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## Our Mission

The City of Greenville's mission is to provide all citizens with high-quality services in an open, inclusive, professional manner, ensuring a community of excellence now and in the future.

## Our Vision

The City of Greenville is a vibrant, innovative, and inclusive community with unique and sustainable neighborhoods; an abundance of first-class arts, cultural and recreational opportunities; well-maintained and cost-effective infrastructure; a diversity of transportation options; and a strong business climate supported by entrepreneurialism and top-quality educational institutions.

## Our Values

**Integrity** — We will be truthful, dependable, and fair in all actions.

**Respect** — We will value each person for their thoughts, opinions, and diversity.

**Professionalism** — We will be professional and efficient in our work.

**Fairness and Equity** — We will practice fairness and equity in all decisions.

**Teamwork** — We will work together in a shared responsibility of service.

**Accountability** — We will be accountable for our actions and decisions to all we serve.

**Commitment to Service and Excellence** — We will strive for excellence and be committed to providing high-quality services to our citizens and customers.
During the annual planning session on January 26–27, 2018, the Greenville City Council established its goals and priorities for the next two years. The Council established five goals and nine priorities.

Following the planning session, City staff created a plan of action for each priority. That plan of action is detailed in this 2018–2020 Strategic Plan.

This document lists the action steps for each of the Council's priorities and provides updates on the progress toward achieving the priorities established by the City Council.

**CITY COUNCIL GOALS**

1. Be a safe community

2. Build great places that thrive by:
   • Creating and sustaining complete neighborhoods
   • Growing a green, resilient city
   • Making a healthy and vibrant city
   • "Both sides of the river"

3. Grow the economic hub of Eastern North Carolina through proactive recruitment of business

4. Enhance accessible transportation networks and public building, public infrastructure development

5. Build a high performing organization, and govern with transparency and fiscal responsibility
CITY COUNCIL PRIORITIES

Priority 1: Proactive economic development including the seven recommendations from staff and a disparity study

Action Step 1: Explore a formal economic development partnership.
Update: The City of Greenville, Greenville Utilities, Pitt County, and the Committee of 100 collaborated for Convergent Economic Development Study in February 2018. The consultant held stakeholder input sessions in April 2018. The input revealed support for a collaborative approach to economic development. An economic development working committee was formed, and an organizational structure and bylaws were established. On July 31, 2019, the Greenville-ENC Alliance was launched. This public-private partnership has raised more than $3 million thus far and anticipates hiring a President/CEO in the coming months.

Action Step 2: Explore creating “shovel-ready” industrial sites and/or park and shell buildings.
Update: In October of 2019, the City and the Greenville-ENC Alliance helped Indigreen Corporate Park achieve certification for five lots through the N.C. Certified Sites Program. Additionally, the City continues to explore the development of additional industrial sites.

Action Step 3: Revise and expand the outdoor dining policy.
Update: The City Council approved revisions to the Outdoor Dining ordinance that removed the geographic boundary, enforced a 3-foot minimum clearance, and standardized the fee at $150. City Council members also approved the recommendations for using demarcation emblems to delineate the boundaries. City has processed changes to the City ordinance.

Action Step 4: Consider parking study recommendations.
Update: Walker Parking Consultants presented the results of a parking study in February of 2018. City staff presented recommendations to the City Council and various stakeholder groups. Based on their feedback, staff revised the recommendations and will be presenting those in January and February 2020. Parking was added in the Dickinson Avenue corridor. A City employee parking lot is also in design.

Action Step 5: Develop programs to support small businesses.
Update: City staff benchmarked other communities to gauge small business offerings in February 2018. A small business survey received 60 responses in March of 2018. City staff also completed a “Greenville Means Business” web page that consolidated area small business resources and provided easy-to-navigate processes. Feedback was received from the City’s Redevelopment Commission (RDC) in May.

The City implemented several initiatives aimed at supporting small businesses and aspiring entrepreneurs while continuing previous initiatives.
Priority 1 cont.

2018 on the Small Business Plan Competition, and City staff presented the Small Business Assistance initiative at the Chamber of Commerce Small Business Expo in May of 2018. Revisions were made to the Small Business Plan Competition, and the new application period ended January 10, 2020. The City also held an entrepreneur’s workshop in 2018 to discuss the small business start-up process and incentives available to local small businesses.

