor Pro-Tem Sue Sweeting and Council Members Albert Yount, David Harwood, Doug Matheson, Virginia Powell, Town Manager Shane Fox, Town Attorney Allen Moseley, Town Engineer Doug Chapman, Public Works and Utilities Director Matt Blackburn, Planning and Inspections Director Kevin Rothrock, Police Chief Kent Graham and Town Clerk Hilari Hubner who recorded the minutes. Others in attendance via Zoom virtual/phone session were Fire Chief Kent Graham, Parks and Recreation Director Jennifer Brown and Finance Officer Nicole Norman.

CALL TO ORDER

Mayor Sellers called the meeting to order at 6:00 p.m. and welcomed everyone. Mayor verified attendance via roll call.

THE PLEDGE OF ALLEGINANCE

MINUTE APPROVAL

Mayor Pro-Tem Sweeting made a motion to approve the minutes from the September 8, 2020 regular and closed session minutes, seconded by Council Member Powell. Unanimously approved.

REGULAR AGENDA ADOPTION

Council Member Matheson made a motion to adopt the agenda as presented, seconded by Council Member Yount. Unanimously approved.

CONSENT AGENDA

1. Budget Amendment - #2020-10

Budget Amendment to account for various items. **Budget Amendment #2020-10 – Attachment - A**

2. Debit Issuance – FY 2020-21 Capital Equipment

Bids for FY 2020-21 Capital Equipment, Financing proposals and resolution approving financing.

Debit Issuance – FY 2020-21 - Attachment - B

3. 2012 EMS Resolution – Renewal/Recommitment of the 2012-05 EMS Resolution

Renewal and recommitment of support for the 2012-05 Resolution, signed by Mayor JB Lawrence on February 14, 2012.

Council Member Harwood made a motion to approve consent as presented, seconded by Mayor Pro-Tem Sweeting. Unanimously approved.

SPEAKERS FROM THE FLOOR

Mayor Sellers read letters from; Mr. Don Hubble (relocation of utility lines to underground on Main Street), Joann Mitchell (Hwy 321 noise), Mr. Leigh Dunston (county ambulance service) and Mr. Lee Rocamora (county ambulance service). **Citizen Letters – Attachment C**

PUBLIC HEARING

1. Patricia Aiken Annexation – 252 Heather Ridge Lane

Mr. Rothrock advised Ms. Patricia Aiken has submitted a petition of voluntary satellite annexation for Council consideration with the intention of connecting to Town sewer utilities. Consistent with Town policy, any property that desires connection to Town utilities must be located within the corporate limits. At the September 8, 2020 meeting, Council approved Resolution 2020-03 to initiate the satellite annexation process and Resolution 2020-04 to set the date for public hearing. Ms. Aiken is responsible for the cost for extending sewer service to her property and for the availability fees for any buildings connected to the system. Public sewer service is near to Ms. Aiken's house approximately two lots away.

Mayor Pro-Tem Sweeting made a motion to open the public hearing, seconded by Council Member Harwood. Unanimously approved.

With no questions and comments. Mayor Pro-Tem Sweeting made a motion to close the public hearing seconded by Council Member Harwood. Unanimously approved.

Council Member Yount made a motion to approve the request as presented, seconded by Mayor Pro-Tem Sweeting. Unanimously approved. **Aiken Annexation – Attachment D**

BUSINESS MATTERS

1. Water Treatment Plant Bulk Tanks

Town Engineer Doug Chapman advised as approved at the August Council meeting, Council decided to move forward with the project to replace the bulk storage tanks. McGill prepared a schematic bid package to solicit informal bids to complete this work. Bids were solicited from five (5) area contractors that have completed comparable work. Unfortunately, several bidders did not have resources currently available to take on the project and only one (1) bid was received. Mr. Chapman advised he recommended tweaking the packages, rebidding and should have results for Council review at the November or December meeting. Manager Fox advised he felt this was the best option. No vote was necessary.

2. Main Street Crosswalks

Town Engineer Doug Chapman advised one Council's priority items from the 2020 Retreat was improving crosswalk conditions at the intersection of Main and Sunset. Due to high vehicular and pedestrian traffic, this intersection can become dangerous with multiple movement possibilities. To address the issue, McGill has worked with Town staff to identify options for improving movements at that intersection.

Mr. Chapman reviewed the three primary options:

- Option 1 – Installing new traffic and pedestrian signals, mounted on the sides of the intersection. This option includes constructing curb extensions on the west side adjacent to Memorial Park and the northeast corner to accommodate the traffic signals and NCDOT standards. To accomplish this option, two (2) parking spaces will be buried; however, overhead power, phone, cable, and guy wiring will remain. The estimate project cost for this option is \$270,000.
- Option 2 – Retaining the existing traffic signals and installing new pedestrian signals mounted on new poles on the southeast and southwest corners of the intersection and a third mounted on an existing pole on the northeast corner. A curb extension would be installed on the west side of the intersection adjacent to Memorial Park to shorten the crossing distance of Main Street south of the intersection. To accomplish this option, one (1) parking space would be lost to the curb extension installation. The wiring for these signals would all be buried; however, overhead traffic signal, power, phone, cable, and guy wiring will remain. The estimated project cost for this option is \$190,000.
- Option 3 – Retaining the existing traffic signals and crosswalk lengths and installing new pedestrian signals mounted on new poles on the southeast and southwest corners of the intersection and a third mounted on an existing pole on the northeast corner. No curb extensions would remain through the handicap ramp on the west end of the Main Street crosswalk would be replaced to meet the latest ADA requirements. The wiring for these signals would all be buried; however, overhead traffic signal, power, phone, cable and guy wiring will remain. The estimated project cost for this option is \$120,000.

Council Member Harwood asked what the cost would be to add curb and guttering to option three. Mr. Chapman advised the cost difference is about a \$7,000 difference and the only real difference between Option two (2) and three (3) is the curb extension.

Council Member Powell advised there is a water line under Main Street that is in need of being replaced and Council may want to consider doing so in conjunction with this project while work is being done in that area anyway.

Mayor Sellers advised that was a good point and should be considered. He further advised in his opinion this “can has been kicked down the road” for years and it’s time to take action on this project.

Council Member Matheson advised he felt it would be best to do a non-signal crosswalk at Chestnut Drive and Main Street and put a signal crosswalk at Morris Street and Main

Street. He further advised he would like to revisit at the winter retreat looking at all the intersections for safety.

Mayor Sellers advised his understanding is Chestnut Drive and Morris Street is not currently in consideration, only Main Street and 221 and Main Street and Sunset Drive.

Mayor Pro-Tem Sweeting advised she would like to hold off for a pedestrian crosswalk with lights for Chestnut Drive and Main Street at a later date. She further advised 221 and Main Street and Sunset Drive and Main Street were the higher priority and needed to be the primary focus. She asked Mr. Chapman if a crosswalk could be put at Sunset and Main on the North side. Mr. Chapman advised that is something that had been talked about in the past but has never approached DOT about it. He further advised he didn't know a reason why it couldn't be done but would be a DOT decision. Mayor Pro-Tem Sweeting explained she felt it would increase pedestrian traffic at that location. She further explained it is a perfect time to consider adding and making a three-way crossing instead of a two-way crossing which would help with traffic.

Mayor Pro-Tem Sweeting advised DOT has a wooden pole on 221 that isn't currently being used for utilities, but instead for DOT to put their signs on. She explained it's an eyesore and felt DOT needs to work with the Town to improve the signage in that location. She further advised she agreed with Mayor Sellers that this "can has been kicked down" and Council needs to take a stance as this is a safety issue.

Council Member Powell stated she was excited about the available options and felt pedestrian traffic will be increasing with the Middle Fork Greenway and Bass Lake Sidewalk.

Manager Fox reviewed funding options and advised approximately \$150,000 in bond money is remaining from the sunset project and an additional \$110,000 from the ABC Board for a total of \$260,000 to start with. He further advised discussions had begun with TDA Executive Director Tracy Brown about the possibility of the TDA helping with funding. He explained if that were to be an option the TDA Board would have to approve that first. Manager Fox advised monies could also be pulled from the general fund so there were several options to make up the difference in funding.

Council Member Matheson advised he liked option one (1) best. He explained he felt it was a concern with having the stop lights on pedestals as trucks unloading at the stores could block the stoplights and most people are use to looking ahead for the stoplights. Council Member Matheson further advised having the yellow zone curbed out there wouldn't be anywhere for buses to load and unload which are usually carrying senior citizens.

Council Member Yount advised he agreed Mayor Sellers, and it needed to be done, needed to be done right and needed to be done once. He further advised he was in favor of the pedestal lights and felt it was a way of the future.

Manager Fox showed an example of what the pedestal stop lights would look like.

Council Member Matheson advised he felt the pedestal stop lights didn't give enough vision and safety wise it's better to look forward.

Council asked Manager Fox if there had been any safety concern. Manager Fox advised DOT had no documented safety concern. He had heard fog is a concern for Blowing Rock, but again there are no documented safety issues with DOT.

Mayor Pro-Tem Sweeting advised she had researched the safety with these types of lights and had not been able to find any safety issues. She further advised buses should not be unloading in the middle of the intersection. She stated it should be up to the Town to find a place for the buses to unload and that needed to be looked at.

Council Member Harwood stated he would like to see Sunset Drive and Main Street be the grand jewel and didn't have an issue with option one (1) for that area. He felt there was really only one option for 221 and Main Street and would like to advocate for Chestnut Drive and Main Street for a non-signal \$65,000 option. Council Member Harwood explained he pulls out of that intersection thousands of times a year and feels there isn't a really good sight line and a crosswalk would be a nice addition.

Council Member Yount advised he agreed with Council Member Harwood.

Mayor Pro-Tem Sweeting advised she too agreed with Council Member Harwood. She further advised if people are concerned with losing parking spaces, there are five (5) spaces on Maple Street without time limits that could possibly be gained.

Council Member Matheson advised he liked option three (3) better and would like to Morris Street and Main Street or Chestnut Drive and Main Street done now in conjunction with 221 and Main. He further advised he felt Council needed to be careful what is drawn from the General Fund now as there are projects that will be coming up.

Council Member Powell asked Manager Fox what kind of buffer is currently available in the General Fund. Manager Fox advised currently it's at 53.2%.

Council Member Powell advised she would love to see Council go for option one (1) and then with the extra \$175,000 get the TDA to go with the Town and split the cost of 221 and Main Street.

Mayor Sellers advised Council is just approving the design concept, this is just step one and will come back to discuss details.

Council Member Yount would like the outlier to be the second sidewalk at Main Street and Sunset Drive.

Council Member Harwood made a motion to move ahead with securing bids for option one (1) on Sunset Drive and Main Street, the one option for 221 and Main Street, the non-signal option for Chestnut Drive and Main Street and would like to look into a second crosswalk on North Main as an alternate, seconded by Mayor Pro-Tem Sweeting. Unanimously approved.

Further Discussion:

Council Member Matheson advised his main concern is the crosswalks are needed.

Council Member Yount advised Council couldn't have come up with a better plan and felt this was a long time coming.

3. 321 Update

Planning Director Kevin Rothrock gave an update on the 321 progress. He advised the sub-committee will be taking the draft they came up with to the Planning Board for review. He further advised they would like to have some sort of public meeting but are still trying to figure out the details on that.

