

CITY OF MOUNT HOLLY
2021 CITY COUNCIL RETREAT
Friday, February 26, 2021
Mount Holly Municipal Complex
Facilitator: Reeves McGlohon
Minutes: Amy Miller and Tara Douglas

- 9:00 AM I. Call to Order—*Mayor Bryan Hough*
A. Invocation, Ground Rules, Schedule, Parking Lot Items
B. Prior Year Priorities/Minutes/Status
- 9:15 AM II. Tyler Herndon Memorial Activities *Don Roper*
- 10:00 AM III. Finance
A. Forecasting Report *Michelle Wood*
B. Unassigned Fund Balance *Michelle Wood*
C. Arts Program *Greg Beal*
D. Budget Goals for FY 21-22 *Miles Braswell/Michelle Wood*
- 10:30 AM IV. Parks and Recreation
A. Review - Park Bond Project *Jonathan Wilson*
a. Property Purchases – Veterans Park *Jonathan Wilson/Michelle Wood*
i. Strategy
ii. Financing Options
B. Glendale (Ransom Hunter) *Mark Jusko*
- 12:15 PM V. Lunch
A. Working Lunch Item
a. Mount Holly Zip Codes within the City Limits *Miles Braswell*
- 1:00 PM VI. Real Estate Discussion
A. Municipal Complex –Lease vacant space *Jeremy Moss*
B. Holiday Inn Express Property *Jonathan Wilson*
C. Pineview Cemetery – Options *Jonathan Wilson/Jeremy Moss*
- 2:00 PM VII. Projects Update
A. Forcemain to Charlotte Water *David Johnson*
B. Connector Road – Caldwell to YMCA *Brian DuPont*
- 4:00 PM VIII. Wrap-Up
A. Review Parking Lot Items *Facilitator*
- 4:15 PM IX. Adjourn for the Day

CITY OF MOUNT HOLLY
2020 CITY COUNCIL RETREAT
Friday, February 7th
Mount Holly Municipal Complex

NOTE: Status updates are in RED.

9:00a.m. Call to Order—Mayor Bryan Hough

Invocation, Ground Rules, Schedule, Parking Lot Items
Review/Status of Prior Year Priorities

Councilman McCorkle--Invocation

Approval of Agenda—Councilwoman Harris made the motion with a second from Councilman Meadows. All voted to approve the agenda as presented

Staff gave a brief update on the flooding situation from the day before.

Real Estate Discussion—Danny Jackson, Miles Braswell

▪ Former Annex Building—Sell/lease

There was discussion in regard to leasing versus selling the annex and the upset bid process as it relates to selling the property and also swapping the property for downtown parking. The possibility of finding the MHHS a new home was discussed and moving them out of the prime area downtown. There was direction to explore creating a non-profit land trust. Meeting with the Historical Society and discussing their future downtown was also discussed.

No new purchase offer has been received to date. Staff has met with Historical Society Board members, potential purchaser and discussed internally on the renovation options to the former Old City Hall, if a purchase price was presented and accepted. Staff is prepared to present options for consideration if/when a formal offer is presented.

▪ Lease of Space of the Municipal Complex

Ms. Anders reviewed the details of the proposed lease agreement with Kinextix for the space in the Municipal Complex recently vacated by Discover You.

Kinetix Physiotherapy and Performance LLC renovated the space and is open for business. The lease agreement commencement was March 1, 2020 and extends for five (5) years for approximately 4,584 square feet at 420 E. Central Avenue.

• Discussion of 725 Elm Street Proposals

There was discussion in regard to rezoning the property formally known as the Streets Dept. At this time Council wants to option of controlling the use of the property.

On December 10, 2018, City Council approved a conditional rezoning to allow for the operation of a restaurant, brewpub, brewery, microbrewery and distillery, in conjunction with office and/or a maximum of 30 multifamily units at 725 Elm Street, otherwise known as the Old Water Treatment Plant and the former Street Department Building. The previous zoning was H-1 Heavy Industrial, which caused concern among prospective buyers. Prior to the last retreat, the City had two serious proposals for the property, the first from the Catawba Riverkeeper Foundation, and the second, which was withdrawn prior to his scheduled presentation, was from entrepreneur and artist Dorne Pentes. There

was mention at the last retreat about rezoning the property to allow for greater flexibility in uses. The concern from staff was that without a serious proposal, the City could potentially rezone the property several times, trying to come up with potential uses that may not match a preferred proposal. Seeing as how the last rezoning took less than 45 days to complete, there is little concern from the potential buyers that this would cause a delay or impact their respective schedule. Through our broker, Sam Kline, Coldwell Banker MECA, the City continues to see a range of potential uses, many fitting or nearly fitting within the current zoning. The potential buyers seem to be in two camps, one wanting to preserve the Old Water Treatment Plant through an adaptive reuse into a unique destination point and the other group, perhaps feeling a little discouraged on how "chopped-up" and "narrow" the building is on the inside, inquires about demolition and starting fresh on this 2-acre tract.

- **Finish Line Property**

Council discussed the Finish Line property in downtown and agreed the City Manager and Mayor would set up a meeting with the administration of the church.

Mayor Hough and Danny Jackson met with the Finish Line pastor, Shannon Williams, to discuss the parking lot usage. Through these discussions with Pastor Williams, two (2) property appraisals were performed using the appraiser that the Pastor was comfortable using, paid for by the City and shared with the Pastor. One appraisal was for the Finish Line property at 108 North Main Street and the second property appraisal was the vacant City-owned 4.99 acre parcel at Horseshoe Bend Beach Road. Neither of the appraisals helped to move the conversation along.

- **Master Service Agreement**

Move forward with a Master Services Agreement with Sam Kline

There was direction to move forward with a Master Services Agreement with Sam Kline. After some discussion with Danny Jackson, Kemp Michael prepared a "Master Services Agreement for Real Estate Broker Services" and sent it to Danny Jackson. Due to the direction from Council, the intention was for Mr. Jackson to sign this Agreement on behalf of the City, and he emailed the draft agreement to Council members on September 11, 2020. Around the beginning of this year, Sam Kline emailed Miles Braswell and Marie Anders to schedule a meeting to talk about the Master Services Agreement. Staff met via Zoom on January 5, 2021, to listen to Sam's comments. He explained some changes to this agreement that he would like and we came to a consensus on the suggested changes. Sam sent his proposed changes in writing by follow up email. Marie is now incorporating them into the Agreement for the purpose of bringing before the Council at an upcoming regular meeting or work session.

Parks and Recreation—*Mark Jusko, Miles Braswell, Jonathan Wilson*

- **Update on Park Bond Projects**

Council directed Staff to continue to move forward with the bond project and Council would discuss potential property purchases in closed session at future meetings.

Veterans Park – City purchased 219 East Catawba Avenue in the fall of 2020. At the January 2021 Council meeting, City Council decided to demolish the structure which will be completed in the Spring of 2021. City purchased 137 East Catawba Avenue in January 2021.

Multi-Use Facility – Staff have met with A&E to discuss the potential purchase of property behind the current Tuckaseege Gym which is needed for the construction of the facility. A&E has indicated that they are willing to sell the property to the City. **Fites Creek Pedestrian Crossing** – Staff have stayed in communication with the Riverfront HOA regarding

the purchase of property and easements necessary for the crossing. Staff has acquired a survey from McAdams that the City Attorney's office will utilize to begin conversations with the Riverfront HOA regarding the necessary property purchase and easement purchase.

- Master Plan

Representatives from Kimley Horne were present to review the Parks and Recreation Master Plan.

Kimley Horn presented the highlights of the 2020 Parks & Recreation Master Plan at last year's Council retreat. Some modifications were made to the plan from the discussion at the retreat. A public hearing was conducted at the March 9 City Council meeting for the Parks & Recreation Master Plan. The plan was adopted unanimously by City Council at the meeting.

- View Shed at Tuckasee Park

Mayor Pro Tem Moore made a motion to move forward. Councilwoman Shoemaker seconded the motion. All voted in favor.

The NC Forestry Service was being consulted with to provide inmate labor to remove the understory trees prior to the pandemic. The inmate labor service program was shortly thereafter postponed and is still on hold.

Downtown Amenities—Miles Braswell, Greg Beal

- WiFi for Downtown

Council directed Staff to move forward with the Downtown WIFI and bring a budget amendment back for approval at a future meeting.

Open Broadband was contracted to install Wi-Fi in the downtown, Tuckasee Park and River Street Park. The Wi-Fi hardware/software is installed and operational at all locations.

- Downtown Kiosk

Council directed staff to move forward with an app and directional signage instead of the kiosk.

- Downtown Parking and Parking App

Staff was directed to move forward with downtown parking app and make available for use at the upcoming downtown events.

The splash page for free Wi-Fi is currently under development and will be ready to launch in March. The interactive landing page will include a map of public parking of our downtown district.

Additionally, the splash page will allow citizens to access other pertinent information such as special events, frequently asked questions, and links to community organizations and civic groups.

Discussion of Alternative Transportation Plan for South Gateway Area—Dave Johnson

Council's direction was to move forward with the project and outline in detail the costs associated with it.

At the 2019 Council Retreat, we presented two viable options to build a north-south connecting roadway between Caldwell Drive and YMCA Drive. Over the past period of time, the City has had numerous discussions with Regional Developers LLC about the connecting road alignment.

During this time, the new hospital planned and the traffic impact has changed several design considerations. The staff has suggested that Option B which uses a portion of the ultimate road alignment would be best for meeting short term traffic needs.

Option B would provide access for other properties to access, be consistent with the plans for the commercial property, provide for a public road connection to the land locked property and be within the City's financial commitment.

The South Gateway Pump Station and Force Main Project was bid and the two low bidders are within the project budget. The construction schedule has not been finalized but expected to be completed during the 3rd quarter 2022. This would coincide with South Gateway project that would use this facility.

The importance of the road connection remains significant for the overall development of the South gateway properties.

Reserve Naming Rights to Streets within Subdivisions—*Greg Beal, Brian DuPont*

Council directed staff to look into further.

The Gaston County Planning Department keeps a list of reserved names for potential streets in future neighborhoods. If Council provides a list of names they would like reserved, then staff can work with the County to have that done. This would prevent those names being used across the County, if they haven't already been used or reserved. Afterwards, staff can coordinate with future developers and ask if they would be willing to include certain names provided by Council during the application process.

Mount Holly Zip Codes within the City Limits David More spear heading the project

Council directed Mayor Pro Tem Moore to spear head the project.

This topic is now on the 2021 Council Retreat with information following in the following Retreat Packet.

Parade Lineup

The flow of parade traffic was discussed as well as the possibility of changing the date of the parade to the Saturday a week after Thanksgiving.

After last year's retreat, City staff (Police, Streets, and Parks and Recreation Departments) discussed the issue of the parade lineup route. It was determined that the current lineup area is the safest and most efficient way to conduct the parade. It was also discussed about changing the date; staff looked into the possibility of moving the date of the

parade. The float vendor recommended that because of float availability, the Wednesday after Thanksgiving is still the best possible date. The parade was cancelled last year because of COVID-19.

Adjourn for the Day

Councilwoman Shoemaker made a motion to adjourn. Councilwoman Harris seconded the motion. All voted in favor. The time was 3:11pm.



Don Roper
Chief of Police

Mount Holly Police Department

Office of the Chief of Police • 400 E Central Avenue • Mount Holly, North Carolina 28120

Memorandum

From: Chief Don Roper

Reference: Memorial Committee Activities

Date: 02-26-21

Members of the Officer Tyler Herndon Memorial Committee were appointed by the Mayor and have met regularly to develop a proposal to bring before council regarding a suitable way to honor the sacrifice of Officer Tyler Herndon.

Committee members: Bobby Black(Chair), Miles Braswell, Melanie Black, Phyllis Harris, Jeff Meadows, Randi Moore, Paige Sigmon, Cindy Suddreth-Williams, David Sisk, Brian Reagan, Don Roper.

Committee members began working with design and engineering specialists from McAdams. David Malcom and Nick Lowe listened to ideas and recommendations from members to develop a working concept. Over the course of several weeks, the concept was refined with the input from the committee and a more detailed proposal was created. Nick Lowe will be attending the council retreat to present the recommended proposal.

Following the presentation, members of the committee would like input from council regarding the design concept, along with any direction related to the project. As the design concept becomes closer to being finalized, the committee plans to present the project to the family of Officer Herndon for their input. We would then bring the final proposal to council for approval at the March 8 council meeting.

In addition to the work of the Memorial Committee, there have been a number of other projects, programs, presentations, and activities associated with honoring Officer Herndon. I will have a brief presentation to update council on several of these activities.

Officer Tyler Herndon Memorial



Mount Holly Police Memorial Garden

- City Officials have formed a committee to design a memorial garden honoring all law enforcement with an included tribute to Tyler.



National Law Enforcement Officers Memorial Washington D.C.



A small group of delegates from the Department will attend the 33rd Annual Candle Light Vigil and name dedication for Officer Herndon on May 13th, 2021 during National Police Week in Washington D.C.

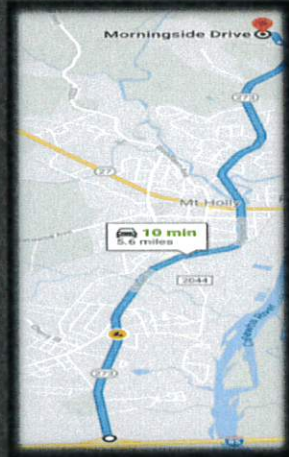
United States Congressional Record



United States Senator Thom Tillis of North Carolina honored Officer Herndon on the floor of the United States Senate and this record will be held in the United States Library of Congress forever.



Officer Tyler A. Herndon Memorial Highway



A request to dedicate Highway 273 from Interstate 85 to Morningside Drive has been submitted to North Carolina Department of Transportation (NCDOT).

Mount Holly Police Foundation Annual Tyler Herndon Memorial 5K and Herndon Memorial Classic

- We plan to hold a 5K event and a golf tournament annually to sponsor a worthy cause in honor of Tyler.
- We are currently working with an attorney and a CPA to form a 501(c)3 non-profit organization to assist the employees of the Mount Holly Police Department. This will be known as The Mount Holly Police Foundation. The tragedy of losing Tyler really placed emphasis on the importance of this.

