City of Elkins
Regular Council Meeting

March 16, 2023
7:00 PM
401 Davis Avenue
Council Chamber, 2nd Floor

AGENDA

1. Invocation and Pledge of Allegiance

2. Call to order and roll call

3. Public comment

4. Minutes

a. Minutes proposed for the special council meeting of March 14, 2023

5. Correspondence and Notifications

a. Approved minutes of committees, boards, and commissions

6. Presentation

a. Elkins-Randolph County Chamber of Commerce

7. Committee Reports

8. Staff reports

a. Treasurer's Report

9. Approval of vendor invoice payments

(Available for public review in the city clerk's office two business days before this meeting, as required by W. Va. Ethics Commission Open Meetings Advisory Opinion 2012-04.)

Vendor invoices presented for approval: February 27-March 10, 2023

10. New business

a. *Resolution 1627:* Authorizing new city clerk as signatory on city bank accounts

b. *Resolution 1628*: Reappointing City Attorney

c. *Resolution 1629:* Appointing ballot commissioners for the 2024 municipal election

d. Clerk contractual services

e. Review and discussion of draft strategic plan

f. Fiscal Year 2024 General Fund budget

11. Mayor's comments

12. Adjournment

ELKINS COMMON COUNCIL
SPECIAL COUNCIL MEETING
MINUTES

401 Davis Avenue
Council Chamber, 2nd Floor
March 14, 2023
7:00 p.m.

Elkins Common Council met in special session in the council chamber of city hall. Present were Mayor Jerry A. Marco; Councilpersons N.E. Bross-Fregonara, R.C. Chenoweth, M. D. Cuonzo, C.R. Griggs, J.A. Guye, G.M. Hinchman, C.C. Lowther, D.C. Parker, L.S. Severino, and L.H. Vest; City Treasurer T. Judy; Fire Chief S.D. Himes; Police Chief T. Bennett; Operations Manager M. Kesecker; and City Clerk S.R. Stokes.

City Attorney G. S. Roberts was absent.

MINUTES

Cm. Chenoweth, **MOVED APPROVAL OF THE MINUTES OF THE MEETING OF MARCH 2, 2023.** The motion carried.

NEW BUSINESS

Cm. Hinchman, **MOVED APPROVAL OF RESOLUTION 1621: SANITATION BUDGET REVISION NO. 1 FOR FY 2023.** The motion carried.

Cw. Cuonzo, **MOVED APPROVAL OF RESOLUTION 1622: GENERAL FUND BUDGET REVISION NO. 7 FOR FY 23.** The motion carried.

Cm. Chenoweth, **MOVED APPROVAL OF RESOLUTION 1623: FISCAL YEAR 2024 SANITATION BUDGET.** The motion carried.

Cm. Hinchman, **MOVED APPROVAL OF RESOLUTION 1624: FISCAL YEAR 2024 LANDFILL BUDGET.** The motion carried.

Cw. Cuonzo, **MOVED APPROVAL OF RESOLUTION 1625: FISCAL YEAR 2024 COAL SEVERANCE BUDGET.** The motion carried.

Cm. Hinchman, **MOVED APPROVAL OF RESOLUTION 1626: FISCAL YEAR 2024 FIRE DEPARTMENT BUDGET.** The motion carried.

City Treasurer T. Judy presented a proposed Fiscal Year 2024 General Fund Budget. Through discussion, council reached consensus on a draft budget to be presented for possible approval at its next meeting.

The meeting adjourned at 9: 47 p.m.

Approved by council at the meeting of MONTH DAY, YEAR

____
Jerry A. Marco, Mayor

Attest:

____
Jessica R. Sutton, City Clerk

CITY OF ELKINS
AGENDA ITEM REPORT

Meeting Date:	March 16, 2023
Section:	Correspondence and Notifications
Category:	Presentation
Agenda Item Name:	Approved minutes of committees, boards, and commissions
Recommended By:	
Summary:	
Fiscal Impact:	
Recommendation:	
Attachments:	1. approved committee, board, and commission minutes

PUBLIC SAFETY COMMITTEE
REGULAR MEETING
MINUTES

401 Davis Avenue
City Hall, Council Chambers
February 13, 2023
10:00 a.m.

Present were Committee Members: D. Parker; L. Severino; and J. Guye

Also present were: Operations Manager M. Kesecker: Operations Assistant M. Himes (acting as recording secretary); Code Enforcement Officer P. Isner; Police Chief T. Bennett; Fire Chief S. Himes; and Treasurer T. Judy

MINUTES

Cw. Severino, **MOVED APPROVAL OF THE MINUTES OF THE JANUARY 9, 2023, MEETING.** The motion carried.

REPORTS

Police – Chief Bennett reported as of January the EPD received 560 calls, 27 of those generated cases, 18 arrests were made, 9 of those cases were drug related. Cm Parker requested an update on the overdose data. Chief Bennett reported he met with the Office of Drug Control Policy and explained there is no way to track drug overdoses. He explained this is a nationwide program that provides overdose maps and the ability to receive spike alerts in overdose areas. Chief Bennett was glad to report the EPD is eligible to receive the congressional earmark of $950,000 for the street cameras. He explained the money is set aside, but his office will need to file a grant with the DOJ to receive the funds. This grant is a law enforcement tech grant is due by March. Cm. Parker requested information on the installation and recommended that Operations Manager M. Kesecker be involved in the meetings regarding installation, etc.

Fire – Chief Himes reported 6 firefighters have completed Fire Officer I course, and 1 firefighter has completed Fire Officer II course. Chief Himes also reported on the employee CPR trainings. He reported 2 trainings are complete and there are 3 city employee trainings on the calendar. Once these are complete, the trainings will be offered to the community. Chief Himes scheduled the State Fire Academy for March 18 to bring a WVU electric training car for a 6-hour training session for the EFD specific to the way the electric car battery burns. He has WV DEP permission to do a battery burn for training purposes.

Code Enforcement – P. Isner provided a printed February 2023 report covering 139 actions taken. Mr. Isner reported working with M. Himes, M. Kesecker, and G. Roberts on the DEP RADPP grant and moving on asbestos testing.

Mayor's Task Force – Cm. Parker gave an update on the peer recovery team and a meeting he had with Markie Jeffries and the Randolph Elkins Health Department. Cm. Parker reported the REHD will handle all the Medicaid billings. The peer recovery team has been certified and working as contractors remotely. Cm. Parker also reported this team will work closely with the EPD, RCSO, and RCOEM offices.

ANNOUNCEMENTS

Cm. Parker brought up concerns about regarding the Davis Avenue and Fourth Street intersections. M. Himes reminded the committee that the Streetscape Master Plan will be rolled out soon and these areas have been taken into consideration. Chief Himes and Chief Bennett expressed concerns about the intersection and the delay in responding to emergency situations. Cm. Parker requested the master plan be presented to the committee before finalization.

Cw. Guye, **MOVED ADJOURNMENT.** The motion carried.

The meeting adjourned at 11:02 a.m.

The foregoing minutes were approved at the meeting of __________, 2023.

David C. Parker, Chair
Name & Title

Signature

PERSONNEL COMMITTEE REGULAR MEETING MINUTES

401 Davis Avenue
City Hall, Council Chambers
March 2, 2023
6:00 p.m.

Present were Committee Members: R. Chenoweth, C. Lowther, and L. Vest

Also present were: City Attorney G. Roberts, Fire Chief S. Himes, Police Chief T. Bennett, Operations Manager M. Kesecker, Mayor J. Marco and City Clerk J. Sutton

NEW BUSINESS

Cm. Lowther, **MOVED APPROVAL OF ENTERING INTO EXECUTIVE SESSION TO DISCUSS PROSPECTIVE PERSONNEL FOR THE CITY CLERK APPOINTMENT.** The motion carried. The committee entered executive session at 6:01 and returned at 6:35. The chair announced that no action was taken.

Cm. Lowther, **MOVED APPROVAL OF A RECOMMENDATION TO COUNCIL FOR THE APPOINTMENT OF SUTTON STOKES TO THE POSITION OF CITY CLERK EFFECTIVE MARCH 11, 2023, AT AN ANNUAL SALARY OF $58,000.** The motion carried.

ANNOUNCEMENTS

The committee will meet for their regular monthly meeting on March 9th at 12:00 p.m.

Cm. Lowther, **MOVED ADJOURNMENT.** The motion carried.

The meeting adjourned at 6:41 p.m.

The foregoing minutes were approved at the meeting of Mar. 9, 2023

R. Chenoweth, Chair
Name & Title

Signature

Rules and Ordinance Committee
Regular Meeting
Minutes

401 Davis Avenue
City Hall, Council Chambers
February 8, 2023
9:00 a.m.

Present were Committee Members: N. Bross-Fregonara, M. Cuonzo, and C. Griggs

Also present were: Mayor J. Marco; Operations Manager M. Kesecker; Treasurer T. Judy; Police Chief T. Bennett; and City Clerk J. Sutton

MINUTES

Cw. Cuonzo ,**MOVED APPROVAL OF THE MINUTES OF THE JANUARY 11, 2023, MEETING.** The motion carried.

UNFINISHED BUSINESS

The committee was presented with draft language to update Chapter 90: Animals as prepared by City Attorney G. Roberts. The committee reviewed the draft and the suggested amendments were noted by the City Clerk to be passed along to the City Attorney for inclusion. There were a few questions in which Ms. Roberts will be asked for input. Finally, the City Clerk relayed information learned from the City of Buckhannon by Ms. Roberts regarding their relationship with the Upshur County Animal Control and internal procedures. Consideration of the draft will continue at the next meeting.

Cw. Bross-Fregonara, **MOVED ADJOURNMENT.** The motion carried.

The meeting adjourned at 10:25 a.m.

The foregoing minutes were approved at the meeting of Mar. 8, ~~2022~~ 2023.

Nanci Bross-Fregonara
Name & Title

Nanci Bross-Fregonara
Signature

CITY OF ELKINS
AGENDA ITEM REPORT

Meeting Date:	March 16, 2023
Section:	Presentation
Category:	Presentation
Agenda Item Name:	Elkins-Randolph County Chamber of Commerce
Recommended By:	
Summary:	
Fiscal Impact:	
Recommendation:	
Attachments:	None

CITY OF ELKINS
AGENDA ITEM REPORT

Meeting Date:	March 16, 2023
Section:	Staff reports
Category:	Presentation
Agenda Item Name:	Treasurer's Report
Recommended By:	
Summary:	
Fiscal Impact:	
Recommendation:	
Attachments:	1. Treasurer's Report

General Fund Revenue Detail

	February Revenues	YTD Revenues	Percent of Revenues Collected Per Budget	Percent of Yr. Completed 66.67
Unassigned Fund Balance				270,054.00
County Tax	$39,313.15	$793,406.83	72.50%	1,094,407.00
B & O Tax	$68,378.34	$1,258,697.01	96.45%	1,305,000.00
Hotel/Motel Tax	$10,677.53	$158,939.59	99.28%	160,100.00
Gas & Oil Severance Tax	$0.00	$40,323.89	336.03%	12,000.00
2% City Utility Tax	$6,940.79	$48,126.17	71.83%	67,000.00
Utility Excise Tax	$32,175.02	$194,166.22	66.95%	290,000.00
Liquor Tax	$0.00	$67,351.48	70.90%	95,000.00
Police	$2,511.10	$18,748.30	81.16%	23,100.00
Municipal Court	$10,632.91	$58,727.17	122.86%	47,800.00
Code Enforcement	$1,113.97	$18,856.24	61.42%	30,700.00
Business License	$160.00	$10,830.00	37.34%	29,000.00
Intergovernmental	$25,222.65	$249,031.07	77.70%	320,503.00
Franchise/IRP Fees	$4,147.38	$90,444.59	67.50%	134,000.00
Phil Gainer Community Center	$5,195.00	$41,336.25	137.79%	30,000.00
Misc. Revenue	$11,141.71	$210,384.49	291.96%	72,060.00
Municipal Sales Tax	$0.00	$1,113,805.97	79.56%	1,400,000.00
TOTAL	**$217,609.55**	**$4,373,175.27**	**81.27%**	5,380,724.00

FY2023 Budget Control Summary

General Fund													
Revenues	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Revenues Over Expenses
	$789,524.48	$344,994.76	$557,718.83	$1,160,897.12	$213,049.39	$124,782.01	$964,599.13	$217,609.55					$623,675.34
Expenses	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	$538,455.71	$710,849.32	$424,092.94	$455,332.03	$385,837.37	$504,796.02	$372,052.06	$358,084.48					

Sanitation Fund													
Revenues	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Revenues Over Expenses
	$120,625.91	$119,372.54	$133,307.40	$141,334.45	$122,103.24	$128,929.99	$115,827.47	$126,496.46					$18,594.73
Expenses	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	$136,876.45	$120,282.93	$123,237.98	$120,910.12	$132,789.29	$137,600.87	$123,840.02	$93,865.07					

Sewer Fund													
Revenues	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Revenues Over Expenses
	$146,766.31	$204,684.63	$201,750.37	$211,507.19	$201,442.20	$200,168.64	$172,822.92	$222,053.67					-$368,847.68
Expenses	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	$230,600.11	$261,413.64	$235,426.57	$269,300.47	$235,245.13	$258,723.18	$236,707.08	$202,627.43					

Water Fund													
Revenues	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Revenues Over Expenses
	$240,116.13	$321,348.32	$291,325.28	$351,391.12	$398,778.11	$414,032.60	$406,343.47	$360,837.57					$151,719.29
Expenses	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	$344,166.21	$321,974.85	$336,644.58	$364,966.81	$290,508.07	$354,774.78	$349,790.87	$269,627.14					

Fire Fund													
Revenues	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Revenues Over Expenses
	$171,528.99	$97,332.21	$89,552.05	$50,255.73	$82,767.87	$79,181.94	$28,982.66	$91,073.92					-$4,476.34
Expenses	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	$108,586.69	$73,773.16	$79,332.40	$84,690.06	$97,422.80	$107,454.67	$76,238.49	$67,653.44					

Landfill Fund													
Revenues	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Revenues Over Expenses
	$13.19	$30.88	$12.15	$25.29	$29.75	$379.95	$379.16	$440.88					-$3,536.17
Expenses	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	$2,152.54	$12.33	$1,315.71	$12.46	$11.22	$1,327.57	$0.00	$15.59					

Bank Account Name	Balance as of 2/28/2023
ARPA	$1,195,729.53
Elkins Building Comm. Sinking Fund	$0.00
Elkins Municipal Building Comm.	$0.00
Financial Stabilization	$1,334,025.62
Fire Pension Fund	$2,323,703.68
Firemen's Pension & Relief Fund	$0.00
Landfill Access Escrow	$1,781,246.97
Landfill Post Closure	$48,671.29
Payroll	$14,198.28
Police Forfeitures	$12,121.79
Police Pension Fund	$4,025,187.40
Police Seizures	$25,643.66
Policemen's Pension & Relief Fund	$0.00
Pooled Cash-Coal Severance Fund	$159,882.42
Pooled Cash-Fire Fund	$556,700.19
Pooled Cash-General Fund	$1,496,168.77
Pooled Cash-Landfill Fund	$123,435.49
Pooled Cash-Parks Fund	$967,455.51
Pooled Cash-Sanitation Fund	$1,225,922.37
Pooled Cash-Sewer Fund	$388,933.60
Pooled Cash-Water Fund	$169,008.94
Sewer Depreciation	$248,126.54
Sewer O&M	$287,154.61
Sewer Project-Phase II	$49.26
Water Depreciation	$88,328.66
Water O&M	$265,501.16