Mayor Pro-Tem Sweeting thanked Mr. Rothrock for his leadership and for he and the sub-committee's hard work.

OTHER BUSINESS

- Mayor Sellers – thanked Chris Pate and Parks and Recreation for the look of downtown. He further thanked Manager Fox, staff and Council for their continued hard work.
- Council Member Yount – advised at last month's meeting during the Chetola dredging discussion, he had stated he would support anything Council decided to do except do nothing. He advised Council did do something and said it would be discussed at retreat in January. He further advised since then it's been discovered some of the problem may be with the Blue Ridge Conservancy behind Papa Joe's restaurant and hopefully something can be done with them to help with this problem. He restated Council did do something and will discuss and hopefully remedy the issue at retreat.
- Council Member Harwood – none
- Mayor Pro-Tem Sweeting – thanked Manager Fox for leading the bond repairs as several residents have expressed their appreciation for the paving and sewer work.
- Council Member Matheson – reminded people to register with the census.
- Council Member Powell – none
- Manager Fox – the census data came out that Watauga County rates 90th in the state with response, definitely in need of reporting. Early voting will be in Town Hall starting October 15th through October 31st and day of voting will be at Blowing Rock School on election day per Board of Elections. Reviewed the progress of the top thirteen list from Retreat. Read a letter from Linda Steen announcing her retirement.

Council took a ten-minute recess at 7:45 p.m. before going into closed session.

EXECUTIVE SESSION

At 7:55 p.m. Council Member Harwood made a motion to go into executive session *NCGS 143-3 18.11. (a)(3) – Attorney/Client update on current litigation*, seconded by Mayor Pro-Tem Sweeting. Unanimously approved. No action was taken.

ADJOURNMENT

At 9:00 p.m. Council returned to open session, with no further business Council Member Powell made a motion to adjourn, seconded by Council Member Matheson. Unanimously approved.

MAYOR _____
Charlie Sellers

ATTEST _____
Hilari Hubner, Town Clerk

Attachments

- Budget Amendment #2020-10 – Attachment – A**
- Debit Issuance – FY 2020-21 - Attachment - B**
- Citizen Letters – Attachment C**
- Aiken Annexation – Attachment D**

Presentation Agenda - Staff Report

To: Mayor Charlie Sellers and the Blowing Rock Town Council

From: Shane Fox, Town Manager

Subject: Tree City USA

Date: November 10, 2020

Information: Melissa Pickett, BRAAC Chair, will present information to the Town Council about the Tree City USA initiative. It is proposed by BRAAC that the Town Council consider granting their approval for BRAAC to move forward with the Tree City USA initiative.

Attachments:

1. Tree City USA PowerPoint



Tree City USA:

Growing Strong Communities



Introduction

- Value
- Program
- Benefits
- Standards



VALUE

VALUE

Trees...

- Infrastructure
- Health
- Legacy
- Wise Investment

Worth Our Time.
Worth Our Resources.



TREE CITY USA



Arbor Day Foundation®



VALUE

Humans instinctively prefer natural settings

- Increases employee productivity
- Reduces symptoms of ADHD
- Decreases crime
- Eases stress and anxiety



VALUE

- Increased property value
- Treed streets = more frequent and longer shopping
- Shoppers spend more for goods and parking

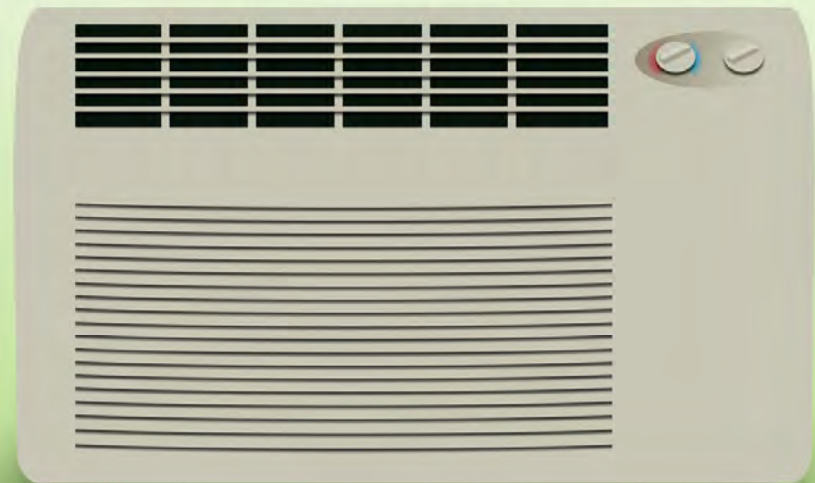


VALUE

100

=

1,000



VALUE

100

mature trees
catch

200,000

gallons of
rainwater/year

 Arbor Day Foundation


TREE CITY USA

VALUE



100 Trees Over 40 Years:

Benefits = \$161,000

Energy
Air Quality
Runoff
Real Estate

Costs = \$89,000

Planting/Pruning
Removal/Disposal
Irrigation
Sidewalk Repair
Litter
Legal/Administration

Pay Off: \$72,000

PROGRAM

PROGRAM

Tree City USA Provides Community Forestry Program:

- Direction
- Technical assistance
- Public attention
- National recognition



TREE CITY USA®



PROGRAM

Longevity – Launched in 1976

Impact – Over 135 million people live in/near a Tree City

Network – Support from over 3,400 recognized communities

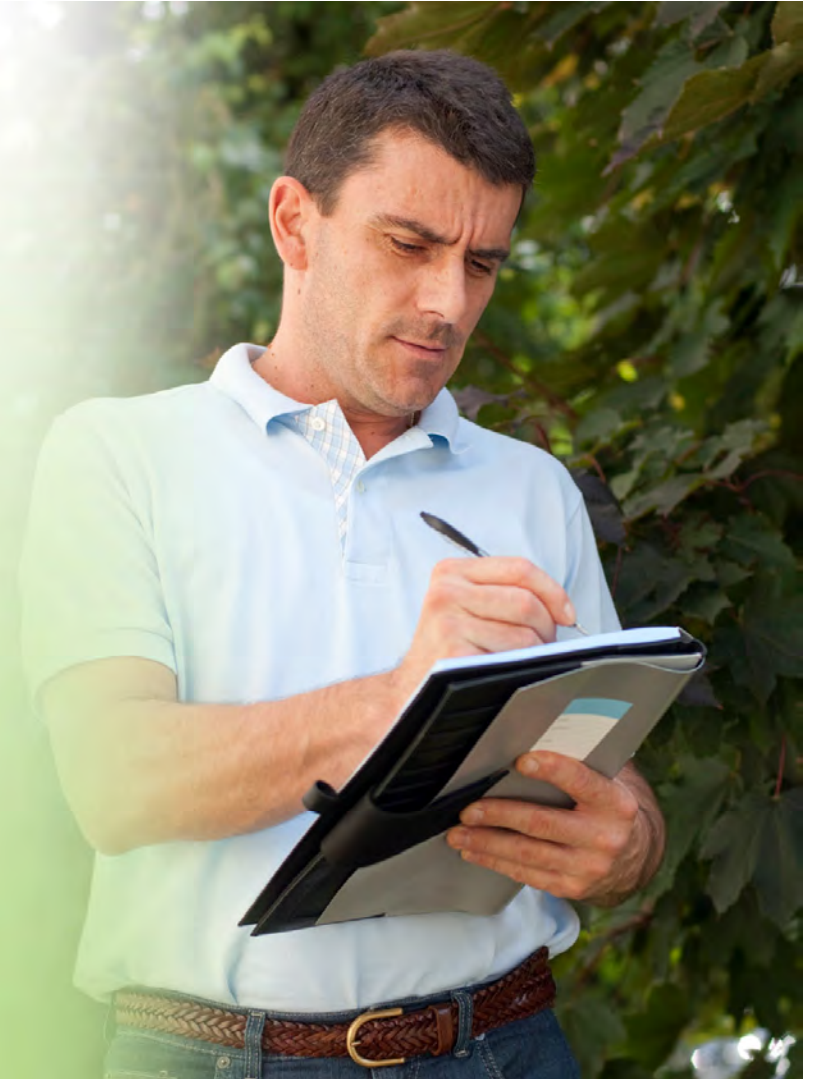


BENEFITS

BENEFITS

Framework for Action

- Provides direction
- Systematic management of tree resources



BENEFITS

Education

- Assistance through the application process
- Online resources
- Technical advice



BENEFITS

Public Image

- Quality of life
- Influence
- Desirability



BENEFITS

Citizen Pride



BENEFITS

Publicity

- Presentation of the Tree City USA award
- Arbor Day celebration
- Public education



STANDARDS

STANDARDS

1. Tree Board or Department
2. Tree Care Ordinance
3. Community Forestry Program
With Annual Budget of at Least
\$2 Per Capita
4. Arbor Day Observance
and Proclamation



STANDARDS

1. Tree Board or Department

- May be a professional forester/arborist, an entire forestry department or a tree board
- Group of volunteer citizens charged by ordinance with developing and administering a tree management program
- Legally responsible for the management of the community's
 - Suggesting BRAAC would be the tree board and when needed would outsource for arborist.

STANDARDS

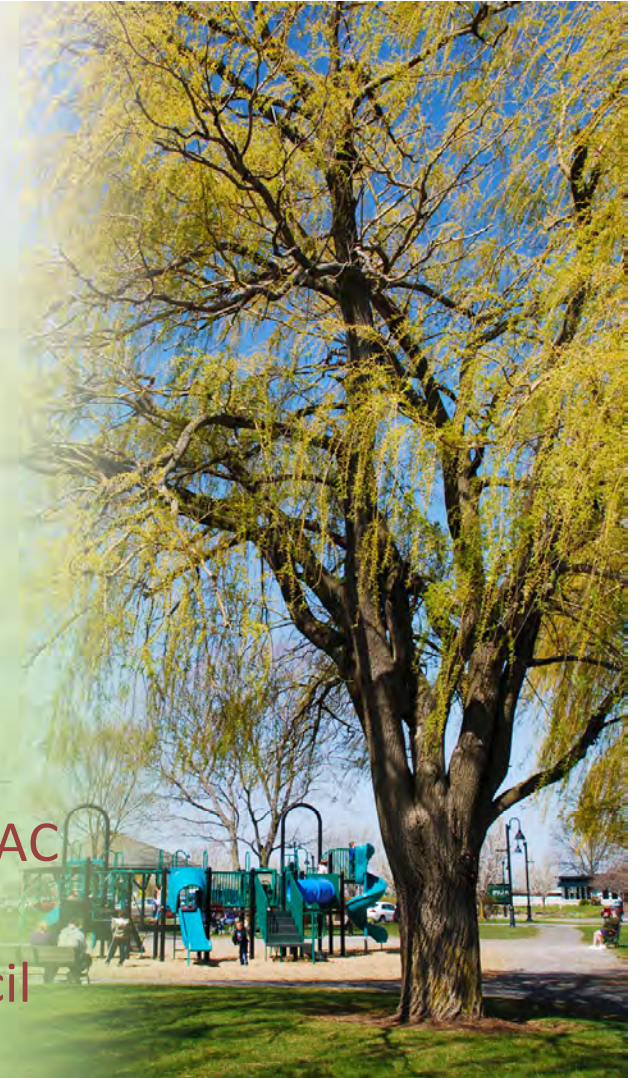
2. Tree Care Ordinance

- Establishes a tree board and gives it responsibilities
- Guidance for planting, maintaining and removing trees on public property
- Provides an opportunity to set good policy that is legally enforceable
- Suggesting Town Council endorse BRAAC as tree board and let them create guidances for approval by Town Council



TREE CITY USA

 Arbor Day Foundation®



STANDARDS

3. Community Forestry Program With Annual Budget of at Least \$2 Per Capita

- Tree planting/watering/fertilizing \$2400 to \$3000 annually
- Equipment rental/purchase/maintenance
- Arbor Day expenses
- Tree care conferences, workshops, memberships
- Value of volunteer labor
 - Parks and Recreation budget has \$7500 annually
 - Tree Donation Fund

STANDARDS

4. Arbor Day Observance and Proclamation

Opportunity to inform and engage the broader community through:

- Tree Planting
- Awards Ceremony
- Education
 - Arbor Day - April 30, 2021
 - Ceremony and Tree Planting



TREE CITY USA



Arbor Day Foundation®

STANDARDS

Steps to become a Tree City USA

- Meet the Four Standards - **With finalization of Tree Board and Guidances**
- Complete and upload application documents each year by December 31 - *No Fee!*
- Apply at **arborday.org/TreeCityUSA**



Summary

- Value
- Program
- Benefits
- Standards



Purpose through Process

Trees...