Outpouring of Support



Outpouring of Support



Herndon Memorial Committee

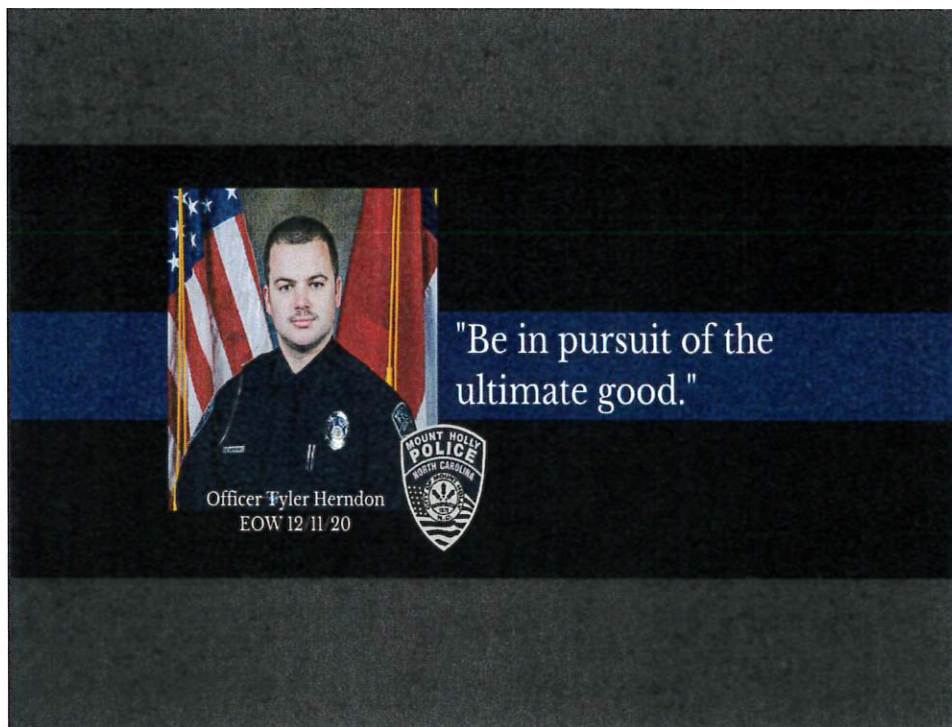


An internal committee has been formed to establish the best ways to utilize and display the various gifts we have received to honor Tyler.



Herndon Memorial Committee





MEMO

To: Mayor and Council

From: Michelle Wood

Re: Discussion on Forecasting

Mayor and Council:

This presentation will focus on a forecasting spreadsheet.

Staff will present a four-year forecasting report to help plan for future projects and expenditures and possible debt funding.

		2021-2022	2022-2023	2023-2024	2024-2025
General Fund Revenue Projections		\$ 14,692,566.29	\$ 14,779,434.92	\$ 15,315,652.10	\$ 15,717,725.37
General Fund Expenditures Projections		\$ 13,877,165.79	\$ 14,087,420.72	\$ 14,537,152.54	\$ 14,905,472.68
Available for appropriation		\$ 815,400.51	\$ 692,014.20	\$ 778,499.56	\$ 812,252.69
Capital Improvement Plan		FY 21-22	FY 22-23	FY 23-24	FY 24-25
Administration		\$ 227,700	\$ 30,000	\$ 30,000	
Police Department		\$ 124,375	\$ 124,075	\$ 124,075	
Fire Department		\$ 191,500	\$ 1,098,000	\$ 1,709,000	
Streets & Solid Waste		\$ 398,500	\$ 211,000	\$ 490,000	
Garage		\$ -	\$ -	\$ -	
Parks		\$ 177,000	\$ 261,500	\$ 2,011,500	
Planning		\$ 12,230,000	\$ 100,000	\$ -	
Total CIP Projects by Year		\$ 13,349,075	\$ 1,824,575	\$ 4,364,575	\$ -
Excess/Shortfall if include all projects		\$ (12,533,674.49)	\$ (1,132,560.80)	\$ (3,586,075.44)	\$ 812,252.69

	2021-2022	2022-2023	2023-2024	2024-2025
Enterprise Fund Revenue Projections	\$ 8,340,144.00	\$ 8,506,946.88	\$ 8,677,085.82	\$ 8,850,627.53
Enterprise Fund Expenditure Projections	\$ 8,083,764.42	\$ 8,222,802.93	\$ 8,363,059.91	\$ 8,518,879.64
Available for appropriation	\$ 256,379.58	\$ 284,143.95	\$ 314,025.91	\$ 331,747.89
Capital Improvement Plan	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Parallel Gravity Sewer line North				
Downtown Sewer Lining Central Ave				
Inflow & Infiltration Rehab				
Dutchman Pump Station Upgrade				
Stonewater II Lift Station Upgrade				
Replacement vehicles	\$ 62,000			
4WD 1500	\$ 23,000			
Water Distribution phase II	\$ 50,000			
Dutchman's Lift station & force main	\$ 200,000			
Growth Analysis - Collections/Distribution	\$ 50,000			
Gaston Ave- Replacement AC	\$ 105,000			
Hoover Ave Replacement	\$ 141,000			
Software Hach Wlms	\$ 34,000			
Generator/Auto Transfer Switch	\$ 75,000			
Catawba Ave connection PRV	\$ 200,000			
New North Water Tank	\$ 1,000,000			
Replacement Water Projects	\$ 246,000	\$ 400,000	\$ 389,000	
Sewer Projects	\$ 10,182,000	\$ 25,238,000	\$ 9,400,000	\$ 330,000
Water Projects		\$ 6,460,000	\$ 4,489,000	\$ 3,100,000
Total CIP Projects by Year	\$ 12,368,000	\$ 32,098,000	\$ 14,278,000	\$ 3,430,000
Excess/Shortfall if include all projects	\$ (12,111,620.42)	\$ (31,813,856.05)	\$ (13,963,974.09)	\$ (3,098,252.11)

MEMO

To: Mayor and Council

From: Michelle Wood

Re: Discussion on Fund Balance

Mayor and Council:

This presentation will focus on why we should adopt a fund balance policy and provide a current unassigned fund balance amount and percentage.

Staff will present options for City Council to consider and confirm guidance on next steps.

Unassigned Fund Balance Policy

City of Mount Holly

Fund Balance Policy

- ▶ Essential elements would include:
 - ▶ The appropriate level of unrestricted fund balance to be maintained - LGC recommends at least 8%
 - ▶ The circumstances in which unrestricted fund balance can be spent down
 - ▶ The policy for replenishing deficits

Why do we need a fund balance policy?

- ▶ To ensure sufficient cash flow for daily financial requirements and guard against economic fluctuations
 - ▶ Provide a unit with adequate cash flow to cover unexpected operating or capital expenses
 - ▶ Provide a unit an emergency fund (rainy day fund)
 - ▶ Fiscal Year begins July 1, Property tax revenue received late December early January

Continued...

- ▶ To provide a framework to help guide budgetary decisions and protect against unforeseen expenditures
 - ▶ Saving money over time for anticipated capital expenditures
 - ▶ Allow capital project fund balance to grow each year
 - ▶ Appropriate the accumulated moneys to finance the projects
 - ▶ Provide council flexibility
 - ▶ Funds can be allocated to cover operating expenses

Recommended Fund Balance Policy

- ▶ The City will strive to maintain a target unreserved fund balance in the General Fund of 25% of budgeted appropriations
 - ▶ Balances in excess of 25% of budgeted appropriations will be transferred to the Capital Reserve Funds
 - ▶ Balances falling below 25% will require the City board to adopt a plan to replenish the Contingency Reserve to the minimum level over a period not to exceed 3 years to 5 years
 - ▶ The designation of unreserved funds will be included as assigned fund balance for financial statement purposes

Current Unrestricted Fund Balance/Net Position

- ▶ \$4,142,466 - General Fund Unrestricted Fund Balance
 - ▶ 30.264% of amended budget
- ▶ If we adopted a policy - funds available to appropriate
 - ▶ 25% policy - \$692,466
 - ▶ LGC 8% - \$3,037,466
- ▶ \$10,468,067 - Enterprise Fund Unrestricted Net Position

Other Municipalities Fund Balance Policy Percentages

- ▶ City of Belmont - Target - 30% but no less than 25%
- ▶ City of Cramerton - 40%
- ▶ City of Kings Mountain - 10%
- ▶ City of Lincolnton - No policy but average 35%

Staff Guidance

- ▶ Option 1: Do not adopt a policy
- ▶ Option 2: Direct staff to create a policy for a later meeting to review and adopt
 - ▶ Direct staff on the percentage to target

Memo

To: Mayor and City Council
From: Greg Beal, Planning & Development Director
Date: 2/19/2021
Re: **Arts Program**

Purpose

Over the past several months, there have been inquiries from Council members concerning funding opportunities in future budgets for public art. Rather than simply placing this as a budget line item for Council's consideration, staff seeks input from you all on two major questions:

- 1) **Does Council want to establish a Public Arts Program?** This would likely involve the establishment of an Art Advisory Board, and perhaps, a guiding document that would establish the purpose of the program, its goals and a review process for public art or art within the public realm.
- 2) **Does Council want to carve out a line item for public arts in the 2021-22 FY budget, and if so what funding amount would you like to see?** While there has been no lack of good ideas and good intentions when it comes to establishing art pieces in Mount Holly, many times the lack of structure (i.e. no established process) and the lack of funding are the main deterrents to bringing concepts to fruition.

Background

The focus on cultural arts goes back to the 2003 Vision Process, where 300 citizens came together to discuss major initiatives, including economic development and greenways. One of the other five main goals, taken forward as a recommendation to Council, was the establishment of an event center and museum. Although, this goal was not expounded upon, the museum concept did find its way to the award-winning 2008 Strategic Vision Plan, suggesting that a visitor center and museum be established at Old City Hall, once it was vacated for the then-under-construction Municipal Complex.

Outside of the museum goal, there was hardly a mention of the arts in the 2008 Strategic Vision Plan, other than a broad statement that the City should pursue art initiatives. Under the Downtown and Riverfront Small Area Plan, there was a goal to establish the Woodlawn Mill as studios for arts and craftsman and to hang art pieces in vacant storefronts.

Miles Braswell, Kim George Director of the Gaston Arts Council, and I met with Town of Cary officials in July 2016 to discuss art initiatives. Although Cary's population is hovering around 170,000 people today, there have been a lot of similarities between our two towns. They have focused their efforts on downtown development, establishing a greenway network, building a municipal complex and have been a staunch advocate for public arts. City staff took away from this meeting certain ideas, which, along with an intense public input process, made their way into the 2019 Strategic Vision Plan Update. In fact, a core value of the 2019 Strategic Vision Plan is to *Increase Vibrancy Through Art and Placemaking* with Chapter 6 titled, *Placemaking, Arts and a Healthy Community*. Below are the art-related goals and recommendations from the Vision Plan:

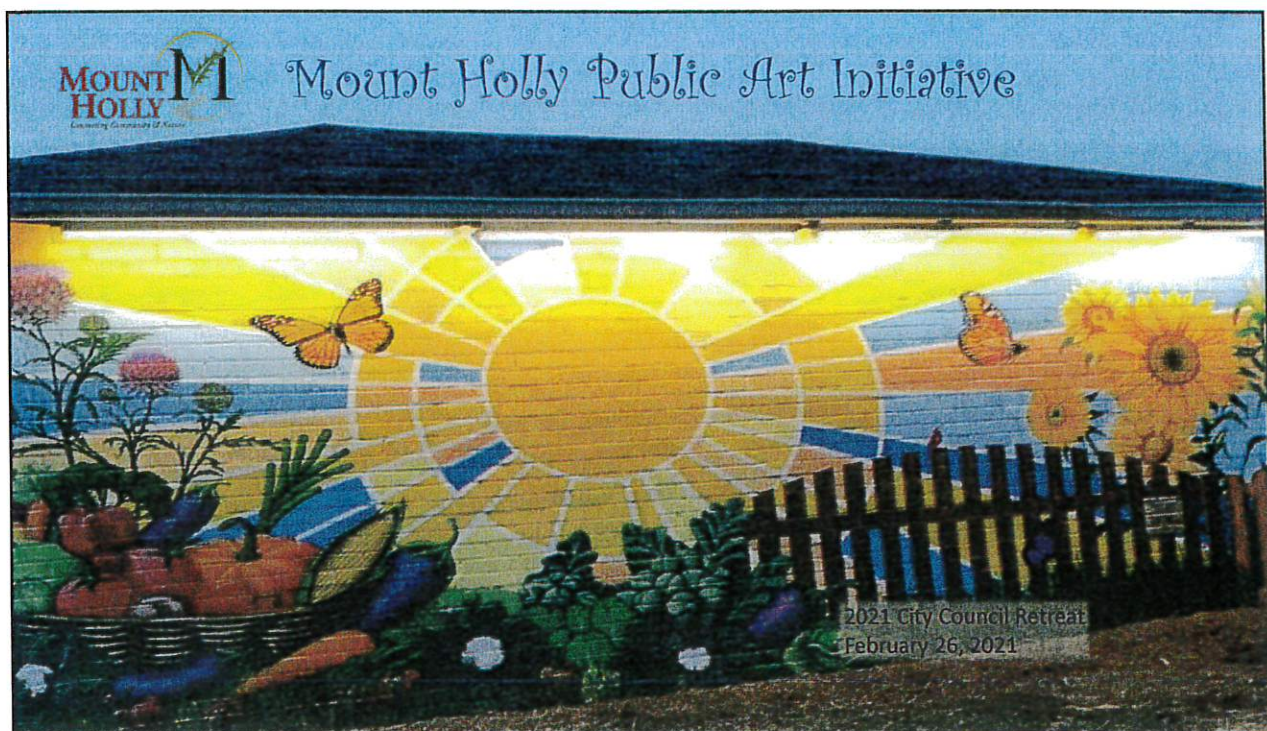
- 6.1.2 Explore Opportunities for Creative Pop-Up Spaces and Events (STG; MHCDF)
- 6.1.3 Continue to Partner with Local Artists on Art Incubators/Studios/Galleries (STG; MHCDF)
- 6.1.4 Mount Holly Creative Spaces Initiative (STG; EDC)
- 6.1.5 Create a Public Art Commission (STG; City of Mount Holly)
- 6.1.6 Create a Public Art/Mural Ordinance (STG; City of Mount Holly)
- 6.1.7 Consider a Percent for the Arts Program (MTG; City of Mount Holly)
- 6.1.7 Develop the Arts on the Greenway Facility (MTG; MHCDF & AOG)

**STG is Short Term Goal; MTG is Medium Term Goal; Lead Agency is listed with each goal.*

Staff recently held a follow-up meeting with Denise Dickens, Town of Cary, to understand the defined process that they have created and what that has brought forward in terms of art exhibits in the public realm. I attended a meeting with Michael Holdenrid, Chair of the Mount Holly TDA, to learn about Gaston County Travel & Tourism's Strategic Plan. I held a follow-up meeting this past week with Michael Applegate, Director, to learn that Travel and Tourism would very much would like to collaborate with Mount Holly and look at funding (or helping to fund) public art projects that would match the vision of creating destination points, in other words, art that would attract visitors from across the region to Mount Holly.

Finally, Emily Andress, Awaken Gallery, Dottie Scher, Arts of the Greenway, Stephanie McLaughlin, Arts on the Greenway, Leigh Brinkley, Arts Mount Holly Board & Farmers Market Board, Teresa Rench, Chair of Arts Mount Holly, Julia Benfield, Past-Chair of Arts Mount Holly, Janice McRorie, Chair of Mount Holly Community Development Foundation, Bae Hart, Local Artist and Advocate, and I met on Friday to catch-up and discuss ideas for collaboration. There are so many good things happening within each group that it is sometimes confusing on who is doing what. All in attendance noted their appreciation for the Mayor and Council for even selecting this item, discussion of an arts program, to be part of the retreat, regardless of the outcome. I did not ask the question, but it was stated and was agreed upon by everyone present that they would all be willing to serve as a steering committee, working with the City to research the steps needed to formally establish a public arts program at Council's choosing.