VENDOR SET: 01 Elkins

BANK: Pool Pooled Cash

DATE RANGE: 2/27/2023 THRU 3/10/2023

VENDOR	I.D.	NAME	STATUS	CHECK DATE	INVOICE AMOUNT	DISCOUNT	CHECK NO	CHECK STATUS	CHECK AMOUNT
00741		Great-West Trust Company LLC							
	I-VF 202303071493	Voya	D	3/07/2023	318.00		004490		
	I-VF2202303071493	Voya AT	D	3/07/2023	50.00		004490		368.00
00119		CIT Technology Finance Serv, I							
	I-41792153	Kyocera 030623	R	3/02/2023	52.50		013059		
	I-41798867	Konica 030823	R	3/02/2023	55.00		013059		107.50
00143		COE General Fund 2							
	I-INDIRECTS 03/23	Monthly Indirects 03/2023	R	3/02/2023	24,270.24		013060		24,270.24
00149		COE Parks and Recreation							
	I-SUPPORT 03/2023	Monthly Support 03/2023	R	3/02/2023	25,483.00		013061		25,483.00
00231		EI Technical Services, Inc.							
	I-02232304	Calibration Lab Instrmnts/FlMt	R	3/02/2023	700.00		013062		700.00
00235		Elkins Building Comm.							
	I-MAR2023	Monthly Pmt 03/2023	R	3/02/2023	3,483.79		013063		3,483.79
00468		Miss Utility of West Virginia,							
	I-WV23-179	Message Fees Jan 2023	R	3/02/2023	112.85		013064		112.85
00471		Mon Power							
	I-90008972725	Power/Consumption 022023	R	3/02/2023	47,511.43		013065		
	I-CityPk 021323	011123-020923 City Park	R	3/02/2023	10.28		013065		
	I-ParkSt 021323	Park St 011123-020923	R	3/02/2023	5.94		013065		
	I-Pk St 465 021323	Park St 465 011123-020923	R	3/02/2023	10.68		013065		
	I-RRAve 021523	0113-021323 Blk Lt0 RRAve	R	3/02/2023	43.18		013065		47,581.51
00498		Naylor's Ace Hardware							
	I-456382	TrashCanRnWheel/Lock PR	R	3/02/2023	164.96		013066		
	I-456430	ImpactDrvrBits/Ladder/Hoses	R	3/02/2023	340.90		013066		505.86
00779		Woodford Oil Company							
	I-03631	400 gal Diesel	R	3/02/2023	1,532.00		013067		1,532.00
01390		Phoenix Solutions, LLC							
	I-4894	Chemicals	R	3/02/2023	6,410.58		013068		6,410.58
01669		Owen Poe							
	I-EMT ReCert Reimb	Reimb for EMT ReCert Fee	R	3/02/2023	25.00		013069		25.00

VENDOR SET: 01 Elkins

BANK: Pool Pooled Cash

DATE RANGE: 2/27/2023 THRU 3/10/2023

VENDOR I.D.	NAME	STATUS	CHECK DATE	INVOICE AMOUNT	DISCOUNT	CHECK NO	CHECK STATUS	CHECK AMOUNT
02277	Vigilant Custom Creations							
I-025	Portable Radios/Chargers	R	3/02/2023	11,620.00		013070		11,620.00
02336	GAI Consultants							
I-2183430	Prof Serv through 12/24/22	R	3/02/2023	5,400.00		013071		5,400.00
02347	LEAF							
I-14352373	Toshiba E4515AC	R	3/02/2023	317.44		013072		
I-14385915	T E478S Baxter	R	3/02/2023	96.74		013072		414.18
02413	Ronald Corcoran							
I-Reimb EMT ReCert	Reimb for EMT ReCert Fee	R	3/02/2023	37.50		013073		37.50
02414	EAN Holdings LLC							
I-Cit 57106 overpmt	overpayment on CIT57106	R	3/02/2023	35.00		013074		35.00
02415	Larry G Smith							
I-Overpayment 022823	overpayment PK 55428-1	R	3/02/2023	3.00		013075		3.00
02416	Sandy Sower							
I-Overpmt 553621	Overpayment PK 55362-1	R	3/02/2023	5.00		013076		5.00
1	LAWSON, JOHN							
I-000202303021445	US REFUND	R	3/02/2023	320.63		013077		320.63
00116	Child Support Enforcement							
I-CDS202303071493	Child Support	R	3/07/2023	528.00		013078		528.00
00121	Citizens Bank of WVFP							
I-FP 202303071493	Fire Pension	R	3/07/2023	524.45		013079		524.45
00122	Citizens Bank of WVPp							
I-PP 202303071493	Police Pension	R	3/07/2023	173.89		013080		
I-PPN202303071493	Police Pension-2010 Forward	R	3/07/2023	437.80		013080		611.69
00147	COE Misc							
I-MIS202303071493	Misc Reimbursements	R	3/07/2023	536.00		013081		536.00
00150	COE Payroll							
I-T1 202303071493	Federal Withholding	R	3/07/2023	12,229.57		013082		12,229.57
00151	COE Payroll							
I-T3 202303071493	FICA	R	3/07/2023	12,906.60		013083		
I-T4 202303071493	Medicare	R	3/07/2023	4,517.90		013083		17,424.50

VENDOR SET: 01 Elkins
BANK: Pool Pooled Cash
DATE RANGE: 2/27/2023 THRU 3/10/2023

VENDOR I.D.	NAME	STATUS	CHECK DATE	INVOICE AMOUNT	DISCOUNT	CHECK NO	CHECK STATUS	CHECK AMOUNT
00152	COE Payroll							
I-T2 202303071493	State Withholding	R	3/07/2023	6,379.00		013084		6,379.00
00203	Davis Trust Company							
I-CC 202303071493	Employee Christmas Club	R	3/07/2023	2,510.00		013085		2,510.00
00747	Washington National Insurance							
I-WN 202303071493	Washington National Insurance	R	3/07/2023	438.31		013086		438.31
00837	COE Payroll Reimbursement							
I-001202303071493	Payroll Reimbursement	R	3/07/2023	47,328.01		013087		
I-006202303071493	Payroll Reimbursement	R	3/07/2023	5,026.72		013087		
I-036202303071493	Payroll Reimbursement	R	3/07/2023	16,162.85		013087		
I-400202303071493	Payroll Reimbursement	R	3/07/2023	19,043.01		013087		
I-401202303071493	Payroll Reimbursement	R	3/07/2023	14,282.60		013087		
I-404202303071493	Payroll Reimbursement	R	3/07/2023	11,259.72		013087		113,102.91
01885	Colonial Life							
I-CL 202303071493	Colionial Life-AT	R	3/07/2023	112.10		013088		
I-CLP202303071493	Colonial Life-PT	R	3/07/2023	52.52		013088		164.62
00047	Truist Governmental Finance							
I-00007 031923	9948000234-07 031923	R	3/09/2023	4,984.55		013089		4,984.55
00085	Burgess & Niple, Inc.							
I-1068047	LT Control Plan 01/2023	R	3/09/2023	505.00		013090		505.00
00156	COE Sewer Depreciation Account							
I-SWR DEPR 02/2023	Sewer Depr Deposit 02/2023	R	3/09/2023	5,484.08		013091		5,484.08
00158	COE Water Depreciation Account							
I-Water Depr 02/2023	Water Depr Deposit 02/2023	R	3/09/2023	9,623.29		013092		9,623.29
00211	Elkins Depot Welcome Center							
I-H/M Jan 2023	Hotel/Motel Collection 01/2023	R	3/09/2023	5,338.77		013093		5,338.77
00479	Amtower Auto Supply, Inc.							
I-185520 185634 33	Tie Rod Sleeve/End/Turn Signl	R	3/09/2023	156.14		013094		156.14
00483	Mountain Valley Bank							
I-1202553-21 032823	1202553-21 032823	R	3/09/2023	2,369.18		013095		
I-1202553-22 030723	1202553-22 030723	R	3/09/2023	181.10		013095		2,550.28

VENDOR SET: 01 Elkins

BANK: Pool Pooled Cash

DATE RANGE: 2/27/2023 THRU 3/10/2023

VENDOR	I.D.	NAME	STATUS	CHECK DATE	INVOICE AMOUNT	DISCOUNT	CHECK NO	CHECK STATUS	CHECK AMOUNT
00484		Mountaineer Gas Company							
	I-Natl Gas 022823	Natural Gas 022823	R	3/09/2023	14,418.32		013096		14,418.32
00498		Naylor's Ace Hardware							
	I-456477	2-5 gal gas jugs/funnel	R	3/09/2023	84.97		013097		
	I-456485	High Pressure Hose	R	3/09/2023	59.99		013097		144.96
00514		Office Products							
	I-8205	Alphabet stencils	R	3/09/2023	20.00		013098		20.00
00606		Steven C. Rodeheaver							
	I-11951	brooms/shovels/squeegees	R	3/09/2023	274.00		013099		
	I-11952	Floor Squeegees/WireBrush/Shvl	R	3/09/2023	216.00		013099		490.00
00665		State Electric Supply Company							
	I-16480728	30 Flourescent Bulbs	R	3/09/2023	100.00		013100		100.00
00701		Toshiba Financial Services							
	I-494323579	LEX M5255/TE4515AC	R	3/09/2023	478.25		013101		
	I-494671282	LEX C4150/T E3005AC	R	3/09/2023	221.37		013101		
	I-494930035	LX XM3250 031323	R	3/09/2023	69.00		013101		
	I-49493009	E4515AC 0215-031523	R	3/09/2023	125.59		013101		894.21
00707		Trickett Hardware, Inc.							
	I-2718	hardware/paint brush	R	3/09/2023	184.36		013102		184.36
00711		Tygart Valley Transfer, Inc.							
	I-00010789	Comm	R	3/09/2023	134.66		013103		
	I-00010800	Comm	R	3/09/2023	457.86		013103		
	I-00010801	Res	R	3/09/2023	550.82		013103		
	I-00010803	Res	R	3/09/2023	470.02		013103		
	I-00010816	Comm	R	3/09/2023	182.45		013103		
	I-00010823	Res	R	3/09/2023	56.47		013103		
	I-00010827	Res	R	3/09/2023	437.88		013103		
	I-00010830	Comm	R	3/09/2023	421.37		013103		
	I-00010832	Comm	R	3/09/2023	418.76		013103		
	I-00010833	Res	R	3/09/2023	524.76		013103		
	I-00010856	Comm	R	3/09/2023	95.57		013103		
	I-00010864	Res	R	3/09/2023	405.73		013103		
	I-00010865	Comm	R	3/09/2023	516.07		013103		
	I-00010866	Res	R	3/09/2023	331.01		013103		
	I-00010880	Comm	R	3/09/2023	226.76		013103		
	I-00010883	Comm	R	3/09/2023	119.89		013103		
	I-00010885	Comm	R	3/09/2023	167.68		013103		
	I-00010887	Res	R	3/09/2023	168.55		013103		
	I-00010902	Comm	R	3/09/2023	738.48		013103		
	I-00010904	Res	R	3/09/2023	672.45		013103		
	I-00010905	Res	R	3/09/2023	769.76		013103		

VENDOR SET: 01 Elkins

BANK: Pool Pooled Cash

DATE RANGE: 2/27/2023 THRU 3/10/2023

VENDOR I.D.	NAME	STATUS	CHECK DATE	INVOICE AMOUNT	DISCOUNT	CHECK NO	CHECK STATUS	CHECK AMOUNT
I-00010925	Comm	R	3/09/2023	185.92		013103		
I-00010927	Comm/clean out	R	3/09/2023	221.14		013103		
I-00010951	Comm	R	3/09/2023	250.21		013103		
I-00010952	Res	R	3/09/2023	414.42		013103		
I-00010953	Res	R	3/09/2023	401.39		013103		
I-00010954	Comm	R	3/09/2023	367.50		013103		
I-00010976	Comm	R	3/09/2023	133.80		013103		
I-00010979	Animal control	R	3/09/2023	20.00		013103		
I-00010980	Comm	R	3/09/2023	220.68		013103		
I-00010987	Tree Boxes - disposal	R	3/09/2023	46.05		013103		
I-00010994	Res	R	3/09/2023	556.90		013103		
I-00010999	Res	R	3/09/2023	481.32		013103		
I-00011000	Comm	R	3/09/2023	472.63		013103		
I-00011021	Comm	R	3/09/2023	599.47		013103		
I-00011031	Comm	R	3/09/2023	251.08		013103		
I-00011042	Comm	R	3/09/2023	447.43		013103		
I-00011047	Res	R	3/09/2023	464.81		013103		
I-00011048	Res	R	3/09/2023	504.77		013103		
I-00011061	Comm	R	3/09/2023	128.58		013103		
I-00011077	Comm	R	3/09/2023	439.61		013103		
I-00011084	Res	R	3/09/2023	534.31		013103		
I-00011087	Res	R	3/09/2023	495.22		013103		
I-00011089	Res	R	3/09/2023	668.98		013103		
I-00011107	Comm	R	3/09/2023	126.84		013103		
I-00011110	Res	R	3/09/2023	148.56		013103		
I-00011122	Res	R	3/09/2023	619.45		013103		
I-00011123	Comm	R	3/09/2023	710.68		013103		
I-00011125	Res	R	3/09/2023	827.97		013103		
I-00011128	Comm	R	3/09/2023	208.51		013103		
I-00011143	Comm	R	3/09/2023	65.16		013103		
I-00011160	Res	R	3/09/2023	384.88		013103		
I-00011161	Res	R	3/09/2023	465.68		013103		
I-00011163	Comm	R	3/09/2023	389.22		013103		
I-00011189	Res	R	3/09/2023	234.58		013103		
I-00011197	Comm	R	3/09/2023	486.53		013103		
I-00011198	Res	R	3/09/2023	481.32		013103		
I-00011199	Res	R	3/09/2023	564.72		013103		
I-00011225	Comm	R	3/09/2023	225.02		013103		
I-00011229	Comm	R	3/09/2023	176.37		013103		
I-00011243	Res	R	3/09/2023	549.95		013103		
I-00011245	Res	R	3/09/2023	463.94		013103		
I-00011246	Comm	R	3/09/2023	503.90		013103		
I-00011256	Comm	R	3/09/2023	199.82		013103		
I-00011262	Comm	R	3/09/2023	270.20		013103		
I-00011270	Comm	R	3/09/2023	769.76		013103		
I-00011271	Res	R	3/09/2023	550.82		013103		
I-00011272	Res	R	3/09/2023	481.32		013103		
I-00011287	Comm	R	3/09/2023	410.94		013103		

VENDOR SET: 01 Elkins

BANK: Pool Pooled Cash

DATE RANGE: 2/27/2023 THRU 3/10/2023

VENDOR I.D.		NAME	STATUS	CHECK DATE	INVOICE AMOUNT	DISCOUNT	CHECK NO	CHECK STATUS	CHECK AMOUNT
	I-00011294	Comm	R	3/09/2023	268.46		013103		
	I-00011303	Comm	R	3/09/2023	121.63		013103		
	I-00011318	Res	R	3/09/2023	628.14		013103		
	I-00011320	Comm	R	3/09/2023	753.25		013103		
	I-00011324	Res	R	3/09/2023	754.99		013103		
	I-00011347	Residential	R	3/09/2023	513.46		013103		
	I-00011351	Res	R	3/09/2023	448.30		013103		
	I-00011352	Comm	R	3/09/2023	456.99		013103		
	I-00011375	Res	R	3/09/2023	50.39		013103		
	I-00011379	Comm	R	3/09/2023	231.97		013103		
	I-00011383	Comm	R	3/09/2023	137.27		013103		
	I-00011384	Res	R	3/09/2023	596.87		013103		
	I-00011389	Res	R	3/09/2023	540.39		013103		
	I-00011390	Comm	R	3/09/2023	495.22		013103		
	I-00011425	Res	R	3/09/2023	555.16		013103		
	I-00011426	Res	R	3/09/2023	581.23		013103		
	I-00011431	Comm	R	3/09/2023	536.05		013103		
	I-00011449	Comm	R	3/09/2023	447.43		013103		
	I-00011470	Res	R	3/09/2023	577.75		013103		
	I-00011471	Res	R	3/09/2023	762.81		013103		
	I-00011477	Comm	R	3/09/2023	809.72		013103		
	I-00011502	Comm	R	3/09/2023	221.54		013103		
	I-00011506	Comm	R	3/09/2023	161.60		013103		
	I-00011518	Res	R	3/09/2023	683.75		013103		
	I-00011519	Res	R	3/09/2023	820.15		013103		
	I-00011520	Comm	R	3/09/2023	857.51		013103		
	I-00011565	Comm	R	3/09/2023	428.32		013103		
	I-00011566	Res	R	3/09/2023	567.33		013103		
	I-00011567	Res	R	3/09/2023	516.07		013103		41,013.11
00726		USA Blue Book							
	I-269971	2 CL2 Mesh Vest	R	3/09/2023	47.70		013104		
	I-486274/269971	EarPlugs/SftyVests/Gloves	R	3/09/2023	443.00		013104		490.70
00779		Woodford Oil Company							
	I-4425334	Chv Multifak Grease/UltraDuty	R	3/09/2023	650.00		013105		650.00
00792		WV Consolidated Retirement Boa							
	I-RTD202303071493	Retirement	R	3/09/2023	7,133.08		013106		7,133.08
00805		FBMC							
	I-MFB202303071493	Mt. Flex Benefit	R	3/09/2023	1,577.06		013107		
	I-RChen 3/2023	RobertChenoweth 03/2023	R	3/09/2023	52.54		013107		1,629.60