Worth Our Time. Worth Our Resources.

“A town is saved, not more by the righteous men in it
than by the woods...that surround it.”

-Henry David Thoreau



Thank You

Learn more at
arborday.org/treecityusa



Presentation Agenda - Staff Report

To: Mayor Charlie Sellers and the Blowing Rock Town Council

From: Shane Fox, Town Manager

Subject: TDA Tourism Management Plan

Date: November 10, 2020

Information: Tracy Brown, TDA Director, will present information about the Tourism Management Plan that the TDA Board approved on October 14, 2020.

Attachments:

1. RFP – Roger Brooks International - Tourism Management Plan

Proposal:
Sustainable Tourism Management Plan
Blowing Rock, North Carolina

September 17, 2020



Destination Development
Association

ROGER BROOKS
International



Roger Brooks International, Inc.

"We had such a great time with Roger. Everyone is pumped and my challenge is to move all that energy forward! People are e-mailing me and stopping me in the streets to talk about it. Safe to say this was a huge success. Everyone who missed this opportunity wants to know when Roger's coming back! I'm wishing he would just move here! The wait was worth every minute. He really delivered with humor and enthusiasm. The response has been wonderful!"

"We've implemented every suggestion made in the Destination Assessment five years ago and are really looking forward to implementing the new list!"

- Trudy Curly, Director, Bluenose Coast Tourism, Nova Scotia

1. Overview of Firm and Experience

Thank you for allowing Roger Brooks International, Inc. (RBI) the opportunity to present you with our proposal for a Sustainable Tourism Management Plan for the Town of Blowing Rock, North Carolina. This proposal will provide you with information about our company, our previous experience, staff, services, clients, and process.

For nearly 40 years, the award-winning RBI team has had a singular mission—to help communities in their efforts to be sustainable, successful destinations while improving the quality of life for residents. RBI has assisted more than two thousand communities, around the world, with their branding, marketing, communications, and product development efforts.

Founded in 1981, the RBI team spent the first ten years playing important roles in the development or re-development of fledgling and occasionally troubled resorts including Harbour Town on Hilton Head Island, South Carolina; Copper Mountain Resort in Colorado; Sunriver Resort in Central Oregon; Whistler Resort in British Columbia, and others.

In 1991, RBI was asked to “redevelop” and “reposition” a popular Pacific Ocean beach town in Washington State, which included re-branding the community, recruiting new commercial development, and developing and managing an award-winning marketing program. Since the implementation of that project, the city has seen an average return of 600% annually in new tax-base receipts, which was invested in community development projects: new library, police station, a top-rated EMS program, new golf course club house, a city-wide sewer system, improved social and senior services, street and bridge replacement projects, a rehabilitated lake and waterway system, redeveloped parks, and many other projects—all while retaining one of the lowest property tax rates in Washington State.

Following that project, RBI has focused all of its efforts working with municipalities, local and regional government agencies, and non-profit organizations with a focus on sustainable community, economic, and tourism development.

The RBI team is a proponent of Action Plans (as opposed to generalized strategic plans) dedicated to community development (quality of life), downtown revitalization (placemaking), and sustainable tourism development, branding, and marketing.

The RBI team knows tourism, community, and downtown development better than any firm in North America. It's 100% of what we do, day in and day out.

Every project we've undertaken over the past 30 years has included working with public-sector and non-profit community-based organizations.

The RBI team is a strong proponent of public/private partnerships. Every successful community was built on product, not just marketing, and no other firm has as much experience in building connections between municipalities, tourism, economic development, downtown organizations and the business sector. The most successful communities include stakeholder organizations that are all on the same page, pulling in the same direction—working together.

RBI has developed sustainable tourism plans for communities across North America, in both Canada and the United States, including:

- Okotoks, Alberta
- Barrie, Ontario
- Topeka, Kansas
- Asheville, NC
- Coos County, NH
- Rapid City, SD
- York, Pennsylvania
- Michigan City, Indiana
- Sulphur Springs, Texas
- Squamish, BC
- Caldwell, Idaho
- Alpena, Michigan
- Walnut Creek, California
- Porter County, Indiana



- Round Rock, Texas
- St. Albert, Alberta
- Ogden, Utah
- Oskaloosa, Iowa
- Moosehead Lake Region, Maine
- Deadwood, SD
- Marion, Iowa
- Rochelle, Illinois;
- and many more.

In addition to tourism and downtown planning, RBI has performed Destination Assessments for more than 2,000 communities. The Assessment provides a photographic, objective view of the city, town, or area through the eyes of a first-time visitor, wearing three hats: as a person looking to relocate or start a business locally; as a person looking to relocate to the community; or arriving as a leisure visitor.

The Destination Assessment concludes with an Assessment Findings & Suggestions workshop, where Roger Brooks provides detailed suggestions and ideas on what could be done locally (both public and private sector) to make it an even better community in which to live, work, invest in, and visit.

As an example, the Destination Assessment performed for Asheville was the pre-cursor to its new branding, downtown revitalization, and wayfinding efforts.

Roger Brooks is one of the world's most dynamic keynote speakers on downtown and economic development, tourism, and place-based marketing. He has been the top-rated, featured keynote speaker at conferences throughout North America, Western Europe, Scandinavia, and Africa.

Working in the public sector with towns, cities, counties, regions, provinces, states, and countries, RBI is renowned for its bottom-line, "make something happen" approach. This passion results in tremendously successful planning and implementation efforts.

You will find that the DDA team is expert at bringing

people and organizations together, getting them excited and empowered to achieve common goals. Based on years of grassroots experience, the RBI team has learned what works and what doesn't. We know the importance of a collaborative approach that fosters community buy-in, so critical for the success of any planning effort.

In 2017, the RBI team created the Destination Development Association (DDA), which is dedicated to assisting communities with their community development, economic development, and tourism development efforts through monthly webinars and an extensive video library covering just about any topic tied to these efforts. To get an idea of the breadth of knowledge the RBI team brings to the table, we invite you to visit DestinationDevelopment.org, scroll to the Resource Center and look at the video titles available there.

Hand picked from around the country, the RBI team includes some of the most creative minds in the business—minds that know how people move, and know what moves people. And perhaps best of all, the team specializes in getting communities excited about the possibilities, ready to make a positive difference.

2. Other Similar Work and Clients

Roger Brooks International has worked with more than 2,000 communities around the world, helping them become successful, sustainable destinations that improve the quality of life for their residents, ensure a vibrant business climate, and attract the types of visitors that will protect local assets and enhance the economy.

Michigan City, Indiana

As a seasonal destination, Michigan City, Indiana (population 31,100) sees plenty of visitors during



the summer as they play on the beach, shop at the local outlet mall, and spend time at the local casino. However, their downtown had been completely ignored, and their residents didn't enjoy being in their own town during the peak summer months. There had been downtown development and revitalization efforts, but Michigan City needed an Action Plan that would help them find their focus as a city, make downtown a showcase for local residents and their visitors, attract investment, and help mitigate summer season tourism by providing solutions to vexing challenges such as parking, traffic, and overcrowding at key attractions. A focus also concentrated on marketing tourism to promote shoulder seasons and weekday traffic.

The RBI team worked with the city and local organizations to develop a plan. The primary goals also included branding: changing the perception of the city as a rust belt town (rebranding); ways to attract and retain younger generations and their families; and how to turn downtown into an economic driver as well as an inclusive place for all residents—and visitors—to enjoy.

Through the Destination Assessment, research, on-site exploration, meetings with stakeholders, online questionnaires, and creative work, RBI, in collaboration with Michigan City, developed a new brand story and image:

“Fearlessly different. The heart and soul of this amazing place resides in its people and the passion they have for the mix of creativity and good times. Edgy, inspiring, and chock full of fearless forward-thinkers and creators. Welcome to Michigan City. To forge your next chapter, come visit us. Create. Play. Repeat.”

The plan included recommendations for implementation, marketing, and product development. The city's marketing has won

numerous awards and is making them a darling of rust belt city turnarounds.

Springdale, Utah

Springdale sits at the western entrance to Zion National Park in Utah. The state's primary tourism campaign focused on “The Might Five” national parks, all of them in Southern Utah with Zion being the most visited. As a result of the campaign, the park was seeing visitation increase by more than half a million every year. From 2.5 million to more than 4.5 million in just three years.

Perhaps the biggest challenge was that 70% of the annual tourism was taking place in just 120 days a year. This pushed the average daily population from the town's 700 residents to 27,000.

Of course, this began to overrun the town's capacity to deal with traffic congestion, parking, insufficient public amenities (restrooms, bike lanes, visitor information, dining, etc.)

Working with the Utah Office of Tourism and the Town of Springdale, Roger performed a Destination Assessment with the focus on finding ways to mitigate the “overtourism” problem so that the quality of life would actually improve, allowing local residents to embrace their tourism-based economy.

The plan included local input (residents and businesses), working with the National Park staff, the town's staff and elected officials, Utah's Dept. of Transportation (UDOT), and the Utah Office of Tourism.

Numerous changes were made locally and at the state level in both infrastructure, traffic mitigation, and marketing, and as a result, Springdale has seen unparalleled success while maintaining an exceptional quality of life for its residents.



Ocean Shores, Washington

Ocean Shores, located a 2.5 hour drive from the greater Seattle metropolitan area, was “stuck in the 60s” and needed help. In fact, Washington residents would skip over their own beach towns to head to the Oregon coast.

The city, with lack of investment, was still hosting 2.5 million visitors a year, but primarily on weekends during the summer months. The town sat vacant (20% occupancy) for more than eight months a year—simply not sustainable for local hoteliers, retailers, restaurants, and tourism guides and suppliers.