The presentation at the retreat will cover opportunities and next steps.



What is Public Art?

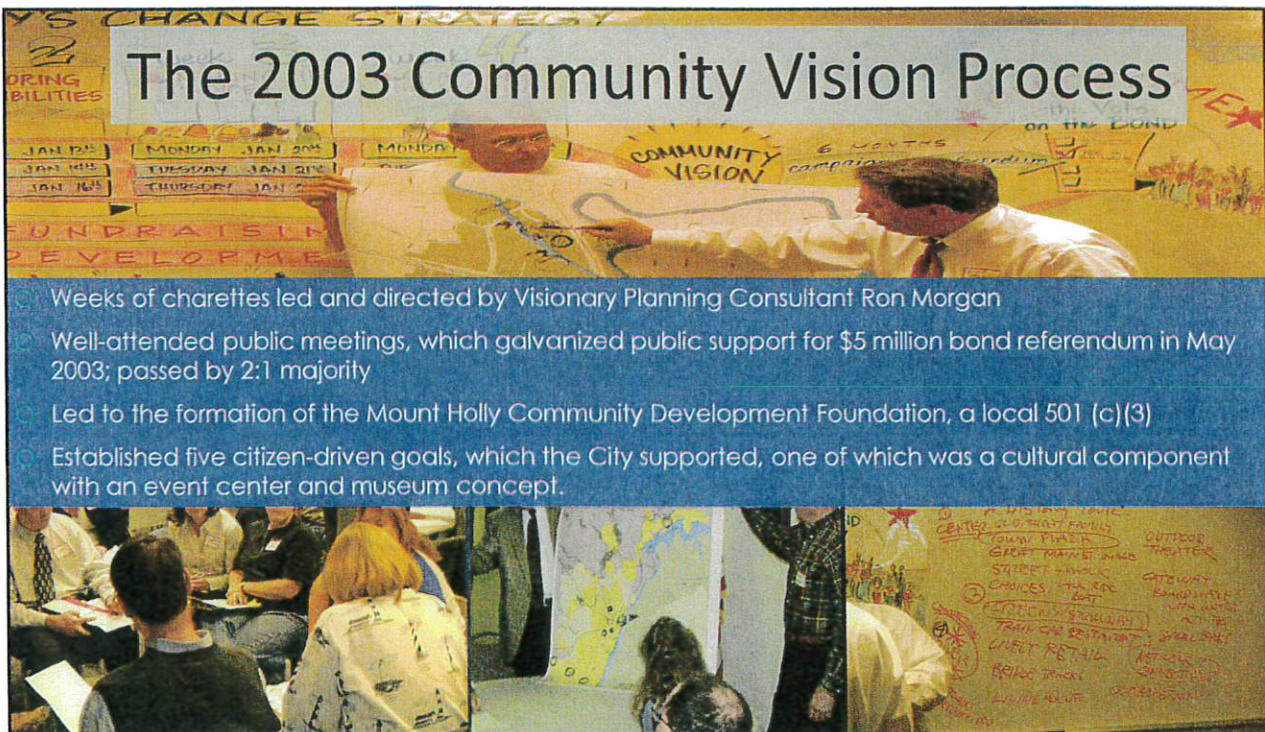
- Put simply, it is art in a public space whose form, function and meaning are created for the general public.
- Involves a defined public process
- Visually and physically accessible to the public
- Seeks to embody universal concepts rather than commercial, partisan or personal concepts or interests
- Public art is product of public process or creation, procurement and/or maintenance
- Can include murals, sculpture, memorials, integrated architectural or landscape architectural work, community art, digital new media, and even performances and festivals



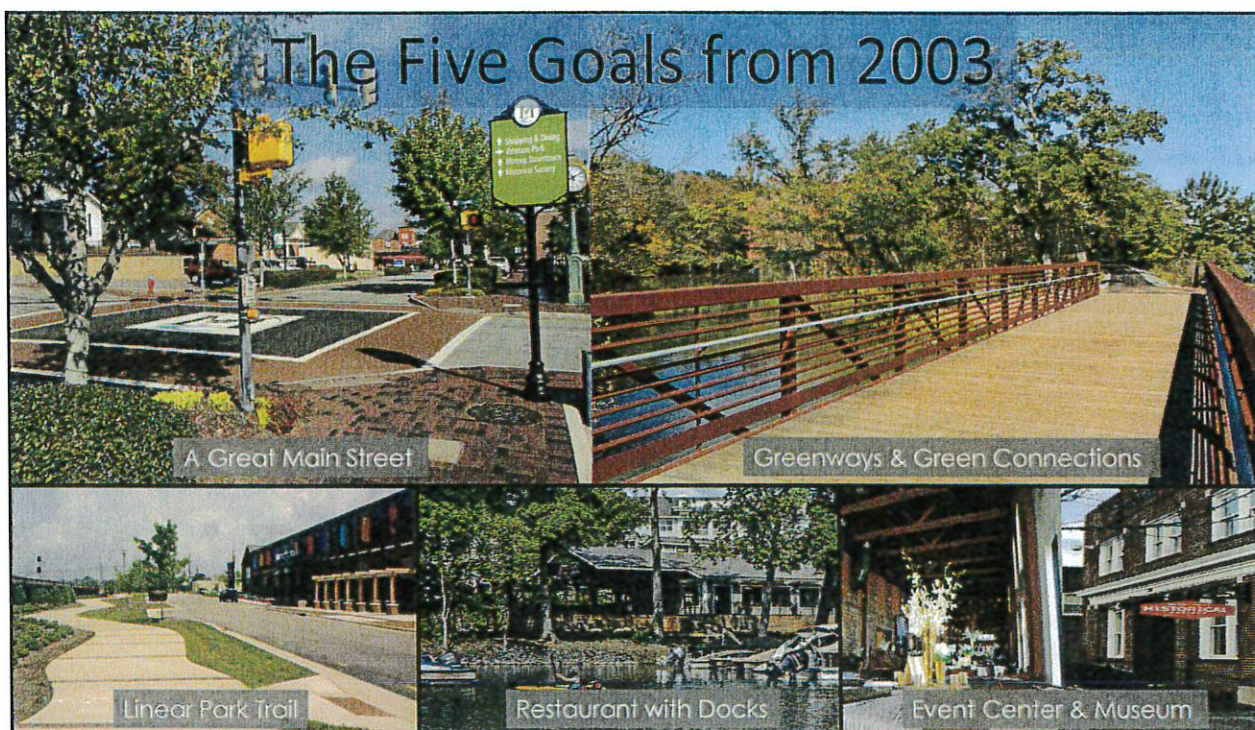
Why Promote Public Art?

- Quality of Life: Job Attraction; 99% of C.E.O.s. Stated that cultural activities are crucial in choosing new location. –Joint Legislative Committee Survey
- Cultural and Tourism: Two-thirds (65%) of American adults include cultural, arts, heritage, historic activity or event when traveling one-way, 50 miles or more (92.7 million travelers) –Travel Industry Association of America
- Economic Boost: Businesses benefit from a site that attracts visitors.
- Creates Professional Opportunities: Provides opportunities for artists and a place where creative class thrives.
- Community Connection: It enlivens places where people work and visit; it enriches our physical environments, bringing streetscapes, plazas, town buildings and schools to life.

The 2003 Community Vision Process

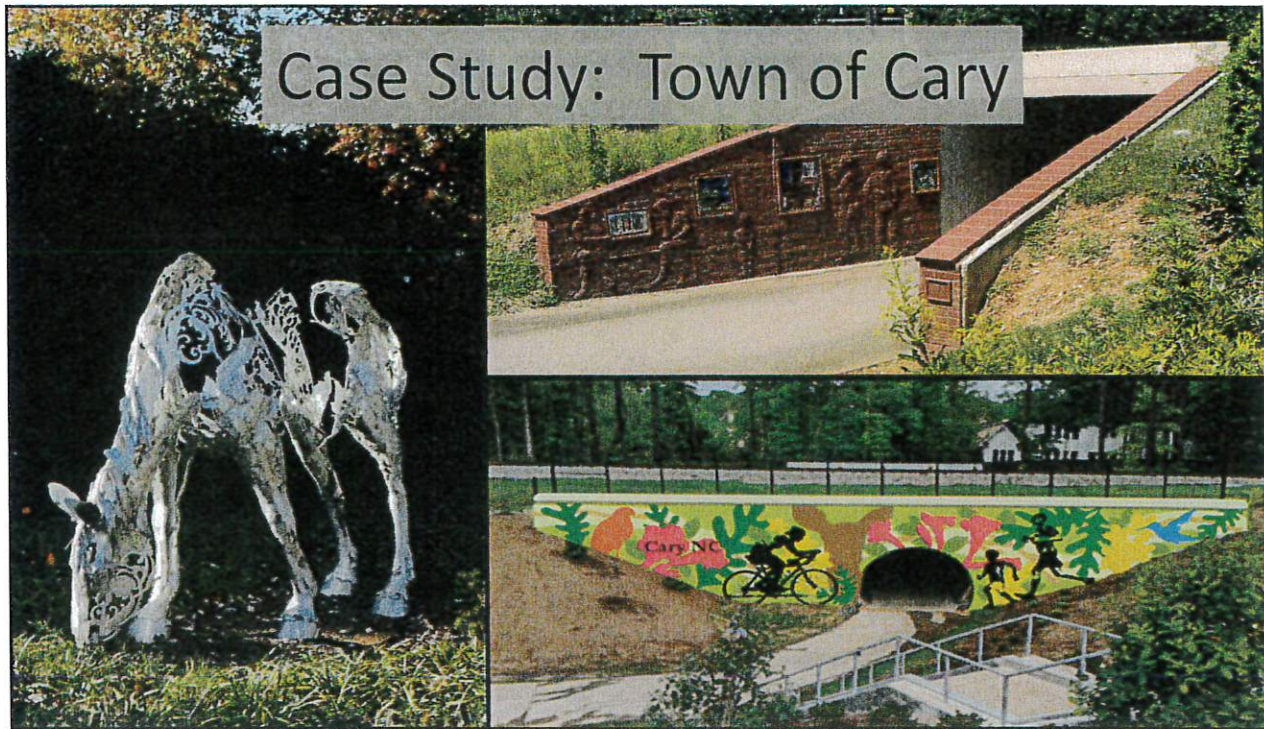


- Weeks of charettes led and directed by Visionary Planning Consultant Ron Morgan
- Well-attended public meetings, which galvanized public support for \$5 million bond referendum in May 2003; passed by 2:1 majority
- Led to the formation of the Mount Holly Community Development Foundation, a local 501 (c)(3)
- Established five citizen-driven goals, which the City supported, one of which was a cultural component with an event center and museum concept.



2008 Strategic Vision Plan & Art

- Four phases with 61 individual recommendations arranged around 6 core values
- Art and Cultural focus lacking
- Downtown and Riverfront: Encourage public art, to redevelop the Woodlawn Mill as studio space for arts and craftsman, to hang art pieces in vacant storefronts, and to open a downtown visitor center and history museum.
- Simply put, there were more economic development and infrastructure needs at that time, which is why the arts were not heavily listed as priority or catalyst projects.





Town of Cary Visit

- July 2016 Visit to Cary by Miles Braswell, Kim George, Greg Beal
- Denise Dickens, Public Art Curator, Jeff Lackey, NCDOT
- Involved a tour of Town of Cary Public Art Sculptures
- Lots of "Integrated Public Art" with a Greenway and Parks Focus
- Encouraged the City of identify artists and champions for support
- Stated that having a plan was important






2019 Strategic Vision Plan Update

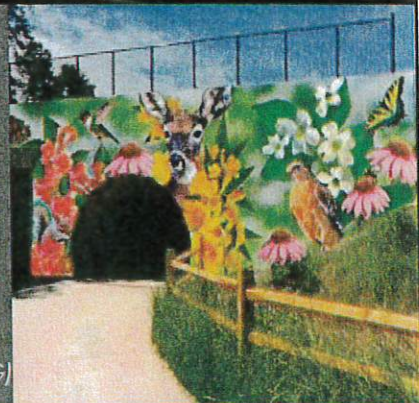
The Update Plan was crafted around Six Core Values, important to the Mount Holly Community....