VENDOR SET: 01 Elkins

BANK: Pool Pooled Cash

DATE RANGE: 2/27/2023 THRU 3/10/2023

VENDOR I.D.	NAME	STATUS	CHECK DATE	INVOICE AMOUNT	DISCOUNT	CHECK NO	CHECK STATUS	CHECK AMOUNT
00884	Colonial Court Service Station							
I-576507	4 Goodyear Workhorse	R	3/09/2023	1,016.00		013108		1,016.00
00900	National Road Utility Supply,							
I-334581	Hymax Grip	R	3/09/2023	3,478.94		013109		
I-334910	9 Key-3-60/Cplg Stiffener	R	3/09/2023	1,736.39		013109		
I-334959	Cplg 1/2jctsx3/4Pjcts	R	3/09/2023	447.30		013109		5,662.63
01292	COE Sewer O & M Account							
I-Sewer OM 02/2023	Sewer O/M Dep 02/2023	R	3/09/2023	13,153.88		013110		13,153.88
01313	COE Water O & M Account							
I-Water OM 02/2023	Water O/M Deposit 02/2023	R	3/09/2023	12,902.14		013111		12,902.14
01390	Phoenix Solutions, LLC							
I-4908	Chemicals	R	3/09/2023	5,030.52		013112		
I-4930	Chemicals	R	3/09/2023	4,943.85		013112		9,974.37
01727	Enterprise FM Trust							
I-FBN4697519	Fleet Lease 03/2023	R	3/09/2023	16,784.17		013113		16,784.17
01942	Elkins Municipal Building Comm							
I-1214756-11 031523	1214756-11 031523	R	3/09/2023	4,833.20		013114		4,833.20
01957	Zoro Tools, Inc.							
I-WB5393986267	Green Led Marked Bsd13186Ag	R	3/09/2023	92.36		013115		92.36
02157	Jerry A Marco							
I-Reimb Chas 030123	Reimb for travel 0228-030123	R	3/09/2023	182.09		013116		182.09
02277	Vigilant Custom Creations							
I-029	2 Motorola Bluetooth Mic/Chrgr	R	3/09/2023	900.00		013117		900.00
02322	Badger Meter							
I-80120930	MBL Hosting/Read Module Serv	R	3/09/2023	1,410.85		013118		1,410.85
02347	LEAF							
I-14385916	Tosh E478S Contract 031823	R	3/09/2023	85.00		013119		85.00
02361	Triple K Kustomz							
I-7063 7076	Clutch Kit/Install/Alignment	R	3/09/2023	1,463.02		013120		1,463.02
02418	National Imprint							
I-58286	Event Tent/Accessories	R	3/09/2023	1,915.00		013121		1,915.00

VENDOR SET: 01 Elkins

BANK: Pool Pooled Cash

DATE RANGE: 2/27/2023 THRU 3/10/2023

VENDOR I.D.	NAME	STATUS	CHECK DATE	INVOICE AMOUNT	DISCOUNT	CHECK NO	CHECK STATUS	CHECK AMOUNT
01133	Bates Carpet & Furniture Cente							
I-29525	3rd floor carpet, 3 rooms	R	3/09/2023	2,180.08		013122		2,180.08
01169	Kathy's Decorating & Design							
I-174544	blinds & installation	R	3/10/2023	1,970.00		013123		1,970.00

* * T O T A L S * *	NO			INVOICE AMOUNT	DISCOUNTS	CHECK AMOUNT
REGULAR CHECKS:	65			452,831.93	0.00	452,831.93
HAND CHECKS:	0			0.00	0.00	0.00
DRAFTS:	1			368.00	0.00	368.00
EFT:	0			0.00	0.00	0.00
NON CHECKS:	0			0.00	0.00	0.00
VOID CHECKS:	0	VOID DEBITS	0.00			
		VOID CREDITS	0.00	0.00	0.00	

TOTAL ERRORS: 0

	NO	INVOICE AMOUNT	DISCOUNTS	CHECK AMOUNT
VENDOR SET: 01 BANK: Pool TOTALS:	66	453,199.93	0.00	453,199.93
BANK: Pool TOTALS:	66	453,199.93	0.00	453,199.93

VENDOR SET: 01 Elkins

BANK: SEWDP Sewer Depreciation

DATE RANGE: 2/27/2023 THRU 3/10/2023

VENDOR I.D.	NAME	STATUS	CHECK DATE	INVOICE AMOUNT	DISCOUNT	CHECK NO	CHECK STATUS	CHECK AMOUNT
00457	Metalworks, Inc.							
I-11959	Repari tornado aerator	R	3/02/2023	6,500.00		000037		6,500.00
01643	John P Place Inc							
I-P-23007-GR	impeller, assembly unit	R	3/02/2023	6,486.63		000038		6,486.63

* * T O T A L S * *	NO			INVOICE AMOUNT	DISCOUNTS	CHECK AMOUNT
REGULAR CHECKS:	2			12,986.63	0.00	12,986.63
HAND CHECKS:	0			0.00	0.00	0.00
DRAFTS:	0			0.00	0.00	0.00
EFT:	0			0.00	0.00	0.00
NON CHECKS:	0			0.00	0.00	0.00
VOID CHECKS:	0	VOID DEBITS	0.00			
		VOID CREDITS	0.00	0.00	0.00	

TOTAL ERRORS: 0

	NO	INVOICE AMOUNT	DISCOUNTS	CHECK AMOUNT
VENDOR SET: 01 BANK: SEWDP TOTALS:	2	12,986.63	0.00	12,986.63
BANK: SEWDP TOTALS:	2	12,986.63	0.00	12,986.63
REPORT TOTALS:	68	466,186.56	0.00	466,186.56

SELECTION CRITERIA

VENDOR SET: 01-Elkins
VENDOR: ALL
BANK CODES: Exclude: PCARD
FUNDS: All

CHECK SELECTION

CHECK RANGE: 000000 THRU 999999
DATE RANGE: 2/27/2023 THRU 3/10/2023
CHECK AMOUNT RANGE: 0.00 THRU 999,999,999.99
INCLUDE ALL VOIDS: YES

PRINT OPTIONS
SEQUENCE: CHECK NUMBER

PRINT TRANSACTIONS: YES
PRINT G/L: NO
UNPOSTED ONLY: NO
EXCLUDE UNPOSTED: NO
MANUAL ONLY: NO
STUB COMMENTS: NO
REPORT FOOTER: NO
CHECK STATUS: NO
PRINT STATUS: * - All

CITY OF ELKINS
AGENDA ITEM REPORT

Meeting Date:	March 16, 2023
Section:	New business
Category:	Resolution
Agenda Item Name:	*Resolution 1627:* Authorizing new city clerk as signatory on city bank accounts
Recommended By:	Treasurer
Summary:	The former city clerk was an authorized signatory on city bank accounts. With appointment of a new clerk, the old signature cards must be updated to include the new clerk.
Fiscal Impact:	None.
Recommendation:	Approve making the new city clerk an authorized signatory on city bank accounts.
Attachments:	1. R-1627 - Designate Stokes as signatory - cancel Jessica Sutton

<u>IN THE COMMON COUNCIL OF THE CITY OF ELKINS, WV</u>

<u>A RESOLUTION OF COMMON COUNCIL</u>

(#1627)
March 16, 2023

Designating Sutton Stokes an Authorized Signatory on City Bank Accounts and Cancelling the Authorization of Jessica Sutton

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WHEREAS, pursuant to § 5 of the Charter of the City of Elkins, “All the corporate powers of said corporation [i.e., the City of Elkins] shall be exercised by council [i.e., the Common Council of the City of Elkins, or “Council”] or under their authority, except when otherwise provided”; and,

WHEREAS, Council maintains checking accounts at multiple banking institutions and had previously designated Jerry Marco (in his capacity as Mayor), Tracy Judy (in her capacity as Treasurer) and Jessica R. Sutton (in her capacity as City Clerk) as signatories on those accounts, via Resolution 1393, adopted March 31, 2021; and,

WHEREAS, current city policy and practice require that no check be issued except over the signatures of two individuals whom council has authorized as signatories; and,

WHEREAS, because Sutton Stokes has been appointed as city clerk effective March 11, 2023, Council wishes to authorize him as a signatory on said accounts; and

WHEREAS, because Jessica Sutton has resigned her position as city clerk, she is no longer responsible for duties related to accounts payable, Council wishes to cancel her authorization as a signatory on said accounts;

NOW, THEREFORE, BE IT RESOLVED, that:

<u>Section 1</u>

Council hereby designates Sutton Stokes as an authorized signatory on its various bank accounts and, further, confirms that the following is therefore the complete list of individuals who are authorized signatories on said accounts:

Jerry A. Marco

Tracy Judy

Sutton Stokes

Section 2

Council hereby cancels the authorization of Jessica Sutton to act as a signatory on its bank accounts, due to the assumption of this duty by the newly appointed city clerk.

Section 3

Council herby confirms that, in accordance with current city policy and practice, checks must be signed by two of the signatories designated in Section 1, above.

Section 4

Council hereby orders that this resolution shall take effect at 12:01 a.m. on March 11, 2023.

____
Jerry Marco, Mayor

Attest:

____
Sutton Stokes, City Clerk

CITY OF ELKINS
AGENDA ITEM REPORT

Meeting Date:	March 16, 2023
Section:	New business
Category:	Resolution
Agenda Item Name:	*Resolution 1628*: Reappointing City Attorney
Recommended By:	Personnel Committee.
Summary:	The Elkins city attorney is appointed to a one-year term, with the current term expiring this month. The Personnel Committee has recommended the reappointment of the current city attorney to another one-year term.
Fiscal Impact:	No change to current rate of $100/hour plus expenses.
Recommendation:	Appoint current city attorney to new one-year term.
Attachments:	1. R-1628 Reappointment of G. Roberts as City Attorney

<u>IN THE COMMON COUNCIL OF THE CITY OF ELKINS, WV</u>

<u>A RESOLUTION OF COMMON COUNCIL</u>

(#1628)
March 16, 2023

Reappointment of Geraldine Roberts as City Attorney

WHEREAS, Elkins City Code Section 32.18 provides for the appointment of a city attorney for a term of office commencing on April 1 of each year; and,

WHEREAS, Elkins Common Council wishes to appoint Geraldine S. Roberts and the law firm of Crim Law as city attorney beginning April 1, 2023;

NOW, THEREFORE, BE IT RESOLVED, THAT:

The Elkins Common Council appoints Geraldine S. Roberts and the law firm of Crim Law as city attorney with the same terms and conditions for representation and compensation as set forth in the letter to the City dated March 1, 2023 (attached). This appointment shall commence on April 1, 2023.

____
Jerry A. Marco, Mayor

Attest:

____
Sutton Stokes, City Clerk

GRIM LAW
INTEGRITY ♦ EXPERIENCE ♦ RESULTS

Geraldine S. Roberts
842 S Chestnut St.
Post Office Drawer 1920
Clarksburg, WV 26302-1920
Phone: (304) 918-1003
Fax: (304) 918-1005
Email: gsroberts@wvlawyers.com

March 1, 2023

VIA Hand Delivery and Email (jmarco@cityofelkinswv.com)

Mayor Jerry A. Marco
City of Elkins
401 Davis Avenue
Ekins, WV 26241

Re: Position of City Attorney

Dear Mayor Marco:

We are submitting this letter for the consideration of Geraldine S. Roberts for the position of City Attorney for the City of Elkins and to continue in our current position as City Attorney.

We would propose continuing to provide our professional services at a rate of $100.00 per hour, as we have been doing since April 1, 2011.

We would propose the following:

1. An hourly fee of $100.00 for those retainer duties and all other representations at the same rate.
2. Expenses would be reimbursed as provided in the invoices; and
3. The professional services provided will be billed at incremental amounts of time indicating the person completing the task, the task involved, and the actual time spent on the task. The fees will be billed on a monthly basis by invoice, and we would request that the invoices be paid within 30 days of presentation to the City, if at all possible.

We have enjoyed the opportunity of working with the City in this capacity and it is my most sincere desire to continue this representation on a mutually acceptable basis.

We thank you for your consideration of our proposal and look forward to the continued opportunity of working with the City of Elkins.

Very truly yours

Geraldine S. Roberts

Geraldine S. Roberts

GSR/dlc
cc: Personnel Committee

CITY OF ELKINS
AGENDA ITEM REPORT

Meeting Date:	March 16, 2023
Section:	New business
Category:	Resolution
Agenda Item Name:	*Resolution 1629:* Appointing ballot commissioners for the 2024 municipal election
Recommended By:	City clerk.
Summary:	State and city code require two ballot commissioners for city elections. Ballot commissioners attend the drawing for ballot order and approve ballot proofs when received from printer. The two nominees presented here are returning from prior election years.
Fiscal Impact:	n/a
Recommendation:	Approve recommended nominees for ballot commissioners.
Attachments:	1. R-1629 - Appointing ballot commissioners for 2023 election

IN THE COMMON COUNCIL OF THE CITY OF ELKINS, WV

A RESOLUTION OF COMMON COUNCIL

(#1629)
March 16, 2023

Appointing T. Cain and C. Tribble as Ballot Commissioners for the 2023 Municipal Election

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WHEREAS, the Charter of the City of Elkins, W. Va. ("Council") stipulates that the regular City election shall be held on the second Tuesday in June in each odd-numbered year beginning in the year 2023; and

WHEREAS, the 2023 regular City election will therefore be held on June 13, 2023; and

WHEREAS, Elkins City Code, §7-15, requires the following in preparation for the municipal election:

A. The City Clerk shall, in consultation with Council, appoint two other Ballot Commissioners. Those appointments shall be made not later than 75 days before the election, and they shall be for terms of two years, or until their respective successors are duly appointed and qualified.

B. The Clerk and two appointees shall constitute the Board of Ballot Commissioners, and the Clerk shall be Chairperson. Together, they shall perform the duties of such Commissioners at all regular and special elections held in the city during their term of office.

WHEREAS, by the authority granted to the City of Elkins by its participation in the West Virginia Home Rule Pilot Program Phase II, under W. Va. Code §8-1-5a, and by the passage of Ordinance 234 by Council on March 2, 2017, the City of Elkins is no longer required to consider party affiliation in the selection and appointment of its ballot commissioners; and

WHEREAS, two Elkins residents meeting the requirements have agreed to serve as Ballot Commissioners for the 2021 Municipal Election, namely Thomas Cain and Christy Tribble; and,

WHEREAS, the Elkins City Clerk recommends that the above two individuals be appointed to serve as Ballot Commissioners for the 2023 Municipal Election;

NOW, THEREFORE, BE IT RESOLVED, that the Elkins Common Council hereby appoints Thomas Cain and Christy Tribble as Ballot Commissioners for the 2023 Municipal Election, for terms to expire March 16, 2025.

Attest:

Sutton Stokes, City Clerk

Jerry Marco, Mayor

CITY OF ELKINS
AGENDA ITEM REPORT

Meeting Date:	March 16, 2023
Section:	New business
Category:	Action Item
Agenda Item Name:	Clerk contractual services
Recommended By:	Mayor.
Summary:	Personnel matter concerning contractual clerk services. No attachment.
Fiscal Impact:	n/a
Recommendation:	
Attachments:	None

CITY OF ELKINS
AGENDA ITEM REPORT

Meeting Date:	March 16, 2023
Section:	New business
Category:	Action Item
Agenda Item Name:	Review and discussion of draft strategic plan
Recommended By:	City clerk
Summary:	Ongoing review and discussion of draft strategic plan.
Fiscal Impact:	n/a
Recommendation:	n/a
Attachments:	1. City of Elkins Strategic Plan -FINAL - 2-23-2023

STRATEGIC PLANNING REVIEW

2023-2028

Contents

Executive Summary

Terri Reed Cutright & Associates (TRC) was contracted September 2022 to provide The City of Elkins (the City) a strategic plan (the Plan) to help guide the City in the next 3 to 5 years. This updated plan follows a previous 2013-18 Strategic Plan. The TRC Team (Team) includes Terri R. Cutright and Paula Martinelli.

The Plan was divided into the following three activities:

- Phase One activities – Background Research
- Phase Two activities – Facilitated Strategic Planning Sessions
- Phase Three activities – Detailed Strategic Plan

The Team facilitated several phone and zoom calls with City Clerk, Jessica Sutton, to fully understand the desired outcomes of an updated strategic plan. The Team immersed themselves in the city's history, current offerings, funding, business model and future aspirations, and began formulating questions for the planning process.

The following documents were utilized as reference materials to understand past and present city initiatives:

- City of Elkins 2022 City Council agendas and minutes
- City of Elkins newsletters (subscripted to receive future newsletters)
- City of Elkins 2018-2023 Strategic Plan
- Elkins Riverfront Plan
- City of Elkins Fiscal Year 2022-2023 Budget
- ARPA Funds Decisions/Updated April 8, 2022
- City of Elkins Comprehensive Plan/Implementation Matrix January 2015
- City of Elkins Ward Map
- Hubcap Randolph Together

Because of the public's recent involvement with the Riverfront Plan, upcoming Streetscape Planning, and a consultancy with Smart Growth America (SGA), the Team and Ms. Sutton decided to capitalize on upcoming SGA focus groups and public meetings to engage the community. During the meetings, the Team would provide the public with an exercise, "My Big Idea for Elkins," to represent their own unique thoughts on project planning for the City. **[Attachment A]** Ms. Martinelli attended all the meetings and prepared notes for the Team to utilize in the Plan.

