

## Appendix 11(a): Committee Calendar

<b>Revised Committee Calendar</b>			
<u>Committee Meeting</u>	<u>Date</u>	<u>Status</u>	<u>Activity</u>
NA	Monday, August 21, 2017	Done	Establishment of Citizen's Capital Needs Committee
NA	Monday, September 18, 2017	Done	Appointment of Citizen's Capital Needs Committee Members
1	Thursday, September 21, 2017	Done	Orientation and presentation on bonds
2	Thursday, October 5, 2017		Presentation of projects - Group A & B - and presentation of proposed scoring process
3	Thursday, October 19, 2017		Project scoring process approval by committee and start of project scoring
4	Thursday, November 2, 2017		Project scoring results and adjustments by committee
5	Thursday, November 16, 2017		Committee approval of final report
NA	Thursday, November 23, 2017		Thanksgiving
--	Monday, December 11, 2017		Citizens' Capital Needs Committee Final Report presented to Council Committees
--	Tuesday, December 12, 2017		
--	Monday, December 18, 2017		Citizens' Capital Needs Committee Final Report presented to City Council

**Project Category**

Economic Development  
Housing  
Public Safety  
Recreation  
Transportation  
General Government  
Public Facilities

**Group**

A  
A  
A  
A  
B  
B  
B



**Winston-Salem**

**Citizens' Capital Needs Committee**

Thursday, September 21, 2017  
City Hall, 101 North Main Street  
Public Works Conference Room, Ste 348  
1:30 pm

**Agenda**

- I. Welcome.....Allen Joines, Mayor  
Lee D. Garrity, City Manager
  
- II. Introductions and Information Sheet Updates.....Greg Turner, Asst. City Mgr.
  - a. Committee Members – (Update of Information)
  - b. City Support Staff
  
- III. Review of Committee Purpose and Schedule.....Greg Turner
  
- IV. Overview of General Obligation Bond Financing Capital Projects.....  
Ben Rowe, Assistant City Manager / Lisa Saunders, CFO
  
- V. State Open Meetings Law Presentation.....Al Andrews  
Assistant City Attorney
  
- VI. Ethics Training.....Al Andrews
  
- VII. Election of Vice Chair.....Glenn Orr  
Chairman
  
- VIII. Review of Draft Calendar & Discussion of Preferred Meeting Days/Times.....Glenn Orr

## **Citizens' Capital Needs Committee**

Thursday, October 5, 2017  
City Hall, 101 North Main Street  
Public Works Conference Room, Ste 348  
4:00 pm

### **Agenda**

- I. Approval of Minutes from 9/21/17 Meeting - Chairman Orr
- II. Opening Comments – Lee Garrity, City Manager
- III. Presentation on Potential Bond Projects
  - A. Economic Development – Derwick Paige, Assistant City Manager
  - B. Housing – Paige
  - C. Public Safety – Paige
  - D. Recreation – Paige
  - E. Streets/Sidewalks & Public Transportation – Turner, Assistant City Manager
  - F. General Government – Rowe, Assistant City Manager
- IV. Review of Proposed Project Scoring Method – Turner
- V. Committee Consideration of Scoring Method – Orr

## **Citizens' Capital Needs Committee**

Thursday, October 19, 2017  
City Hall, 101 North Main Street  
Public Works Conference Room, Ste 348  
4:00 pm

### **Agenda**

- I. Approval of Minutes from 10/5/17 Meeting - Chairman Orr
- II. Report on Project Scoring by Committee Members – Greg Turner, Assistant City Manager
  - A. Average Scores
  - B. Project Rankings
- III. Staff Scores for Projects - Turner
- IV. Committee Discussion Overall Bond Package Size – Orr
- V. Committee discussion of possibility of dropping a bond category from consideration – Orr
- VI. Committee Ranking Adjustments – Orr
- VII. Committee Discussion and Recommendation on Project Category Sizes – Orr
- VIII. Committee Discussions and Recommendation on Specific Projects to Include in Bond Package and Funding Levels – Orr
- IX. Discussion on Draft Report Preparation – Orr

## **Citizens' Capital Needs Committee**

Thursday, November 2, 2017  
City Hall, 101 North Main Street  
Public Works Conference Room, Ste 348  
4:00 pm