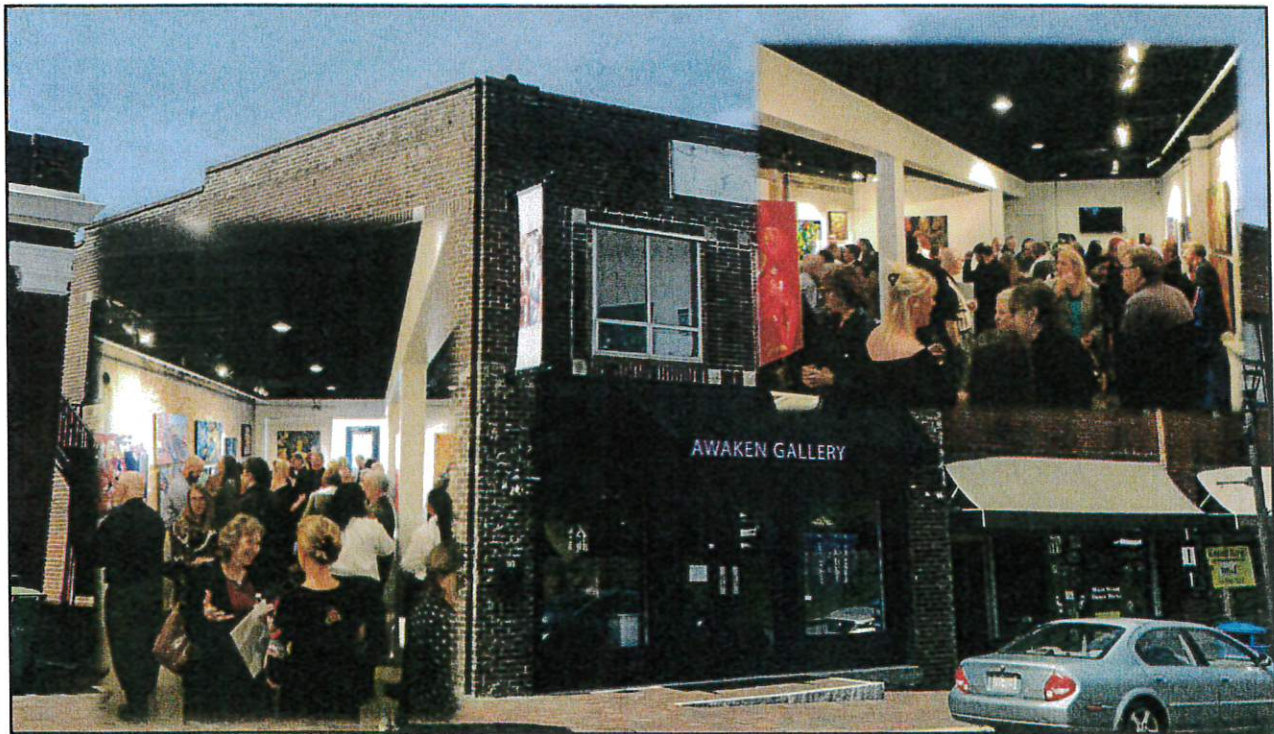
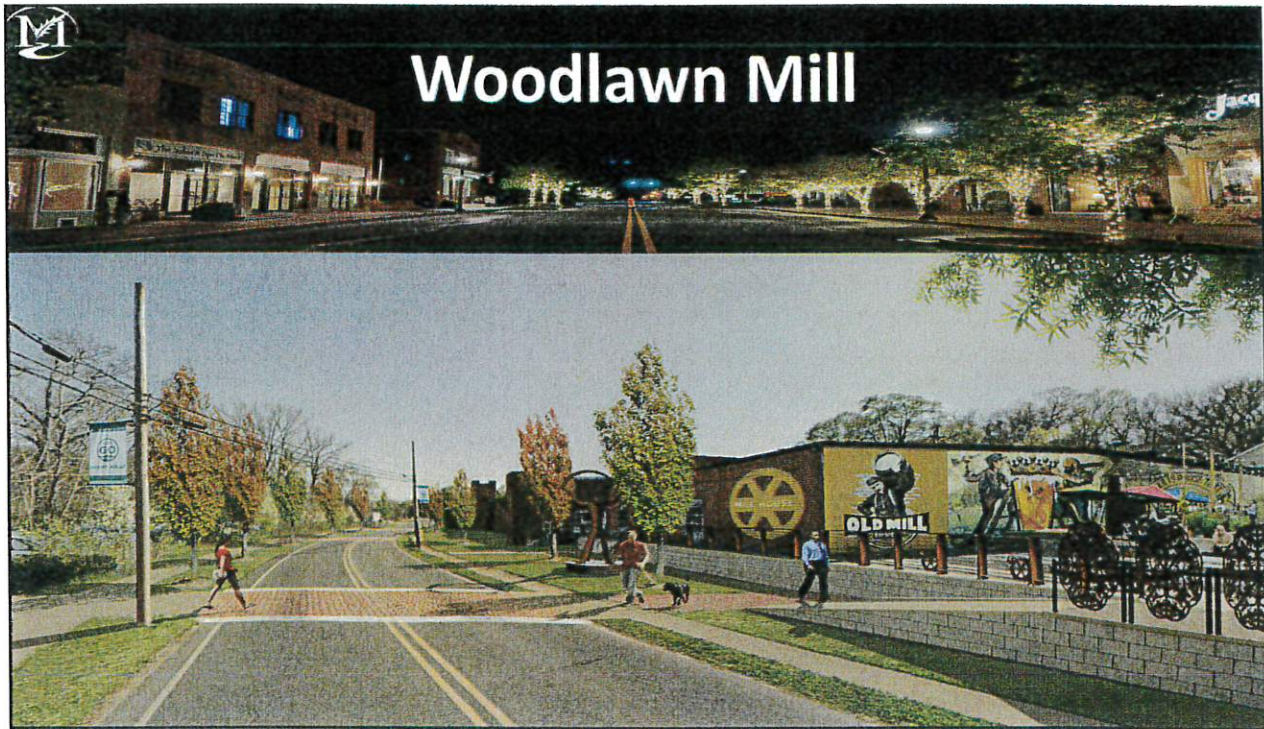
- ❑ Core Value #1: Preserve and Enhance Small Town Character
- ❑ Core Value #2: Continue to Connect the Downtown Core
- ❑ Core Value #3: Improve Connections Throughout the City
- ❑ Core Value #4: Increase Vibrancy Through Art and Placemaking
- ❑ Core Value #5: Enhance Gateways and First Impressions
- ❑ Core Value #6: Advance the Legacy of Visionary Leadership



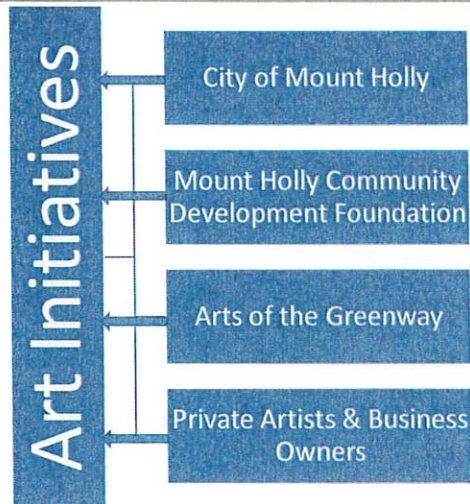
Placemaking, Arts & a Healthy Community

- 6.1.2 Explore Opportunities for Creative Pop-Up Spaces and Events (STG; MHCDF)
- 6.1.3 Continue to Partner with Local Artists on Art Incubators/Studios/Galleries (STG; MHCDF)
- 6.1.4 Mount Holly Creative Spaces Initiative (STG; EDC)
- 6.1.5 Create a Public Art Commission (STG; City of Mount Holly)
- 6.1.6 Create a Public Art/Mural Ordinance (STG; City of Mount Holly)
- 6.1.7 Consider a Percent for the Arts Program (MTG; City of Mount Holly)
- 6.1.7 Develop the Arts on the Greenway Facility (MTG; MHCDF & AOG)





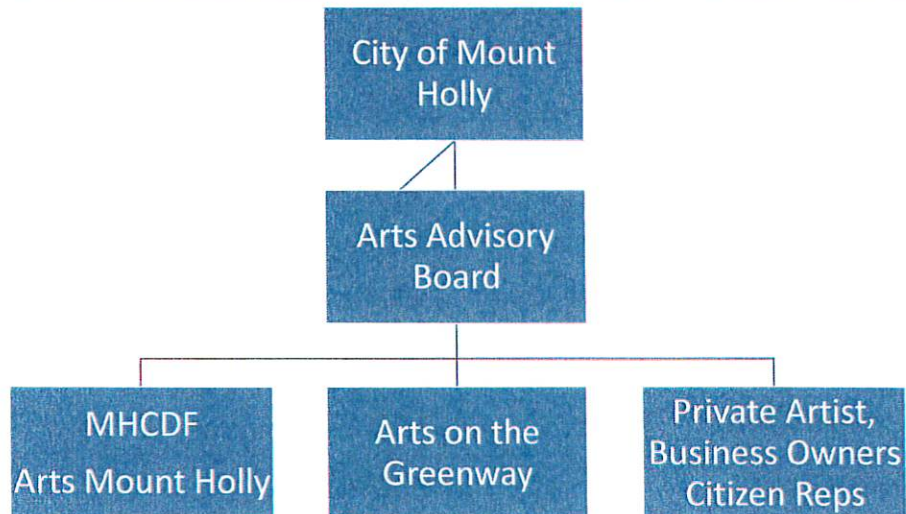
All Working Toward Same Goal



A Step Toward Structure & Inclusion



Possible End Goal



Gaston County Travel and Tourism

- Currently working through Strategic Plan Year 2
- Heavy Focus on creating destination points in Gaston County
- Interested in becoming a capital source for Strategic Plan Goals
- Published a print and digital brochure on the Arts recently
- Is a valued collaborator with Mount Holly artists and works well with the Mount Holly TDA
- Could local funding serve as leverage for grant monies through Gaston County Travel and Tourism???
- Expected completion date of Year 2 review by mid-summer, a \$7,500 commitment.



Opportunities for Art in Mount Holly





Dutchman's Creek Greenway



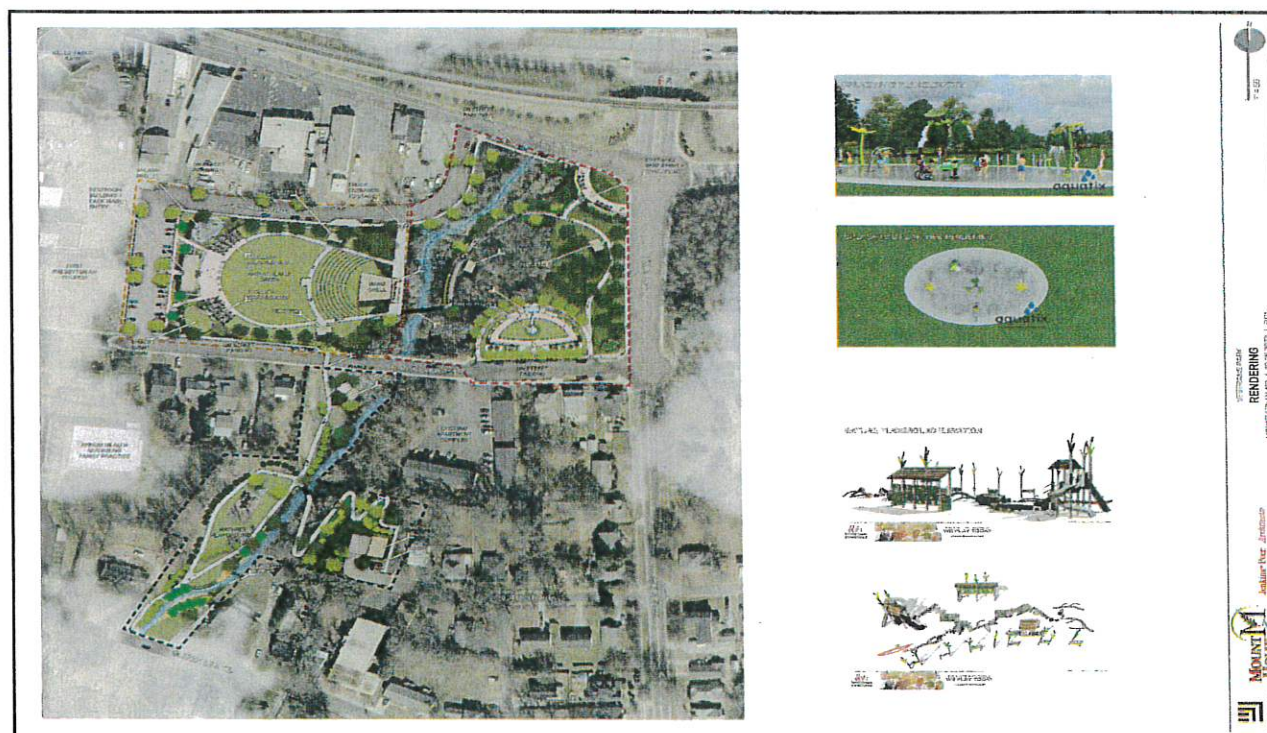


North Main Gateway



North Main Gateway







MEMO

To: Mayor and Council

From: Michelle Wood and Miles Braswell

Re: Discussion on Goals for FY 2021-2022

Mayor and Council:

This presentation will focus on the City Manager's goals and departmental goals.

FY 21-22 BUDGET GOALS

1

2021 COUNCIL RETREAT

Managers Goals

2

- **Salary Implementation Plan**
 - Revise Pay Scale per Salary Study
 - Determine funding strategy
- **Training**
 - Re-establish, cut due to COVID
- **Technology**
 - Focus on refresh
 - Determine system cross-Department functionality
- **Communications**
 - Strategic Plan – Interdepartmental and Community
- **Revise CIP Process**
 - Approved on a five (5) year basis
 - Last update 2018-2023
 - Next Adoption Period (FY 22-23)

Departmental Goals

3

- Request and received feedback from Departments
- Will consider items during budget process
- Departmental goal summaries follow

Planning

4

1. Feasibility Study for Redevelopment of WWTP
2. Finalize design of bridges with greenway for Dutchman's Creek and Fites Creek
3. Invest in Training/Certification for Staff

Streets and Solid Waste

5

1. Truck – New Automated Garbage Truck / New Leaf Vac
2. Fill vacant Solid Waste Worker II Position
3. Purchase new mowing equipment

Parks and Recreation

6

1. Construct Maintenance Building at Tuckaseege Park
2. Tuckaseege Gym sport court replacement
3. Addition of full time maintenance position

Police

7

1. Add staffing to patrol and telecommunications, with plan of 6 Officers and 2 Dispatchers over 3 years
2. Purchase five (5) new vehicles
3. Maintain current Travel and Training budget

Fire

8

1. Implement Apparatus Replacement Plan
2. Implement Staffing Plan
3. Critical Needs Assessment plan and presentation

Utilities

9

1. Expand and implement the Infiltration and Inflow Program
2. Use the comprehensive water distribution, storage and water pressure study to prioritize system improvements
3. Accelerate and expand Water Meter Replacement Program, moving to 100% fixed based technology/remote meter reading

Powell Bill

10

1. Implement Year 1 under the Pavement Management Program
2. Begin Construction of the Belmont – Mount Holly Road Sidewalk
3. Sidewalk design for Tuckaseege Road and Beaty Road

Memo

To: Mayor and City Council
From: Jonathan Wilson
Date: 2/22/2021
Re: Update on Park Bond Project

During the budget process for FY 19-20 City Council directed Staff to investigate a Parks & Recreation Bond Project. There are four individual projects associated with the overall bond project, which are: expansion of Veterans Park, Multi-Use Facility (Gym), Dutchmans Creek Pedestrian Crossing and Fites Creek Pedestrian Crossing. The City hired McAdams to develop plans and cost estimates for each of the four projects which were presented to City Council at the October 28, 2019 City Council Work Session. At this meeting McAdams advised that they were still working to refine the cost estimates for each of the four projects. As a result of this information City Council called for and held a Special Meeting on November 7, 2019. At that time City Council gave direction to not move forward with a Bond Referendum for the Parks & Recreation Projects.

Attached, is information relating to each of the four projects associated with the Parks & Recreation Bond Project. Additionally, you will find a revised schedule of activities should City Council decide to move forward with a bond referendum as well as information related to private property acquisition associated with the projects.

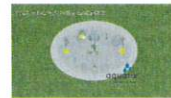
UPDATE ON PARK BOND PROJECT 2021 CITY COUNCIL RETREAT

Jonathan Wilson
Planning Project Manager

Background

- Strategic Vision Plan Section 3.3 calls for the implementation of a downtown park with splash pad and or the expansion of Veterans Park
- Out of the recommendation from the SVP the City hired Kimley Horn to perform a Downtown Park Feasibility Study. Two locations were studied, Stowe Insurance Property for Splash Pad Park and expanding Veteran's Park. Council chose to move forward with incorporating splash pad into the expansion of Veteran's Park.
- During the budget process for FY 19-20 Council chose to move forward with cost estimates for Veteran's Park Expansion and to also investigate cost estimates for a Multi-Use Facility, Pedestrian Bridge for Dutchmans Creek and Fites Creek for a potential General Obligation Bond Referendum package.
- In July 2019 McAdams was hired to provide Schematic Designs and cost estimates for: Veterans Park Expansion, Multi-Use Facility, Dutchmans Crossing, Fites Crossing
- McAdams presented this information to City Council in October and November 2019. At that time Council chose to not move forward with a Parks & Recreation Bond Package for the March 2020 election.
- Parks and Recreation Master Plan (adopted Spring 2020) calls for these four projects to begin within the next five years.