On November 1, 2022, the Team and the City of Elkins participated in a day-long planning session at the Phil Gainer Community Center. Guided by the Team, attendees (City employees and elected officials) developed the following Strategic Focus Areas which are detailed throughout this document:

- Operational Enhancement and Sustainability
- Engagement and Communication
- Community Viability and Sustainability
- Public Health and Safety

The summary conclusion of this plan is that none of the focus areas and their milestones/deadlines are beyond the reach of a motivated Elkins' staff, elected officials, and constituents. If developed collectively, the City of Elkins will continue to be one of West Virginia's most dynamic cities attracting new residents, businesses, and tourists.

Introduction and Vision

The following "walking tour" looks back from the vantage point of the year 2028 and describes the realization of many aspirations the people have for Elkins. The City of Elkins' 2023-2028 Strategic Plan will provide the roadmap for the city to attain the vision. It presumes a continued increase in the present levels of collaboration and cooperation. To make the vision happen requires action on several fronts at once and implementation of the recommendations included in this analysis.

> *Returning to Elkins after an absence of five years, one is struck by how even more vital and vibrant the city has become. This transformation began with The Railyard's new Conference and Events Center, a multi-purpose facility featuring a theater for performances and open areas designed to host workforce development sessions, trade shows and business conferences, provided 87 new jobs and over $22.4 million in private investment. The conference center, located in the heart of Elkins, attracts events and visitors that have found Elkins to be a great place to work, live, visit, and play. On Railroad/Martin Avenues near the Rail Yard, private investors have built new buildings housing a microbrewery, upper story condominiums and rentals, and a much-desired Elkins Children's Museum. A museum store and a student work study program administered through Davis & Elkins College, help to support the museum. The College now has more of a connection with the community, realizing a dynamic town/gown relationship is important to the growth of both.*
>
> *Most Saturday mornings, during season, there is an outdoor farmers' market on the sidewalks and concourse around the Convention Center that brings residents and visitors together to shop fresh products and patronize over 20 pop-up businesses with unique West Virginia retail items. Several seasonal festivals have grown out of the new venue creating a market for food trucks catering to the festival attendees. After the sun sets on most Saturdays the band starts warming up at the Elkins Rotary amphitheater for another evening of outdoor entertainment. The crowd brings their lawn chairs and the entertainment and atmosphere fit the casual style that the community enjoys.*

Voted by USA Today as one of the best American train rides, the Durbin & Greenbrier Valley Railroad has bookings on the mountain rail adventure a year in advance. The rail company has expanded their train excursions to include a 4th of July Fireworks Celebration Train and several Murder Mystery rides throughout the winter months.

The Elkins' Riverfront Trail encouraged investment in residential developments that allowed people to live in warehouse style buildings that overlook the river and the mountainside. Kayaking and paddling enhanced the quality of life for residents, but also provided business opportunities for entrepreneurs that specialize in outdoor recreation. One of those vendors was the national store, Public Lands, who was looking for a small concept store in a rural market to engage customers that like to hike, paddle, or just test market some of their products.

As we walk up the street, we see that the Historic Tygart Hotel, located on Davis Avenue, has pulled out their "FULL" banner to indicate to travelers that "there is no room at their inn" that night. The hotel has over 56 luxuriously appointed guest rooms operating at a 75% occupancy with tourists and banquet attendees that enjoy the restored balcony overlooking the bustling downtown. Standing in front of the Hotel, the lights from the banquet chandeliers are casting a warm glow to the sidewalk. There is a black-tie event inside and people are enjoying an evening in the downtown.

At street level just off the lobby is the five-star white tablecloth restaurant and a bar named the "The Randolph." The restaurant features delicious steaks and seafood, but what really captures the diners is the interior design that reflects the iconic elements from the original construction and pays homage to the local industries, history, and artisans. The Hotel has encouraged more street level restaurants that feature outdoor sidewalk dining in season. The addition of these eating establishments has attracted skiers that now view Elkins as having a diverse Destination Dining District, featuring family style dining along with cuisines from around the world.

Neighborhoods and residential homes have also experienced growth over the past 5 years, as many retirees have been making Elkins their home. These new residents found that the lower cost of living, beautiful scenery, and the calmness of a small town with big city amenities was perfect for a new chapter in their lives. The Ascend West Virginia recruits that moved to the Greater Elkins area were attracted by the renewed neighborhood sidewalks and trails, residential recycling program, and the dog park. The recruits moved from all over the world helping to increase the diversity population in Elkins.

Smart Growth America Focus Group Meetings and Public Session

Prior to the City of Elkins engaging TRC for Strategic Planning, Mayor Jerry Marco was approached to apply to a grant opportunity available through Smart Growth America (SGA). SGA empowers communities through technical assistance, advocacy, and thought leadership to realize the vision of livable places, healthy people, and shared prosperity. SGA does this by sharing expertise and providing site-specific advice to aid local officials and community members in placemaking. The objective is to develop smart growth solutions to support thriving businesses and jobs, provide more options for how people get around and make it more affordable to live near work and the grocery store.

The SGA team conducted collaborative conversations with stakeholders and community residents, toured downtown, and worked with local leaders to establish a development plan for downtown Elkins based on both local experience and SGA's professional recommendations. These conversations were structured around several small-group meetings, a public forum, and an interactive stakeholder workshop where participants focused on ideas to revitalize downtown Elkins—which most residents identified as the heart of the community. TRC joined the SGA team in Elkins to learn first-hand about the city's accomplishments, and the community's viewpoint on new objectives for the purpose of developing the 2023-2028 City of Elkins' Strategic Plan.

During both formal and informal conversations and workshops with SGA, participants shared their thoughts on the main opportunities and challenges in Elkins:

Opportunities

- Elkins is a regional economic center and a growing tourist destination that needs to think carefully about its future development and strategic planning, especially given the once-in-a-generation opportunity of the seven-acre Railyard Redevelopment Area.
- There is strong community support for redevelopment and adaptive reuse in downtown Elkins. Residents want to see a vibrant, lively downtown that hosts a variety of businesses and people.
- "Good bones" in existing downtown buildings and structures that are prime locations for redevelopment.
- Beautiful, mountainous landscape that attracts outdoor enthusiasts and tourists.
- Strong sense of community, camaraderie, and historical significance centering around the main intersection in downtown, 3rd Street, and Davis Ave.

Challenges

- Lack of entry-level jobs and industries that attract young people and families.
- Broadband connectivity issues.
- Perception issues in downtown, including dilapidated buildings and homelessness.
- Walkability, accessibility, and signage challenges, especially outside the downtown core and in proximity to Davis and Elkins College.

- An abundance of single-family homes and a lack of other housing choices.
- Changing real estate market trends. Baby Boomers and Millennials are driving demand in housing and development, and they want compact housing in walkable areas whether they are in small towns or big cities. Elkins is determined to alter its development to accommodate shifting preferences.

Through conversational interviews with small groups including youth organizations, business and landowners, and economic development professionals, the SGA team heard two main points from the Elkins' community: 1) the focal points of the City are 3rd Street and Davis Avenue at the center of downtown, and Davis & Elkins College, sitting atop the hill looking down on downtown Elkins; and 2) tourism is a pillar of the Elkins' economy, attracting high levels of revenue in outdoor recreation and activities that can only happen in the mountainous region. When asked what downtown would look like in ten years, residents and stakeholders dreamt big, painting a picture of a vibrant downtown hosting a diverse array of businesses, updated housing structures, and a streetscape that supports an active, 24-hour population.

To support Elkins' efforts to revitalize their town, SGA conducted a Fiscal Impact Analysis to show where clusters of economic activity are in the City. The analysis demonstrated that the most profitable areas in the City are in the downtown and that these areas will continue to pull in the most revenue in the future. Although several properties in downtown Elkins have fallen into disrepair, a comparative analysis that considered the costs of providing services to these properties as well as tax revenue that is collected from properties showed that there is a significant clustering of properties in downtown Elkins that are providing the City with most of its revenue.

As a result of SGA's analysis and conversations with locals, the seven-acre Railyard Redevelopment Area was identified as the portion of land with the most potential for new development. Elkins residents came up with creative solutions on how to use the Railyard space, including installing a splash pad; a year-round indoor recreation facility with amenities like a climbing wall and an arcade; a historic walking trail that connects the downtown to the Tygart Riverfront; an outdoor music space; and many more. TRC documents many of these community planning ideas in **Attachment A:** "My Big Idea for Elkins is …" Additional discussions on how to improve downtown Elkins revolved around how to engage both visitors and locals through vibrant storefronts and businesses like unique bookstores, upper-floor redevelopment, and a renewed parking strategy. **Attachment E**, also provides ideas for a children's museum which was identified by community members in "My Big Idea for Elkins is …"

Elkins is a tight-knit community that is ripe for an equally successful downtown development plan. Planning for redevelopment in Elkins will take careful collaboration, coordination, and visioning to create spaces that are profitable, useful, and meaningful to locals and visitors. Over the next month, SGA will provide the City of Elkins with a detailed next steps report, laying out potential action items for the city to address the identified issues and step into the vibrant future that they envisioned.

Key Recommendations from Smart Growth America Focus Groups

The "Keys" referenced below and throughout this section reflect the most salient points from the Smart Growth America Workshop conducted over 2 days on October 24-25. Smart Growth America shared expertise and provided site-specific advice on placemaking and revitalization efforts in downtown Elkins.

Key #1 – Improve pedestrian infrastructure with a focus on placemaking and streetscaping to make the area a place where people want to not only visit but live.

Key #2 – Incorporate intersection improvements to create an attractive, walkable environment.

Key #3 – Signage should provide a sense of arrival in Elkins with the goal of enticing visitors to experience the local amenities rather than just passing through the downtown.

Key #4 – Ensure that all voices are represented during implementation of action items.

Key #5 – Build strong partnerships to ensure a robust shared vision for downtown Elkins.

Key #6 – Focus on downtown adjacent areas like the Railyard Development to grow the walkable core of the City and prove the value of the market to potential investors and the community.

Key #7 – Improving perceptions around many issues such as parking, homelessness, crime, and lack of variety in the downtown businesses will support economic development.

Key #8 – Broadband investment will appeal to those who are drawn to Elkins' natural assets and can take advantage of remote work opportunities.

Key #9 – Look for grant funding opportunities to support catalyst projects like recreational and economic development of the riverfront area.

Key #10 – Activate the downtown with continuous activity, not leaving vacant areas and encouraging long-term downtown residential living.

City Council and Staff Meeting

On November 1, 2022, City of Elkins' Council Members and staff met to revise and update their 2018 Strategic Plan.

The TRC Team met with the Mayor, the Elkins' City Council, and staff for a full-day session at the Phil Gainer Community Center. Attendees were:

City Council

- G. Michael Hinchman, Member
- Judy Guye, Member
- Jerry Marco, Mayor
- Dave Parker, Member
- Lisa S. Severino, Member
- Robert Chenoweth, Member
- Nanci Bross-Fregonara, Member

Staff

- Jessica Sutton, City Clerk
- Travis Bennett, Chief of Police
- Steve Himes, Fire Chief
- Sutton Stokes, External Affairs Specialist
- Wes Lambert, Chief Water Operator
- Whitney Hymes, Chief Wastewater Operator
- Tracy Judy, City Treasurer
- Melody Himes, Operations Assistant/ Interim Operations Manager

The planning was facilitated by Terri Cutright and Paula Martinelli of Terri Reed Cutright & Associates (TRC Team).

Strategic Planning – the Next Five Years

During the meeting, the Team introduced the following existing proposed mission and goals for the City of Elkins as articulated from the 2018 -2023 Strategic Plan:

"The City of Elkins has continued to be recognized as being at the forefront of change; charting its own path; being authentic; and relentlessly focusing on attracting young people and young families."

In considering this statement it became apparent to City Council members and staff in attendance that although addressing an outward looking vision for the community, what was also needed was a more internal vision for the City Council and Staff as they are carryout their day-to-day responsibilities.
For the community, the vision should address areas of focus including:

- providing opportunities for all ages and backgrounds, young and old, retirees and the university community,
- attracting and retaining a diverse population, and
- maintaining a safe community.

And, for the mayor, city council and staff, the internal vision is one where they are recognized as

- well-qualified and highly professional,
- responsive to needs and
- open to public input.

The City should reflect a healthy and employee-centered working environment which is able to recruit and retain a talented, creative workforce.

After outlining these separate perspectives, the group moved into a review of their previous focus areas as identified in the 2018-2023 Strategic Plan. The Team created a "Priorities Worksheet" **[Attachment B]** to summarize these focus areas and their associated goals and milestones. The worksheet was provided to attendees as a reference.

A wide-ranging discussion outlined several new or reconfigured focus areas.

1. **Operational Enhancement and Sustainability**
   Internal human resources and systems management topics fall into this focus area.
2. **Engagement and Communication**
   Between the City and the public.
3. **Community Viability and Sustainability**
   Beautification, infrastructure, economic development, and land use/reuse (including dilapidated housing, zoning, and annexation) are among the topics that will be addressed in this focus area.
4. **Public Health and Safety**
   Fire and police services, code enforcement and water and wastewater management fall into this focus area.

Priority Focus Areas

from the 2018-2023 Strategic Plan

1. Redevelopment/beautification of downtown Elkins
2. Execution of the Master Facilities Plan for Elkins
3. Improved Communication
4. Enhancement of governance and process protocols
5. Exploration of city boundary expansion opportunities

Organization Analysis

The attendees divided into four groups and were tasked with thinking about the future of Elkins in the next 5 years, applying the "Goals Grid" rubric to assist in identifying areas where they might fulfill the stated visions.

Achieve

- *What is it that we want and don't have?*
- *What do we hope to achieve?*
- *What changes will we have to make?*
- *Elkins' example: Riverfront development connecting to the downtown and reconnecting the neighborhoods.*

Preserve

- *What is it that we have and want to keep?*
- *What do we hope to preserve?*
- *There will be changes, but what do we want to make sure is still with us?*
- *Elkins' example: City of Elkins' person centered culture which includes a dedicated staff with mission awareness.*

Avoid

- *What is it that we have and don't want?*
- *What is it that we hope to avoid?*
- *There will be changes, but what do we want to make sure doesn't happen?*
- *Elkins' example: Population decline.*

Eliminate

- *What is it that we have and don't want?*
- *What do we hope to elminate?*
- *Elkins' example: Barriers to future economic development, i.e. available ready buildings and sites.*

Achieve

The following list of priorities reflects what the group perceives as not currently existing but what they would like to achieve for Elkins in the next five years. The numbers are the votes received by the group:

- More visibility for all elected officials
- "Getting to Know Council Member" videos
- **Digital transformation (cloud servers, online forms, CRM software) (3)**
- Public safety substation
- **Pedestrian safety to include crosswalks (1)**
- Identify a gateway into the city
- **Annexation (1)**
- Broadband as a utility
- 21st century mass notification system
- Expanded grant funding

- Greater use of Region VII Planning and Development Council
- More visibility for elected officials
- Expanded outreach to state/federal officials
- Increased nightlife/evening activities
- Get people to walk more
- Bluegrass Park Improvements
- Increase use/programming at the Phil Gainer Community Center
- EPRC Sports league coordination (youth & adults)
- **Prioritize phases of water needs assessment (1)**
- **Shared-use trail planning & implementation (3)**
- **Phased implementation of streetscape (1)**
- Positive view on safety
- Tourism/economic development
- **Adequate staffing/training in all city departments (3)**
- Increasing wages/salaries & retainment policies for employees
- Obtain a steady flow of revenue
- Ongoing growth and development
- **Infrastructure improvements throughout the City (3)**
- Water and sewer assessments completed
- Increase funding to enterprise funds
- **Smart city infrastructure (sensors, cameras, QR codes for communication to city departments) (1)**
- Simplify use of Kump House/ PGCC with blanket city-held licenses/insurances
- **ADA elevator in city hall (2)**

Of more than thirty individual ideas, only ten were highlighted by the group while five received more than one vote. All ten were added later in the day to the work plans for the four focus areas either as goals or action items within goals.

1. The **digital transformation** includes moving to online forms, improved user (both community and employee) experiences and better and broad data access and storage solutions. As a result, progress on this goal addresses internal and external visions of more transparency, better communication, and greater efficiency to address community needs. Use of QR codes and smart sensors are among the technology add-ons suggested)
2. Pedestrian safety improvements like crosswalks are one element of the broad goal to have an **appealing and walkable downtown**.
3. **A plan to achieve effective annexation** could be revisited from the prior strategic plan but it must be in the context of taking steps to change the state code (a large impediment that has effectively blocked most future actions); pursuing voluntary commercial annexation; and lastly residential annexation.
4. **Creating a culture of adequate staffing and training** in all city departments will improve relationships with the community, assist with coordinated communication and improve internal transparency between departments, the mayor’s office, and city council. This goal will move Elkins towards its internal vision for a professional staff that is responsive to needs and public input. The city will build an employee-centered environment that will lead to improved retention and recruitment.