Action Step 6: Modernize the permitting and plan review process.

Update: City staff met with members of the Pitt County Economic Development Partnership in March 2018 and received verbal and written feedback. A process review with City staff that work in Public Works, Planning, Building Inspections, and the Fire Department took place in March-April 2018. An additional development community stakeholder input session was held in April 2018. The Technical Review Committee (TRC) was reactivated in June 2018. Customer service training took place for staff involved in the permitting and plan review process in June 2018. The Inspections Division launched a new software system, Energov, in February of 2019. Additionally, the Inspections Division hired a Development Services liaison to engage directly with the development community and other citizens to ease their way through the development review process. The Inspections Division is also modifying its front office to properly separate the permitting business from the immediate front welcoming area. The City also established the Department of Engineering to focus attention on development review and capital projects.

Action Step 7: Consider the job creation grant.

Update: City Council approved the job creation grant in August of 2018. The grant provides funding to businesses based on new full-time jobs created and an increase in the tax base. Options include full-time job creation option, property tax investment and full-time job creation option, and an economic development zone option. The City Council approved the first grant in March of 2019.

Ongoing. Through community outreach and several internal enhancements, the City has modernized the permitting and plan review process to increase efficiency and shorten turn-around times with the customer base.

Complete. City Council approved the job creation grant in August of 2018.
CITY COUNCIL PRIORITIES

Priority 2: Infrastructure (strategic with roads and sidewalks)

**Action Step 1: Complete the G.K. Butterfield Transportation Center.**

**Update:** Complete. A ribbon-cutting ceremony was held on August 8, 2018. Services began at the new facility on August 9, 2018.

**Action Step 2: Continue with the final two years of the four-year roadway resurfacing plan. Begin the development of the next four-year roadway resurfacing plan.**

**Update:** The 2018 Road Resurfacing Plan was completed with 27.1 lane miles of streets being resurfaced. The 2019 Road Resurfacing contract was awarded to S.T. Wooten Company, and they completed 13 lane miles. The Greenville Urban Area MPO contracted with Transmap in early summer of 2019 to update the pavement condition survey completed in 2014. Transmap’s work will be completed by early summer 2020. The next four-year plan for road resurfacing will be developed in late 2020.

**Action Step 3: Design and construct the final phase of Arlington Boulevard between Red Banks Road and Hooker Road.**

**Update:** Arlington Boulevard between Greenville Boulevard and Red Banks Road is complete. Final design for the remaining sections of Arlington was completed in March 2019, and the project was awarded to Fred Smith Company of Raleigh. The section of Arlington between Hooker Road and Evans Street was completed in December of 2019. Work on the remaining section of Arlington Boulevard between Evans Street and Greenville Boulevard will begin in the spring of 2020.

**Ongoing. 2018 and 2019 Resurfacing Plans were completed with more than 40 lane miles of streets resurfaced. Since 2013, the City has paved 117 lane miles at a cost of approximately $17.6 million.**

**Ongoing. Arlington Boulevard between Greenville Boulevard and Fire Tower Road is complete along with the section between Evans Street and Hooker Road. Construction between Evans Street and Greenville Boulevard will begin in the spring of 2020.**
CITY COUNCIL PRIORITIES

Priority 2 cont.

Action Step 4: Initiation of construction of the Safe Routes to School sidewalk construction project.
Update: The original bids for the project exceeded the available funds. City staff requested additional funding from the NCDOT and received approval. A supplemental agreement and contract was approved by the City Council on January 7, 2019. Lanier Construction began work on the project in early June 2019. The location of an unknown utility at the East 5th Street location caused minor delays however construction is scheduled to be completed in April 2020.

Action Step 5: Initiate design for Fire Station #7.
Update: The City Council approved the reimbursement resolution for Fire Station #7 and the Station #1 Bay Extension on January 6, 2020 for the amount of $6.6 million. The Council awarded the contract for the design of Fire Station #7 and Station #1 bay extension to Stewart-Cooper-Newell on January 9, 2020.