Veterans Park Expansion



Veteran's Park Expansion

- Phase 1: \$7,287,393
 - ▣ 5 Parcels Needed
- Phase 2: \$4,312,179
 - ▣ 3 Parcels Needed
- Phase 3: \$2,706,572
 - ▣ 1 Parcel Needed



Tuckaseege Park Multi-Use Facility

- \$12,688,628
- Need to acquire a portion of property owned by A&E (6.5 acres)
- Amenities within Facility:
 - 2 basketball courts
 - 1 multi-sport court
 - Weight room
 - Meeting room
 - 2 offices
 - Kitchen
 - Restrooms/locker room



Dutchmans Creek Pedestrian Crossing

- Crossing in River Street Park
- Project would not require additional land purchase
- \$3,307,775



Fites Creek Pedestrian Crossing

- Located in Tuckaseegee Park
- Project would require easement acquisition from Riverfront Homeowners Assoc.
- Project would require ownership of land in the location of the bridge (Duke Energy)
- \$ 1,663,400



Finance

Project	Cost Estimate	Structure & Rate	Highest Annual Payment	Tax Increase
Dutchmans Creek Pedestrian Bridge	\$3,307,775	Level Principal 3.00%	\$264,622	1.77
Fites Creek Pedestrian Bridge	\$1,663,400	Level Principal 3.00%	\$133,072	0.89
Veterans Park Phase 1	\$7,287,393	Level Principal 3.00%	\$582,991	3.89
Veterans Park Phase 2	\$4,312,179	Level Principal 3.00%	\$344,974	2.30
Veterans Park Phase 3	\$2,706,572	Level Principal 3.00%	\$216,526	1.45
Tuckaseegee Park Multi-Use Facility	\$12,688,628	Level Principal 3.00%	\$1,015,090	6.78
Total	\$32,492,790	Level Principal 3.00%	\$2,557,276	17.08

This information takes into account the City's existing general fund debt service structure and assumes the General Obligation Bonds are issued at the end of FY2022, the tax increase is implemented in FY2023, the value of a penny is \$143,940 and grows at 2% annually.

Status of Property Acquisition

Parcel ID	Address	Use	Status
<u>Veterans Park Phase 1</u>			
123785	147 E. Catawba Ave.	Owner Occupied	Mtg w/owner and broker 1/8/20 received offer to sell from owner. Continuing to negotiate.
123789	143 E. Catawba Ave.	4 Unit Multi-Family	Owner stated not interested in selling b/c potential future rental income from rehabbed 4 units too great.
123790	137 E. Catawba Ave.	Vacant	Purchased in January 2021 for \$150,000

Status of Property Acquisition

Parcel ID	Address	Use	Status
<u>Veterans Park Phase 1</u>			
123793	131 E. Catawba Ave.	Owner Occupied	Owner states lived here for over 30 yrs; raised kids here; disinclined to sell due to great location. Will continue to be in touch & meet again after holidays.
123794 & 123804	127 E. Catawba Ave. & E. Catawba Ave.	Storage Building & Vacant	Board of sessions met and considered on 1/12/20. Phone call on 1/17/20 and listened to questions. Next session board mtg. on 2/9/20.

Status of Property Acquisition

Parcel ID	Address	Use	Status
<u>Veterans Park Phase 2</u>			
123838	Highland St.	Vacant	Owner considering sell
123779	120 Highland St.	8 Unit Multi-Family	Hold for now
123780	219 E. Catawba Ave.	Rental – Residential	Purchased in September 2020 for \$265,000
123784	207 E. Catawba Ave.	Rental – Residential	Owner considering sell, voicemail left on 1/16/20
<u>Veterans Park Phase 3</u>			
123769	Piedmont Ave.	Vacant	Mtg. w/owner 1/7/20, willing to sell and will consider a price

Status of Property Acquisition

Parcel ID	Address	Use	Status
<u>Tuckasee Multi-Use Facility</u>			
p/o 217834	22 American St.	Vacant	Met with CEO, provided maps and schematics, will review and respond, has shown willingness to sell property
<u>Fites Creek Pedestrian Bridge</u>			
p/o 207540	N/A	Vacant (Homeowners Association Property)	Met with HOA, HOA attorney called on 2/12/21 to set up meeting to discuss purchase

Potential Schedule November 2021 Vote

- May 10: Council adopt Resolution directing notice of intent to apply to LGC and Resolution authorizing Finance Officer to apply to LGC
- May 13: Publish Notice of Intent in Newspaper
- May 24: File Application with LGC and prepare Statement of Debt
- June 14: File Statement of Estimated Interest
- June 14: Council Introduces Bond Orders and adopts Resolution setting a public hearing on Bond Orders
- June 15: File Notice with Joint Legislative Commission
- July 5: Publish Notice of Public Hearing on Bond Orders in Newspaper
- July 12: Council holds public hearings on Bond Order, adopts the Bond Order and adopts Resolution setting a Special Bond Referendum
- July 13: Clerk delivers certified copy of Resolution setting Special Bond Referendum to the County Board of Elections

Potential Schedule (Continued) November 2021 Vote

- July 15: Publish Bond Order as adopted in Newspaper
- September 7: LGC approval of Bond Order
- September 24 (by): Publish first Notice of Special Bond Referendum in Newspaper
- October 1 (by): Publish second Notice of Special Bond Referendum in Newspaper
- October 8: Last day to register to vote
- November 2: Referendum
- November 12: Adoption of Certificate of Canvass by the County Board of Elections
- December 13: Council adopts Resolution Certifying and Declaring Results of Special Bond Referendum
- December 16: Publish Statement of Result in Newspaper
 - Prepared by: Scott Leo, Esq., Partner
 - Parker Poe Adams & Bernstein LLP

Next Steps

- Direction from City Council regarding a potential bond package for one or more of these projects.
- Direction from City Council regarding property acquisition strategy.

MEMO

To: Mayor and City Council

From: Mark Jusko

Date: February 19, 2021

Re: Discussion on Glendale/Hawthorne Property for City Council retreat

Mayor and Council:

This presentation will focus on the City owned property at the corner of West Glendale and South Hawthorne. The property is 2.4 acres and is down the street from Mount Holly Middle School and the Old Gym. This property was purchased by the City in the fall of 2014.

The presentation will also focus on the historical significance of the property. It was once owned by Ransom Hunter, the first freed slave to own property in Gaston County.

Staff will present options for City Council to consider on proceeding with the property.

Glendale/Hawthorne property

City Council Retreat February 26, 2021

Glendale/Hawthorne Property

City purchased the property in the Fall of 2014

The property is 2.4 acres, and sits on the corner of West Glendale and South Hawthorne.

We contracted with McGill Associates in 2016 to create a design for the property if we were to turn it into a park.

The design included a memorial to the original Ransom Hunter family home, with interpretive signage, community garden. Other park amenities included a walking trail with fitness stations, playground, horseshoe pits and restroom. The 2016 opinion of probability costs by the designer was \$608,000.

Ransom Hunter- Historical Significance

Ransom Hunter lived from 1825-1918

He was the first freed slave to own property in Gaston County. Much of the property that he owned was in Mount Holly

In 1874 he purchased the land that the city now owns on the corner of Glendale/Hawthorne

He was a farmer and businessman, who donated property for schools and churches in Mount Holly.

Ransom Hunter

The family of Ransom Hunter submitted an application to the Parks & Recreation Commission in 2016 for the City to name the park property after Mr. Hunter. The Commission at that time tabled the application. It was re-submitted and the family came before the Commission at their January 2021 meeting.

Results from Parks & Recreation Commission discussion at their February 23rd meeting.

Glendale/Hawthorne Property

It is important to note that the 2020 Parks & Recreation Master Plan does not list this property to be developed as a new city park under the recommendation section.

The reason for this may be the proximity of this location to Veterans Park.

Glendale/Hawthorne property

Options:

- Add property development to bond package
- Sell property
- Develop property into pocket park with memorial
- Hold onto property

City of Mount Holly, NC

Memo

To: Mayor and City Council
From: Miles Braswell
Date: 2/22/2021
Re: ZIP Codes within City Limits

Changing ZIP codes to align with municipal boundaries has been a Council Retreat topic for several years and after research, there is an extensive process that is required to request ZIP codes to be changed. Following this memo is a Congressional Research Service article, titled "Changing Postal ZIP Code Boundaries," with the history and the request process.

Recently, the Town of Montreat placed on the NC League of Municipalities' listserv, the topic of ZIP code alignment, asking if any other municipality had issues with ZIP codes and if anyone has been able to align them.

It seems this is a common theme among municipalities, with no luck that anyone reported. Below is the Montreat question and the responses:

QUESTION:**Town of Montreat**

The Town of Montreat has difficulty with a myriad of issues related to its zip code. The Town essentially has its own zip code for PO boxes, but shares a zip code with a neighboring municipality for physical addresses. So a resident might have a PO box like P.O. 456, Montreat NC, 28757, but their street address is 123 Shenandoah Dr., Black Mountain NC, 28711 – even though they live in Montreat. This causes confusion with voter registration, UPS/FedEx delivery, emergency notification systems like the apple watch, corona virus reporting, etc.

Has anyone had issues with their zip code alignment? Have you been able align your physical zip code with your mailing zip code?

Alex Carmichael, Town Administrator

RESPONSES:City of Kannapolis

That is an issue everywhere. Several cities have multiple zip codes and overlapping boundaries with neighboring cities. For example, in Kannapolis we have five zip codes (three Kannapolis, one Concord, and one Davidson). It's an act of Congress to get the physical zip codes re-assigned or realigned. We have tried several times over the past 16 years, with the help of our Congressional delegation to get the postal service to consider changing, but to no avail. It's a futile effort...but good luck!

Eddie

Town of Granite Falls

In Granite Falls, we have the opposite problem. Our population is around 4,700 but the Granite Falls Post Office delivers mail to approximately 13,000 residents. The 28630 zip code covers all 13,000 residents which means that every person that commits a crime that resides in the 28630 zip code makes the local and evening news as a Granite Falls woman or Granite Falls man. I have had to explain to citizens that call me about how our Town isn't safe anymore that the crimes aren't always committed by people that actually live in Town.

Jerry T. Church, Town Manager

City of Boiling Springs Lake

Same in Brunswick County....Southport (28461) covers all of BSL and a good chunk of St. James, if not all.

Jeffrey Reep, City Manager

Town of Southern Pines

Run away!

Seriously, I went round and round with USPS over zip code issues here in southern Moore County for over two years and it was an even worse experience then when I went through the process of getting a zip code established for a suburban community in Ohio more than twenty years ago. Pulling in our Congressional Representative got an initial phone call/reply out of them, only for them to go "dark" again after providing multiple GIS maps and pages of information they requested to "begin" the process. We finally gave up after repeated efforts with not even a "no" response.

At least at one time, certain salaries (Postmaster) in the system were tied directly to the number of addresses served, etc. (I cannot verify this is still the case) so any movement in boundary lines/re-assignment was essentially "hurting" someone thus internal employee

relations and politics played a large role. Happy to speak with someone regarding detail, and would love to learn of a successful effort, but ultimately just wish you better experiences than I have encountered over this topic.

Good luck

Reagan D. Parsons
Southern Pines Town Manager

Town of Elon

Sounds like Elon! Our zip covers a large part of Alamance County, and into Caswell!

Thanks.

Richard Roedner, Town Manager

Town of Oriental

Friends,

My last communication with the Postmaster included the words "breathtaking incompetency" and we suffer the consequences also of a larger area than the actual Town having one zip code...don't know what the solution actually is, but I know it takes and inordinate amount of time to get any movement whatsoever. Echo the "good luck" wishes.

Diane H. Miller, Town Manager

Village of Clemmons

Unfortunately I would have to echo what the others have said. In my career I have never heard of a successful effort to adjust postal codes.

To quote the advice of an old, wise friend - sharpen a pencil really sharp and insert it directly into your eye. It will ultimately be less painful...

Scott Buffkin, Village Manager

City of Conover

2nd what Eddie said. It is more than an act of Congress. Zip Codes are based upon postal union routes.

You will waste a lot of time and will get nothing done.

Donald Duncan, City Manager

Town of Fuquay-Varina

We have had some success with a bit of resistance petitioning for zip code reassignment for new neighborhoods so the mailing address aligns with the municipality they live in. We have not had success on reassignment of existing neighborhoods to a new postal zip code/city name. This ultimately comes down to postmaster decision making, and it is important for your addressing staff to build a good relationship with the local postmaster.

Mark Matthews, Asst. Town Manager

Town of Rolesville

Attached is the final response to our year and a half effort to just change the bottom line name, not the zip code, for our community that is served out of the Wake Forest zip code Post Office. This effort was because we had citizens who wanted to use Rolesville in their bottom line as their community. I took the lead on behalf of a few other Wake County municipalities who were in a similar situation. As you can see, our request went all the way up to DC USPS and the answer was no.

In another life at another community in another state (Colorado circa 2007ish) I was able to accomplish this mission using the same facts. But not now or here.

Kelly Arnold, Town Manager

Town of Riverbend

At least we can all agree that it is comforting to know that the USPS does not want to do anything that would have a less-than-positive impact on its customers.

Now we have that in writing from DC. I feel better already! I will remember that the next time I'm in line at the P.O.

Delane Jackson, Town Manager

City of Graham

We've been fighting this issue for the better part of two decades as there are multiple zip codes for citizens in Graham and it creates mass confusion in service delivery. We've had Congressmen from both sides of the aisle working on this but no luck whatsoever. Except for a meeting with local postmasters. In all this I've learned two primary things:

1. The USPS doesn't care about anything but delivering mail;
2. The USPS doesn't have a good handle on their routes (When we met with them once they brought a gas station map with highlighter marks)

Frankie Maness, City Manager

Town of Shallotte

Same in Shallotte – If you have a PO Box at Shallotte PO your zip is 28459, but if you have delivery at home or business it is 28470 which covers all of Shallotte and Ocean Isle Beach.

Mimi O'Sullivan Gaither, Town Administrator

Town of Sharpsburg

The Town of Sharpsburg lies in three counties and all addresses that are here have a Rocky Mount address attached to them. Therefore, if you live here, you must get a P.O. Box to get mail here in town. They have tried for year to get this corrected. They have had no luck change it.



Changing Postal ZIP Code Boundaries

Wendy R. Ginsberg

Analyst in Government Organization and Management

February 2, 2011

Congressional Research Service

7-....

www.crs.gov

RL33488

CRS Report for Congress

Prepared for Members and Committees of Congress

Summary

The 112th Congress may address issues related to the application and modification of ZIP Codes. This report assists members in addressing concerns about the use of ZIP Codes as well as offers an overview of the boundary review process that can lead to changes in ZIP Code assignment.