5. Infrastructure improvements have been a continuing goal even while there are still new projects to be added to the list. Two examples were specifically noted:

    a. **Conducted water and wastewater needs assessments**. Expansion of water and sewer system infrastructure would add revenue to the city. Unexpected costs and time-consuming nature of these projects increases the importance of careful evaluation and prioritization of needs.
    b. Viability of **a sewage lift station**.

6. Shared use trail planning and implementation will be addressed in the proposed trail expansion through the Elkins' Area Shared Trails (EAST) collaboration and **expands recreational operations in the city**.
7. **Phased implementation of streetscape** - GAI and SGA implementation
8. City Hall ADA elevator and other compliance updates as part of **Creating a Master Facilities Plan.**

Several grant opportunities will impact the strategic plan in new and exciting ways. The SGA recommendations and GAI Consultants streetscape implementation will inevitably require the City's commitment to upgrades in infrastructure, notably the sidewalk repairs and smart city sensors. The Appalachian Regional Commission awarded a $50,000 grant to Elkins' Area Shared Trails (EAST) for master planning for ten miles of bike optimized trails.[1] The resulting master plan will affect future city planning and budgets in the next five years.

The TRC team encourages Elkins, as it works through these and future grants, to engage in the process of Nature Based Placemaking. Detailed in **Attachment C**, Nature Based Placemaking is a holistic method of viewing a community's natural, outdoor recreational resources (assets), the recreational activities associated with those resources, and the potential economic impact of those activities on the communities situated near nature-based assets. Paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution this view to planning can facilitate creative patterns of use to connect the outdoors to the sense of place that downtown Elkins supplies with a view to the overall economic impact on the community.

The issue of annexation was specifically raised. It was previously considered a path to healthy growth (of revenue and beautification). It was also addressed in the prior strategic planning process. Because the state code creates significant barriers to a successful annexation program, it will remain a low priority. Today, it should only be mentioned in the context of taking steps to change the state code, in pursuing voluntary commercial annexation and lastly, regarding residential annexation.

Preserve

The following were identified as areas of success to be preserved, continued, and improved:

- **Beautification efforts (1)**
- Job opportunities
- Business offices in the current City Hall
- **Preserve & maintain Elkins' Fire Department – budget needs/buildings (1)**
- A variety of businesses in the downtown
- **Walkable downtown (1)**
- Heritage/history/culture (unique – Arts, Trains, Timber, Outdoor Living
- **Creative, powerhouse businesses (1)**
- Sustainable economic investment
- Existing greenspaces/parks/downtown streetscapes
- **Relationships with federal, state, regional and local agencies/organizations (2)**
- Transparency
- Tourism (fairs, festivals, outdoor recreation, and trains
- Existence of small college
- Regional healthcare hub
- Training/internship opportunities
- **Employee compensation & benefits (3)**
- Process in department developments
- Inter-department communications
- Employee communications with Boards and Council
- Teamwork/spirit
- Working with upper hierarchy (state, federal) with funding/complaints
- Progression of infrastructure improvements -keep management plan ongoing
- Public involvement
- Partnerships between City and outside organizations
- **Relationships between other communities/towns/regions (1)**
- Overall maintenance on fleet/infrastructure
- **Funding opportunities & budgeting (grant writing/money retrieved) (1)**
- Town/Gown momentum – collegial council

This extensive list represents the success of the prior strategic planning process. The downtown has become more walkable with several beautification efforts completed and recruitment of a variety of creative businesses. Relationships are good and continuing to improve with Davis & Elkins College, local non-profits, and inter-governmental and economic development groups (ex. Woodlands Development and Lending). Funding through participation in statewide economic development is evidenced in the recent selection of Elkins as the newest city to be included in the Ascend West Virginia program to recruit new residents to live in selected communities around the Mountain State.[2] Selection to participate in the Smart Growth America process is another example that signals the opportunities available and demonstrates the proactive efforts of the city management.

Additional new goals to receive significant attention are employee compensation and benefits. As mentioned previously placing employee needs first will aid with workforce retention and recruitment.

1. **Employee Compensation and Benefits**
2. **Appealing and walkable downtown**
    a. Beautification efforts
    b. Creative, powerhouse businesses
3. **Relationships between other communities/towns/regions**
    a. Create town/gown working group **[Attachment D]**
    b. Grow federal, state, regional and local agencies & organization relationships
        i. Ex. Mayor's council for Randolph County
4. **Maximize use of grants/grant-writing opportunities**
5. **Preserve & maintain Elkins' Fire Department – budget needs/buildings**

Avoid

The following list of priorities reflects the group concerns, not always with things currently happening but certainly what the City of Elkins would like to avoid in the next 5 years. (Reminder: the numbers are the votes received by the group):

- **Loss of B&O sales tax (3)**
- Deterioration of City facilities
- **Homelessness/substance abuse issues/work with Task Force (2)**
- Unnecessary contracted services that can be done in-house
- Exclusionary policies/perceptions
- Arrogance on part of officials
- Complacency
- **Falling behind on technology (1)**
- Pedestrian deaths
- Losing downtown atmosphere
- Equipment becoming outdated
- Lag in Corridor H planning (look at positive /negative impacts for the City)
- Falling behind on any category and not looking for alternative funding (grants)
- Infrastructure deterioration
- **Negative population growth (1)**
- Being a training ground

- **Empty store fronts/losing businesses (1)**
- **Disenfranchising citizens/public/employees (1)**
- Assuming people's thoughts (as opposed to asking them)
- Being like other communities
- Being reactive
- Making bad decisions (too quickly or not being well informed)
- Miscommunication
- Poor financial decisions that could jeopardize future funding opportunities

At the top of the list are concerns over homelessness, loss of revenue streams, population, and business decline, and losing businesses in the downtown.

1. Homelessness/substance abuse issues/task force **– Positively affect the recovery process**
2. **Loss of B&O taxes**
3. Falling behind on technology (ADDED to goal **Plan for Digital Transformation** under focus area, "Operational Enhancement and Sustainability")
4. Negatives – population decline, empty storefronts, losing businesses (ADDED as the task "Attract creative, powerhouse businesses" for goal, **Attractive and Walkable Downtown**, under focus area "Community Viability and Sustainability")
5. Disenfranchising the public and Elkins' employees **–** (ADDED to goal **Maximize opportunities for public education** under focus area, "Engagement and Communication")

Eliminate

The following list of priorities reflects what has happened or is currently happening but that the group would like to eliminate for Elkins in the next five years.

- Negative perceptions of WV
- **Organization: siloed departments (1)**
- **Outdated infrastructure (sidewalks – reconsider law/unfunded mandates) (5)**
- **Unenforceable laws – trees/noise (1)**
- Overhead power lines (ugly)
- Dilapidated properties
- Barriers to citizen engagement (real or perceived)
- Empty storefronts
- Unused city-owned properties
- Old vehicles and equipment
- Unused or underutilized spaces at City Hall
- **Barriers to annexation (1)**

- Regulatory issues/problems
- Employee turnover
- Negative perspectives on City
- Ownership of lines/taps/meters/etc.

During discussions in the focus groups and in the Team workshop infrastructure concerns were highlighted as follows:

- Sidewalks are crumbling. By law citizens are required to maintain their sidewalk frontage, but the abnormal deterioration in the downtown area has created an outsized problem that is unmanageable for individuals.
- Tree Board ordinance was intended to be amended and improved in the previous plan but was not completed. It still appears to be an issue and once updated should be communicated effectively to the public.
- Dilapidated properties – WVDEP's *Reclamation of Abandoned and Dilapidated Properties Program* awarded $300,000 to Elkins to make an impact in this area.[3] While this area was not selected as a priority by the group, grant funding necessitates goal planning.

The issues of unfunded mandates (sidewalk repairs) and unenforceable laws (noise) seem to reflect the need for the City to better determine and communicate expectations and requirements to the public and to engage individuals in the process of devising solutions.

Internally, conversation centered on breaking down silos. Interdepartmental communications should be improved with more frequent presentations by departments at City Council meetings. Department policies and processes were a goal not completed under the prior strategic plan. The need for standard operating procedures and training of those procedures still exists today and should be addressed in the work plan. Annual training and planning should be on-going.

1. Organization: siloed departments – (Added as goal, **Review, amend and train on standard operating procedures,** under the focus area "Operational Enhancement and Sustainability"
2. Address the following infrastructure questions below through the goal, **Maximize Opportunities for Public Education**, under the focus area, "Engagement and Communication"
    a. Outdated infrastructure (sidewalks – reconsider law/unfunded mandates)
    b. Unenforceable laws – trees/noise
3. Barriers to annexation – Added as goal **Effective Annexation Planning** under focus area "Operational Enhancement and Sustainability"
4. **Dilapidated Properties Removal**

City of Elkins' Work Plan

The City of Elkins prior 2018-2023 Strategic Plan identified five focus areas from which many goals and associated milestones were outlined. Most of the previous milestones were accomplished or discontinued even, as many other salient points from the prior Plan were mentioned in the recent focus groups and workshop. After additional review and update provided by the City of Elkins, The TRC team suggests the following resolutions:

1. Public safety and engagement
    a. Neighborhood watch - ELIMINATE
    b. Council meetings held in the wards
        i. ADD goal to **Increase Citizen Engagement** under focus area, “Engagement and Communication”
    c. Police department staffing - COMPLETED
2. Public Landscaping
    a. Improving the tree board ordinance - COMPLETED
    b. Educating the public on landscaping mandates and property owner responsibilities - ELIMINATE
3. Beautification
    a. Adoption of zoning ordinances - COMPLETED
    b. Creating a matching grant fund – ELIMINATE (no revenue available)
4. Vehicle and Pedestrian Access – ADD following tasks (a-e) to goal **Phased Implementation of Streetscape** under focus area “Operational Enhancement and Sustainability.”
    a. Installing new crosswalks
    b. Wayfinding and welcome signs
    c. Connecting City parks with walking and bike paths
    d. More citywide parking
    e. Parking and wayfinding around the Tygart Hotel
5. Operations, facilities, and Equipment – ADD following tasks (b,c,d) to goal **Asset Management Assessment and Planning** under focus area “Operational Enhancement and Sustainability”)
    a. Complete bid for sanitation garage project - COMPLETED
    b. Equipment management plan
    c. Vehicle management plan
    d. Conduct annual needs assessment; evaluate strategic plan accomplishments
6. Develop a communications plan
    a. A regular schedule of press releases - COMPLETED
    b. Presentations by departments/staff to City Council - COMPLETED
7. Marketing
    a. A plan to draw Corridor H travelers to Elkins – COMPLETED (roll into other wayfinding)
8. Adoption of recurring agenda items
    a. Citizen recognition – ELIMINATE
9. Departmental policies
    a. **Review, amend and train on standard operating procedures** – ADD as a goal to “Operational Enhancement and Sustainability”
10. Training
    a. Council retreats - ELIMINATE
11. Development and execution of an Action Plan for City limits expansion
    a. Seek and request letters of support – ELIMINATE (refer to above annexation issues)

12. Identify and promote business needs – ADDRESSED in the goals, **Appealing and walkable downtown**, **stop the loss of B&O taxes**, **expand recreational opportunities** under "Operational Enhancement and Sustainability" and "Community Viability and Sustainability"

The new 2023-2028 Strategic Plan replaces the previous focus areas with the following. The workshop participants made the decision to keep these areas broad and focus on what the City can do to have a long-term impact.

- Operational Enhancement and Sustainability
- Engagement and Communication
- Community Viability and Sustainability
- Public Health and Safety

All the priorities identified from the workshop, established through the SGA focus groups, and revised and updated from the prior plan are incorporated into the four focus area charts with their associated goals and action items.

WORK PLAN – Operational Enhancement and Sustainability

Submitted by: City of Elkins
Project Title: 2023-2028 Strategic Plan **Project Dates:** 2023 -2028

Goals	Timetable	Programs & Partners	Budget	Action Items
Create a digital transformation				1. Plan and implement the transition to online forms 2. Develop system design for improved user (both community and employee) experiences 3. Design a plan for better data access and storage solutions 4. Create internal communication and document sharing resources
Effective annexation planning				1. Pursue avenues for lobbying affiliate groups and county administrators and legislators to change the state code 2. Evaluate procedures for voluntary commercial annexation 3. Evaluate procedures for residential annexation
Adequate staffing and training/ create a culture of training				1. Hire a Human Resources Generalist 2. Mandate management training for supervisors 3. Adopt updated Personnel Manual
Phased Implementation of Streetscape				1. Install new crosswalks 2. Develop parking and wayfinding around the Tygart Hotel 3. Design and install wayfinding and welcome signs 4. Evaluate and redesign city parks walking and bike paths 5. Select locations and additional citywide parking
Remain competitive with employee compensation and benefits				1. Improve evaluation process, including education of the value 2. Reduce wasteful spending in other areas to free up funds for compensation 3. Explore alternative benefits – hybrid/remote work; allow children up to age 1 to come to non-safety sensitive work areas; install an employee only gym at City Hall or negotiate reduced membership dues at the YMCA

Create a Master Facilities Plan				1. Review City Hall ADA compliance (ex. elevator, bathrooms) 2. Evaluate departmental facilities and short-term and long-term needs assessments
Asset Management Assessment and Planning				1. Establish Equipment Management Plan 2. Establish Vehicle Management Plan 3. Schedule needs assessment and evaluate strategic plan accomplishments annually
Maximize use of grants				1. Leverage relationships with D&E, Region VII Planning and Development Council and others to seek and partner on grant opportunities 2. Evaluate funding opportunities for capital projects
Increase revenue for enterprise fund				1. Explore processing waste sludge 2. Develop plan to expand water service customer base Leedsville; Midland; Norton/Harding/Jimtown
Stop loss of B&O taxes				1. Review Municipal Home Rule Program for additional taxing opportunities 2. Review B&O taxing rates across business activities 3. Develop business incentive programs to attract or retain businesses 4. Lobby WV Legislature for favorable laws
Review, amend and train on standard operating procedures				1. Create timeline and process to review and amend 2. Set training dates/teams 3. Provide update to procedures with input from trainings

WORK PLAN – Engagement and Communication

Submitted by: City of Elkins
Project Title: 2023-2028 Strategic Plan
Project Dates: 2023 -2028

Goals	Timetable	Programs & Partners	Budget	Action Items
Increase engagement with state and neighboring representatives				1. Personal conversations/one on one outreach 2. Create a position paper representing City of Elkins' interests 3. Host roundtables with state representatives
Create a town/gown working group				1. Meet with College administration to discuss a town/gown advisory group 2. Establish a Memorandum of Understanding 3. Establish a town/gown advisory committee 4. Develop a Town/Gown strategic plan that will coordinate with the City and the College's master plans
Maximize opportunities for public education				1. Develop strategies that span generational boundaries 2. Create "evergreen" documents that can be shared upon request or easily accessed (website) 3. Use controversial topics or milestone events (budget adoption, elections) as opportunities for increased engagement

WORK PLAN – Community Viability and Sustainability

Submitted by: City of Elkins
Project Title: 2023-2028 Strategic Plan **Project Dates:** 2023 -2028

Goals	Timetable	Programs & Partners	Budget	Action Items
Appealing and walkable downtown				1. Examine codes for viability 2. Pedestrian and handicap accessible safety improvements like crosswalks/curbcuts 3. Add beautification, placemaking, and decorative treatments 4. Work with partners – RCDA, Chamber of Commerce, Elkins Main Street to attract creative, powerhouse businesses
Positively affect the recovery process with support for task force				1. Increase availability of transitional living arrangements with and without children *.ie. Federal Home Loan Bank of Pittsburgh Affordable Housing Program* 2. Recruit and train peer recovery support specialists
Expand and promote recreational operations				1. Review and consider Nature-Based Placemaking 2. Analysis of existing greenspace/ evaluate for additional opportunities 3. Complete master trail planning and explore funding for implementation

WORK PLAN – Public Health and Safety

Submitted by: City of Elkins
Project Title: 2023-2028 Strategic Plan **Project Dates:** 2023 -2028

Goals	Timetable	Programs & Partners	Budget	Action Items
Improve water treatment and distribution				1. Conduct water needs assessment 2. Prioritize short and long term projects
Improve wastewater treatment				1. Conduct wastewater needs assessment 2. Cost/Benefit analysis of lift station 3. Prioritize short and long term projects
Maintain Elkins' Combination Fire Department (paid and volunteer)				1. Identify goals for the year, along with tasks and timelines 2. Identify upcoming needs (staffing, volunteers, equipment, facilities) 3. Create operations budget 4. Fundraising planning
Evaluate need for EFD sub-stations				1. Prioritize areas for sub-station location 2. Cost/benefit analysis of sub-station need 3. Research grant and other funding opportunities
Dilapidated Properties Removal				1. Identify properties to be removed through the WVDEP *Abandoned and Dilapidated Properties* grant and address legal hurdles to removal 2. Determine if removal will be completed by the city or contractors 3. Removal of identified properties

ATTACHMENT A

"My Big Idea for Elkins is …"

TRC Team Exercise: During community focus groups and the city council and staff workshop participants were asked to write down their ideas for future growth.