Action Step 6: Begin construction of the South Tar Greenway between Pitt Street and Nash Street.
Update: Due to increasing project costs, NCDOT granted the additional funds requested by the City to complete the project. The project was re-bid and awarded to Fred Smith Company of Raleigh. Concurrence in Award was received from NCDOT in late December 2019, and construction is anticipated to begin in February 2020.

Action Step 7: Coordinate with the NCDOT to initiate the next phase of the signal timing optimization project.
Update: NCDOT and City Staff have been preparing a Traffic Signal Optimization Study for the Memorial Drive corridor. The project limits are Country Club Drive to Davenport Farm Road. The results of the study are signal timing adjustments to be implemented along the eleven (11) intersections in the corridor, with the intent to optimize traffic progression based on updated traffic data. The initial and follow up signal timing modifications have been made and implemented along the corridor. The Consultant needs to complete the Final Results Study, which documents to what extent the goals of the project have been met.

Action Step 8: Coordinate with NCDOT on roadway projects.
Update: Public Works staff continues to work with NCDOT on all NCDOT projects under development and construction. In the fall of 2019, the NCDOT delayed all projects scheduled for Greenville due to funding limitations. This includes Dickinson Avenue, Allen Road, Firetower/Portertown Road, Evans Street/Old Tar Road, 14th Street, and NC 43 Ongoing. Construction is scheduled to be completed in April of 2020.


Ongoing. Construction will begin in February 2020.

Ongoing. The 10th Street Connector and Southwest Bypass were completed. NCDOT has delayed other projects.
CITY COUNCIL PRIORITIES

Priority 2 cont.

South. The Greenville Southwest Bypass and the 10th Street Connector have each been completed and opened. Engineering and MPO staff have also been coordinating with NCDOT through the state prioritization process to identify, plan and submit new transportation projects for potential funding in the 2020-2029 State Transportation Improvement Program (STIP).

Priority 3: Arts/Entertainment

**Action Step 1: Convene local arts groups to partner on visual as well as performing arts events.**

**Update:** Following a successful first year, five Inner Banks Media Concerts on the Common were held May–July 2019. The 2nd annual Field of Honor American flag display was expanded by one week (5/17-7/13), displaying more than 500 American flags from mid-May to mid-July at Town Common. The project represents a continuing partnership with the Greenville Noon Rotary, and has become an annual tradition. Additionally, the City partnered with numerous local visual and performing artists to add more elements to the Greenville Grooves Music Festival held in June. The Community Youth Arts Festival was also held on October 19th in collaboration with ECU and Emerge Art Gallery.

**Action Step 2: Continue efforts to activate the Town Common with concerts, activities, and programs.**

**Update:** There were 75+ events at Town Common in 2019 including the first ever New Year’s Celebration, a partnership with the Greenville Jaycees that featured an Emerald drop countdown, live music, fireworks, and approximately 2,500 attendees. Additionally, the 2019 schedule of Sunday in the Park featured the most bands in the history of the concert series. Other 2019 events held at Town Common included Movies in the Park, Exercise in the Park, Painting in the Park, the Greenville Grooves Music Festival, and a variety of other events such as 5K runs and walks organized by outside entities. The City also recently issued a request for bids to repair, paint and light the pedestrian bridge at the park’s east end to make it a more attractive and functional location for visitors, greenway users, and events.

**Action Step 3: Work with partners to publish a single, annual directory of all local arts organizations and the arts and events opportunities they provide for residents and visitors.**

**Update:** Recreation Supervisor for Jaycee Park Center for Arts and Crafts, Sara Caropreso, continues to participate in joint meetings of local art organizations to foster coordination of services, mutual support and

Ongoing. The City continued to partner with local groups to host a variety of events in 2019.

Ongoing. The City has hosted numerous events at the Town Common in 2019 and continues to look for ways to diversify those events.

Ongoing. Staff attends monthly meetings of art organizations and works with the Pitt County Arts Council on the publication.
Potential sponsorships. Arts-related initiatives from the City of Greenville are now regularly highlighted in ArtZine, an arts guide published by the Pitt County Arts Council and Emerge Gallery, increasing awareness regarding city-provided arts opportunities.