For this project, Roger and his team not only produced the plan but implemented it. Over four years more than \$450 million in new private-sector projects were recruited (new hotels, a beachfront casino, B&Bs, Inns, restaurants, retailers, etc.) to Ocean Shores.

The older “stuck in the 60s” properties began to invest (in some cases the competition forced them to do so), new upscale restaurants and retail shops came to town, and a re-positioning marketing campaign was implemented to promote the shoulder seasons. To accommodate this push, the city built a new convention center, attracted a Native American-owned \$50 million casino, recruited indoor activity and entertainment projects to attract visitors on those rainy, fall, winter, and spring periods.

It worked. Ocean Shores began attracting four million visitors a year, spreading them out throughout the year, making the town a strong eight-month destination. As noted earlier, the town has seen an incredible return on its investment and those funds were used primarily for community development projects, mitigating the effects of over-tourism, providing a year-round stable economy, preserving

and, in fact, improving the quality of life for its citizens, AND while providing one of the lowest property tax rates in the State of Washington.

These are three examples of the RBI team’s efforts and there are dozens more. The lessons learned through each of these projects are the core principles we hold close for every project we undertake:

1. FACILITATION

We facilitate the process, working with you. No outsider can come in, tell a community what to do, then leave and expect it to succeed. When the plan comes from within, there is buy-in, enthusiasm, and ownership. So we believe in developing the plan WITH you, not FOR you.

2. BEING THERE

Naturally, if we are going to build a plan with you, we need to be there. No outsider will produce a quality plan without spending time IN the community. We start every plan with a Destination Assessment, where we spend a full week in the community, just like any first-time visitor would. This is our chance to “secret-shop” the community and get to know it from the standpoint of someone looking for a place to live, invest in, or to visit.

But it’s also important to spend time, locally, talking to local citizens, stakeholders (groups and individuals), to get a pulse of the community, its goals and desires—beyond the assessment process.

Building a plan *with* the local team means we need to be present as it’s being developed. Even developing the final presentation should be done IN Blowing Rock. We don’t believe that anyone can develop a winning plan while working in a vacuum, or in just a couple of two-day visits. We believe you have to be there, in person, to succeed.



3. ACTION PLANS

We believe in Action Plans. Especially these days, no one wants to read a 300-page strategic plan full of generalities, but without solid steps to accomplish your goals. To gain support, you must cut to the chase. An Action Plan includes the following elements:

- A brief description of each recommendation
- When it would be implemented (they are put in chronological order—a to do list)
- Who would be charged with implementation (it takes an entire community to succeed—every local organization plays a role)
- The cost of implementing it
- Where the money would, or could, come from
- The rationale for making the recommendation
- Detailed instructions on how to implement it
- Performance measures (to gauge success)

There's no reason a plan like this would need to take more than 70 pages. The Executive Summary is an actual vision showing what implementation of the plan will accomplish. When the community sees the vision, it's easy to buy-in to the plan.

4. EDUCATION & OUTREACH

Public outreach is critical: Roger Brooks is one of the top-rated keynote speakers, and for a reason: he is a master motivator. His ability to get people out of their silos, working together for common goals and objectives, is nearly legendary. Having Roger begin the process with a public workshop (with COVID-19 protocols in place) will educate locals on why tourism is important, what's in it for them, and why developing this plan is so important.

Through humorous stories and real-life examples, Roger will get local stakeholders and residents on the same page, enthused and empowered to “make

something happen.”

We also use online surveys to engage local residents, and we believe in interviewing groups and individuals that would provide valuable input into the process

5. CREDIBILITY

Having worked with more than 2,000 communities provides us with a unsurpassed wealth of knowledge and expertise specific to the issues that face Blowing Rock and other communities. Credibility is vitally important when it comes to convincing the community that change is important.

6. TEAMWORK

We believe every community should have a “Destination Our Town” team, which would include representation from the city (staff and elected officials), chamber of commerce, destination marketing, economic development, downtown, historical society, the arts, education, health, local foundations and other stakeholder organizations. The word “destination” is not just for tourism: The Destination Blowing Rock team's mission would be to make the town a fantastic destination to live in, raise a family, or retire in. A fantastic destination for investment: to grow an existing business, to relocate a business, or to start a new one. And, a great place to visit.

The top cartoon, left, illustrates the typical economic development express: everyone is off doing their own thing, working in silos. The lower one shows what can be achieved when you have your stakeholders on the same page, pulling in the same direction.

Finally, RBI Action Plans have seen very close to a 100% success rate: They accomplished the goals and outcomes addressed in the plan.



PLAN DEVELOPMENT PROCESS:

Blowing Rock Sustainable Tourism Management Plan

Because no budget was included in the RFP, it's very hard to come up with a process that will both fit within budget constraints and will also accomplish the goals laid out in the RFP.

The Springdale, Utah plan was done for just \$35,000 and included the Destination Assessment (geared to the same outcome as you are looking for), and two follow-up meetings in the community and two at state offices. The entire plan was done in just ten days and was extraordinarily successful.

The Michigan City plan, on the other hand, was a \$110,000 plan, which took eight months to develop, and included numerous trips, expanded outreach, and a far more in-depth approach.

But Michigan City has a population of 31,000 and a service area of 50,000 residents, where Springdale is home to 700 residents.

We believe that with a population of approximately 1,500, you can accomplish the development of a 10 year Action Plan, with public input, initial presentations, stakeholder input, brand graphics, and final presentation at a cost of \$60,000.

This is how we propose to accomplish this:

1. ASSEMBLING THE TEAM | INTRODUCTORY MEETING

Cost: None

Location: Via Zoom or video conferencing platform

The first order of business would be to assemble the Blowing Rock Team (unless that's already been established) and to host a video conferencing call so that introductions can be made and to kick off the

process. This is a great time to get to know Roger Brooks, who will personally be leading the entire process along with the town and the Blowing Rock TDA.

2. DESTINATION ASSESSMENT

Cost: \$25,000

Timeline: 5 to 7 days

Location: Blowing Rock

By far our most popular program, the Destination Assessment is a fantastic baseline to work from in developing your Sustainable Tourism Management Plan (STMP). In essence, it's a week-long look at Blowing Rock from the eyes of a first-time visitor. Over the years the RBI team has Assessed more than 2,000 communities in almost all 50 states, across Canada and throughout Western Europe.

Every Assessment we perform is geared to answer a question (or two or three). Sometimes it's "how can we attract more visitors?" Or, "what can we do to become a better, more sustainable destination?" "How can we improve our marketing?" "What do we have that's truly unique and sets us apart from everyone else?" "What can we do to become less seasonal?" "How do we educate our locals that tourism is a good thing?" Every assessment is different, and no two are ever alike.

When we assessed Gatlinburg, Tennessee, they wanted to know how they went from being a great arts community to attracting millions of budget visitors and a downtown full of T-shirt shops and tattoo parlors. In short, they had become a "coupon destination," while cities like Asheville became places for the arts. They also wanted to know how to become an eight-month destination as opposed to a four-month pass-through community to the Great Smoky Mountains National Park.



The goal of the Assessment for Blowing Rock might be to answer the question “what else could be done, locally, to make Blowing Rock an even better, more sustainable destination AND a fantastic place to live?” We’d focus on looking for ways to have tourism and quality of life coexist, or to find ways to reduce the seasonality. Successful tourism isn’t always about how many visitors you get. Ashland, Oregon sees just 460,000 annual visitors—but the average stay is four nights. And overnight visitors spend four times that of day visitors.

RBI’s Destination Assessment is a powerful tool that offers an objective view of what a visitor sees and experiences while in your community: from the initial planning to on-the-ground exploration.

Working with the Blowing Rock team, we’d put together the questions you’d like answered, and then we’d come and experience a first-hand account of the Blowing Rock experience. This builds the groundwork for finding solutions and offers suggestions to achieve your goals, while providing the platform for future planning. You might see it as “here’s where you are today, through the eyes of a local resident and first time visitor.”

RBI’s evaluation process is done in two phases. First, we conduct research from a distance by planning a trip to the area, to see what your marketing tells us. Second, we spend a week in the community for a professional, in-depth look as a visitor, potential investor, or future resident.

The Destination Assessment concludes with a public (and recorded) Findings and Suggestions Workshop, presented by Roger Brooks.

Phase I: Marketing Assessment - - - - -

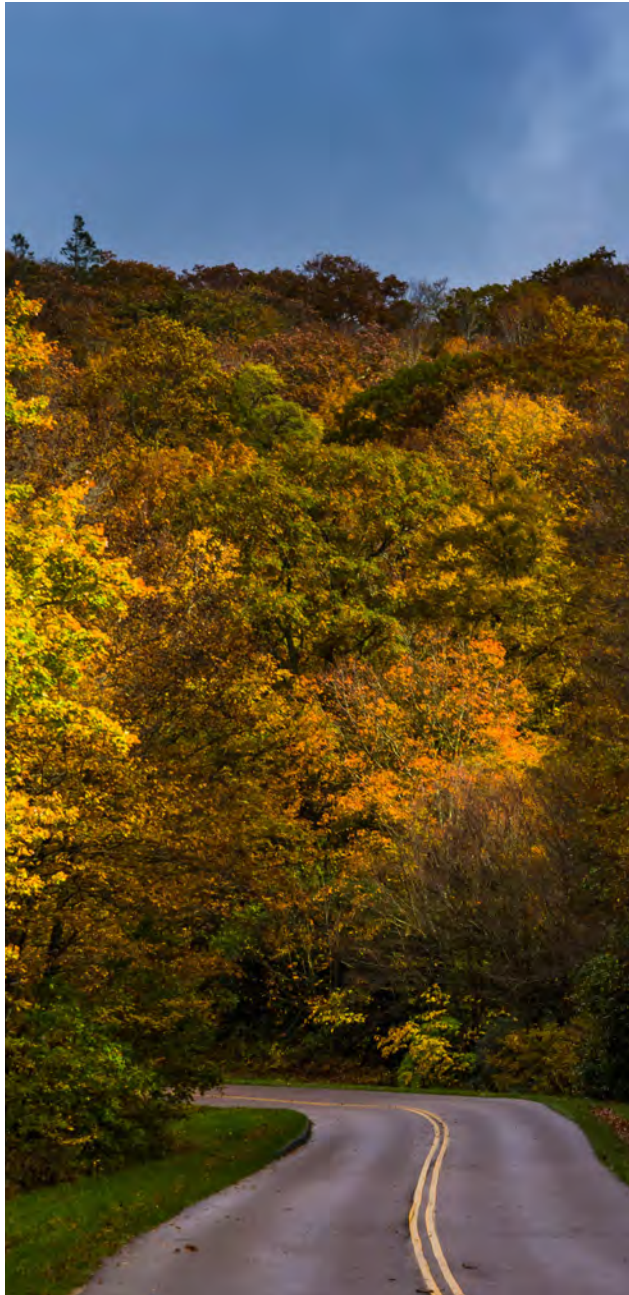
The first part of the assessment process is planning the trip to Blowing Rock, just as anyone looking to spend time there would. Wearing three hats (someone looking to invest, looking for a place to live, or as a leisure visitor) we review websites (national, state, regional, local), look at peer reviews, see what there is to see and do, look at photography of the area, what is being said on social media (by locals and visitors), seasonality, home prices, neighborhoods, schools, etc. We also request brochures, guides and other printed materials, and look at lodging options. After all, we will be spending quite a bit of time in Blowing Rock so this is VERY useful information and will tell us what we can expect when we arrive.