### **Agenda**

- I. Approval of Minutes from 10/19/17 Meeting - Chairman Orr
- II. Review of Revised Committee Ranking Work - Turner
- III. Discussion of and Approval of Project Recommendations - Chairman Orr
- IV. Review of Category Allocations Based on Committee's Project Recommendations – Martin
- V. Authorization to Prepare Draft Report – Chairman Orr

## **Citizens' Capital Needs Committee**

Thursday, November 16, 2017  
City Hall, 101 North Main Street  
Public Works Conference Room, Ste 348  
4:00 pm

### **Agenda**

- I. Approval of Minutes from 11/2/17 Meeting - Chairman Orr
- II. Review of and Approval of Final Report to the City Council – Chairman Orr
- III. Next Steps – Gregory M. Turner



**Winston-Salem**



SUMMARY MINUTES

CITIZENS' CAPITAL NEEDS COMMITTEE

PUBLIC WORKS CONFERENCE ROOM, 3<sup>RD</sup> FLOOR – SUITE 348, CITY HALL

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1:30 p.m., Thursday, September 21, 2017

**APPROVED**  
**10-5-17**

*Present:* Glenn Orr, Chair  
Mark Dunnagan, Member  
Gayle Anderson, Member  
Charles Fernandez, Member  
Nicole Little, Member  
Amy Taylor North, Member  
Walter “Wrennie” Pitt, Member  
Billy Rich, Member  
Malisha Woodbury, Member

*Absent:* April Ruffin-Adams, Member  
Jimmy Flythe, Member

*Staff Present:* Allen Joines, Mayor  
Lee D. Garrity, City Manager  
Gregory M. Turner, Assistant City Manager  
Ben Rowe, Assistant City Manager  
Lisa Saunders, Chief Financial Officer  
Al Andrews, Deputy City Attorney  
Patrice Toney, Budget & Evaluation Director  
Steve Hawryluk, Deputy Budget & Evaluation Director  
Sarah Coffey, Budget & Evaluation Analyst  
Heather Curry, Budget & Evaluation Analyst  
Amanda Massey, Budget & Evaluation Analyst  
Robert Prestwood, City Engineer  
Charles Hendrick, Civil Engineer Financial Manager  
Meridith Martin, Asst to the City Manager  
Lauren Tompson, Business Analyst  
Robin M. Watson, Sr. Adm. Asst. to City Manager

- The meeting was called to order by Glenn Orr, Chairman of the Citizen’s Capital Needs Committee at 1:30 pm.
- The charge was given by Mayor Allen Joines and City Manager Lee Garrity as they welcomed and thanked everyone for being a part of the Committee in helping the City to prioritize projects and needs for the City and community.

- Greg Turner, Assistant City Manager and Lead Staff Person introduced himself and staff introduced themselves thereafter.
- Mr. Turner explained the importance of using the listing of projects that will be given to the committee for rankings. He stated, members may or may be pressured by friends, coworkers or others into adding other projects but advised members to only view the listing that will be presented.
- Chairman Orr opened the floor for preferred meeting dates and times. After discussion of schedules, members agreed upon meetings being held every other Thursdays at 4:00 pm. (Meeting dates: October 5, October 19, November 2, November 16 and December 11).
- Chairman Orr then asked for nominations for a Vice Chair. Charles Fernandez nominated and made a motion for Mark Dunnagan to become the Vice Chair. Gayle Anderson seconded the motion. Unanimously approved.
- Ben Rowe, Assistant City Manager and Lisa Saunders, Chief Financial Officer gave a brief overview of the General Obligation Bond Financing Capital Projects and the Bond Referendum. Mr. Rowe stated, members will receive a bound Capital Needs Resource Documents. The question was raised of how projects are vetted. It was explained projects are identified by Council Members and the community through public meetings.
- Chairman Orr informed the Committee of the large amount of reading material that will be given. He encouraged the Committee to be prepared at the meetings by studying the material prior to meetings and to be on time.
- Al Andrews, Deputy City Attorney presented the State Open Meetings Law and gave the presentation on the Ethics Policy. During the presentation, it was asked if a member could attend a meeting through Skype. Mr. Andrews stated he would look into this. Thereafter, members were given an acknowledgement receipt for signature that was given to Robin M. Watson, Sr. Administrative Assistant for the files.
- Mr. Turner gave a quick overview of the next 5 meetings. 1) Orientation; 2) Presentation of projects and scoring concept; 3) Project scoring process begins; 4) Project scoring results/rankings and outlining of the final report; and 5) Edits of final report before submission to City Council.
- The meeting was adjourned at 2:32 pm.