**Action Step 4:** Meet with leadership of the recently renovated Uptown Theater regarding possible partnerships and promotional initiatives.

**Update:** Following a 2019 Town and Gown meeting in the theater, Recreation and Parks staff met with representatives regarding possibilities for future use by the department. Such use is still being considered by both parties, but is dependent upon reaching a rental fee level acceptable to the City.

**Action Step 5:** Explore the development of an arts district.

**Update:** In November of 2019, the City Council approved an Emerald City Arts District that will be overseen through a collaboration between the City, the Arts Council, Uptown Greenville, and other stakeholders in the city with a goal of stimulating visual and performing arts opportunities and economic growth. The firm of Haddad/Drugan was selected to develop a public art plan for downtown. The implementation of the plan and installation of art pieces and amenities that will be part of the public art plan is anticipated to take place in 2020. The NC Arts Council has designated Greenville as a SmART City, making Greenville the fifth city in NC with such a designation. Other cities include Durham, Wilson, Kinston and Burnsville.

**Action Step 6:** Develop opportunities for visual arts classes to be hosted at the Town Common.

**Update:** Recreation & Parks and the Pitt County Arts Council at Emerge welcomed artists and aspiring artists to the Town Common for a Paint in the Park event in September of 2019. Staff will consider scheduling additional programs of this nature in 2020.

**Action Step 7:** Investigate partnering with others to establish an annual Food Truck Rodeo with music, contests, games, and entertainment at the Town Common.

**Update:** Many Town Common events already have numerous food trucks on hand, and almost always include other components such as music/entertainment and other activities.
Priority 4: Cleanliness and beautification

**Action Step 1:** Develop a plan to enhance city entrances and gateways including litter removal, mowing, and additional landscaping.

**Update:** Litter pickup has been included in our mowing contracts. Currently, our litter patrol is utilizing community service personnel to focus on weekly corridor litter removal on non-contracted corridor areas such as 10th Street from Greenville Boulevard to the Portertown Road area, Evans Street between Arlington Boulevard and Firetower Road, Dickinson Avenue from Reade Circle to Allen Road and the new 10th Street Connector between Memorial Drive and Evans Street. Replacing trees and landscaping on all corridor areas is a primary winter focus for the Buildings and Grounds Division with financial assistance from ReLeaf, Inc.

**Ongoing.** Staff is utilizing community service personnel for non-contracted corridors while replacing trees and landscaping on all corridor areas.

**Action Step 2:** Work with the NCDOT to implement the gateway program.

**Update:** Bi-weekly mowing and litter patrols continue at the locations listed below:

- Stantonsburg Road from Arlington Boulevard to the Hwy 264 interchange along with the Hwy 264 alternate from East 10th Street to Whichard Road
- McGregor Downs Road from Arlington Boulevard to B’s Barbecue Road along with Allen Road from Stantonsburg Road to Greenville Boulevard
- Memorial Drive from Airport Road to NC 903 along with the Hwy 264 interchange area on West Stantonsburg Road

**Ongoing.** City is advertising contracts for bid and 12 mowing bids are to be awarded in 2020.
CITY COUNCIL PRIORITIES

Priority 4 cont.

Existing contracts were amended to address these additional locations for mowing and litter collections. With formalized maintenance contracts in place for NCDOT corridors, the City will seek reimbursement from the NCDOT for the number of cycles they would have performed on these roadways which is typically five mowing cycles annually and seven litter cycles annually.

**Action Step 3:** Market and attract additional partners to adopt city streets through the Adopt-a-Street program.
**Update:** The City hired a Recycling Coordinator who assumed the Adopt-a-Street program duties. Adopt-a-Street was re-branded, and it has grown to include nearly 80 organizations. Public Works has replaced old signs with new signage. The particulars of the Adopt-a-Street Program are as follows:

- Organizations adopt a one-mile section of roadway for a minimum of two years.
- Adoptees sign a safety training sheet and commit to clean once a quarter (4 times a year).
- City will provide the supplies - safety vests, trash bags, etc.
- City will collect and dispose of filled trash bags when notified by coordinator.
- Adopt-a-Street signage is added after two consecutive cleans.