We also look at your competition: what makes you unique (your brand) and how Blowing Rock stacks up to other communities in the area. This element provides a comparative and competitive assessment.

Phase II: On-site Assessment - - - - -

During the second phase, we immerse ourselves in your community for a week, looking at and photographing Blowing Rock through the eyes of a first-time visitor. We drive from your primary and secondary market areas so we can experience your community gateways, and learn if your wayfinding signs lead us downtown and to your attractions and amenities. We shop in your downtown shops, eat in local cafes and restaurants, spend time at your primary and secondary attractions and activities, etc.

We spend several days getting to know the overall community, the downtown, other commercial areas, attractions and amenities – secret shopping the area wearing the hat of a visitor, site selector, meeting planner, future resident, or business owner.



We don't believe anyone called in to assist the community can do an effective job without first getting to know the community and the surrounding area. This allows us to dig deeper – to really see, first hand, what visiting, living and working in the community is like.

Taking dozens (typically hundreds) of photographs, Roger Brooks looks at local and surrounding area activities, attractions, shopping and dining options, lodging, as well as what's open during the evening hours.

He looks at your neighborhoods, schools, medical facilities, wayfinding signage, business mix, community gateways, pedestrian accessibility, business operating hours, retail signage and displays, streetscapes, gathering places, critical mass (retail clustering), attractions mix, recreational activities, visitor information, cultural activities, parking, facades and beautification efforts, hidden gems, business and industrial use, lodging facilities, and transportation.

The number one activity of visitors, in the world, is shopping, dining and entertainment in a pedestrian-friendly setting. So looking at your downtown—or places visitors can spend money—is an important factor in the assessment process.

Seventy percent of ALL consumer bricks-and-mortar spending takes place after 6:00 pm. Are you open? If most of your tourism offerings are outdoor-oriented with the activities taking place during the day, and your visitors come back into town after 6:00, will there be places to spend money? Often communities rise up against tourism because they don't see the economic benefit of having visitors come. Perhaps this is because sidewalks roll-up at 6:00. The assessment findings and suggestions also concentrate a great deal on what businesses do to

attract customers. The Assessment is a great tool that will help local businesses find ways to increase their sales through curb appeal, window displays, signage and operating hours and days.

Findings & Suggestions Workshop - - - - -

At the conclusion of the Destination Assessment, Roger will compile his notes, process the photography and build the Findings and Suggestions Workshop, which he will present to invited participants or the public. This presentation showcases specific low-cost ideas, solutions, and things you (as a community and local businesses) can do today to make a difference tomorrow.

The workshop is 100% about Blowing Rock, and every workshop is built from the ground up, specific to your community. Once again, no two assessments are alike. The workshop typically includes dozens of low-cost “suggestions”—things that could be done locally to answer the initial questions to be answered by the assessment.

Always fun, entertaining and informative, the two-and-a-half-hour workshop is an excellent way to motivate the community and educate them on how they can make a positive difference.

This also gives Roger the opportunity to talk to your local residents about the importance of tourism, what it does for the community, and discuss ways to mitigate its impact during peak days or months.

This workshop is extremely valuable for officials, county and/or municipal staff, economic development, tourism, local business owners, and the entire town. The Findings and Suggestions Workshop can be televised locally (YouTube or Facebook Live), and is recorded so that it can be viewed by as many



people as possible. Even during the pandemic, Roger has hosted live event Assessment workshops, with social distancing mandates in place.

Roger is a great motivator, his workshops are fun and engaging, and this is a great way to kick off your STMP planning process. Roger can explain to the audience why it's taking place, the process and the timeline. It's also a great way to kick off the public input process.

3. PUBLIC OUTREACH

Cost: \$2,500

Timeline: 10 days

Immediately after the Assessment Findings & Suggestions Workshop, an online survey would be available for local residents.

OPTION: The online survey could begin even before the Assessment process, introduced by town officials and promoted through local organizations, press and social media channels.

Before arriving for the Assessment, Roger would sit down (via Zoom or other video conferencing platform) with the Blowing Rock team to develop a set of questions that can be presented to residents and local businesses, allowing them to weigh-in on their thoughts and ideas.

Typically we limit these to nine questions (often with ten they will simply say "I'll do this later" and it never gets done. We typically start with three multiple choice questions:

1. Where do you live? (within the town limits, within 5 miles of town, outside of the area)
2. What age range are you in? (under 20, 21 to 40, 41 to 60, over 61)
3. What gender are you? (male, female, don't wish to disclose).

The answers will vary depending on where they live, what age range they are in, and by gender. Women account for 80% of all consumer spending, so we typically will find that 60% of the responses are from women.

The other six questions would be specific to the actually planning process. This is the public's chance to weigh in on the future of tourism for Blowing Rock.

The questions are typically open-ended so people can offer their opinions, often venting, but it's very important that they are heard and have the opportunity to weigh in.

4. STAKEHOLDER INTERVIEWS

Cost: \$4,000

Timeline: 2 days

Location: Blowing Rock

Immediately following the Assessment Findings & Suggestions Workshop (usually held during the morning on a week day) Roger would sit down with the Blowing Rock Team.

This is where introductions would be made and where the "team effort" begins. Often this is a casual lunch meeting where members of the team can discuss what they saw in the Assessment workshop, bring out ideas, offer their thoughts, etc.

If the online questionnaire effort has concluded by this time, it's a perfect time to discuss the findings: what people said, common themes, and perhaps good ideas.

The team would each have access to the SurveyMonkey questionnaire, so they can review it, and help promote it, during the process. Copies would be made available to each team member for their review prior to the introductory meeting.



Over the two following days, Roger would be available to meet with local stakeholder organizations and individuals.

Before the process begins, the Blowing Rock Team would develop a list of people or groups to be interviewed, including the naysayers or CAVERS (Citizens Against Virtually Everything). Some of these might be better as individuals, and groups should typically be seven or fewer people for both social distancing and so everyone has an opportunity to be heard.

Typically six interviews can be held each of the two days on a schedule that might go as follows:

- Interview #1: 8:00 to 9:00
- Interview #2: 9:15 to 10:15
- Interview #3: 10:30 to 11:30
- Interview #4: 1:00 to 2:00
- Interview #5: 2:15 to 3:15
- Interview #6: 3:30 to 4:30

Then the following schedule would repeat the next day. As an option, this could be reduced to one day. In the case of Springdale, Utah, there were no interviews—just Roger working with the Springdale Team.

4. PLAN DEVELOPMENT

Cost: \$21,500

Timeline: Option #1: 4 days Option #2: 30 days

Location: Blowing Rock | RBI offices

OPTION #1: There are a couple of options when it comes to developing the actual plan, depending on budget. In the case of Ashland, Kentucky; Brigham City, Utah; The Inner Banks towns of North Carolina; and others, we performed the assessment, met with the team afterwards, and held a full-day retreat the following day to list the recommendations and

assemble the framework for the plan. Then Roger and team spent the next two days developing the plan in a Keynote (or PowerPoint) presentation. On the third day Roger presented the plan to the Team, who went through it with him, identifying who'd take the lead, costs, timelines, funding sources, etc. This would take most of this day, but would be done IN Blowing Rock.

Then Roger and the Team would take the late afternoon to develop the public presentation, which Roger would present the next morning.

The cost of this is as follows:

Destination Assessment:	\$25,000
Working with the team, plan:	10,000
Final presentation:	<u>2,500</u>
Total:	\$37,500

The final plan, in this scenario, IS the Keynote plan, printed and bound and still addressing the recommendations, putting them in chronological order, gathering costs and funding sources, who would be charged with implementation, and other details tied to specifics.

OPTION #2: The second options follows the earlier one, but upon arriving back home, Roger and his team would write up the full plan, based on the outcome of the earlier meetings.

Once the draft plan has been completed it would be sent to the Blowing Rock Team for review. Edits, changes, challenges or additional information would be presented to the Team lead, who would forward those on to Roger. Roger would also be available for a conference call with the team.

The plan would also include the elements outlined in Phase 2 - Implementation per the RFP, except



for the brand graphics. It would include an effective education/outreach campaign, including branding initiatives. In the introductory part of this document we detailed what is included in an RBI Action Plan. It's concise, to the point, and includes specific details regarding its implementation.

5. MARKETING & GRAPHICS

Cost: \$6,500

Timeline: 30 days

Location: RBI offices | Blowing Rock

This element of the plan concentrates on the “look and feel” of the outreach campaign. This would include the creation of the following graphic elements:

- Brand identity for the campaign
- Key marketing messages
- Tag line
- Three sample posters and fliers
- Concept social media pages (Facebook, Instagram)
- Concept website home page (or landing page for this project)

While the graphic design is taking place at RBI's offices, the Blowing Rock Team is engaged in the entire process through a series of video conferencing calls and via email.

Four concept brand identities would be created and chosen by the team, along with input from the team on the other creative elements of the plan.

6. FINAL PRESENTATION

Cost: \$8,500

Timeline: 3 days

Location: Blowing Rock

Once the brand graphic concepts have been completed, Roger would return to Blowing Rock to prepare the final presentation, go through it with the team, and then he'll present it to the community, with

the Blowing Rock Team present to answer questions and engage the community as it's implemented.

The presentation would concentrate on the Vision: What the future of tourism for Blowing Rock looks like, what the population goals will be, the business mix, seasonality concerns, downtown development, and other initiatives that would take place over the next ten years per the plan.

The goal is to build local buy-in and excitement for the vision and what it will do for the residents of Blowing Rock. Often the vision is shown through photographic examples and other case histories that could be emulated locally.

There is no one better at selling a vision like this than Roger Brooks. Your stakeholders will feel both enthused and empowered, ready to dig into the plan.

This presentation would typically last approximately 45-minutes and would be recorded so it could be seen anytime and periodically as implementation of the plan begins.