## SUMMARY MINUTES

### CITIZENS' CAPITAL NEEDS COMMITTEE

PUBLIC WORKS CONFERENCE ROOM, 3<sup>RD</sup> FLOOR – SUITE 348, CITY HALL

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4:00 p.m., Thursday, October 5, 2017

*Present:*                    *Glenn Orr, Chair*  
                                  *Mark Dunnagan, Vice Chair*  
                                  *April Ruffin-Adams, Member*  
                                  *Gayle Anderson, Member*  
                                  *Charles Fernandez, Member*  
                                  *Jimmy Flythe, Member*  
                                  *Nicole Little, Member*  
                                  *Amy Taylor North, Member*  
                                  *Walter "Wrennie" Pitt, Member*  
                                  *Billy Rich, Member*  
                                  *Malisha Woodbury, Member*

**APPROVED**  
**10-19-17**

*Staff Present:*            *Lee D. Garrity, City Manager*  
                                  *Gregory M. Turner, Assistant City Manager*  
                                  *Ben Rowe, Assistant City Manager*  
                                  *Lisa Saunders, Chief Financial Officer*  
                                  *Patrice Toney, Budget & Evaluation Director*  
                                  *Sarah Coffey, Budget & Evaluation Analyst*  
                                  *Heather Curry, Budget & Evaluation Analyst*  
                                  *Amanda Massey, Budget & Evaluation Analyst*  
                                  *Robert Prestwood, City Engineer*  
                                  *Meridith Martin, Asst to the City Manager*  
                                  *Robin M. Watson, Sr. Adm. Asst. to City Manager*  
                                  *Sarah Webb, Sr. Administrative Assistant*

- The meeting was called to order by Glenn Orr, Chairman at 4:00 pm.
- Chairman Orr asked for consideration of the minutes from the September 21st meeting. The minutes were approved by common consent.
- Greg Turner, Assistant City Manager thanked everyone for their time because of the workload that it takes for this particular Committee. He explained the importance of using the projects that were given for rankings. He stated members may or may not be pressured by friends, coworkers or others into adding other projects but advised members to only view the listing that was presented.
- Staff from each potential bond project gave a brief overview of their responsibility. Derwick Paige, Assistant City Manager gave an overview of Economic Development, Housing, Public

Safety, and Recreation projects; Turner explained Streets/Sidewalks & Public Transportation projects; and Rowe explained General Government projects.

- Turner explained the layout and scoring process of the existing potential capital projects spreadsheet. Turner stated it is the Committee's decision to prioritize within each category without staff's ranking listing to gather more of an independent viewpoint for the community.
- Chairman Orr asked the Committee if they were agreeable to use the method of scoring that Turner presented. It was approved by common consent to use the presented scoring method. It was also agreed for everyone to email their score sheets back to Greg or Robin by Monday, October 16.
- Thereafter, the Committee will make a decision of how it will proceed.
- The meeting was adjourned at 5:40 pm.

### **Questions from the Citizens' Capital Needs Committee October 5, 2017**

#### **Economic Vitality and Diversity**

- Provide examples of outcomes from RUCA investments included in the past bond referendum.

#### **Safe and Secure Community**

- Is replacement of the radio communication system a priority for the County?
- How does the City typically pay for facility maintenance?
- Has the City considered options for leasing rather than purchasing space for the police fleet operations facility that will need to be relocated?
- Why are we using bonds to cover things like painting?

#### **Livable Neighborhoods**

- How much has been spent on Corpening Plaza, prior to the last bond referendum? Has the City considered an option for demolishing the current structure?
- Has the City looked at usage of recreation centers where facility renewal is planned?
- What are peer cities doing regarding weatherizing outdoor restrooms at parks?
- For the Salem Lake project, how much of the total cost is for projects that must be done? How much is for optional improvements?