A new Adopt-A-Street brochure was completed, and the City website was updated to reflect the current program. A PSA was created for GTV9, and we began advertising the Adopt-a-Street program on the exterior of the City's GREAT buses in the spring of 2019. The program was featured in Greenville: Life in the East magazine's summer 2019 edition, and the Public Works Department has started recognizing organizations and mentioning others monthly in The Daily Reflector. The City's Public Works Department has also assisted with the efforts of volunteers during the Sanitary Sunday monthly cleanups.

**Action Step 4:** Conduct a public information campaign to encourage a clean city and litter removal of neighborhoods and businesses.
**Update:** Public Works and the Public Information Office (PIO) have proactively been educating citizens about solid waste collection practices using a variety of tools such as curbside cart information stickers, social media and the incorporation of public art. In addition, the Public Works Department is working with Code Enforcement, the Police Department and neighborhood associations in the prevention
Priority 4 cont.

of litter. Public Works has cleaned up several illegal dump sites and is working to prevent any reoccurrence. One step includes the use of cameras to identify those who are participating in illegal dumping. The PIO has created a PSA that seeks to end illegal dumping, and the City's increased efforts have received coverage on TV and in the newspaper.
Priority 5: Develop and implement a comprehensive approach to stormwater management

**Action Step 1:** Continue to support the work of the Stormwater Advisory Committee (SWAC) through their review of ordinances, levels of service, revenues, and capital projects.

*Update:* SWAC met 14 times (approximately 30 hours) and completed their review of the Stormwater Program and Utility. The group unanimously agreed to recommendations on the extent and level of service. The final report of the SWAC and recommendations were presented to the City Council during its workshop in November of 2018.

**Action Step 2:** Once the SWAC makes recommendations, provide a presentation to the City Council for final deliberations.

*Update:* A report and recommendation that included extent of service, level of service, and a rate and a capital spending plan was presented to the City Council several times during 2018.

**Action Step 3:** Begin the construction of the Town Creek Culvert project.

*Update:* Work has been completed at Town Common, Third Street, Fourth Street, Fifth Street, and Washington Street between Eighth and Ninth Streets. Work is continuing along Reade Circle with Cotanche Street and Reade Circle anticipated to open in February of 2020 and Evans Street and Reade Circle to close for construction shortly after.

**Action Step 4:** Complete the FY18 Stormwater Repair Project.

*Update:* Trader Construction was issued a Notice to Proceed on March 15, 2018. They completed Greenfield Boulevard, Brookgreen Road, Glasgow Lane, York Road, First Street, Fifth Street, Rock Springs Road, Hooker Road, and Ravenwood Drive. The FY2019 Stormwater Repair Project was approved in April of 2019, and three projects have been completed thus far. The contract expires July 1, 2020.

**Action Step 5:** Initiate design for one or more of the following priority stormwater projects: St Andrews Stabilization Project; Elm St between 4th Street and Tar River outfall; Arlington Boulevard crossings between Evans Street and Hooker Road; Harding Street and 1st Street systems.

*Update:* Design of the Arlington stormwater system is complete and under construction. Design contracts for Elm Street between Fourth Street and the Tar River outfall, Cedar Lane Drainage Improvement and Bank Stabilization, and Greenbriar Drainage Improvement were awarded by the City Council in October of 2019. Notice to Proceed was issued in November of 2019.
CITY COUNCIL PRIORITIES

Priority 6: Continue to implement the Town Common Master Plan

Action Step 1: Complete and dedicate the Sycamore Hill Gateway Project at Town Common.

Update: Construction started in May of 2019, and it is on schedule for a spring 2020 dedication. Staff is planning for a ribbon cutting worthy of the magnitude and significance of this historic project. Approximately $30,000 has been donated by individuals and families in support of the gateway project, which will serve as an attractive gateway to Town Common at the site where the Sycamore Hill Missionary Baptist Church once stood adjacent to the “Downtown Neighborhood.”

Action Step 2: Continue efforts to have a watercraft rental company available on site at Town Common.

Update: The official release of an RFP for the provision of canoe/kayak rental services at Town Common will be released when the Town Creek Culvert project is complete, but two local companies are reserving watercraft by phone or online and delivering them to renters.