7. FINAL PLAN

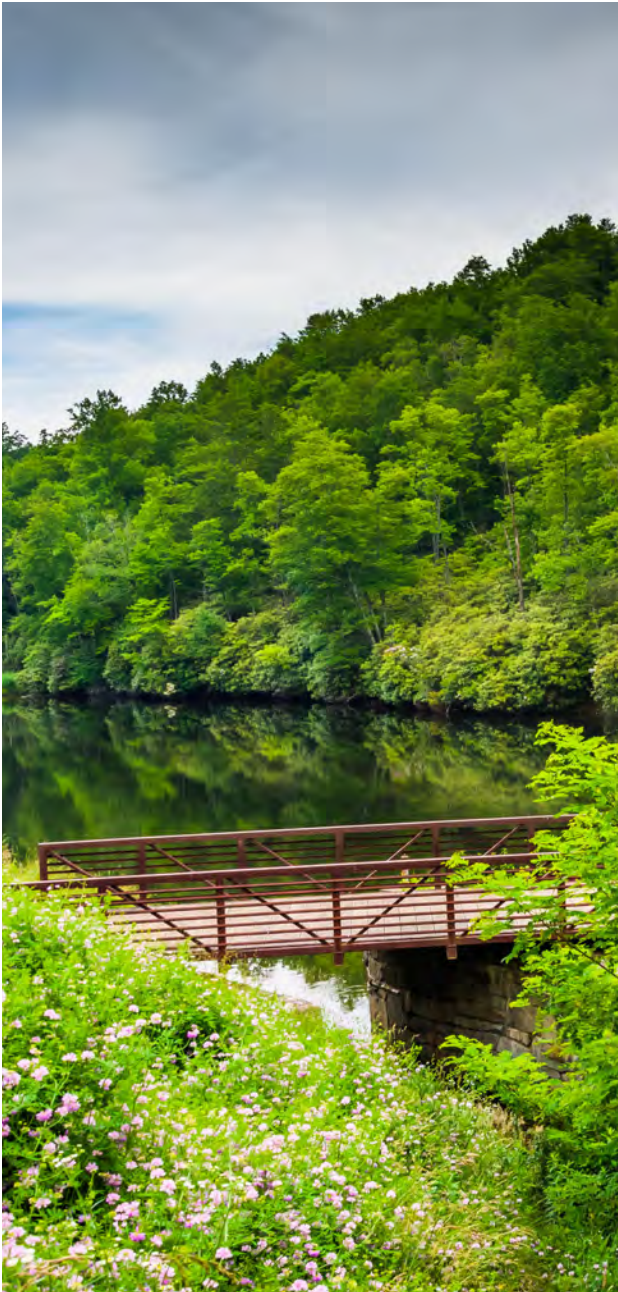
Cost: \$500

Timeline: One week

Location: From RBI to Blowing Rock

Pending any last minute changes from the public presentation and final meetings with the Blowing Rock Team, the final 10-year plan would be completed with ten bound hard copies sent to the Team along with both high- and low-resolution copies of the plan in PDF format.

The intellectual properties including graphics, key marketing messages, concepts, and logos would be owned by the Town of Blowing Rock and the Blowing Rock TDA—or however you see fit.



Blowing Rock Sustainable Tourism Management Plan cost summary

Initial meeting & introductions:	\$ 0
Destination Assessment	25,000
Public outreach	2,500
Stakeholder interviews	4,000
Plan development	21,500
Marketing & graphics	6,500
Final presentation, meetings	8,500
Final plan prep, printing, etc.	<u>500</u>
Total:	\$68,500

Note: Costs include transportation, lodging, meals and related RBI costs associated with developing the plan. It does not include venue or refreshment costs for public presentations or interviews.

Billing procedures

Roger Brooks International works on a flat fee basis, and all expenses, including travel costs, are included in the project fee.

RBI invoices at the end of each month for the work performed during the month. Descriptions of work performed will be provided. Invoices would be due net 30 days.

An initial deposit is requested upon contract signing.

Plan development & presentation timeline

Initial meeting & introductions:	1 day (video call)
Public outreach	10 days (online)
Destination Assessment	7 days in BR
Stakeholder interviews	2 days in BR
Plan Development	4 days in BR
	26 days RBI offices
Marketing & graphics	30 days (video calls)
Final presentation, meetings	3 days in BR
Final plan prep, printing, etc.	5 days RBI offices

Total time to complete the plan and present it: 12 weeks

Days spent in Blowing Rock: 16 days



Performance measures

These would be addressed during the plan's development. These might include seasonal visitor occupancy rates, ADR lodging rates, traffic and visitor counts, sales tax receipts, home sales (tied to population changes), and a myriad of other factors tied to each recommendation made in the STMP.

We do believe its very important to include performance measures tied to each recommendation in the plan.

References

Romy Snyder, CEO Wisconsin Dells CVB

Wisconsin Dells, the Waterpark Capital of the World includes the two small towns of Wisconsin Dells and Lake Delton. Yet Romy's marketing budget is nearly \$14 million a year. Wisconsin Dells is one of the Midwest's most successful and sustainable visitor destinations.

Email: Romy@WisDells.com
701 Superior Street
Wisconsin Dells, WI 53965
Phone: (608) 254-8088

Paul Larsen, AICP, City of Brigham City, Utah

Paul manages all economic and community development efforts as well as the revitalization of Brigham City's downtown.

Email: plarsen@bcutah.org
Phone: (435) 734-6603



Roger Brooks
President & CEO
Team Lead

Roger Brooks would be the project lead.

Roger Brooks has assisted nearly 2,000 communities with their branding, tourism, downtown development, and marketing over a distinguished career spanning nearly 40 years. Founder of award-winning Roger Brooks International and the Destination Development Association, Roger is the author of the books “Your Town: An Amazing Destination—The 25 Immutable Rules of Successful Tourism,” and the upcoming “20 Ingredients of an Outstanding Downtown,” both of which highlight lessons learned, boots on the ground experience, and year of extensive research.

A past Board member of the U.S. Travel Association, Roger is one of the most recognized and frequently quoted experts in the field—a field that includes every aspect that makes a city, town, province, county, or state a better place to live, work and visit.

As a Certified Speaking Professional with the National Speakers Association, Roger’s inspiring and motivational speaking engagements ignite audiences around the world to action. His dynamic presentations have made him the top-rated keynote speaker in North America on the topics of sustainable tourism, community branding, marketing, and product development. His presentations often combine humorous video clips, fascinating stories and real-life examples. His practical approach, which gives clients the steps, rules, and ingredients they can use to make an immediate difference, has made him one of the industry’s foremost authorities and most sought-after experts.

A native of the Pacific Northwest, Roger worked in

the concert industry working with well-known international recording artists before being recruited to help turn around, brand, and market several popular destination resorts, including Harbour Town on Hilton Head Island, South Carolina; Whistler Resort in British Columbia; Sunriver Resort in Central Oregon and several others. Over the years the Roger Brooks International (RBI) team recruited more than \$2.8 billion in new private-sector tourism development projects to resorts and rural communities. He has worked in 45 of the U.S. states, across Canada, in Western Europe, Scandinavia, and the island nation of Mauritius.

Roger’s specialty is helping communities become better places to live, to own a business, and to visit. He does this through tourism and downtown planning (placemaking) efforts, marketing plans, Destination Assessments, downtown revitalization assistance, on-site consulting services, and speaking engagements. In order to assist more communities requesting his assistance, he created the Destination Development Association (DDA), an online membership organization dedicated to providing an enormous array of resources every community can tap into to become more successful.

Roger’s energetic, grass-roots guidance leaves local champions filled with innovative ideas, confident in their ability to pull people together and accomplish great things in their communities.

Years later, past clients frequently check back to tell him how his enthusiasm and advice have led them to achieve incredible success in their communities.



Natalie Moore
Business Development

Natalie came to Roger Brooks International with over a decade of education and experience in Business Management and Hospitality Management. She loves sharing her enthusiasm

with others, which comes in handy as she assists communities become thriving destinations.

Natalie’s love for the Hospitality industry started as a College Program participant with Walt Disney World. She credits those nine months of her life to her love of helping others.

It is safe to assume, that if it is a Saturday in September through December, you can probably find her watching NCAA Football with her mom and siblings. When it isn’t college football season, or when her teams are frustrating her, you will often find her at her beloved Disney or exploring Arizona with family and friends.



Jane Brooks
Vice President
Destination Assessment Specialist,
Writer, Researcher

Jane brought her expertise in writing, research, communications and finance to Roger Brooks

International more than twenty years ago. Over the years, she has worked with Roger, traveling to more than 1,200 communities to perform on-site and marketing assessments. Jane provides the “woman’s perspective” during destination assessments.

Jane is responsible for putting the brilliant ideas of the team down on paper, and she handles much of the research for community plans and reports. She has managed successful marketing programs over the years, including advertising programs for northwest destination resorts and counties.

With three full-grown children and three grandchildren, Jane is kept happily busy in her free time. Travel is another favorite activity—whether for business or pleasure. Scuba diving in the Caribbean, sipping wine in Italy, walking through archaeological digs in Israel, swimming off the shores of Crete, catching the tube in London, watching the snow fall in Stockholm’s Gamla Stan, climbing the Giant’s Causeway in Northern Ireland, and walking with lions in Mauritius, have all given Jane some of her best memories and lessons for successful destinations in her work with communities.



John Kelsh
Tourism & Branding Specialist

John Kelsh has a lifelong passion for travel, tourism and helping destinations “Get on the map.”

John’s experience has cross-trained him in important disciplines needed for successful development and promotion of destinations – research, marketing and advertising, destination planning, and economics. John was the first student intern with the United States Travel Service at the Dept. of Commerce in Washington, D.C. He organized and managed the Hawaii State Tourism Office for four years and designed Hawaii’s first comprehensive statewide tourism development plan while still in his twenties. Later, John was advertising supervisor for several iconic destinations, including Hawaii, Maui, Alaska, Samoa and Fiji, and was an early marketing consultant to the People’s Republic of China. John developed an early interest in market research, designing travel research for the State of Hawaii, the State of Alaska, and the Australian Tourist Commission.

He has broad experience in cruise marketing and cruise destination development, and he has consulted with three major cruise lines.

John has worked with Roger Brooks on many projects over the past 10 years, during which time he contributed to the development of branding, product and marketing plans for Ottawa, IL; Rapid City, SD; Battle Creek, MI; Conroe, Salado and Marshall, TX; Rock Springs, WY; Moses Lake, WA; Pittsburg, Turlock and Stockton, CA; Pendleton, OR; Enumclaw, Monroe and Mason County, WA; as well as many others around the US.

John received his Bachelor of Science degree in Transportation, Travel and Tourism at Niagara University and a Master’s in Business Administration at the University of Hawaii. John has been a speaker on variety of destination subjects in Asia, the U.S. and the Pacific Basin, and has taught at the School of Travel Industry Management, University of Hawaii.



Todd Mayfield
Wayfinding Systems Expert,
Brand Graphics

Todd Mayfield works from his Axia Creative Florida office. With over 28 years of community wayfinding, brand development, print graphics and advertising experience, Todd

has earned numerous awards for design excellence and profound respect among his constituents. He is also an accomplished fine artist and illustrator. His work has been featured in national publications and books such as Print, Signs of the Times and American Corporate Identity.

During his career, Todd has developed wayfinding systems for Moses Lake, WA; Rock Springs, WY; Bothell, WA; Russian River, CA; Carlsbad, NM; Gatlinburg, TN; Stockton, CA; Vulcan, Alberta; and Barrie, Ontario.

Todd has served as the design director for the Douglas Group in Washington, DC, where he headed branding, wayfinding and interpretive projects for clients such as the US Capitol; the US National Arboretum; the City of Rockville, MD; Silver Spring, MD; the Ronald Regan Building; Marriott Hotels, and Ritz-Carlton.



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Regular Agenda - Staff Report

To: Mayor Charlie Sellers and the Blowing Rock Town Council

From: Shane Fox, Town Manager

Subject: Town Council Winter Retreat

Date: November 10, 2020

Request: For the Town Council to consider the approval of the bid received from Gilbert Engineering for replacement of the bulk chemical tanks at the Water Treatment Plant. Gilbert Engineering bid a total of \$208,650 for the project, that would include new chemical tanks, chemical clean-up, recoating of new surface, and the enlargement of the basement door. The Town currently has \$100,000 in reserves to apply to the project, the remaining \$108,650 would be utilized from the Water and Sewer Available Fund Balance.