#### **Other requests**

- Provide a list of projects included in the Capital Needs Resource Document that do not need to be fully funded.
- Provide blank scoring sheets without names for members to use.
- Provide a list of staff priorities.

## SUMMARY MINUTES

### CITIZENS' CAPITAL NEEDS COMMITTEE

PUBLIC WORKS CONFERENCE ROOM, 3<sup>RD</sup> FLOOR – SUITE 348, CITY HALL

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4:00 p.m., Thursday, October 19, 2017

*Present:* Glenn Orr, Chair  
Mark Dunnagan, Vice Chair  
April Ruffin-Adams, Member  
Gayle Anderson, Member  
Charles Fernandez, Member  
Jimmy Flythe, Member  
Nicole Little, Member  
Amy Taylor North, Member  
Walter "Wrennie" Pitt, Member  
Billy Rich, Member  
Malisha Woodbury, Member

**APPROVED**  
**11-2-17**

*Staff Present:* Lee D. Garrity, City Manager  
Gregory M. Turner, Assistant City Manager  
Ben Rowe, Assistant City Manager  
Lisa Saunders, Chief Financial Officer  
Patrice Toney, Budget & Evaluation Director  
Sarah Coffey, Budget & Evaluation Analyst  
Robert Prestwood, City Engineer  
Meridith Martin, Asst to the City Manager  
Sarah Webb, Sr. Administrative Assistant

*Others Present:* Keith Finch, Vegetation Mgt. Director  
Darren Redfield, Construction/Buyer Specialist  
Jeff MacIntosh, Council Member, Northwest Ward  
Derwin Montgomery, Council Member, East Ward  
Salem College Student

- The meeting was called to order by Glenn Orr, Chairman at 4:00 pm.
- Chairman Orr asked for consideration of the minutes from the October 5<sup>th</sup> meeting. The minutes were approved by common consent.
- Chairman Orr started the discussion asking if members would like to stay under \$120 million in scoring realizing this equates to a \$0.04 tax increase. Also, discussed was the idea of removing all items under \$500,000 from the 20 year bond which would lower the cost. Gayle Anderson made a motion to remove projects under \$500,000. Seconded by Jimmy Flythe and Mark Dunnagan. Unanimously approved.

- Chairman Orr asked if there were any other categories the committee would like to drop. The Committee was ok with considering anything over \$500,000.
- Gayle Anderson and Chairman Orr stated they have both had people come to them with concerns about a bond referendum and taxes going up.
- Chairman Orr and Charles Fernandez asked how did the Committee rankings compare with staff rankings. Greg Turner stated the rankings were similar but he did not have discussion among the staff. He only averaged out the staff rankings. Lee Garrity did state some necessities such as radios ranked higher due to the concern about parts for repair.
- Information was given that was previously requested: 2014 bond referendum: \$4 million went to Winston Lake; \$3 million went to Jamison; \$4 million went to Salem Lake; \$4 million went to Happy Hill.
- Nicole Little asked what were the legal obligations to make the fire stations co-ed. Greg Turner responded that the stations were all capable of housing both male and female firefighters, but some were better than others.
- Staff noted that the street resurfacing dollar amount would bring 85% of the City's roads up to a rate of 85%.
- Discussion continued with Chairman Orr proposing elimination of all projects below number 14.
- Nicole Little requested to leave Recreation and Parks and the Quarry Park development in for consideration.
- Gayle Anderson voiced to leave Business 40 in for consideration.
- Wrennie Pitt stated to leave general government facility redevelopment in for consideration. Charles Fernandez also requested to leave the public safety training complex in for consideration.
- Chairman Orr stated the following were up for consideration: 1-13, 15, 18, 20, 21, 24, 27, 28, but to remove the urban circulator.
- Billy Rich stated some parts of the City are growing rapidly; the Southside is experiencing growth, but the people living there aren't likely to vote for something in another area.
- Charles Fernandez asked what will be done to address the older facilities if we are building new ones. If we can't take care of what we have, why look at new things?
- Mark Dunnigan stated the City should "fix what you have" before moving on to new things.
- Gayle Anderson suggested some items seem like they could be done outside of the bond referendum.
- Chairman Orr also stated he would like a better understanding of Recreation and Parks regarding what is absolutely necessary and what is optional. In addition, the Committee wanted to know for all projects what is critically necessary. Greg Turner stated this information will be provided for the Committee.
- Lee Garrity stated a map can be put together as well to show the location of the projects so the Committee can see how they are spread out.
- After much discussion of what to eliminate and/or keep Chairman Orr suggested the Committee receive more information before making a final decision and to re-rank the projects individually spending \$120 million on 22 projects. The Committee agreed.