Action Step 3: Develop a plan for more programming and activities at the Town Common.

Update: The number of Town Common events continues to increase, whether sponsored by the city, in partnership with others, or by an outside organization. More than 75 events were held at the Town Common in 2019. All Town Common events are promoted on the City’s website. Efforts are underway regarding enhancements to the

Ongoing. Construction is underway. A ribbon cutting/dedication ceremony is anticipated for summer of 2020.

Ongoing. An RFP for rental services will be released when the Town Creek Culvert project.

Ongoing. The number of events at the Town Common continues to increase.
CITY COUNCIL PRIORITIES

Priority 6 cont.

Town Common pedestrian bridge (painting, lighting and decking) that will improve its appearance and functionality, allowing it to serve not only as a connector between the park and greenway, but also as a unique event venue. Painting will take place mid spring, followed by the decking replacement. Lighting will be the final improvement and is anticipated to take place sometime in late spring/early summer.

Action Step 4: Create and issue an RFP for a restaurant/event space to be developed in the 1.46 acres of Town Common that has no Land and Water Conservation Fund (LWCF) development restrictions.

Update: The project is developed and will be released with the completion of the Town Creek Culvert.

Pending. The project will be released with the completion of the Town Creek Culvert.
CITY COUNCIL PRIORITIES

Priority 7: River Access, Tar River Vantage Points, and Tar River Legacy Plan Additions

Action Step 1: Explore the acquisition of riverside lake lands as recommended in the Tar River Legacy Plan.
Update: The City has acquired 163 acres of Phil Carroll Estate riverside lake lands on the east side of the 264 bypass for the development of an adventure park. Trails on both River Park North and the new park have been planned, and staff will seek bids for this work in early 2020.

Action Step 2: Develop mountain bike trails connecting to the greenway and river overlook.
Update: Through discussions with the Department of Environmental Quality, staff have discovered that it could possibly be feasible for this project to move forward on the old landfill site if surface fabric is installed in the project area. The plan would require DEQ approval and budget is yet to be identified. Nevertheless, staff consider this project to be quite desirable, and are researching capital and operating budget needs.

Action Step 3: Investigate the creation of a gravel trail around the Beech Street connector pond along with fishing access.
Update: The estimated cost of this project including the clearing, gravel installation, signage, and benches is $20,000-$25,000. Staff is exploring options for design and funding.

Action Step 4: Identify a site for establishing an additional overlook/ river access along the Tar River, design overlook and simultaneously seek no-rise certification from NC Department of Environment and Natural Resources and the US Army Corps of Engineers.
Update: This remains a project for future consideration, but it is on hold as emphasis and efforts focus on adventure park development.

Action Step 5: Seek grant opportunities to expand trails and greenways along the river.
Update: Work on primitive trail development continues at River Park North and staff expects to put the project out for bid shortly. Staff envisions the new riverside trails would ultimately connect to similar trails at the adventure park, and plan to apply for a NC Recreation Trails Program grant in mid 2020 in support of this initiative.

Ongoing. The City acquired 163 acres, and negotiations for an additional 22 acres continue.

Ongoing. Staff is researching capital and operating budget needs.

Ongoing. Costs have been identified, and staff is exploring design and funding options.

Pending the establishment of the adventure park on riverside lands.

Ongoing. Staff will apply for a NC Recreation Trails Program grant in 2020.
CITY COUNCIL PRIORITIES
CITY COUNCIL PRIORITIES

Priority 8: Enhance Public Safety through Street Lighting, Cameras, and Community Police Relations

**Action Step 1:** Establish 4-year street lighting plan with GUC to include expectations, priorities, responsibilities and costs regarding the scope of the citywide lighting project.

**Update:** During the 2019 Fiscal Year, the City worked with Greenville Utilities Commission to convert 1,531 lights to LED. This included fixtures identified in the City's Year 1 conversion area as well as conversions related to the City's intersection/camera upgrades. Since July 1, 2019, 542 additional fixtures have been converted, bringing the total number of LED conversions to 4,171 out of 7,841 total street lights (53 percent).