Since the ZIP Code system for identifying address locations was devised in the 1960s, some citizens have wanted to change the ZIP Codes to which their addresses have been assigned. Because ZIP Codes are often not aligned with municipal boundaries, millions of Americans have mailing addresses in neighboring jurisdictions. The result can be higher insurance rates, confusion in voter registration, misdirected property and sales tax revenues for municipalities, and changes in property values. Some communities that lack delivery post offices complain that the need to use mailing addresses of adjacent areas robs them of a community identity.

Because ZIP Codes are the cornerstone of the U.S. Postal Service's (USPS's) mail distribution system, USPS has long resisted changing them for any reason other than to improve the efficiency of delivery. Frustrated citizens frequently have turned to members of Congress for assistance in altering ZIP Code boundaries. In the 101st Congress, a House subcommittee heard testimony from members, city officials, and the General Accounting Office (GAO, now the Government Accountability Office) that USPS routinely denied local requests for adjusting ZIP Code boundaries.

Since then, USPS has developed a "ZIP Code Boundary Review Process" that promises "every reasonable effort" to consider and, if possible, accommodate municipal requests to modify the last lines of an acceptable address or modify ZIP Code boundaries. The process places responsibility on district managers, rather than local postmasters, to review requests for boundary adjustments, to evaluate costs and benefits of alternative solutions to identified problems, and to provide decisions within 60 days. If a district manager rejects the request, the process provides for an appeal to the manager of delivery at USPS headquarters, where a review based on whether or not a "reasonable accommodation" was made is to be provided within 60 days.

The boundary review process enhances the possibility of accommodating communities that desire ZIP Code changes. One accommodation that can often be made is to allow the use of more than one city name in the last line of an address, while retaining the ZIP Code number of the delivery post office. This can help with community identity problems, though not with problems such as insurance rates or tax remittances that are determined by ZIP Code.

A congressional constituent desiring a ZIP Code accommodation may not be aware of the boundary review process requirements. Any proposal for change must be submitted in writing to the district manager. The district manager is to work with the local postal managers, headquarters delivery, and headquarters Address Management System to evaluate the request and determine if an accommodation can be made.

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Constituents often turn to members of Congress for assistance in securing changes to ZIP Code boundaries, usually because their mailing addresses do not correspond to the geographic and political boundaries of their municipalities' jurisdictions. This report explains why ZIP Code boundaries often are not aligned with geographic political jurisdiction boundaries, describes some problems that may occur because of the misalignment, and discusses efforts by the U.S. Postal Service (USPS) and Congress to address these problems.

Background

The Post Office Department (now the U.S. Postal Service) began dividing large cities into delivery zones in 1943, inserting two digits between the city and the state in the lower address line. In 1963, the whole country was divided into five-digit postal delivery codes—termed ZIP Codes by the Post Office. These codes corresponded to the post offices where final sorting of mail was done and from which letter carriers were dispatched to make deliveries. The term ZIP Code, originally trademarked and always capitalized, was an acronym for “Zoning Improvement Plan.” Mass-mailers were first required to use ZIP Codes in 1967, and today their use is ubiquitous.

Almost all mail is sorted by machines, and the basis for this sorting is a ZIP Code. ZIP Codes have expanded through the years to 9 digits (ZIP+4) in 1983 and to 11 digits in 1991. Most customers know only their five-digit ZIP Codes. The first number in the ZIP Code represents a general geographic area of the nation—moving from a “0” for places in the east to a “9” for locations in the west.¹ The second and third numbers indicate regions of the United States, while the fourth and fifth digits route the mail to specific post offices. For example, the ZIP Code for Alturas, the county seat of Modoc County in the northeastern corner of California, is 96101. The 9 directs the mail to the west. The 61 directs mail to the processing facility in Reno, NV, which is the distribution point for some California post offices such as Alturas, Cedarville (96104), Fort Bidwell (96112), and Likely (96116). Reno is also the processing facility for ZIP Codes in Nevada beginning with 894, 895, and 897. The four final ZIP Code numbers, which were added in 1983 “allow mail to be sorted to a specific group of streets or to a high-rise building.”²

ZIP Codes Are Widely Used Outside USPS

The Postal Service has contended that the ZIP Code system's only purpose is to facilitate the efficient and orderly delivery of the mail. Nevertheless, ZIP Code information is readily available to the public, and both private and governmental entities have found it a convenient and accessible tool for many purposes unrelated to mail delivery. Postal Service competitors like FedEx and UPS use the ZIP Code. The ZIP Code also has been adopted for non-delivery purposes, such as providing a convenient, yet sometimes imperfect means of targeting populations for performing demographic research, setting insurance rates, estimating housing values, remitting state tax revenues back to localities, and directing advertising messages. USPS works with state and local authorities as well as private companies to better align ZIP Codes with both postal and non-postal needs.

¹ U.S. Postal Service, “Postal Facts 2010,” p. 15, http://www.usps.com/strategicplanning/_pdf/PostalFacts_03_17_2010.pdf.

² *Ibid.*

Because ZIP Codes are based on the location of delivery post offices, they often do not correspond to political jurisdiction boundaries. This means that millions of Americans receive their mail from post offices in adjacent towns, villages, or neighborhoods. Their mailing addresses may not reflect the name and ZIP Code of the jurisdictions where they actually live. This situation was not uncommon when ZIP Codes were first assigned nearly 50 years ago, and it has become more common since then—particularly in rapidly growing suburban areas. The boundaries of many jurisdictions have changed with growth, annexation, and the incorporation of new communities. At the same time, USPS has sought to reduce rather than expand the number of post offices as its retail business model has changed.

Problems Caused by Misalignment with Municipal Boundaries

The widespread use of ZIP Codes for non-postal purposes has exacerbated problems for those postal patrons whose mailing addresses do not match their actual towns or cities of residence. The following is a sample of the problems that have been brought to congressional attention:

- higher automobile insurance rates for drivers who live in the suburbs but are charged city rates based on their ZIP Codes;
- residents who are confused about where to vote in municipal elections because they do not distinguish between their voting and mailing addresses;
- sales tax revenues rebated by states to the cities where they are collected often being misdirected because they are collected by merchants with ZIP Codes in different jurisdictions, or by merchants who mail their products to customers knowing only their ZIP Codes;
- individuals being sent jury duty notices when they are not eligible to serve based on their actual residences;
- emergency service vehicles being misdirected by confusion over what town a call has come from, based on mailing address information; and
- homeowners in expensive neighborhoods complaining that their housing values are diminished because their mailing addresses place them in less prestigious communities.

In addition, a community may lack a delivery post office and complain that the need to use mailing addresses from neighboring towns robs them of their community identity. For example, even though Haddon Township, NJ, is an incorporated municipality with a 2009 estimated population of 14,368 people,³ it has no delivery post office, and its residents receive mail from the Camden, Haddonfield, Gloucester City, and Mount Ephraim post offices—each with a different ZIP Code.

³ U.S. Census Bureau, "Population Finder," http://factfinder.census.gov/servlet/SAFFPopulation?_event=ChangeGeoContext&geo_id=06000US3400728740&geoContext=&street=&county=haddon&cityTown=haddon&state=04000US34&zip=&lang=en&sse=on&ActiveGeoDiv=&useEV=&pctxt=fph&pgsl=010&_submenuId=population_0&ds_name=null&ci_nbr=null&qf_name=null®=null%3Anull&_keyword=&_industry=

Congressional Hearing Registers Concern

A host of ZIP Code misalignment problems were aired in a 1990 hearing of a House postal subcommittee.⁴ Ten members of Congress described ZIP Code alignment problems in their districts, and similar statements were received from many local governments, as well as the National League of Cities. The hearing in the 101st Congress considered three bills (H.R. 2380, H.R. 2902, and H.R. 4827) that would have allowed local governments, rather than the Postal Service, to determine local addresses or ZIP Code boundaries as a solution to the widespread problems.

USPS expressed strong opposition to these bills and said that depriving USPS of control over “the most basic tool of the postal trade—the mailing address” would be “disastrous.”⁵ A USPS boundary survey found that more than 11 million deliveries⁶ were served by carriers who cross municipal boundaries, and estimated that if delivery boundaries were realigned to match municipal boundaries, 1,600 new postal facilities and 10,500 new carriers would be needed.⁷ Also to be considered was the availability of additional ZIP Codes in certain large areas. At the end of 1989, 924 of the 1,000 possible three-digit combinations already had been assigned; in 20 areas, 90 or more of the 100 possible ZIP Codes already had been assigned; and in Houston, all 100 possible ZIP Codes had been used.⁸

These arguments may have proved persuasive because the legislation never advanced, and neither have similar bills introduced in later Congresses. At the hearings, however, USPS also earned some criticism because of its “peremptory denials” of local suggestions or requests for ZIP Code changes that were variously characterized as “cold and haughty,” “cursory,” “unresponsive,” “stonewalling,” and “uncaring.”⁹ The Government Accountability Office (GAO, then the General Accounting Office) examined postal case files on 26 municipal requests for ZIP Code changes, only 2 of which were approved by USPS. GAO reported that USPS not only could do a better job of providing facts and reasoning to explain its decisions in individual change requests, but also could “do more to ... resolve problems caused by conflicts between municipal and ZIP Code boundaries.”¹⁰

⁴ U.S. Congress, House Committee on Post Office and Civil Service, Subcommittee on Postal Operations and Service, *ZIP Code Boundaries*, hearing on H.R. 2380, H.R. 2902, and H.R. 4827, 101st Cong., 2nd sess., June 7, 1990 (Washington: GPO, 1990). Hereafter cited as “ZIP Code Boundary Hearing.”

⁵ *Ibid.*, p. 105.

⁶ A “delivery” occurs when the object sent through the mail is brought to its designated destination.

⁷ ZIP Code Boundary Hearing, p. 92.

⁸ *Ibid.*

⁹ ZIP Code Boundary Hearing, pp. 3, 38, 49, 95, and 97.

¹⁰ U.S. General Accounting Office, *Conflicts Between Postal and Municipal Boundaries*, GAO/T-GGD-90-47, June 7, 1990, pp. 14-16 and 23.

Postal Service Attempts to Resolve Problems

Current USPS Process for Realigning ZIP Codes

In the years since the 1990 hearing and GAO's investigation, USPS has made a concerted effort to develop a process for the regular review of ZIP Code boundaries. Under Section 439 of the *Postal Operations Manual*,¹¹ the manager of the District Office's Address Management System (AMS) is responsible for reviewing "and monitoring delivery growth patterns, facilities planning, and any other factors" that may affect ZIP Code boundaries.¹² Increased growth in a geographic area is the most common precipitating factor in such USPS-initiated ZIP Code changes. USPS has established criteria and thresholds for ZIP Code changes, which include, but are not limited to, the establishment of 25,000 new deliveries¹³ or more than 55 carrier routes.¹⁴ ZIP Code changes are invariably sensitive locally, and often involve considerable coordination and investment, so USPS requires approval from the district manager, the manager of operations programs support, the manager of processing and distribution, and the district manager of customer service and sales before a proposal can be sent to the Area (regional) Office for approval.

Most of the required ZIP Code change request analysis is based on operational considerations internal to USPS: One of the questions a manager of the District Office's AMS must address, however, is whether municipal boundaries will be crossed. The manager must also consider whether municipal officials have been asked to comment on the revised boundaries. The new boundary review process requires that "officials should consider municipal boundaries and customer interests in all zone splits. If a ZIP Code that is being considered for adjustment crosses municipal boundaries, consult municipal offices before submitting the proposal, and consider all reasonable solutions."¹⁵

Process for Considering Requests from a Community or Municipality

The process for considering requests from municipalities and community groups for ZIP Code changes dates to March 1991—not long after the congressional hearing referenced above. It has taken some time for the process to become a settled practice, and for USPS to adopt a willingness to consider requests for boundary adjustments that are based solely on "community identity" concerns. A key event was a November 18, 1999, directive to the vice presidents in charge of each of the nine postal areas from John E. Potter (who later served as Postmaster General, but then served as senior vice president for operations) and Deborah Wilhite, senior vice president for

¹¹ The *Postal Operations Manual* is a rulebook that contains a variety of internal policies and operations that guide USPS employees on a variety of topics, from closing post offices to changing post office names. The Manual is kept internally by USPS, but various editions of it are available online. The online versions, however, are on websites hosted by private entities and the publically available versions may not be up-to-date with the most recent USPS modifications. For the most recent USPS policies, contact USPS directly at 202-268-7225.

¹² Information provided electronically to the author by USPS on June 2, 2009.

¹³ Deliveries are a fraction of the population growth in an area because most delivery points are households with multiple occupants.

¹⁴ These thresholds for possible ZIP Code changes are rough guidelines rather than absolute cutoff levels.

¹⁵ U.S. Postal Service, *Postal Operations Manual*, Section 439.211.

government relations and public policy. The memorandum noted that a review of correspondence with the public on the issue of ZIP Code changes “has indicated a need for general improvement.” The memorandum then emphatically reemphasized the expectation that USPS would give careful, objective consideration to community wishes, even if they were based solely on “identity” considerations.

As indicated when the Review Process was first implemented in 1991, “just saying no” does not make identity issues go away. In fact, growth and the increasing use of ZIP Codes as database links and demographic tools tend to make them worse over time. **If you receive a municipal identity request and a reasonable means of full or partial accommodation can be identified, offer it, apply the customer survey process, and move on.** Requests can be denied, but only based on appropriate, objective reasons that are consistent with the Review Process....

(P)ostal policy is to offer any reasonable administrative or operational accommodation that can correct, or alleviate, the municipal identity concerns. **The objective is to find ways to say “yes,” not excuses for saying “no.”** Do not deny a request out of concern that “other communities will want the same thing.” Others *will* make requests.... In the case of identity, customers measure the Postal Service by its impact on their daily lives. When mailing identities generate negative effects on our customers’ properties, households and associations, even when caused by third-party actions, they are perceived as “bad service” and intrusive bureaucracy (emphasis in original).¹⁶

What the Process Requires

The boundary review process requires any municipality and community group seeking a ZIP Code change to submit the request in writing to the manager of the district, with any rationale and justification. After a community has submitted a ZIP Code request change to USPS, “the District Office forwards the request to the Area Office for review and approval.” If the request is approved at the area level, “the proposal is sent to Headquarters Address Management System (AMS) for review and approval.” The local postmaster is not the decision maker in this process. The district manager is to identify all relevant issues and potential solutions to them, quantify the specific operational impacts and feasibility of the request, meet with the group of proponents to discuss issues and explain potential alternatives, and provide a determination within 60 days.

The district manager must notify the proponent group in writing if their ZIP Code change request was denied. The notification must include specific justifications for the denial, must be based on the results of the analysis, and must advise the proponent group of the appeal process.

If the request is feasible, the process then requires a formal survey of all of the customers who would be affected by the proposed change. This is an important step, because it might reveal that the proponent group was an activist minority and most customers would prefer not to notify correspondents, change magazine subscriptions, replace stationery, go to a different post office to pick up left-notice mail, or perhaps to adopt a different “community identity.” A simple majority of the survey respondents is adequate for approval.