Operational Enhancement and Sustainability

- Close 3rd street between Davis and Kerens Avenues and make walkable
- Improve the facades of downtown businesses (towards a historical nature)
- More outdoor atmosphere/beauty in the downtown
- Dog Park
- Broadband as city utility
- Residential recycling initiative
- Become more diverse
- Vacant building beautification
- A family friendly welcoming environment
- Get rid of "air" trash – wires on poles
- New sidewalks, more trees, something beautiful and safe on the Depot area of RR Ave
- Children's museum
- More downtown parking
- Recreation opportunities – indoor and outdoor – with supporting businesses
- Splashpad
- Make Elkins a golf destination – a course that is so special it draws from across the country … a club will follow to live, work, play and stay.
- Riverscape along the Tygart

Engagement and Communication

- Develop an "Elkins" sign for visitors to take pictures. Like ELK (Spot for people to stand) NS
- Be first/unique in being a vibrant rural, sustainable, future-oriented community with a reputation that says "For that you must see, experience, live in Elkins, WV"
- A city that ties together its past, present, and future that answers the questions: Why should I live/visit Elkins Now? In the future? How is Elkins unique/different than other places with these attractions/amenities? How is Elkins a vibrant and unique experience to live? Visit?
- Support and fund Augusta Heritage Festival

  The festival includes concerts, shows, dances and instruction, lasting five consecutive weeks every summer, typically in July and August. The instruction, by well-known musicians and craftsman in each area, ranges from beginning to expert levels. Participants come from all over the world.

During the fall each year (the week of October 23, in 2006) there is a week of Old-Time music; in the spring, a week of dulcimer. Both weeks draw from around the country and feature prominent musician/instructors. (Wikipedia)

- Fund and support ideas that are expressed
- Collaborating volunteer forces

Community Viability and Sustainability

- Businesses and the city work together or updating store fronts. The city could offer a match up to a certain amount. Funding may also be available for business owners.
- Outfitter Store
- Big box store or Amazon distribution center
- Casino
- Upper floor development for apartments and businesses
- Look at old businesses that were in the downtown and successful and can inspire new ones.
- More outdoor eating/sidewalks
- Storefront farmer's market
- Pop up holiday markets
- Rooftop bar
- Under 18 club with music, games, and food, etc.
- Recruit Amazon remote workers and training classes to Elkins. (like Alexandria, VA facility)
- Seeing the community grow with new businesses in new development spaces

Public Health and Safety

- Expansion of the Elkins' water system
- Safer ways to cross Randolph Avenue
- Lighting design for dark skies
- Better downtown sidewalks

ATTACHMENT B

City of Elkins' Priorities Worksheet

Focus Area #1 - Redevelopment/beautification of downtown Elkins	
Goal	**Milestones and Deadlines**
Enhanced public safety, neighborhood engagement	☐ Neighborhood Watch by Ward - Oct 2018 ✓ Advertisement of the PD tip email – immediate ✓ Investigate other tip reporting mechanisms – Jan. 2019 ✓ Reinstate Foot & Bike patrols – Aug 2018 ☐ Council meetings held in each ward – Jan 2019 ✓ Create a fund for demolition of condemned structures – FY20 ☐ COE "learn about government" workshops – Jun. 2019 ☐ Adequate police department staffing – Mar. 2020
Public landscaping and Private Education	☐ Amend and improve the Tree Board Ordinance – Sep. 2018 ☐ Develop and implement education program for the public on new ordinance and property owner responsibilities – Spring/Summer 2019 ✓ Investigate opportunities to improve and/or expand greenspace – Fall 2019 ✓ Hire or put on permanent contract a city arborist – Aug. 2020
Beautification	✓ Hanging basket expansion – May 2019 ✓ Engage arts community in developing, advocating for, and implementing city-wide projects - ongoing ☐ Adoption of new zoning ordinance – Winter 2018/2019 ☐ Create a matching grant fund – FY20 ✓ Implementation of Main Street Streetscape Plan – Oct. 2020
Vehicle & Pedestrian access	✓ New parking test block – Nov. 2018 ☐ Install new crosswalks – Nov. 2018 ✓ Investigate improvements to access between D&E campus and downtown – Apr. 2019 ✓ Add more bike racks to the downtown – Aug. 2019 ✓ Improve parking & pedestrian safety in Tablet Square – Oct. 2019 ☐ Implementation of new parking City-wide – Oct. 2020 ☐ Install wayfinding & welcome signs – Oct. 2021 ✓ Improvement of City Hall parking lot – Oct. 2021 ✓ Cooperating to expand access to the Allegheny Highlands Trail, Stuart Park, and Fox Forest – Sept. 2022 ☐ Connecting our City Parks with walking & biking paths – Jul. 2023

Tygart Hotel restoration	✓ Work in cooperation with Woodlands Development Group in identifying parking options – Dec. 2018 ✓ Consider a TIF or CED for the purpose of financing improvements related to the project – Jun. 2019 ✓ Cooperate with river and riverfront restoration and improvement projects – Jun. 2020 ☐ Improve parking and wayfinding surrounding project location – Oct. 2020

Focus Area #2 – Execution of the Master Facilities Plan for Elkins	
Goal	**Milestones and Deadlines**
Facility renovations and improvements to the Phil Gainer Community Center	✓ Designate funding for current projects – Jan. 2019 ✓ Bid current projects – Feb. 2019 ✓ Project completion – Jul. 2019 ✓ Coordinate with center manager a plan to increase opportunities for use and revenue generation – Spring 2019 ✓ Prioritize projects - annually
Facility renovations and improvements to City Hall	✓ Designate funding for current projects – Jul. 2018 ✓ Bid current projects – Oct. 2018 ✓ Complete current projects – Mar. 2019 ✓ Create a plan for efficient and maximum use of space – May 2019 ✓ Develop a plan for ADA compliance – May. 2019 ✓ City Hall parking lot planning – May. 2019 ✓ City Hall parking lot completion – Oct. 2020 ✓ Prioritize projects - annually
Kump House and Darden House	✓ Identify increased use and revenue opportunities – Feb. 2019 ✓ Annual review of Memorandum of Understanding or Lease ✓ Annual needs assessments
Operations Facilities and Equipment	✓ Engage architectural services for sanitation garage project – Oct. 2018 ☐ Bid sanitation garage project – Dec. 2018 ☐ Complete sanitation garage project – Nov. 2019 ☐ Equipment management plan – Aug. 2019 ☐ Complete vehicle management plan – Jul. 2023 ☐ Annual needs assessments and prioritization of identified projects
Geographic Information System (GIS) Capability	✓ Identify areas where GIS technologies are currently utilized and where additional tools could be helpful – Sep. 2019 ✓ Identify needs to implement new GIS tools (staff, training, hardware, software) – Nov. 2019 ✓ Identify funding for GIS needs – Jan. 2020

Focus Area #3 – Improved Communications	
Goal	**Milestones and Deadlines**
Development of a Communications Plan	✓ Creation of a Communications Committee – Sep. 2018 ✓ Draft an Emergency Communications Plan – Dec. 2018 ✓ Citizen academies about city government and operations– Jun. 2019 ☐ Frequent, scheduled press releases and/or short presentations at council with employees involved - ongoing ✓ Engage a writer to fine tune various ideas and strategies in coordination with administrative officers – Aug. 2019 ✓ Create and staff a marketing position within the City – Jul. 2021 ✓ Create a public newsletter – Jul. 2019
City marketing	✓ Use community branding to create a promotable sense of self for the entire City – Jan. 2019 ✓ Use events to increase local government visibility – Jun. 2019 ☐ Develop a plan to draw Corridor H travelers into Elkins – Jun. 2020 ✓ Designate City funds for direct marketing – FY20 ✓ Create and fill a Public Relations position (or contract) responsible for all the City's media – FY20

Focus Area #4 – Review and enhancement of governance and process protocols	
Goal	**Milestones and Deadlines**
Adoption of recurring agenda items	✓ Review of Strategic Plan at Council meetings – quarterly ✓ Board and Commission presentations to Council – twice monthly ☐ Citizen recognition – monthly ✓ Employee recognition – monthly
City Manager	✓ Determine feasibility of creating the city manager position – Jun. 2019 ✓ Determine feasibility of reducing council seats – Jun. 2019 ✓ Solicit public input for conversion to City Manager form of government – Sept. 2019 ✓ Study the city manager style of government – Dec. 2019 ✓ Investigate City Charter revisions in relation to potential change in form of government – Mar. 2020
Departmental Policies	☐ Review of current Standard Operating Procedures (SOP's) in each department – June 2019 ☐ Development of amended or new SOP's in each department – Dec. 2019 ☐ Implementation and training on SOP's in each department – Apr. 2020
Training	☐ Council retreats (training, planning) – annual ✓ New council orientation – May following an election ✓ Employee and Officials training schedule – Mar. 2019
Examine City Charter	✓ Review charter and recommend changes to enhance delivery of city services - Mar. 2020
City Code review	✓ Review and enhancement of policies directly related to governance – quarterly ✓ Review and improve government delivery of services - continually ✓ Review of Home Rule authorities and ordinances – Oct. 2018 ✓ Codification – Dec. 2019

Review Organizational Structure	✓ Identify ways to enhance job ownership and employee recognition – Sept. 2018 and ongoing ✓ Review position workloads and organizational fit in each department – Jun. 2019 ✓ Investigate need for changes in position workloads, elimination of positions or creation of new positions – Jun. 2019
Increase public engagement	✓ Assure accessibility of council members – ongoing ✓ Request weekly meeting bulletins be printed in the newspaper – Nov. 2018 ☐ Move council meetings around town/wards – Jan. 2019 ✓ New sound system and seating for council chambers – Jul. 2019 ✓ Create informational packets for new residents – May 2019 ✓ Signage or kiosk outside City Hall for better public notification – Jun. 2019 ✓ Convene with other community bodies such as the County Commission, the Board of Education, the Office of Emergency Management, Davis & Elkins College, etc., for information sharing - ongoing

Focus Area #5 – Exploration of city boundary expansion opportunities	
Goal	**Milestones and Deadlines**
Development and execution of an Action Plan for "doughnut hole" properties	✓ Draft a list of "reasons why" – Aug. 2018 ✓ Develop a plan to approach property owners for voluntary annexation– Oct. 2018 ✓ Develop a follow-up plan for properties unwilling to voluntarily annex – Nov. 2018
Development and execution of an Action Plan for city limits expansion opportunities	✓ Draft a list of "reasons why" – Aug 2018 ✓ Identify target areas, type of property and population – Apr. 2019 ✓ Gauge public interest in annexation through public forums – May 2019 ☐ Request letters of support – Jul. 2019 ✓ Develop a plan to approach property owners for voluntary annexation – Aug. 2019 ✓ Develop a follow-up plan for properties unwilling to voluntarily annex – Sep. 2019 ✓ Use increased revenues to improve/increase City services to support annexation – Jun. 2020
Identify and promote business needs	✓ Work with the Randolph County Development Authority (RCDA) and Elkins Main Street (EMS) to identify and promote available sites – Jun. 2019 ✓ Work with RCDA, EMS, Elkins-Randolph Chamber of Commerce, and residents to identify service/business gaps – Jul. 2019 ☐ Promote economic growth and diversification of the local economy through technology & sustainability opportunities using regulatory tools and economic incentives – Jul. 2019 ✓ Partner with RCDA and other agencies to promote and facilitate broadband growth opportunities – Jun. 2019 ✓ Establish roundtable discussions with workers, skilled tradesman, and employees to identify gaps
Identify and promote other community needs	✓ Work with local organizations to increase outdoor recreation tourism – Aug. 2019 ✓ Investigate how to recruit and retain professionals – Dec. 2019 ✓ Investigate how to recruit and retain residents under the age of forty – Dec. 2019 ✓ Cooperate with county government and local organizations to increase and diversify housing – Feb. 2020

ATTACHMENT C

Nature Based Placemaking

Elkins is ideally nestled in the Appalachian Mountains and proudly regards itself the “gateway to the Monongahela National Forest”. Elkins can capitalize on these nature assets and become focused on the asset of Nature-Based Placemaking (N-B). Pennsylvania Downtown Center has developed a user-friendly handbook for a Nature-Based Placemaking Program. The handbook can be downloaded by visiting http://padowntown.org/. To receive additional information and support for this initiative Elkins can contact Pennsylvania Downtown Inc. (PA Downtown). Below are brief explanations of the program, which are further explained in the handbook.

First an explanation of placemaking: **Placemaking** inspires people to collectively re-imagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share. Placemaking refers to a collaborative process by which we can shape our public realm to maximize shared value. More than just promoting better urban design, Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution. With community-based participation at its center, an effective Placemaking process capitalizes on ***a local community’s assets, inspiration, and potential***, and it results in the creation of quality public spaces that contribute to people’s health, happiness, and well-being.”

N-B Placemaking is an evolving, integrated theory that utilizes a community’s natural, outdoor recreational resources (assets), the recreational activities associated with those resources, and the potential economic impact of those activities on the communities situated near nature-based assets.

The concept of Placemaking has then refined into **N-B Placemaking** by using the outdoor recreation venue(s) near to the “place” as one of the ***local community assets*** that provide the ***inspiration*** to unlock the full economic and community development ***potential*** of the community.

N-B Placemaking is the next generation of an outdoor recreation-based revitalization strategy. It is the intersection of a community’s natural assets, the economic activity around those assets, and the culture or attitude of the community towards both the assets and the associated activities. The users of such assets include those involved with hiking, biking, ATV, equestrian riding, cross country-skiing, canoeing, kayaking, or other outdoor corridors alongside the state’s rich outdoor recreational assets. Activities may include fishing, paddling, hunting, birdwatching, nature photography and a host of other more passive outdoor recreational activities.

Regardless of what they are called, the “towns” near to these outdoor recreational assets usually share a common goal to in some way benefit the local community by capturing some share of the economic potential represented by the visitors that use the nearby recreational asset.

On the surface, the concept of linking an outdoor recreational asset with a nearby town should be a simple thing, but it is not. There are so many pathways, threads, and directions that a project could go. In developing the concept and the program of **N-B Placemaking**, it became evident that this project really is *"an evolving, integrated theory… for nature-based revitalization".* The decisions must be made as to what indicators of success to measure and what foundational benchmarks to establish. There is also the need to determine the values, the quality-of-life issues, the local resident's perceptions (which will vary with the resident's life stage) and the political will of the community to take on such an effort.

The idea of **N-B Placemaking** then becomes more than simply a physical and economic connection between the recreational asset and the place. It becomes a vehicle for the entire community to embrace the idea that the relationship between the outdoor recreational asset, the users of that asset, and the larger community comprising the place is ***embraced and cultivated*** as a preferred way to not only improve the economic vitality of the existing business community, but also to:

- encourage new business and residential investment,
- provide workforce development and entrepreneurial opportunities,
- engage the supply chain associated with the recreational asset and the businesses directly and indirectly linked to the asset,
- provide a greater appreciation, through the arts and education, of the impact of the recreational asset on their history and current lives, including youth involvement, education, and stewardship, and
- improve the overall quality of life of the residents of the place and the area surrounding the place,

It is important to note here that **N-B Placemaking** is not designed to replace or over-ride any existing initiatives already underway. Efforts such as a designated Heritage district(s), Main Street or On-Trac efforts, River Towns, or Blueprint initiatives, are all encouraged, and in fact expected, to continue their existing efforts. Rather, the idea of Nature-Based Placemaking is designed to be an overlay on top of existing efforts. It may however also be a foundational framework for newly established efforts.