**Action Step 2:** Assess and implement the installation of new poles/lights in areas where the LED lighting conversion has been completed with the goal of eliminating any remaining areas that are underserved with light.

**Update:** GUC has completed the installation of more than 230 new poles and lights. This includes Kearney Park, which has now been upgraded with additional lighting throughout the neighborhood.

**Action Step 3:** Leverage technology to [remotely] adapt the lighting level for public safety needs on an ongoing/recurring basis.

**Update:** Nearly 200 lights downtown have the adaptive lighting controls installed.

**Action Step 4:** Public Safety Cameras: Continue the expansion of the public safety camera network to include the exploration of a neighborhood partnership program.

**Update:** There was $1 million allocated in 2017-2018 budget for lights and cameras ($650,000 used for cameras). There have been 142 of 144 cameras installed at 68 of 70 locations, two recording servers, increased network uplink bandwidth for Public Works (the termination location of the Traffic Signal Fiber) and fiber optic splicing/termination for traffic intersections. In 2019, the City added an additional 32 cameras at a cost of $148,235.

**Action Step 5:** Police community stakeholders meeting.

**Update:** A second annual stakeholders event was held on April 30, 2019 at the Cornerstone Missionary Baptist Church. The event was a full venue of static and interactive displays along with a presentation to update the attendees on the department’s initiatives relating to crime reduction, crash reduction and community engagement.

Ongoing. Thus far, 4,171 of 7,841 total street light fixtures have been converted to LED.

Ongoing. There have been more than 230 new poles and lights installed so far.

Completed.

Ongoing. The City added more than 140 cameras in FY 2017-18 and 32 cameras in 2019.

Ongoing. A second stakeholders event was held on April 30, 2019.
Priority 8 cont.

Action Step 6: Police community fair – Annual event designed to invite the general public for engagement and education on police functions and initiatives in a relaxed fair-like setting.

**Update:** This event was combined with the community stakeholders event held on April 30, 2019.

Action Step 7: Safe police encounters – Ongoing education initiative to improve public safety when stopped by the police and the complaint process. This will include focused training sessions and supporting videos and publications distributed throughout the year at numerous events.

**Update:** Introduction made at Interfaith Clergy meeting (May 2018). Presentation made at June 11, 2018 City Council meeting. Completed list of outreach events through the end of 2018 and throughout 2019 reaching an estimated 300,000 contacts. Safe police encounters materials have been discussed and made available through the following sources:

- Cops and Barbers locations
- Cops and Barbers back-to-school event
- Police Department lobby
- Public libraries
- City Website
- Greenville Police VIMEO page
- Driver’s Education classes
- National Night Out
- GAME P.L.A.Y. event at South Greenville Recreation Center

**Complete.** Combined this event with the stakeholders meeting on April 30, 2019.

**Ongoing.** Outreach events have reached an estimated 300,000 people.
CITY COUNCIL PRIORITIES

Priority 8 cont.

Action Step 8: PAL and Police Explorers – Continued support for the PAL afterschool programs, youth camps, sports programs, and police explorers program.

Update: PAL is underway with planning three separate summer camp locations operating all throughout the summer designed to provide positive and educational interactions among police officers and youth. Our school resource officers (SRO’s) have been heavily involved in this year’s program serving nearly 100 kids on a daily basis. The Police Explorers program is also continuing. This small group meets regularly with Sgt. Blanchard to learn the skills necessary for a career in public safety.

Action Step 9: Diversity recruiting – Improve diversity in department through focused outreach.

Update: The police department recently added a second position to the recruiting department to meet the competitive demands for high-quality police recruits. Outreach efforts are well underway in the following areas to improve the department’s diversity outreach:

- A Diversity Recruiting Video was completed and released.
- Military Base visits at Camp Lejuene and Cherry Point
- Working with Red Shark Digital on new marketing campaigns
- BLET (Basic Law Enforcement Training) academy visits expanded to: Edgecombe Community College, Coastal Plains, Coastal Carolina, Wake Tech and Beaufort Community Colleges.
- University Fairs: ECU, UNC Asheville, North Carolina Central, Fayetteville State.

Ongoing. A number of PAL-related programs are taking place in our community.