¹⁶ USPS has continued efforts to notify its employees of the new ZIP Code policy, which also was posted on the USPS internal website in 2006. In December 2006, USPS sent an additional e-mail reminder of the new policy to the service’s delivery and retail departments.

Finally, there is a process in place for customers to appeal to headquarters if USPS determines it will not change ZIP Code boundaries in a case prompted by "municipal identity" issues. Any proponent may appeal an adverse decision to the manager of delivery operations, except in cases where a potential accommodation was not implemented because a majority of affected customers did not support it in the survey.

Within delivery operations at headquarters, an operations specialist who works full time on boundary review appeals determines whether the district provided "reasonable accommodation" to the proposed change. Having knowledge of situations all over the country, and of various accommodations that have been implemented, the operations specialist is in a unique position to judge whether the district manager has fully applied the spirit and letter of the 1999 guidance (made available to a proponent on request) to "find ways to say 'yes.'" The manager of delivery operations must make a final decision on the appeal within 60 days.

There is some evidence that the boundary review process is having some positive effect. USPS has not kept statistics on resolutions in recent years, but it did report that in 1991, the first year of the new policy's implementation, accommodations were reached in 64% of the first 28 reviews completed.¹⁷

Possible Accommodations to Resolve ZIP Code Complaints

The most common form of request to the Postal Service (and to members of Congress) is for "a new ZIP Code" for a specific area. Most postal patrons may not realize that a new, unique ZIP Code usually accompanies the creation of a new delivery post office. They also may not realize that a delivery post office (as opposed to a retail station) is a major investment, requiring substantial space, loading docks, sorting equipment, access to major transportation routes, and negotiations with several unions over work assignments. USPS, however, believes that such requests "are fundamentally identity issues" and are made because customers perceive a new ZIP Code as "the only means of achieving postal identity."¹⁸ In fact, other options are often available and much simpler to achieve. Sometimes fairly minor adjustments in carrier routes can be made that will solve at least part of a community's boundary problem.

A compromise solution that does not involve changing USPS delivery structure is to allow customers to use an alternative city name in the last line of their addresses, while not changing the ZIP Code. This situation most often occurs when one or more communities fall within the boundaries of a single ZIP Code.

When a large portion of the mail was sorted manually, the use of an alternate city name could have caused mis-sorting and delayed mail. Today, however, almost all mail is sorted by computerized processing equipment. This alternative can help ameliorate community identity issues, but may not address whether certain non-USPS services—like ambulances—can properly locate a home. USPS advises that an alternate city name should not be written in an address until USPS has added it into the AMS. USPS sorting technology currently reads all lines of the address

¹⁷ U.S. Postal Service, *Comprehensive Statement on Postal Operations, 1991* (Washington: 1992), p. 47.

¹⁸ USPS Internal Memorandum to Vice Presidents, Area Operations, "Proper Treatment of Appeals, ZIP Code Boundary Review Process," November 18, 1999, p. 2.

to obtain the delivery point barcode, and use of an unapproved alternative city name could hinder delivery.

USPS routinely has worked with large-scale mailers to improve their address files, sorting—in most cases—to 11 digits rather than five digits. As noted earlier in the report, in 1983, the ZIP Code was expanded to nine digits (ZIP +4). The 10th and 11th ZIP Code numbers, created in 1991, allow mail sent by large-scale mailers to be sorted “directly to a residence or business.”¹⁹ If a mailer seeks such USPS assistance, USPS may refine municipal mailing lists to conform to political jurisdictions and eliminate errors based on the less sophisticated use of the five-digit code.

What Can a Member of Congress Do?

When a member’s office receives a request for assistance in persuading USPS to create a new ZIP Code, it may be helpful to ascertain at the outset the underlying reason for the request. If the constituents are complaining about poor delivery service, then the Postal Service is more likely to address the complaints expeditiously, determine if they have merit, and seek solutions. If population growth or obsolescence of a delivery facility is leading to service problems, USPS will attempt to resolve the problems, including those prompted by confusion over ZIP Code boundaries.

Often, the ZIP Code modification request may have little to do with delivery service, but stems from community identity issues. Constituents are frequently unaware of the boundary review process. In many cases, constituents or municipal officials may have approached a letter carrier or local postmaster and been told that an adjustment would be disruptive, costly, and impractical.

USPS internal policies (as described above) quite firmly state that a cursory, negative response to a request for a ZIP Code modification is no longer permissible. Even if an accommodation cannot be reached, USPS officials are required to explain fully the reasons for the refusal, based on a comprehensive review of operational and cost data.

Occasionally, members will be asked to introduce legislation to force USPS to establish ZIP Code boundaries in statute. Only once has such piece of legislation become law. The Postal Accountability and Enhancement Act of 2006 (P.L. 109-435; 120 Stat. 3261) required USPS to assign “a single unified ZIP Code to serve, as nearly as practicable, each of the following communities:

1. Auburn Township, Ohio
2. Hanahan, South Carolina
3. Bradbury, California
4. Discovery Bay, California”

Those ZIP Codes are currently active, according to USPS.

¹⁹ U.S. Postal Service, “Postal Facts 2010,” p. 15, http://www.usps.com/strategicplanning/_pdf/PostalFacts_03_17_2010.pdf.

Finally, USPS advises that a constituent should not substitute the preferred city name before the ZIP Code in an address line, without receiving USPS approval to do so. USPS mail processing equipment has internal checks that compare the ZIP Code with the proper city name; if the two do not match, default sequences come into play, and mail very likely will be directed to the wrong delivery post office, certainly causing delay and possibly causing the mail to be returned as undeliverable.

Author Contact Information

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Acknowledgments

This report originally was written by (name redacted), who has retired from CRS. Readers may contact (name redacted) with questions on ZIP Code issues.

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Property Owned by The City of Mount Holly

COX LAKE RD

NC 15 HWY - NC 15 HWY
LUCIA RIVERBEND HWY

HORSESHOE

WIVENS COVER RD

SANDY FORD RD

MOUNTAIN ISLAND HWY

MAIN ST

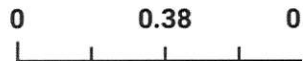
DRY WALL DR

MOUNT HOLLY,

DEPARTMENT OF P

Although strict accuracy
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Not to be sold or otherwi
purposes as provided by



- Cataw
- City C
- City L
- Parce
- Stree

Pineview Cemetery

CENTRAL AVE CHARLOTTE AVE
CATAWBA AVE

HAWTHORNE ST

HIGHLAND ST

MAIN ST

FUCHSSEE RD

BELTON AVE

CASON ST

CATAWBA RIVER

HAWTHORNE ST

NIMS AVE

MAIN ST

WOODLAWN AVE

DRY WALL DR

HIGHLAND

Municipal Complex- Vacant Space Summary Sheet.

The following presentation talks about the vacant space located in the Municipal Complex. A description of the property will be given. Main goal of this presentation is to seek Council's direction on the intent of this space.

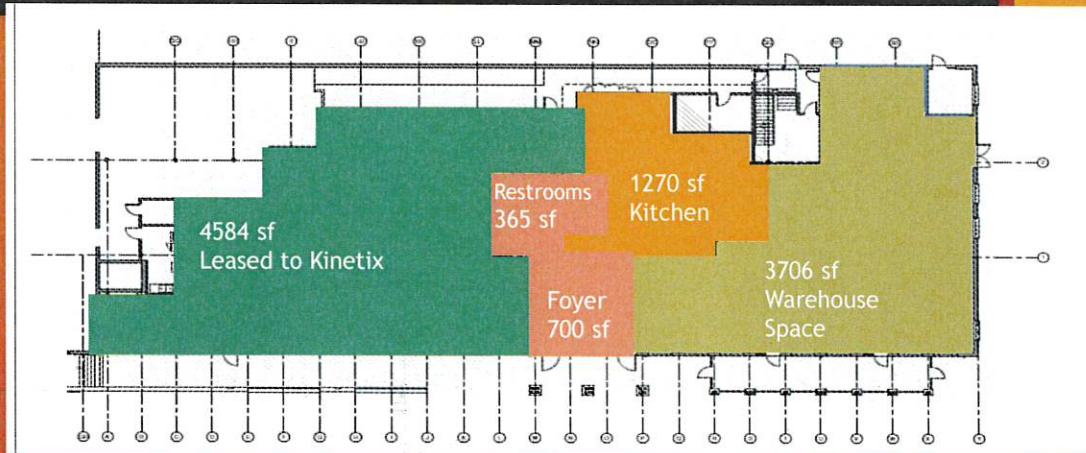
Municipal Complex - Lease Of Vacant Space

Jeremy Moss
Facility Maintenance

Description Of Property

- Two areas make up this vacant space.
 - The warehouse area is the larger area having 3706 sf. This space is void of all electrical, plumbing and HVAC.
 - The kitchen area has 1270 sf. This area was remodeled in 2012 and was used as a teaching kitchen. Residential grade appliances remain in the kitchen and all mechanical equipment is in good shape.
 - These two spaces combined equal 4976 sf

Visual Floor Plan





What is the value of this space?

- Kinetix leases 4584 sf for \$6460.00 per month.
- \$/sf equals \$1.409 sf
- Total vacant space 4976 sf x \$1.409 = \$7011.00 per month
- Potential yearly income \$84,132.00

Seeking to find Council's vision for this space?

- What type of clients are interested in this space?
- Is parking a concern?

Memo

To: Mayor and City Council
From: Jonathan Wilson
Date: 2/22/2021
Re: Holiday Inn Express Property

Discussion of the property owned by the City which is located in front of the Holiday Inn Express on Highway 273 in the South Gateway. The goal of this discussion is to determine if the City should continue to retain ownership or explore selling the property.

HOLIDAY INN EXPRESS PROPERTY 2021 CITY COUNCIL RETREAT

Jonathan Wilson
Planning Project Manager



Parcel Data

- Parcel ID Number: 208356
- Acreage: 1.12 (according to G.C. GIS)
- Market Land Value: \$421,520
- Market Improvement Value: \$9,110
- Market Value: \$430,630
- Zoning: B-3 General Business, South Gateway Overlay
- City of Mount Holly purchased in February 2005
- Purchase price: \$500,000

2019 Appraisal

- Integra Realty Resources
- October 18, 2019
- Gross Acreage: 1.42 acres, 61,855 sq.ft.
- Usable Acreage: 1.17 acres, 50,965 sq.ft.
- Value per usable sq.ft.: \$5.50
- Rounded Appraised Value: \$280,000

List for Sale in 2021

- Potential Listing Price: \$330,000
- Increase from 2019 Appraised Value due to CaroMont Hospital and other factors
- Would be a loss from 2005 purchase price but would have property back on tax scroll

What Should the City Do?

- Keep property?
- List property for sale and put it back on tax scroll?

Memo

To: Mayor and City Council
From: Jonathan Wilson
Date: 2/22/2021
Re: Pineview Cemetery Property

Discussion of the property (Pineview Cemetery) owned by the City which is located near the intersection of Rankin Avenue and West Catawba Avenue and adjacent to Legion Road. The goal of this agenda item is to allow City Council to make a decision regarding the City's involvement with this property moving forward. There will be additional information presented at the Retreat depending on which choice City Council makes for the future of the Pineview Cemetery.

PINEVIEW CEMETERY PROPERTY 2021 CITY COUNCIL RETREAT

Jonathan Wilson
Planning Project Manager



Parcel Data

- ☐ Parcel ID Number: 181234
- ☐ Acreage: 20.24 (according to G.C. GIS)
- ☐ Market Value: \$79,650
- ☐ Not within City Limits
- ☐ Zoning: R-1 Gaston County, Urban Standards Overlay
- ☐ City of Mount Holly took ownership in 1936
- ☐ First Plat was recorded in 1938
- ☐ First Cemetery Plot was sold in 1938

What Would City Council Like To Do?

- ☐ Do Nothing
- ☐ Retain Ownership and Operate as a Cemetery
- ☐ Retain Ownership and Operate as two or more uses
- ☐ Sell Property as a whole or portion



MEMO

TO: Mayor and City Council

FROM: David E. Johnson, PE, FASCE
Utilities Director / City Engineer

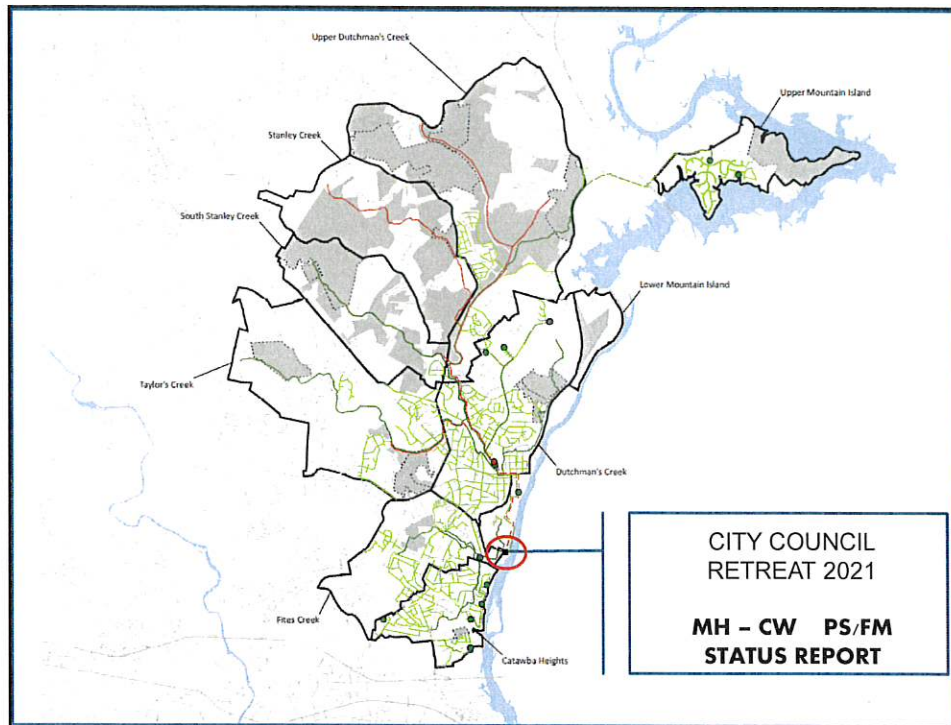
DATE: 2/17/2021

RE: 2021 City Council Retreat

Friday, February 26, 2021

Subject: Mount Holly – Charlotte Water Pump Station & Force Main Project

This presentation outlines the current status of the Design-Build construction schedule, design approach and construction activities for the project.