- Other discussion, Gayle Anderson asked for two-way conversions, can we do one without the other? Greg Turner stated, yes, this is possible.
- Gayle Anderson also stated with Business 40, is \$3.5 million in addition to the \$9 million that has already been committed? Greg Turner stated the cost can increase for some items if they are not done during construction.
- Jimmy Flythe asked about the concrete base streets rehab, per staff, they didn't rank as high, why is this? Greg Turner stated these are only in certain areas, not the entire City.
- It was also agreed for everyone to email their score sheets back to Greg or Robin by Tuesday, October 31.
- The meeting was adjourned at 5:00 pm.

## SUMMARY MINUTES

### CITIZENS' CAPITAL NEEDS COMMITTEE

PUBLIC WORKS CONFERENCE ROOM, 3<sup>RD</sup> FLOOR – SUITE 348, CITY HALL

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4:00 p.m., Thursday, November 2, 2017

*Present:* Glenn Orr, Chair  
Mark Dunnagan, Vice Chair  
April Ruffin-Adams, Member  
Gayle Anderson, Member  
Charles Fernandez, Member  
Jimmy Flythe, Member  
Nicole Little, Member  
Amy Taylor North, Member  
Walter “Wrennie” Pitt, Member  
Billy Rich, Member  
Malishai Woodbury, Member

**APPROVED**  
**11-16-17**

*Staff Present:* Lee D. Garrity, City Manager  
Gregory M. Turner, Assistant City Manager  
Ben Rowe, Assistant City Manager  
Lisa Saunders, Chief Financial Officer  
Patrice Toney, Budget & Evaluation Director  
Steve Hawryluk, Deputy Budget & Evaluation Director  
Heather Curry, Budget & Evaluation Analyst  
Amanda Massey, Budget & Evaluation Analyst  
Robert Prestwood, City Engineer  
Meridith Martin, Asst to the City Manager  
Robin M. Watson, Sr. Adm. Asst. to City Manager  
Sarah Webb, Sr. Administrative Assistant

*Others Present:* Darren Redfield, Construction/Buyer Specialist  
Jeff MacIntosh, Council Member, Northwest Ward

- The meeting was called to order by Glenn Orr, Chairman at 4:00 pm.
- Chairman Orr asked for consideration of the minutes with the correction from the statement of 20 projects being considered to 22 projects being considered from the October 19<sup>th</sup> meeting. The minutes were approved by common consent with this change.



- Greg Turner reviewed the revised committee ranking spreadsheet with the Committee. He also showed the Committee's project rankings sorted from highest to lowest ranking.

**Discussion of and Approval of Project Recommendations:**

- Wrennie Pitt asked if the committee's recommendation was close to staff expectations. Greg Turner stated yes, the staff was satisfied. Pitt asked will a new map be redone showing the Committee's changes. Greg Turner stated, staff will work on getting the map back out to staff before final report.
- Chairman Orr asked if the Committee cut another ½ million would that be helpful. Lee Garrity and Greg Turner stated it would not.
- Lee Garrity stated staff could build in a contingency.
- In response to the observation that the Committee's average funding levels for some projects that could not be reduced in scope was inadequate, Wrennie Pitt asked is there adequate capacity in the \$120 million to cover those projects that should be fully funded.
- Charles Fernandez noted that the Committee really did not have \$5 million which was the amount below \$120 million that the current list totaled.
- Mark Dunnagan, Asst. Chairman suggested the Committee approve as presented with all or nothing and with super variables. The super variables: Liberty, Main, First & Second (resurfacing streets \$5.5 million).
- It was asked about the funding of the radios. Lee Garrity did state radios would need to be funded no matter what. It is a joint effort with the City and the County, and they will have to be funded.
- Nicole Little asked what is concrete base and Greg Turner explained the project.
- Lee Garrity stated there are a lot of streets on the community master plan/list that you can pick and choose from.
- Several committee members were concerned about spending a lot of money on taking care of what we already have. The need to start or purchase new wasn't big on the listing since items in place are in need of repair.
- Jimmy Flythe noted no sidewalk package was included in this package and Greg Turner responded that sidewalks were in the 2014 bond package. Jimmy Flythe was also concerned there was not a lot of funding for new parkland.
- It was asked when does the City spend Economic Development money or know what to spend it on? Lee Garrity stated the City depends upon the private sector and developers to help determine when monies are spent.
- The Committee agreed to add funding to bring all projects that could not be decreased in scope to 100% funding.
- Ben Rowe suggested Meredith Martin to show the running project totals on the screen as a visual for the Committee.
- Thereafter, the Committee was pleased with the \$120 million and the projects.
- Chairman Orr asked for a motion. Nicole Little made a motion to accept the project rankings as it is of \$120,272,778. Mark Dunnagan seconded the motion. Unanimously approved.