Ongoing. The Police Department recently added a second position to the recruiting department and outreach efforts underway in a number of areas.
Priority 9: High performing organization

**Action Step 1:** Provide “at market” pay and benefits to attract and retain top talent by allowing funds in budget to provide for market based increases in pay and benefits.

**Update:** On June 13, 2019, Council adopted the FY 2019-20 Budget for the City which included an average employee wage increase of 2.7%. Council also approved a 2.1% adjustment of the salary ranges in order to maintain market competitiveness. An increase equally across all pay ranges in the City’s salary structure will positively impact the City’s ability to compete with the market for talent. Effective July 1, 2019, the City and GUC kicked off the joint classification and compensation study which is conducted in 10-year intervals to ensure an equitable classification and compensation system that aligns with the labor market.

**Action Step 2:** Offer internal and external opportunities for professional growth and development, through training, education, and mentoring.

**Update:** All employees have participated in customer service training conducted by the City's Training and Development Specialist. New employees are required to complete the B.R.I.D.G.E. training program which is designed to help new employees maintain the level of enthusiasm and bridge the gap between new hire and engaged, productive employee. New supervisors and managers continue to participate in the S.T.A.R. training program, with 30 supervisors and managers currently enrolled and scheduled to graduate in the spring.

**Action Step 3:** Expand efforts to make City government reflect the diversity of Greenville to effectively meet the needs of all citizens, by having diverse panels for every new-hire or promotional process.

**Update:** The City of Greenville is an equal opportunity employer and strives to increase diversity in the employment and promotional opportunities at all levels of the workforce. To the extent possible, each interview panel represents a diverse representation of perspectives and backgrounds with regard to gender, race, and other characteristics. Additionally, when feasible, a Human Resources Department employee serves as a member of the interview panel for new hire and promotional processes.

**Action Step 4:** Expand the City’s Wellness program to enhance and maintain the optimal health of employees and retirees by increasing incentives.

**Update:** The City's Wellness Program encourages employees and

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**Complete for FY19-20.**

**Ongoing. The City's Training and Development Specialist has been leading employees through a variety of professional development opportunities.**

**Ongoing.**

**Ongoing.**

**Ongoing. Employees are offered incentives to participate in a variety of wellness opportunities.**
Priority 9 cont.

retirees to achieve and maintain a healthy lifestyle. By participating in well-being activities such as biometric and preventive care screenings and health coaching, employees and retirees are eligible to earn up to $300. Additional incentives such as gift cards for birthday month biometric screenings and telehealth utilization have been implemented to further promote optimal health and wellness.

Action Step 5: Expand the scope of services of the employee health clinic to enhance the health and well-being of employees and retirees on the plan.

**Update:** Since opening on May 1, 2017, the employee health clinic has provided a variety of services and has expanded its scope of services to enhance the health and well-being of employees and retirees covered under the City’s health plan. On August 1, 2017, pre-65 retirees became eligible to use the clinic; and on May 1, 2018, pharmacy services were added to provide onsite dispensing of commonly prescribed medications. Effective July 1, 2018, the number of provider hours increased to 12 hours per week, and covered spouses and dependent children at least 13 years old became eligible to use the clinic. On January 1, 2019, the clinic added a half-time registered nurse.

Action Step 6: Provide employees with access to information regarding upcoming City initiatives and events.

**Update:** The City’s wellness coordinator provides regular updates to employees concerning various healthy activities, programs, and a newsletter with upcoming wellness events and seasonal wellness tips. Emails go out to employees encouraging them to participate in blood drives that take place several times per year. The City’s PIO provides information to all City employees for numerous events happening around the City. The Human Resources Department provides resources for professional development initiatives. Employee safety guidelines, training, and informative web sites are provided to employees to help enhance the awareness of on-the-job safety.

Action Step 7: Sponsor annual teambuilding exercises for each work group including the department heads and City Council.

**Update:** The Training and Development Specialist has developed and is continuing to develop a variety of training programs for employees, including sponsoring teambuilding exercises to empower work groups toward common goals. Quarterly department head training with an emphasis on leadership development occurred in 2019 and will continue in 2020. Annually, the City has held a City Employee Picnic for all employees and their families.
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