Mount Holly – Charlotte Water Pump Station & Force Main Project

Status Report:

Project Schedule

Design

Construction

Design-Build Team's Initial Schedule for Mount Holly PS/FM Project

Design-Build Contract Award	July 8, 2019
30% Design Estimate Complete	Late November 2019
30% Cost Estimate	
60% Design Estimate Complete	January / February 2020
GMP Development and Review	April / May 2020
GMP Approval by Council	July 2020
Construction – Pump Station / Force Mains	September 2020 – June 2022

Original schedule for discharge to CW

September 2, 2020 Estimated Project Schedule
With Value Engineering Options Approved

Description	Responsibility	Duration (work days)	Start	Finish	Clarification
Presentation of VE Options	Design Builder	1	09/02/20	09/02/20	
Charlotte Water Review and Selection	Owner - Owner Agent	5	09/03/20	09/10/20	Now expected to start March 2021
Design Kick Off	All	1	09/14/20	09/14/20	
Owner Review 60% Design Deliverable	Owner - Owner Agent	12	12/21/20	01/05/21	HDD, MHPS, Distribution, Emergency Generator, S-LC Clearing & Mobilization
Owner Review 30% Design Deliverable S-LC	Owner - Owner Agent	20	12/21/20	01/15/21	
Develop Early GMP Step 2	Design Builder	10	01/05/21	01/19/21	Early GMP - Step 2 (HDD, MHPS, Distribution, Emergency Generator, S-LC Clearing & Mobilization)
Notice to Proceed Early GMP Step 2	Owner - Owner Agent	1	04/26/21	04/26/21	
Owner review 90% Design Deliverable	Owner - Owner Agent	10	02/15/21	02/26/21	
Design Development S-LC to 60%	Design Builder	70	12/21/20	03/26/21	
Owner Review 60% GMP	Owner - Owner Agent	15	04/19/21	05/07/21	
Construction	Design Builder		08/01/21	02/01/24	Construction Duration - 30 Months

Begin Construction – Best Case March 2022

Best Case for discharge to Charlotte Water – August 2024

Stowe WWTP Completion September 2025

Unintended consequences of the 2-year delay

The WWTP will have repairs and must be maintained during this period.

As the City grows and flows increase to the WWTP, we must continue to meet State permit discharge limits – deserves constant monitoring but no concerns at the moment

Due to the delay, the City will be subject to increased WWTP decommissioning costs and possibly more stringent regulations

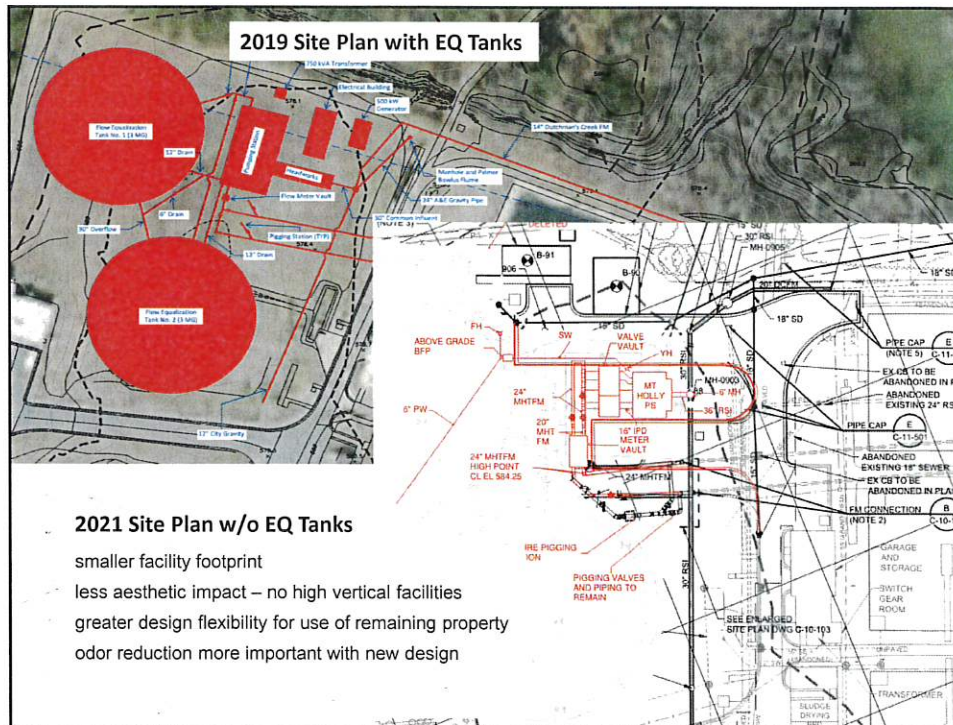
Mount Holly – Charlotte Water Pump Station & Force Main Project

Status Report:

Project Schedule

Design

Construction



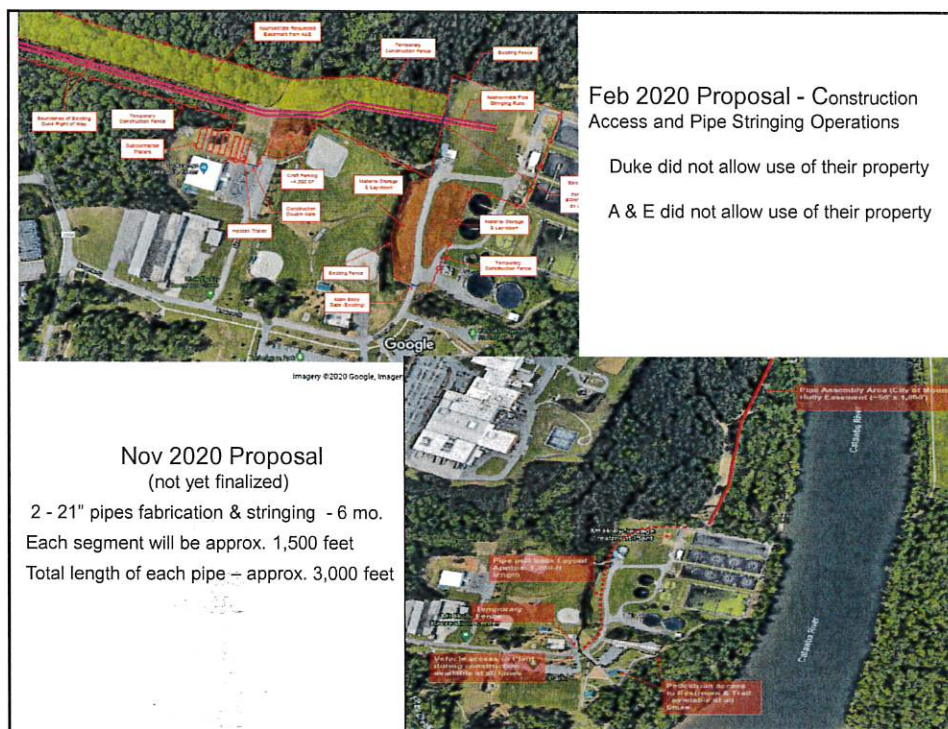
Mount Holly – Charlotte Water Pump Station & Force Main Project

Status Report:

Project Schedule

Design

Construction



Project Moving Forward

Focusing on technical issues that will include but not be limited to:

- Days of the week for work; start and finish times for daily work
- Park activities and minimizing conflicts, disruptions
- Keeping greenway open during duration of the project
- Limiting noise, dust, etc.
- Ingress-egress to the construction site
- Location of construction trailers and vehicle parking
- WWTP security and maintaining full operations during construction
- Mount Holly inspections
- Structural integrity of the WWTP basins during construction
- Security fencing around the construction site
- Storage of materials
- Maintaining Line of communications to Council, Staff and Citizens
- Electric and water service requirements to the construction site
- Restoration of infrastructure upon completion (video of existing conditions)

TO: City Council

FROM: Brian DuPont

DATE: February 26, 2021

RE: Connector Road – Caldwell to YMCA

The purpose of this information is to inform City Council on the progress to date for the road connection in the South Gateway area. Staff has been coordinating with the property owner to come to an understanding on how to best accomplish this goal by developing a Memorandum of Understanding. Staff will be looking to City Council for feedback and direction on the alignment of the road between Caldwell Drive and YMCA Drive.

Connector Road Caldwell to YMCA

2021 Council Retreat

February 26, 2021

Brian DuPont

What has been accomplished?

- 2019 South Gateway Alignment Study for connection between Caldwell Drive and YMCA Drive
 - Identified long term connection and alignment
 - Alignment adopted by City Council & Gaston-Cleveland-Lincoln MPO
- Worked with property owner on short term alignment options.

Where are we now?

- Developed Memorandum of Understanding between City and Regional Developers
- MOU outlines City's willingness to contribute financially, timeframe for financial commitment, and other responsibilities of each party
- City would be lead agency for overseeing bidding of design and construction
- Identified two (2) short term alignment options (A & B) based on City Engineer recommendations

Option A

Estimated Cost: \$760,000

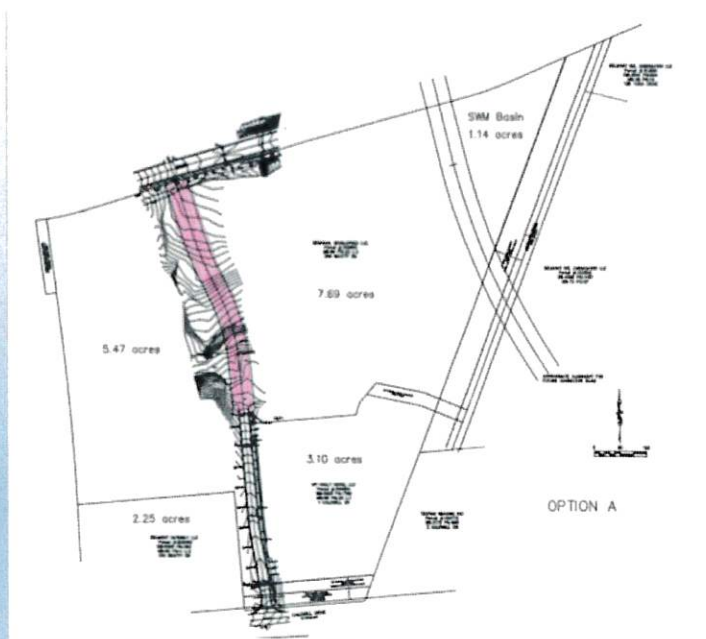
Cost Per Linear Foot: \$1,400

Design: 2-lanes with curb/gutter/sidewalk and waterline loop

Pros: Shorter alignment (540 LF)

Cons: Capacity of alignment is limited for long term use because proximity to signalized intersection; location has an impact on the use of the commercial land; requires road to meet higher standards in order to match future development

What has changed? We now understand the impact that CaroMont Regional Medical Center will have on YMCA Drive.



Option A

Estimated Cost: \$1,000,000

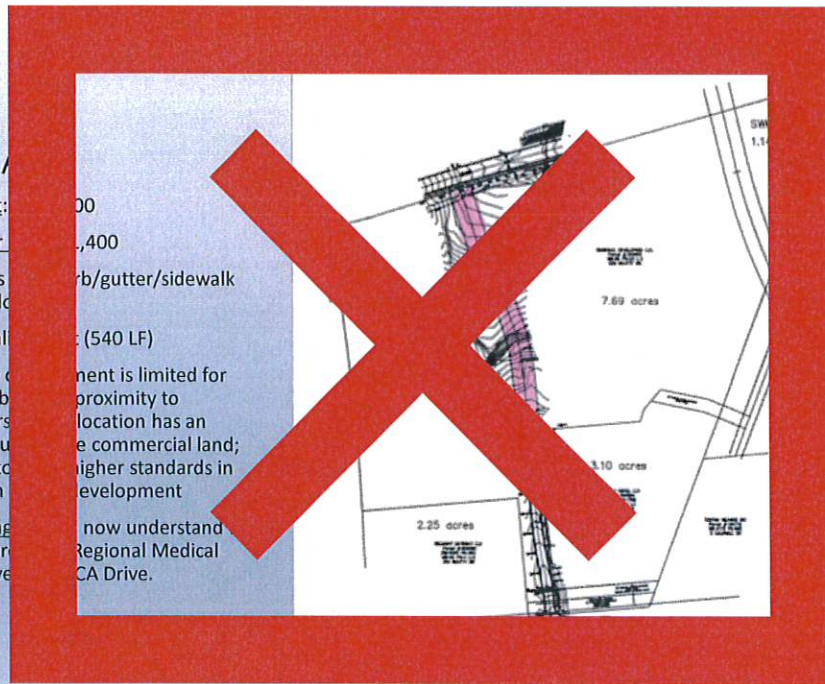
Cost Per Linear Foot: \$1,400

Design: 2-lanes with curb/gutter/sidewalk and waterline loop

Pros: Shorter alignment (540 LF)

Cons: Capacity of alignment is limited for long term use because of proximity to signalized intersection; location has an impact on the use of commercial land; requires road to meet higher standards in order to match surrounding development

What has changed: We now understand impact that Carle Regional Medical Center will have on CA Drive.



Option B Only Option

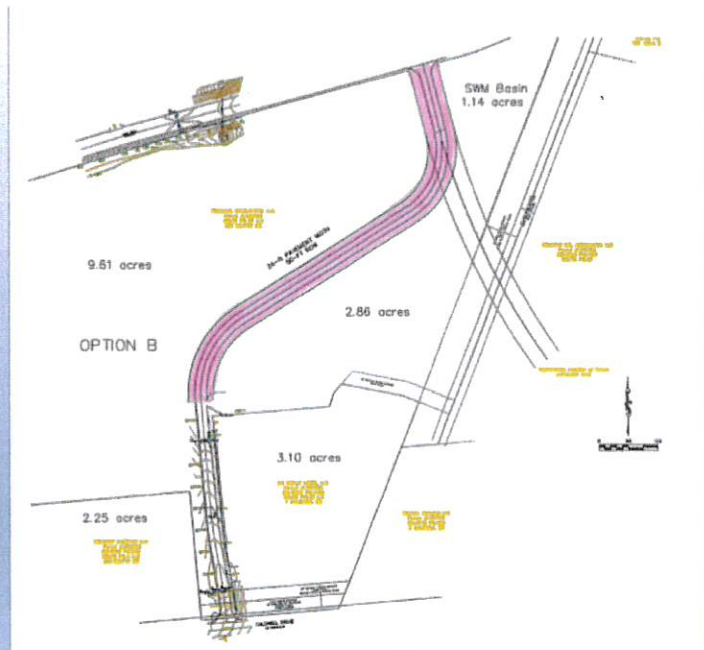
Estimated Cost: \$660,590

Cost Per Linear Foot: \$700

Design: 2-lanes without curb/gutter/sidewalk or waterline loop (constructed as other development occurs)

Pros: Aligns with long term connection; Interim solution with no upgrades because the commercial development will not rely on this road as much as Option A; capacity for long term use is not an issue; additional development opportunity to engage landlocked commercial site; Basin consolidation allows for more land to be developable

Cons: Longer alignment (945 LF)



Where are we going?

- “Only” option alignment has to be agreed upon
 - Determines final cost for the City
 - Allows staff to communicate with other developers wishing to invest in South Gateway
- Best & Only option for long term sustainability in the South Gateway
 - City Attorney efforts have made some progress
 - Staff requests support from City Council for Eminent Domain (If necessary)