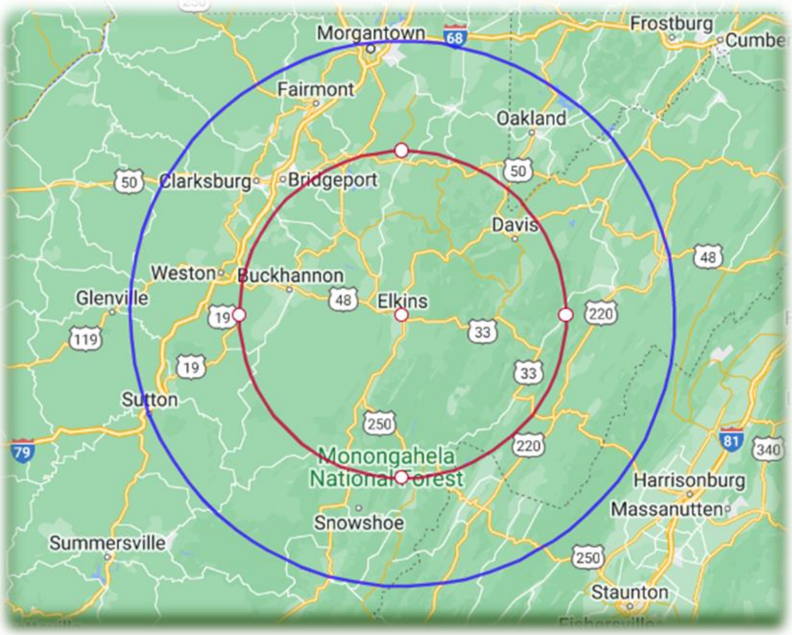
<u>General Plan Elements</u>: As in any good planning process, the final N-B Placemaking Plan will include a series of standard elements to move from the planning stage to the implementation phase. The required components of any N-B Placemaking Plan should include but not necessarily be limited to the following:

N-B Placemaking Vision

While it goes without saying that becoming a Nature Based Place (NBP) is the vision for an organization in preparing a N-B Placemaking Plan, putting that vision down on paper and defining the general concepts of that vision is the critical first step. There are two schools of thought on preparing a vision statement. One school believes that the vision statement should be short and sweet while the other believes vision statements must have enough detail for the implementing board of directors to make well thought-out decisions. The reality is that the vision statement should be responsive to the audience that is viewing/using the statement. The more engaged the audience, the higher the level of understanding they will need of the terms and phrases used in vision statement. As such, a well-defined vision with lots of clarifying statements and conditions should be prepared first, primarily for the use of the implementing organizations. Then, as the level of engagement by the reader/user decreases, the vision statement becomes more inspirational.

1) ***Proposed N-B Placemaking Outcomes***
   When the N-B Placemaking Plan has been implemented, and the community is reviewing the results, what changes does it hope to see in the short-term, the mid-term and the long-term. While outputs are largely under the control of the local revitalization organization, the *outcomes* resulting from the outputs are not. For this kind of activity, typical outcomes might be net new jobs, increased sales, reduced storefront vacancies, increased residential investment or property values, higher rates of citizen involvement, etc. It is important that these proposed outcomes be established early in the process and that baseline data on the status of each measure be determined. A plan for collecting, storing, and reporting on the proposed outcomes should also be developed during this part of the planning process.

2) ***A Nature Based Placemaking Map***
   Starting with a radial map showing proximity to the focal point, the map utilizes elements that delineate the location of outdoor recreational asset(s) (Preserves), the pathway (Corridor) that connects the outdoor recreational asset to the place (Elkins) and the other relevant points (Nodes) along the Corridor that may exist and are important to the development of the plan.



3) **An N-B Placemaking Plan Organizational Partnerships Narrative and Organizational Chart Element**
   An essential element of any N-B Placemaking Plan is an organizational chart that clearly defines the partners in the N-B Placemaking effort. A key element of the N-B Placemaking organizational structure would be a local N-B Placemaking Coordinating Committee and the identification of the local "backbone organization". The organizational partnerships narrative should briefly define each of the local organizations (No more than one paragraph for each organization) who have a role to play in the development and implementation of the N-B Placemaking Plan. This paragraph should include the nature of the partner (public, private, non-profit), how long the organization has been in existence and the role that the organization will play in developing and/or implementing the plan. It would be expected that each N-B Placemaking Plan would include an N-B Placemaking Plan Coordination Committee to provide advice to the backbone organization.

4) **N-B Placemaking Plan Narrative**
   The plan should include a brief narrative of each activity that the N-B Placemaking Plan identifies for development and implementation. The narrative should, with just a few sentences, provide some degree of clarity as to the specifics of the activity to be undertaken. The plan will follow some

identified format. This format could include that of an existing plan such as an existing Main Street (Design, Promotion, Organization, and Economic Vitality) or a River Town Plan. If the plan is new and is based on the sub-plan elements defined below, the components might be Visitor Readiness, Business Opportunity, Civic Stewardship and Safe, Clean, and Green.

5) The Visitor Readiness Plan

This plan component creates and maintains the direct linkages and contacts between the physical location of the recreational asset and the users of the asset, and the place. The actions to be developed and undertaken in the Visitor Readiness section of the plan should include, but not necessarily be limited to, the development and implementation of the following:

a. Wayfinding signage system plan
b. A "Complete Streets" effort with emphasis on walkability and bikeability
c. Visitor information systems, including printed, electronic, and on-line
d. "Community Concierge" programs
e. Docent or storytelling initiatives
f. Experiential programs in the place, including hands-on educational experiences
g. Seasonal special events calendars
h. Public amenities for visitors and customers
i. Wi-Fi and hot spot initiatives
j. Seasonal "surge parking" plans and facilities

6) The Business Opportunity Plan

This element of the N-B Placemaking Plan ensures that the business community can take advantage of the economic opportunities presented when users of the recreational asset visit the place. More than the Visitor Readiness Plan, which deals with the entire place, the Business Opportunity Plan focuses on the readiness of individual businesses located within the place. The actions to be developed and undertaken in the Business Opportunity section of the plan should include, but not necessarily be limited to, the development and implementation of the following:

a. Recreational Asset User Profile
b. "Responsible Hospitality" activities
c. Hospitality training for front-line service and retail staff
d. Local heritage training for front-line service and retail staff
e. Multi-channel e-commerce
f. "Off-Day" venues and activities
g. "Target audience" informational / educational sessions.
h. Seasonal retail promotions
i. Local business "Opportunity Gap" expansion efforts
j. New business "Opportunity Gap" development / recruitment efforts
k. Diversity and inclusiveness training
l. General N-B Placemaking image marketing of the place
m. Local artisan related support efforts

7) The Civic Stewardship Plan

The element of the plan designed to engage the larger community in the local N-B Placemaking initiative is the "Civic Stewardship" component of the N-B Placemaking Plan. This plan element engages the elected leadership of the community along with the leadership of the relevant non-profit institutions. The civic stewardship element also seeks to involve the school system and residents of the community in the process. The overall goal of this plan element is to ensure that the larger community benefits from the N-B Placemaking initiative and not just the business community. The actions to be developed and undertaken in the Civic Stewardship section of the plan should include, but not necessarily be limited to, the development and implementation of the following:

a. Elected leadership informational sessions
b. Institutional and residential informational sessions focusing on quality of life
c. Workforce development initiatives with the local workforce investment board
d. A N-B Placemaking-related volunteer development effort
e. A commitment to historic preservation
f. A community commitment to inclusiveness and tolerance
g. Healthy community initiatives in association with appropriate local health care systems
h. Educational sessions designed in cooperation with the local school system

8) Safe-Clean-Green Plan

A fundamental component of all N-B Placemaking Plans is an examination of the need for, and if determined necessary, the implementation of a Safe-Clean-Green Plan, with a particular emphasis on safe and clean. As a primary goal of the N-B Placemaking initiative in the attraction of visitors to the town in proximity to the recreational asset, both the perception and reality of a "place" and the corridors that connect the place to the recreational asset, as being both safe and clean is of paramount importance.

Upon completion of the N-B Placemaking Plan Elkins could be ready to move into the implementation phase of this project and will begin to experience the benefits of capitalizing on the area's nature-based assets. They have developed this program and have additional information and training that could assist Elkins. Currently, PA Downtown is providing support to West Virginia Blueprint communities and Elkins, until recently, was designated one of those communities.[1]

[1] Pennsylvania Downtown Nature-Based Placemaking

ATTACHMENT D

The Town/Gown Relationship

With a higher education institute part of Elkins footprint - Davis & Elkins College - the City should consider adopting a Town/Gown program. “Town/Gown” defines the relationship between a community and the nearby college campus(es). Town/Gown communities look for common concerns, emerging issues, opportunities, and strategic planning that advance the respective visions and strengthens partnerships. Throughout this strategic planning process many community goals could be met including community diversity, population growth, future community leadership and increased economic development.

What is the perspective of the city/town integrating the municipality into a university/college community?

1. Establish a Town/Gown committee.
    a. What can be established by the Town/Gown Committee?
    b. Select a task force or advisory committee members.
    c. Organize meeting schedules/determine meeting format/etiquette.
    d. Establish a Memorandum of Understanding.
    e. Determine funding needs.
    f. Develop a media plan.
    g. Develop joint projects such as a student handbook or coordinating transportation and public improvements (wayfinding/lighting).

2. Understand college housing needs and support those through ordinances, inspections, land planning etc.
3. Integrate College Master Plan in the City comprehensive plan.
4. Consider establishing coordination with Campus Police.
5. Coordinate parking needs.
6. Plan special events that cater to the college committee –Welcome Back Students, College Employee Appreciation Discount Day, Art is Food event involving local restaurants.
7. Develop downtown student/faculty housing project.
8. Develop a student operated business located downtown.
9. Develop a faculty supported small business center to promote entrepreneurism.

How does a large academic institution integrate into the town or community?

1. College/town officials collaborate with the public and private sector
    a. Identify more ways for students to integrate into community
    b. Training students on how to be good citizens
        1. Local and state laws that may be applicable to them

    c. Enhancing on-campus activities with collaborative programs with the community
    d. Using non-profits in the community as a place for students to complete service
    e. Establishing businesses that can serve as places of employment for students
    f. Faculty and staff to serve on community boards and committees
2. Encourage alumni to retire and/or invest in the community
3. Engage schools such as Business & Economics, Public Administration, Architecture/Landscape/Planning in projects/internships
4. Connect students with the business community for future employment

ATTACHMENT E

Survey of Children's Museums

During the City's planning session brief discussion occurred about the possibility of achieving a Children's Museum in Elkins. The Team discussed their experience with a previous project and the aspect of looking at three different models when considering a museum: a stand-alone museum, a city owned museum, or a museum owned and operated by higher education. Enclosed is the case study of the 3 models for Elkin's consideration.

Case Study of 3 Comparable Museum/Science Centers

Using first-hand reporting (interviews), data collection and literature search, the TRC Team examined several types of children's museums, extracting several lessons from their administrative, programming, and fundraising choices and self-described successes and challenges.

Reviewing a variety of museums from California to Pennsylvania, relying on the TRC Team's own experiences as mothers and grandmothers and utilizing recommendations of our focus group, several comparable museums were singled out. These are the *Discovery Station, Inc. at Hagerstown, Maryland, the Youth Museum of Southern West Virginia in Beckley, West Virginia and the Eastern Kentucky Science Center in Prestonsburg, Kentucky.* The museums share several factors including size, location, demographics, and focus. Different business models/ownership present an opportunity to study the pros and cons of each museum. The Discovery Museum in Hagerstown is a stand-alone nonprofit museum. The Youth Museum of Southern WV is owned and managed by the City of Beckley. Then lastly, the Eastern Kentucky Science Center is owned and managed by Big Sandy Community & Technical College.

The museum's websites and social media accounts proved to be a great source of information corroborated by conversations with the Executive Directors (ED). The TRC Team gathered data on original purpose, programming, exhibit's composition, fundraising activities, membership structure and fees, board of director's structure and administrative management.

Discovery Station, Inc. - Hagerstown, Maryland

Discovery Station Inc. sets its mission to be a hands-on museum that provides life-long learning experiences to thousands of children and families each year. Its goal is to create an environment that stimulates curiosity for discovery, exploration and further investigation through exhibits and programs that focus on Science, Technology, Engineering, Art, and Math (STEAM) principles. In the heart of downtown Hagerstown, the Discovery Station is truly regional, a short drive from southwestern Pennsylvania and the eastern panhandle of West Virginia.

In population, at about 40,000, Hagerstown is comparable to Morgantown. It also draws from Frederick, MD and Martinsburg, WV, which expands that number by 88,000. In 2019, this resulted in 25,380 visitors, 200 field trips and group visits and more than 5,000 people through educational outreach and collaborative partnerships. The numbers reflect 24.9% growth from the previous year. Now in operation 16 years, what has set Discovery Station on this new trajectory?

The Executive Director notes the change in focus toward STEAM programming, adding new exhibits, updating existing exhibits and creating additional strong partnerships. Highlights include special guests, like astronauts, Don Thomas, and astrophysicist, Katherine Kornei, who created curriculum, because of a partnership with Johns Hopkins University Applied Physics Laboratory. The Discovery Station boasts 12 permanent hands on hands-on exhibits developing skills from coding with Botley robots to learning about sustainable practices in food production and energy, and for the little ones, developing math skills through imaginary play in the Little Sprouts Grocery. The variety keeps the interest and the visitor's coming. Sponsorships underwrite everything from the exhibits and events to programming. Uniquely, all STEAM programs have an industry sponsor, and all arts programs are sponsored by two local arts councils. Hours are full days, Thursday through Saturday, and they are open on Sunday afternoons. Private parties and memberships are revenue streams with memberships having nearly doubled from 2018 to 2019. Noticeably, the growth has only recently been reflected in a second full-time position. The Discovery Station still operates with a volunteer board and 15+ community volunteers from retirees to high school students.

Key takeaways: STEAM Focused, strong sponsorships and partnerships, group visits and field trips grow memberships, liberal use of community volunteers

The Youth Museum of Southern WV - Beckley, West Virginia

Beckley, West Virginia has two of the most unique attractions are the Beckley Exhibition Coal Mine and the Youth Museum of Southern West Virginia. These two popular institutions officially joined April 1, 2002, in an effort to portray the history, culture and character of this uncommon coal-mining region. One price encompasses all activities at both the Exhibition Mine and the Youth Museum during the summer months

The Youth Museum draws thousands of people to the area annually and is housed on a museum campus. On the campus is a unique underground mine, the recreated coal camp, and a Mountain Homestead which enriches history of Appalachian life. All the buildings are surrounded by inviting lawns, colorful flowers, picnic areas, an imposing coal miner statue and a whimsical 20 ft. "Peace Totem".

The Youth Museum's main gallery is made up of four railroad boxcars. The central exhibit area features an average of three different exhibits yearly. Designed to entertain as well as educate, the exhibits range from "T-Rex", "Bats", and "Artist in the Studio" to "Page after Page", an award-winning children's authors presentation.

In 2000, the Youth Museum was awarded the prestigious Institute of Museum and Library Services, National Museum Service Award. The award was presented in Washington D.C. by President Clinton and Mrs. Clinton and was given in recognition of the Museum's vital community outreach programs.

The museum is owned and operated by the City of Beckley and the Executive Director of the City's Board of Parks and Recreation oversees the operation of the Youth Museum. The Youth Museum. The Youth Museum receives $2 from every ticket sold to the Exhibit Mine and receives funding through hotel/motel bed tax funds. Art is also a focus of the Youth Museum, and they receive approximately $20,000 a year from WV Art, Culture and History for programming.

Key takeaways: The City of Beckley provides between $50,000 - $80,000 of funding to the Youth Museum each year. As a significate program of the City's Park and Recreation system all their facilities are well-maintained by the City.

Eastern Kentucky Science Center – Prestonsburg, KY

The East Kentucky Science Center and Varia Planetarium serves as a hub of STEM (Science, Technology, Engineering and Mathematics) education in eastern Kentucky. The facility is located on the Big Sandy Community and Technical College (BSCTC), Prestonsburg, KY campus.

The museum hosts a 100-seat planetarium, 3,500 square feet of exhibit and displays, 1,500 sq. ft. classroom & party room space, a small administration office, restroom, and a small gift shop.

The museum was started in 1994 by a grassroots group of Eastern Kentucky residents. Their goal was to bring science, space, and technology education to the youth in Eastern Kentucky. The early years of the museum involved and Executive Director doing traveling lectures, exhibits and a blow-up planetarium in the regional schools. In 1998, the museum board was able to secure state grants totaling of $2.6 million to build and equip their building on land on the Big Sandy College campus and in 2004 the building opened to the public. In 2008, the museum board of directors entered into an agreement to transfer the organization to BSCTC.

The museum utilizes robust membership opportunities at the $500 and $1000 levels that incorporate adult, children, grandchildren under 18 years along with a complementary friend & family membership, recognition as an EKSC supporter (1 year) and a free planetarium show for up to 40 guests. The donor receives minimum $375 donation credit.

Key takeaways: The staff are all full-time College employees. The Science Center started out as a 501c-3 by community members that had the vision to have it be a part of the College system in later years, as they need it could not be sustained by the community.

Discovery Station at Hagerstown (MD), Inc.

- Focus on STEAM principles
- Servicing tri-state region, school groups
- Emphasis on sponsored exhibits, guest presentations

The Youth Museum of Southern WV

- Partnership with the Exhibition Coal Mine, a unique attraction
- Multiple yearly exhibits and guest presentations
- Strong community outreach, outdoor areas

Eastern Kentucky Science Center

- Strong STEM focus
- Partnership with Big Sandy Community College and Planitarium
- On-campus location

CASE STUDY #1: DISCOVERY STATION AT HAGERSTOWN, INC.

Location: Downtown Hagerstown, MD
Local Population: 39,662 Hagerstown
269,140 Hagerstown/Martinsburg region
Annual Attendance: 25,380
Building SF: 17,000 sq. ft.
Visitors/SF: 1.5 visitors/sq. ft.