- Gayle Anderson asked for a final review of the new map once the draft report was completed. Greg Turner said a new map will be redrawn with the Committee's final recommended projects.
- Chairman Orr asked for a motion in regards to the draft report. Jimmy Flythe made a motion to authorize staff to proceed with the Draft Report for the Committees consideration. April Ruffin-Adams seconded the motion. Unanimously approved.
- The meeting was adjourned at 4:35 pm.

## SUMMARY MINUTES

### CITIZENS' CAPITAL NEEDS COMMITTEE

PUBLIC WORKS CONFERENCE ROOM, 3<sup>RD</sup> FLOOR – SUITE 348, CITY HALL

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4:00 p.m., Thursday, November 16, 2017

*Present:* Glenn Orr, Chair  
Mark Dunnagan, Vice Chair  
April Ruffin-Adams, Member  
Gayle Anderson, Member  
Charles Fernandez, Member  
Jimmy Flythe, Member  
Nicole Little, Member  
Amy Taylor North, Member  
Walter “Wrennie” Pitt, Member  
Billy Rich, Member  
Malishai Woodbury, Member

**FINAL MEETING  
DRAFT MINUTES**

*Staff Present:* Lee D. Garrity, City Manager  
Gregory M. Turner, Assistant City Manager  
Ben Rowe, Assistant City Manager  
Lisa Saunders, Chief Financial Officer  
Patrice Toney, Budget & Evaluation Director  
Steve Hawryluk, Deputy Budget & Evaluation Director  
Heather Curry, Budget & Evaluation Analyst  
Sarah Coffey, Budget & Evaluation Analyst  
Amanda Massey, Budget & Evaluation Analyst  
Robert Prestwood, City Engineer  
Meridith Martin, Asst to the City Manager  
Robin M. Watson, Sr. Adm. Asst. to City Manager

- The meeting was called to order by Glenn Orr, Chairman at 3:55 pm.
- Chairman Orr asked for consideration of the minutes from the November 2<sup>nd</sup> meeting. The minutes were approved by common consent.
- Greg Turner informed the Committee of the supplemental information regarding the Ward location map for projects that is for the Committee’s information only.
- Chairman Orr asked if everyone was pleased with the Final Report and if so he would entertain a motion. Mark Dunnigan made a motion to accept the Final Report of the Citizens’ Capital Needs Report to be presented to the City Council. Billy Rich seconded the motion. Unanimously approved.

- Chairman Orr encouraged members to attend the Finance Committee Meeting on Monday, December 11 at 4:30 pm in the Committee Room in support of the Report.
- Chairman Orr then thanked the members for their time to work on the Committee. Chairman Orr also expressed his appreciation to staff for their hard work to finalize a report for City Council in such a short time. He thanked staff because, after working on several boards for the City, he realizes the dedication and effort it takes to work on a project this huge with all of the other commitments and he wanted to go on record to say “thank you”.
- Chairman Orr asked for a motion to thank the staff. Gayle Anderson made a motion acknowledging the staff for their dedication and work on this project. Amy North seconded the motion. Unanimously approved.
- The meeting was adjourned at 4:05 pm.