Background: At the August 2020 Town Council Meeting, the Town Council granted approval to Town staff to move forward with the bid process to replace the chemical bulk tanks at the Water Treatment Plant. The initial bid process began and ended during September 2020, and resulted in one bid being received from Gilbert Engineering. At the October 2020 Town Council Meeting, the Town Council granted approval for the Town staff to rebid the project, in hopes of obtaining multiple bids. This process began and ended during the month of October 2020. The second bid process did not result in any additional bids received. The Town has received one bid for the proposed project, from Gilbert Engineering.

Attachments:

1. Memo – McGill – Bulk Tank Bid Process and Results
2. Bid document/results – Gilbert Engineering
3. Budget Amendment

MEMORANDUM

To: Shane Fox, Town Manager

From: Douglas Chapman, PE

Date: November 4, 2020

Subject: Water Treatment Plant Bulk Chemical Tanks

As presented at the August Town Council meeting, the bulk chemical tanks at the Town's water treatment plant are in need of replacement. The operators at the plant receive chemicals for water treatment (caustic for pH adjustment and alum for coagulation) in bulk shipments of approximately 5,000 gallons. To accommodate those shipments, the plant includes one (1) caustic tank and two (2) alum tanks. Chemicals from these bulk tanks are then transferred to day tanks, used at the plant

to feed directly to the process. Due to the high-quality raw water entering the plant, chemical shipments last for an extended period. The existing bulk tanks are original to the plant construction in the late 1970s, and in conjunction with the piping and pumps, have experienced leaks. Herein are photos of the tanks, the chemical containment area, and transfer pumps. Unfortunately, caustic is very corrosive, and forms crystals as it is exposed to the atmosphere.





In August, the Council made the decision to move forward with the project for replacement of the bulk storage tanks for both alum and caustic, as well as the associated piping and transfer pumps. With the smaller amount of chemicals used, this replacement can be accomplished by utilizing the day tanks without taking the water plant out of service. Along with demolition of the existing tanks, clean up of the leaked and crystalized chemicals will be a necessary part of the project. Further, the access door to the lower level will need to be removed and replaced as part of the project.

McGill prepared a schematic bid package to solicit informal bids to complete this work. Bids were solicited from five (5) area contractors that have completed comparable work. Unfortunately, several bidders did not have resources currently available to take on the project and only one (1) bid was received. Following the October Town Council meeting we made some minor changes to the project and rebid the project with area contractors. On October 29, bids were received again, and only one (1) bid was received, from Gilbert Engineering Company of Statesville. The bid amount for the project was \$208,650. Following the initial bid opening, we had discussions with Gilbert to consider any value engineering items that could reduce the overall price of the project, without trimming necessary items, and the only items available were changed for the rebid.

Based on the urgency of the need for this replacement and available funding to accomplish the replacements, McGill recommends that the Council approve awarding the project to Gilbert Engineering in the amount of \$208,650 and establish a 5% construction contingency in the amount of \$10,450.

We will be available at the Town Council meeting to answer any questions.

BID FORM

Chemical Bulk Tank Replacements Town of Blowing Rock

TABLE OF CONTENTS

<u>Article No.</u>	<u>Page No.</u>
Article 1 - Bid Recipient	2
Article 2 - Bidder's Acknowledgements	2
Article 3 - Bidder's Representations	2
Article 4 - Further Representations	3
Article 5 - Basis of Bid	4
Article 6 - Time of Completion	5
Article 7 - Attachments to this Bid	5
Article 8 - Bid Submittal	6

ARTICLE 1 – BID RECIPIENT

This Bid is submitted to:

**Town of Blowing Rock
1036 Main Street
Blowing Rock, NC 28605**

The undersigned Bidder proposes and agrees, if this Bid is accepted, to enter into an Agreement with Owner in the form included in the Bidding Documents to perform all Work as specified or indicated in the Bidding Documents for the prices and within the times indicated in this Bid and in accordance with the other terms and conditions of the Bidding Documents.

ARTICLE 2 – BIDDER’S ACKNOWLEDGEMENTS

2.01 Bidder accepts all of the terms and conditions of the Instructions to Bidders, including without limitation those dealing with the disposition of Bid security. This Bid will remain subject to acceptance for 90 days after the date of the Bid opening, or for such longer period of time that Bidder may agree to in writing upon request of Owner.

ARTICLE 3 – BIDDER'S REPRESENTATIONS

3.01 In submitting this Bid, Bidder represents that:

A. Bidder has examined and carefully studied the Bidding Documents, the other related data identified in the Bidding Documents, and the following Addenda, receipt of which is hereby acknowledged.

<u>Addendum No.</u>	<u>Addendum Date</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

- B. Bidder has visited the Project Site and has become familiar with and is satisfied as to the general, local and Site conditions that may affect cost, progress, and performance of the Work.
- C. Bidder is familiar with and is satisfied as to all federal, state and local Laws and Regulations that may affect cost, progress and performance of the Work.
- D. Bidder has carefully studied all: (1) reports of explorations and tests of subsurface conditions at or contiguous to the Site and all drawings of physical conditions in or relating to existing surface or subsurface structures, including Underground Facilities, at or contiguous to the Site which have been included as a part of the Contract Documents.

- E. Bidder has obtained and carefully studied (or accepts the consequences for not doing so) all additional or supplementary examinations, investigations, explorations, tests, studies and data concerning conditions (surface, subsurface and Underground Facilities) at or contiguous to the Site which may affect cost, progress, or performance of the Work or which relate to any aspect of the means, methods, techniques, sequences, and procedures of construction to be employed by Bidder, including applying the specific means, methods, techniques, sequences, and procedures of construction expressly required by the Bidding Documents to be employed by Bidder, and safety precautions and programs incident thereto.
- F. Bidder does not consider that any further examinations, investigations, explorations, tests, studies, or data are necessary for the determination of this Bid for performance of the Work at the price(s) bid and within the times and in accordance with the other terms and conditions of the Bidding Documents.
- G. Bidder is aware of the general nature of work to be performed by Owner and others at the Site that relates to the Work as indicated in the Bidding Documents.
- H. Bidder has correlated the information known to Bidder, information and observations obtained from visits to the Site, reports and drawings identified in the Bidding Documents, and all additional examinations, investigations, explorations, tests, studies, and data with the Bidding Documents.
- I. Bidder has given Engineer written notice of all conflicts, errors, ambiguities, or discrepancies that Bidder has discovered in the Bidding Documents, and the written resolution thereof by Engineer is acceptable to Bidder or, if no written response was made by Engineer, that Bidder has resolved the issue to its satisfaction prior to the submittal of its Bid.
- J. The Bidding Documents are sufficient to indicate and convey understanding of all terms and conditions for the performance of the Work for which this Bid is submitted.
- K. Bidder will submit written evidence of its authority to do business in the state where the Project is located not later than the date of its execution of the Agreement.
- L. Bidder has not relied upon any information provided by the Engineer except information which is part of the Bidding Documents and is in writing and in the form of a formal addendum.
- M. The submission of a Bid constitutes an incontrovertible representation by Bidder that Bidder has complied with every requirement of the Bid Documents and the Instructions to Bidders, and that without exception the Bid is premised upon performing and furnishing the Work required by the Bidding Documents and applying any specific means, methods, techniques, sequences, and procedures of construction that may be shown or indicated or expressly required by the Bidding Documents.

ARTICLE 4 – FURTHER REPRESENTATIONS

4.01 Bidder further represents that:

- A. This Bid is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation;
- B. Bidder has not directly or indirectly induced or solicited any other Bidder to submit a false or sham Bid;
- C. Bidder has not solicited or induced any individual or entity to refrain from bidding; and
- D. Bidder has not sought by collusion to obtain for itself any advantage over any other Bidder or over Owner.

ARTICLE 5 – BASIS OF BID

Bidder will complete the Work in accordance with the Contract Documents for the following price(s):

LUMP SUM BASE BID

Lump Sum Base Bid Price: Two hundred eight thousand,
six hundred fifty dollars and no/100's dollars

(words)

(\$ 208,650.00)
 (numbers)

The base bid price shall include all costs for furnishing materials and labor complete, each item including all sales tax, labor cost, material cost, and cost of miscellaneous items.

ARTICLE 6 – TIME OF COMPLETION

- 6.01 Bidder agrees that the Work will be substantially complete within 130 calendar days after the date when the Contract Times commence to run as provided in the Modified General Conditions, and will be completed and ready for final payment in accordance with the Modified General Conditions within 150 calendar days after the date when the Contract Times commence to run.
- 6.02 Bidder accepts the provisions of the Agreement as to liquidated damages in the event of failure to complete the Work within the Contract Times.

ARTICLE 7 – ATTACHMENTS TO THIS BID

7.01 The following documents are attached to and made a condition of this Bid:

- A. Required Bid security in the form of bid bond
- B. List of Proposed Subcontractors
- C. E-Verify Affidavit

BID SUBMITTAL

This Bid Submitted By:

**Gilbert Engineering Company
638 South Meeting Street
Statesville, NC 28677**

If Bidder is:

An Individual

Name (typed or printed): _____

By: _____ (SEAL)
(Individual's signature)

Doing business as: _____

A Partnership

Partnership Name: _____ (SEAL)

By: _____
(Signature of general partner -- attach evidence of authority to sign)

Name (typed or printed): _____

A Corporation

Corporation Name: GILBERT ENGINEERING COMPANY (SEAL)

State of Incorporation: NORTH CAROLINA
Type (General Business, Professional, Service, Limited Liability): GEN. BUSINESS

By: _____
(Signature -- attach evidence of authority to sign)

Name (typed or printed): JOHN N. GILBERT III

Title: PRESIDENT (CORPORATE SEAL)

Attest Pamela Stewart
Asst. Secretary

Date of Authorization to do business in [State Where Project is Located] is JUNE 1, 1926

A Joint Venture

Name of Joint Venture: _____

First Joint Venturer Name: _____ (SEAL)

By: _____
(Signature of first joint venture partner -- attach evidence of authority to sign)

Name (typed or printed): _____

Title: _____

Second Joint Venturer Name: _____ (SEAL)

By: _____
(Signature of second joint venture partner -- attach evidence of authority to sign)

Name (typed or printed): _____

Title: _____

(Each joint venturer must sign. The manner of signing for each individual, partnership, and corporation that is a party to the joint venture should be in the manner indicated above.)

Bidder's Business Address 638 S. MEETING ST.

STATESVILLE, NC 28677

Phone No. (704) 872-0986 Fax No. (704) 872-0900

SUBMITTED on OCT 29, 2020

State Contractor License No. NC 999

Regular Agenda - Staff Report

To: Mayor Charlie Sellers and the Blowing Rock Town Council

From: Shane Fox, Town Manager

Subject: Retreat

Date: November 10, 2020

Request: For the Town Council to discuss the location and dates for the Winter Retreat. Proposed dates would include January 18th-20th or January 25th – 28th. Possible locations would be in Blowing Rock at BRAHM, the Legion Building, or Town Hall, or an outside of Town location.