Hours of operation: Thursday – Saturday from 10:00 am to 2:00 pm & Sundays from 12:00 p.m. to 4:00 pm

Parking: On-site/public

Fees:
Entrance – Adults and children 12 & up: $7.00.
Children 3-11: $6.00; Children 2 & under: Free
Seniors 55 & Older: $5.00

Board – Volunteer

Staff
Full-time Executive Director & Operations manager
Part-time Visitor Services Attendant
Interns:
Social Media Intern
Museum Programs Educator Intern

Budget - $200,000 / Rent - $96,000

Permanent Exhibits
Robotics and Coding
Dinosaur Exhibit
Space and Beyond
Discovery Station Race Car Derby
Builder's Nook
Hagerstown Aviation
The Titanic Exhibit
Sustainability
STEAM Machine Art Ex.
Imagination Station
Discovery Town
Little Sprouts Grocery

Programming
- "STEAM-Saturday Programs" are hands-on and free with the price of admission.
- "Animal Encounters" hosted by Wonderfully-wild throughout the week
- "The Botley Coding Challenge" is a partnership with The Hub at UMSH
- "Story-Time" programs on Wednesdays

CASE STUDY #2: THE YOUTH MUSEUM OF SOUTHERN WEST VIRGINIA

Location: New River Park in Beckley, WV
Local Population: 16,452 Beckley
Raleigh County: 73,361
Annual Attendance: 48,000
Building SF: 4,000 sq. ft. Youth Museum
13,070 Exhibition coal mine
Visitors/SF: 2.81 visitors/sq. ft.

Hours of operation:
10am – 5pm, Tuesday – Saturday
Summer - 10am – 6pm, weekdays
Parking: On-site available

Fees:
Entrance – Adults aged 18-54: $10.00.
Children 4-17: $5.00, Children 3 & under Free
Seniors 55 & Older: $10.00
Military: $10.00

The Mountain Homestead was developed to enrich history studies, by recreating a typical settlement on the Appalachian frontier.

Board – N/A i.e. The City of Beckley

Staff

Director of Parks and Recreation, Beckley Exhibition Coal Mine and Youth Museum
Assistant Director and Museum Coordinator
Part-time City Maintenance Assistant

Volunteers: 28 employees throughout the summer months. Some work with tour groups and in the complex's two gift shops, veteran miners take the tours underground and others work to maintain the 26 buildings on the ten-acre property.

Budget - $250,000/Rent -$0
Revenue Sources: gift shop

Beckley Exhibition Coal Mine

Permanent Exhibits:

Exhibition Coal Mine, Planetarium, Railroad boxcars,
Mountain Homestead (log-cabin, weaver's cottage, barn, blacksmith, general store)
(3 yearly exhibits) Ex. "T-Rex", "Bats", and "Artist in the Studio," "Page after Page" (an award-winning children's authors presentation).
Programming: Arthur's™ World, the national touring exhibition based on the PBS Children's television series and Thomas the Tank Engine on the Island of Sodor – a STEM-based traveling exhibit

CASE STUDY #3: EASTERN KENTUCKY SCIENCE CENTER AND VARIA PLANATARIUM

Location: Big Sandy Community & Technical College Campus
Local Population: 3,591
Floyd, Johnson & Pike Counties: 116,653
Annual Attendance: 8,000
Building SF: 12,000 sq. ft.
Visitors/SF: 1.5 visitors/sq. ft.

Hours of operation: Varied due to Covid restrictions.
Parking: On-site available

Fees:
Entrance - Seniors and students: $4.00
Children 4 & under: Free
Adults: $5.00
BSCTC students, faculty, and staff: Free

Board – N/A i.e., College Department
Staff
College employees
Executive Director, Programming Manager
Operations Manager

Budget: $250,000/Rent $0
Revenue Sources: gift shop

Permanent Exhibits

- Varia Planetarium Shows
- Laser Shows

Notable Exhibits & Events and Programming

- Speaker's Bureau as community outreach
- Classroom hands-on activities
- Our Weakening Web highlights destruction of wildlife habitats. Funded by National Science Foundation and designed by The Cincinnati Museum of Natural History.

Nearby Attractions:

- Samuel May House Living History Museum
- Jenny Wiley State Resort Park
- Mountain Arts Center

Membership Levels:
Student/Individual $25 - One
Value $50 - Includes annual membership benefits for 2 individuals
Grandparent $60 - Includes annual membership benefits for 2 grandparents and their grandchildren under 18
Family $75 - Includes annual membership benefits for 4 individuals
Other levels combine complementary annual memberships with donation recognition.

ENDNOTES

[1] *Elkins awarded $50K to start bike trail project*, **12WBOY**, https://www.wboy.com/news/randolph/elkins-awarded-50k-to-start-bike-trail-project/, October 17, 2022.

[2] *Elkins added to Ascend program*, **The Inter-Mountain**, https://www.theintermountain.com/news/local-news/2022/11/elkins-added-to-ascend-program/, November 30, 2022.

[3]*4 local cities to receive state grants*, **The Inter-Mountain**, https://www.theintermountain.com/news/local-news/2022/10/4-local-cities-to-receive-state-grants/, October 3, 2022.

CITY OF ELKINS
AGENDA ITEM REPORT

Meeting Date:	March 16, 2023
Section:	New business
Category:	Action Item
Agenda Item Name:	Fiscal Year 2024 General Fund budget
Recommended By:	Finance Committee
Summary:	Treasurer presents proposed FY 2024 General Fund budget.
Fiscal Impact:	**General Fund** Proposed budget is balanced with $5,672,028 in revenues and $5,672,028 in expenditures. **Partner Contributions** Contributions to partner organizations remain close to flat from FY 2023 with some exceptions. Kump House decrease is due to the facility's upkeep and utilities now being included in the General Fund budget. The reduction of $27,000 in line 18 of the Parks and Recreation budget is compensated by an increase of $27,000 to Parks and Recreation in line 21, due to increased hotel/motel tax revenues. Reductions for Airport Authority, Tree Board, and Elkins Main Street (totalling $2,500) were to enable an increase of $2,000 for the Child Advocacy Center and an increase of $500 for the Randolph County Health Department. **Levy** No increase to the levy is being recommended.
Recommendation:	Council approves submission of budget to state auditor.
Attachments:	1. FY2024 Proposed General Fund Budget 2. FY2024 proposed partner contributions

FISCAL YEAR JULY 1, 2023 - JUNE 30, 2024
LEVY ESTIMATE - BUDGET DOCUMENT

STATE OF WEST VIRGINIA
MUNICIPALITY OF ELKINS, WEST VIRGINIA

In accordance with Code § 11-8-14, as amended, the Council proceeded to make an estimate of the amounts necessary to be raised by levy of taxes for the current fiscal year, and does determine and estimate the several amounts to be as follows:

The amount due and the amount that will become due and collectible from every source during the fiscal year INCLUDING THE LEVY OF TAXES, is as follows:

REVENUE SOURCE	
Unassigned Fund Balance	384,359
Property Taxes - Current Expense	1,185,138
Prior Year Taxes	1,000
Supplemental Taxes	1,000
Tax Loss Restoration	900
Tax Penalties, Interest & Publication Fees	200
Gas & Oil Severance Tax	25,000
Excise Tax on Utilities	370,000
Business and Occupation Tax	1,410,000
Wine & Liquor Tax	92,000
Animal Control Tax	1,500
Hotel Occupancy Tax	195,000
Sales Tax	1,400,000
Fines, Fees & Court Costs	76,700
Parking Violations	7,500
Regional Jail Operations Partial Reimbursement	800
Licenses	29,000
Building Permit Fees	25,000
Miscellaneous Permits	200
Franchise Fees	80,000
IRP Fees (Interstate Registration Plan)	60,000
Municipal Service Fees	1,000
Off Street Parking	8,500
Rents, Royalties, and Concessions	38,000
Charges for Services	4,000
Charges to Other Funds	155,471
Payment in Lieu of Taxes	16,000
Gaming Income	11,000

Interest Earned on Investments	25,000
Reimbursements	20,000
Refunds	7,000
Accident Reports	1,500
Recycling Program	4,260
Video Lottery (LVL)	25,000
Miscellaneous Revenues	10,000
TOTAL ESTIMATED REVENUE (GENERAL FUND)	$ 5,672,028

COAL SEVERANCE TAX FUND

REVENUE SOURCE

Assigned Fund Balance	$ 150,000
Coal Severance Tax	25,000
Interest Earned on Investment	2,000
TOTAL ESTIMATED REVENUE (COAL SEVERANCE FUND)	$ 177,000

ESTIMATED CURRENT EXPENDITURES	General Fund	Coal Severance Fund
Mayor's Office	30,230	-
City Council	87,087	-
Treasurer's Office	325,700	-
City Clerk's Office	194,323	-
Police Judge's Office	129,115	-
City Attorney	90,000	-
City Auditor	25,000	-
Main Street Program	19,250	-
Contributions to Comms/Authorities	39,700	-
Custodial	141,700	-
Regional Development Authority	8,000	-
Building Inspection	127,650	-
City Hall	451,700	177,000
Other buildings	25,970	-
Public Works Department	197,500	-
Police Department	1,461,892	-
Police-Special Duty	83,307	-
Dog Warden/Humane Society	7,000	-
Flood Control/ Soil Conservation	50,000	-

Streets and Highways	1,071,363	-
Street Lights	104,500	-
Signs and Signals	27,526	-
Snow Removal	25,000	-
Central Garage	173,700	-
Airports	18,250	-
Public Transit	14,000	-
Recycling Center	3,000	-
Local Health Department	4,500	-
Storm Sewer	10,000	-
Parks & Recreation	305,796	-
Visitors Bureau	97,500	-
Civic Center - Municipal Auditorium	127,250	-
Historical Commission	4,000	-
Civic Promotions	6,934	-
Library	22,500	-
Beautification Programs	50,000	-
Human Resources	111,085	-
TOTAL ESTIMATED EXPENDITURES	$ 5,672,028	$ 177,000

MUNICIPALITY OF ELKINS, WEST VIRGINIA

Regular Current Expense Levy

FISCAL YEAR JULY 1, 2023 - JUNE 30, 2024

	Certificate of Valuation Assessed Value for Tax Purposes	Levy Rate/$100	Taxes Levied
CLASS I			
Personal Property	$ 0	12.50	$ 0
Public Utility	0		0
Total Class I	$ 0		$ 0
CLASS II			
Real Estate	$ 128,739,390	25.00	$ 321,848
Personal Property	254,238		636
Total Class II	$ 128,993,628		$ 322,484
CLASS IV			
Real Estate	$ 110,071,950	50.00	$ 550,360
Personal Property	68,095,415		340,477
Public Utility	17,126,116		85,631
Total Class IV	$ 195,293,481		$ 976,468
Total Value & Projected Revenue	$ 324,287,109		$ 1,298,952
Less Delinquencies, Exonerations & Uncollectable Taxes		5.00%	64,948
Less Tax Discounts (use Total Projected Revenue to calculate)		2.00%	24,680
Less Allowance for Tax Increment Financing (if Applicable)			0
Total Projected Property Tax Collection			$ 1,209,324
Less Assessor Valuation Fund (Subtracted from regular current expense taxes levied only)		2.00%	24,186
Net Amount to be Raised by Levy of Property Taxes			$ 1,185,138

Organization	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024-Requested	FY23 approved versus FY24 requested	FY2024-Recommended	FY23 to FY24 changes
Airport Authority	$25,000.00	$24,000.00	$20,000.00	$19,000.00	$19,000.00	$19,000.00	$19,000.00	$19,000.00	$19,000.00	$19,000.00	$19,000.00	$25,000.00	$6,000.00	$18,250.00	-$750.00
Animal Control (Co. Commission)	$14,500.00	$12,000.00	$8,000.00	$7,500.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$7,000.00	$0.00	$7,000.00	$0.00
Appalachian Forest Heritage	$6,000.00	$5,500.00	$5,000.00	$5,000.00	$5,000.00	$5,000.00	$6,000.00	$6,000.00	$6,000.00	$6,000.00	$6,000.00	$7,000.00	$1,000.00	$6,000.00	$0.00
Arts Center	$5,000.00	$4,500.00	$2,500.00	$2,500.00	$0.00	$0.00	$0.00	$0.00	$5,000.00	$5,000.00	$5,000.00	$5,000.00	$0.00	$5,000.00	$0.00
Chamber of Commerce-Events	$9,500.00	$4,500.00	$3,500.00	$3,000.00	$2,500.00	$2,000.00	$2,000.00	$3,000.00					$0.00		
Chamber of Commerce-Fireworks	$3,500.00	$3,500.00	$1,500.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,500.00	$6,000.00	$6,000.00	$6,000.00	$6,000.00	$0.00	$6,000.00	$0.00
Chamber of Commerce-St. Machines	$0.00	$0.00	$2,500.00	$0.00	$0.00	$0.00	$0.00	$0.00					$0.00		
Child Advocacy Center	$1,500.00	$1,400.00	$2,000.00	$1,500.00	$1,500.00	$1,500.00	$1,500.00	$1,500.00	$3,000.00	$3,000.00	$3,000.00	$5,000.00	$2,000.00	$5,000.00	$2,000.00
Country Roads Transit	$15,000.00	$14,000.00	$11,500.00	$14,000.00	$14,000.00	$14,000.00	$14,000.00	$14,000.00	$14,000.00	$14,000.00	$14,000.00	$15,000.00	$1,000.00	$14,000.00	$0.00
Elkins Main Street	$8,600.00	$15,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$20,000.00	$20,000.00	$20,000.00	$20,000.00	$25,000.00	$5,000.00	$19,250.00	-$750.00
Health Department	$15,000.00	$12,000.00	$5,000.00	$4,000.00	$4,000.00	$4,000.00	$4,000.00	$4,000.00	$4,000.00	$4,000.00	$4,000.00	$5,000.00	$1,000.00	$4,500.00	$500.00
Historic Landmarks Commission	$7,000.00	$6,500.00	$3,500.00	$3,500.00	$3,500.00	$3,500.00	$3,500.00	$3,500.00	$4,000.00	$4,000.00	$4,000.00	$4,200.00	$200.00	$4,000.00	$0.00
Kump House	$3,000.00	$2,500.00	$2,658.00	$2,658.00	$3,000.00	$3,000.00	$3,000.00	$6,000.00	$6,000.00	$6,000.00	$6,000.00	$0.00	-$6,000.00	$0.00	-$6,000.00
Library	$20,000.00	$20,000.00	$16,000.00	$19,000.00	$19,000.00	$19,000.00	$19,000.00	$20,000.00	$22,500.00	$22,500.00	$22,500.00	$22,500.00	$0.00	$22,500.00	$0.00
Rand. Co. Development Authority	$12,000.00	$12,000.00	$5,000.00	$6,000.00	$6,000.00	$6,000.00	$6,000.00	$12,000.00	$13,500.00	$13,500.00	$13,500.00	$13,500.00	$0.00	$13,500.00	$0.00
Tree Board	$3,000.00	$2,900.00	$2,000.00	$2,000.00	$2,000.00	$2,000.00	$2,000.00	$5,200.00	$5,200.00	$5,200.00	$5,200.00	$5,500.00	$300.00	$4,200.00	-$1,000.00
Parks & Recreation	$125,300.00	$132,500.00	$120,000.00	$127,500.00	$131,700.00	$135,000.00	$155,963.00	$197,713.00	$205,546.00	$235,296.00	$235,296.00	$208,296.00	-$27,000.00	$208,296.00	-$27,000.00
Total	**$273,900.00**	**$272,800.00**	**$220,658.00**	**$228,158.00**	**$229,200.00**	**$232,000.00**	**$253,963.00**	**$320,413.00**	**$340,746.00**	**$370,496.00**	**$370,496.00**	**$353,996.00**	**-$16,500.00**	**$337,496.00**	-$33,000.00
CVB/Welcome Center (50% H/M Tax)	$74,700.00	$67,500.00	$80,000.00	$82,500.00	$93,300.00	$90,000.00	$92,750.00	$96,000.00	$95,250.00	$70,500.00	$70,500.00	$97,500.00	$27,000.00	$97,500.00	$27,000.00
Parks & Recreation (50% H/M Tax)	$74,700.00	$67,500.00	$80,000.00	$82,500.00	$93,300.00	$90,000.00	$92,750.00	$96,000.00	$95,250.00	$70,500.00	$70,500.00	$97,500.00	$27,000.00	$97,500.00	$27,000.00
Total	**$423,300.00**	**$407,800.00**	**$380,658.00**	**$393,158.00**	**$415,800.00**	**$412,000.00**	**$439,463.00**	**$512,413.00**	**$531,246.00**	**$511,496.00**	**$511,496.00**	**$548,996.00**	**$37,500.00**	**$532,496.00**	$21,000.00

Changes made per council 3/14/23