Background: Each year the Blowing Rock Town Council conducts a Winter Retreat to discuss the past and future priorities of the Town.

Regular Agenda - Staff Report

To: Mayor Charlie Sellers and the Blowing Rock Town Council

From: Shane Fox, Town Manager

Subject: Mid-Year COLA

Date: November 10, 2020

Request: For the Town Council to discuss the potential of implementing a 2.5% COLA for all full-time employees effective January 1, 2021. Also, approval of a one-time bonus/back pay, equivalent to the salary that would have been received during the timeframe of July 1st, 2020 to December 31, 2020, equaling 1.25% of the full-time employees' annual amount. Cost of both the 2.5% COLA and 1.25% payout are \$99,370 for all 67 full time employees (\$84,780 GF/\$14,590 WSF). This amount includes all Salaries and Benefits. The increase in Salaries and Benefits are to be covered by the increase in Sales Tax Revenue received over budget thus far for the 2020-2021 budget year.

Background: Each year as part of the Annual Budget process the Town Council considers implementing a COLA for each full-time employee, effective July 1st. For the Annual Budget 2020-2021, no COLA was recommended due to the uncertainty at the time given COVID-19 restrictions. During the annual budget presentation to the public in June 2020 it was agreed upon to revisit the potential for a COLA at mid-year.

Attachments:

1. 2.5% COLA/1.25% Bonus Budget Amendment



Town of Blowing Rock

1036 Main Street ★ Post Office Box 47 ★ Blowing Rock, North Carolina 28605

To: Mr. Shane Fox, Mayor Sellers, and Members of Town Council
From: Nicole Norman, Finance Officer
Subject: Budget Amendment Ordinance to Account for Various Items
(Ordinance #2020-11)
Date: November 10, 2020

Enclosed please find a Budget Amendment Ordinance for the fiscal year 2020-2021 for your consideration.

Section 1 (General Capital Projects Fund) allocates a portion of expected additional sales tax revenues above budget expectations due to gaining a better economic picture and insight into this revenue source as the fiscal year has progressed (\$120,390). Funds are allocated to each department's full time salary and benefit line items to fund a proposed pay increase for full time employees across all departments by way of a 2.5% COLA and 1.25% bonus. This section also allocates a portion of the increase in sales tax collections expected towards the portion returned to Watauga County, invoiced monthly (\$35,610 of the total).

Section 2 (Water/Sewer Capital Projects Fund) allocates additional impact fee funds already received this fiscal year (\$9,280) as well as fund balance (\$5,310) towards each water/sewer department's full time salary and benefit line items to fund a proposed pay increase for full time employees across all departments by way of a 2.5% COLA and 1.25% bonus.

This section also allocates Fund Balance (\$144,960) towards the Water Treatment Plant Chemical Storage Tank Rehab. Project having received final costs to complete the project including engineering and project contingency.

Please let me know if you need further details on the proposed amendment.

**2020-2021
Budget Amendment Ordinance 2020-11**

Be it ordained by the Town Council of the Town of Blowing Rock, North Carolina, that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2020:

Section 1. To amend the General Fund, the appropriations are to be changed as follows:

<u>Acct. No.</u>		<u>Current Appropriation</u>	<u>Decrease</u>	<u>Increase</u>	<u>Proposed Appropriation</u>
10-00-4130-002	Admin./Finance Salaries	\$ 294,384	\$ -	\$ 7,270	\$ 301,654
10-00-4130-005	FICA	\$ 22,520	\$ -	\$ 560	\$ 23,080
10-00-4130-008	Retirement	\$ 49,045	\$ -	\$ 1,160	\$ 50,205
10-00-4130-007	401K	\$ 14,719	\$ -	\$ 360	\$ 15,079
10-10-4340-002	Fire Salaries	\$ 629,443	\$ -	\$ 16,370	\$ 645,813
10-10-4340-005	FICA	\$ 57,791	\$ -	\$ 1,250	\$ 59,041
10-10-4340-008	Retirement	\$ 111,196	\$ -	\$ 2,620	\$ 113,816
10-10-4340-007	401K	\$ 33,372	\$ -	\$ 820	\$ 34,192
10-80-6100-002	Parks & Rec. Salaries	\$ 335,513	\$ -	\$ 8,170	\$ 343,683
10-80-6100-005	FICA	\$ 25,667	\$ -	\$ 620	\$ 26,287
10-80-6100-008	Retirement	\$ 55,896	\$ -	\$ 1,310	\$ 57,206
10-80-6100-007	401K	\$ 16,776	\$ -	\$ 410	\$ 17,186
10-40-4350-002	Planning & Insp. Salaries	\$ 173,184	\$ -	\$ 4,260	\$ 177,444
10-40-4350-005	FICA	\$ 13,249	\$ -	\$ 330	\$ 13,579
10-40-4350-008	Retirement	\$ 28,852	\$ -	\$ 680	\$ 29,532
10-40-4350-007	401K	\$ 8,659	\$ -	\$ 210	\$ 8,869
10-10-4310-002	Police Salaries	\$ 530,568	\$ -	\$ 15,820	\$ 546,388
10-10-4310-005	FICA	\$ 52,445	\$ -	\$ 1,210	\$ 53,655
10-10-4310-009	Officer's Retirement	\$ 93,399	\$ -	\$ 2,530	\$ 95,929
10-10-4310-007	401K	\$ 33,378	\$ -	\$ 790	\$ 34,168
10-10-4310-202	Dispatch Salaries	\$ 128,000	\$ -	\$ 1,940	\$ 129,940
10-10-4310-005	FICA	\$ 52,445	\$ -	\$ 150	\$ 52,595
10-10-4310-008	Retirement	\$ 21,325	\$ -	\$ 310	\$ 21,635
10-10-4310-007	401K	\$ 33,378	\$ -	\$ 100	\$ 33,478
10-20-4500-002	Street Salaries	\$ 363,954	\$ -	\$ 8,920	\$ 372,874
10-20-4500-005	FICA	\$ 29,189	\$ -	\$ 680	\$ 29,869
10-20-4500-008	Retirement	\$ 63,567	\$ -	\$ 1,430	\$ 64,997
10-20-4500-007	401K	\$ 19,078	\$ -	\$ 440	\$ 19,518
10-30-4700-002	Sanitation Salaries	\$ 127,018	\$ -	\$ 3,160	\$ 130,178
10-30-4700-005	FICA	\$ 9,916	\$ -	\$ 240	\$ 10,156
10-30-4700-008	Retirement	\$ 21,594	\$ -	\$ 500	\$ 22,094
10-30-4700-007	401K	\$ 6,481	\$ -	\$ 160	\$ 6,641
10-00-4200-345	Watauga County Sales Tax Fee	\$ 589,785	\$ -	\$ 35,610	\$ 625,395
			<u>\$ -</u>	<u>\$ 120,390</u>	

This will result in a net increase of \$120,390 in the appropriations of the General Fund. As a result, the following revenue will be increased.

<u>Acct. No.</u>		<u>Current Appropriation</u>	<u>Decrease</u>	<u>Increase</u>	<u>Proposed Appropriation</u>
10-00-3300-345	Sales Tax Revenue	\$ 1,287,873	\$ -	\$ 120,390	\$ 1,408,263
			<u>\$ -</u>	<u>\$ 120,390</u>	

**2020-2021
Budget Amendment Ordinance 2020-11**

Section 2. To amend the Water/Sewer Fund, the appropriations are to be changed as follows:

<u>Acct. No.</u>		<u>Current Appropriation</u>	<u>Decrease</u>	<u>Increase</u>	<u>Proposed Appropriation</u>
30-91-7110-002	Water/Sewer Admin- Salaries	\$ 78,253	\$ -	\$ 1,910	\$ 80,163
30-91-7110-005	FICA	\$ 5,929	\$ -	\$ 140	\$ 6,069
30-91-7110-008	Retirement	\$ 13,037	\$ -	\$ 300	\$ 13,337
30-91-7110-007	401K	\$ 3,914	\$ -	\$ 90	\$ 4,004
30-91-7120-002	Water/Sewer- Plant Ops- Salaries	\$ 244,317	\$ -	\$ 6,480	\$ 250,797
30-91-7120-005	FICA	\$ 19,685	\$ -	\$ 500	\$ 20,185
30-91-7120-008	Retirement	\$ 42,869	\$ -	\$ 1,040	\$ 43,909
30-91-7120-007	401K	\$ 12,866	\$ -	\$ 320	\$ 13,186
30-91-7120-202	Water//Sewer- Field Ops.-Salaries	\$ 131,705	\$ -	\$ 3,280	\$ 134,985
30-91-7120-205	FICA	\$ 11,299	\$ -	\$ 250	\$ 11,549
30-91-7120-208	Retirement	\$ 24,608	\$ -	\$ 120	\$ 24,728
30-91-7120-207	401K	\$ 7,385	\$ -	\$ 160	\$ 7,545
30-91-7110-505	Transfer to Water/Sewer Capital Projects	\$ -	\$ -	\$ 144,960	\$ 144,960
			<u>\$ -</u>	<u>\$ 159,550</u>	

This will result in a net increase of \$159,550 in the appropriations of the Water/Sewer Fund. As a result, the following revenue will be increased.

<u>Acct. No.</u>		<u>Current Appropriation</u>	<u>Decrease</u>	<u>Increase</u>	<u>Proposed Appropriation</u>
30-91-3400-399	Fund Balance Appropriated	\$ -	\$ -	\$ 150,270	\$ 150,270
30-91-3400-375	Sewer Impact Fees	\$ 12,000	\$ -	\$ 7,780	\$ 19,780
30-91-3400-374	Water Impact Fees	\$ 10,000	\$ -	\$ 1,500	\$ 11,500
			<u>\$ -</u>	<u>\$ 159,550</u>	

Section 3. To amend the Water/Sewer Capital Fund, the appropriations are to be changed as follows:

<u>Acct. No.</u>		<u>Current Appropriation</u>	<u>Decrease</u>	<u>Increase</u>	<u>Proposed Appropriation</u>
50-91-5000-526	Water Treatment Plant Chemical Storage Tank	\$ 100,000	\$ -	\$ 108,650	\$ 208,650
50-91-5000-527	WTP Treatment Plant Chemical Storage Tank- Engineering	\$ -	\$ -	\$ 25,860	\$ 25,860
50-91-5000-528	WTP Treatment Plant Chemical Storage Tank- Contingency	\$ -	\$ -	\$ 10,450	\$ 10,450
			<u>\$ -</u>	<u>\$ 144,960</u>	

This will result in a net increase of \$144,960 in the appropriations of the Water/Sewer Capital Fund. As a result, the following revenue will be increased.

<u>Acct. No.</u>		<u>Current Appropriation</u>	<u>Decrease</u>	<u>Increase</u>	<u>Proposed Appropriation</u>
50-91-3400-332	Transfer From Water/Sewer Fund	\$ 1,139,353	\$ -	\$ 144,960	\$ 1,284,313
			<u>\$ -</u>	<u>\$ 144,960</u>	

Section 4. Copies of this budget amendment shall be furnished to the Clerk to the Town Council and to the Finance Officer for their implementation.

Adopted this 10th day of November, 2020.

Attested by:

Charles Sellers, Mayor

Hilari Hubner, Town Clerk