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# Memorandum

**To:** Honorable Mayor and City Council Members  
**From:** Barbara Lipscomb, City Manager *BL*  
**Date:** January 22, 2016  
**Subject:** 2016 City Council Planning Session

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Included with this memorandum are the agendas and materials for the 2016 City Council Planning Session to be conducted on Friday, January 29, and Saturday, January 30, at City Hall. Julie Brenman with FountainWorks will be present to assist in facilitating discussion during the sessions.

The Friday session will begin at 4:30 p.m., and dinner will be served around 5:15 p.m. We will have presentations and discussion regarding Economic Development activities and will also discuss several items requested by members of City Council. On Saturday, breakfast will be provided at 8:15 a.m., and the meeting will start at 8:30 a.m. Lunch will be available around 11:45 a.m. The agenda for Saturday includes a financial update, budget forecast, and long-term capital debt planning, followed by a goal-setting session. Closing out the day will be discussion on several items requested by City Council.

This notebook includes background materials on topics to be covered during the sessions, as well as copies of presentations to be made by staff. Additionally, an update on the Strategic Plan is provided, which indicates progress made on goals and objectives over the past year. For the current goal-setting process, please review the section on "Vision, Goals, and Objectives" in advance and be prepared to present your suggestions for strategies in each of the goal categories.

I recommend business casual attire for all who attend. Should you have any questions or comments concerning the agenda or arrangements for the Planning Session, please contact me.

dr

cc: Julie Brenman, Fountainworks  
Dave Holec, City Attorney  
Carol Barwick, City Clerk  
Department Heads

**City Council Planning Session  
January 29-30, 2016  
City Hall Gallery**

Facilitator: Ms. Julie Brenman, Fountainworks

**Friday, January 29, 2016**

- 4:15 p.m. Refreshments**
- 4:30 p.m. Planning Session Introduction – Barbara Lipscomb, City Manager**  
**Introduction of Facilitator – Barbara Lipscomb, City Manager**
- 4:45 p.m. Economic Development Activities**  
**Presentation by Roger D. Johnson, Economic Development Manager**
- 5:15 p.m. Dinner Served**
- 5:30 p.m. Update on Current Economic Development Projects (dinner presentation)**
- 6:00 p.m. City Council Discussion and Direction on Economic Development Program**
- 6:30 p.m. Break**
- 6:45 p.m. Requested Discussion**
- 6:45 p.m. Competitive Analysis Regarding Commercial Buildings (Mayor Allen Thomas)**
- 7:00 p.m. Retail Summit and Innovation/Technology Activities (Mayor Allen Thomas)**
- 7:15 p.m. Economic Development Discussion (Council Member PJ Connelly)**
- 7:30 p.m. Uptown Parking Strategy (Council)**
- 7:45 p.m. Wrap Up and Adjourn**

\* Times are suggested.

**City Council Planning Session  
January 29-30, 2016  
City Hall Gallery**

Facilitator: Ms. Julie Brenman, Fountainworks

**Saturday, January 30, 2016**

- 8:15 a.m.** Refreshments
- 8:30 a.m.** Mid-Year Budget Update – Michael Cowin, Assistant City Manager, and Bernita Demery, Director of Financial Services
- 9:30 a.m.** General Fund Budget Forecast for FY 2017-18 – Michael Cowin, Assistant City Manager, and Bernita Demery, Director of Financial Services
- 10:30 a.m.** Break
- 10:45 a.m.** Long-Term Capital Debt Planning Discussion and Direction – Michael Cowin, Assistant City Manager
- 11:45 a.m.** Lunch
- 12:30 p.m.** Vision, Goals, and Objectives – Discussion and Direction – Julie Brenman
- 2:30 p.m.** Break
- 2:45 p.m.** Requested Discussion
  - 2:45 p.m. Human Relations Office (City Council)
  - 3:00 p.m. Timing of Evaluations for Charter Officers (Mayor Allen Thomas)
  - 3:15 p.m. Sanitation and Transit Funds Review (Council Member PJ Connelly)
  - 3:30 p.m. Safety Improvements to the University Area (Council Member McLean Godley)
  - 3:45 p.m. Implementing the Tar River Legacy Plan (Council Member McLean Godley)
- 4:00 p.m.** Wrap Up and Adjourn

\* Times are suggested.



# Steps to Greenville's Success

2016 PLANNING SESSION

- Develop a Shared Vision
- Create a Financial Structure to Support and Sustain that Vision
- Implement the Shared Vision
- Periodically Update the Vision
- Celebrate Successes



Julie Brenman, Senior Consultant with Fountainworks, will be facilitating our retreat. Fountainworks, a North Carolina corporation based in Raleigh, is a facilitation and management consulting firm, specializing in public-sector strategy and visioning solutions for towns, government agencies, educational institutions, and non-profits.

Julie has over 15 years of local government executive experience, and currently teaches as an Adjunct Instructor at the University of North Carolina at Chapel Hill's Master of Public Administration program. Julie served previously as Director of Strategic Initiatives, Assistant City Manager and Director of Budget & Management Services for the City of Durham, N.C. Before moving to North Carolina, Julie worked for the City and County of San Francisco, CA, as Director of Planning and Budget. Julie's educational credentials include: BA, University of California at Berkeley; MPP, John F. Kennedy School of Government, Harvard University.

**Julie Brenman**

[Julie@fountainworks.com](mailto:Julie@fountainworks.com)

919-593-4850

[fountainworks.com](http://fountainworks.com)

422 Saint Mary's Street

Raleigh, NC 27605

# **Economic Development Activities**

# Economic Development

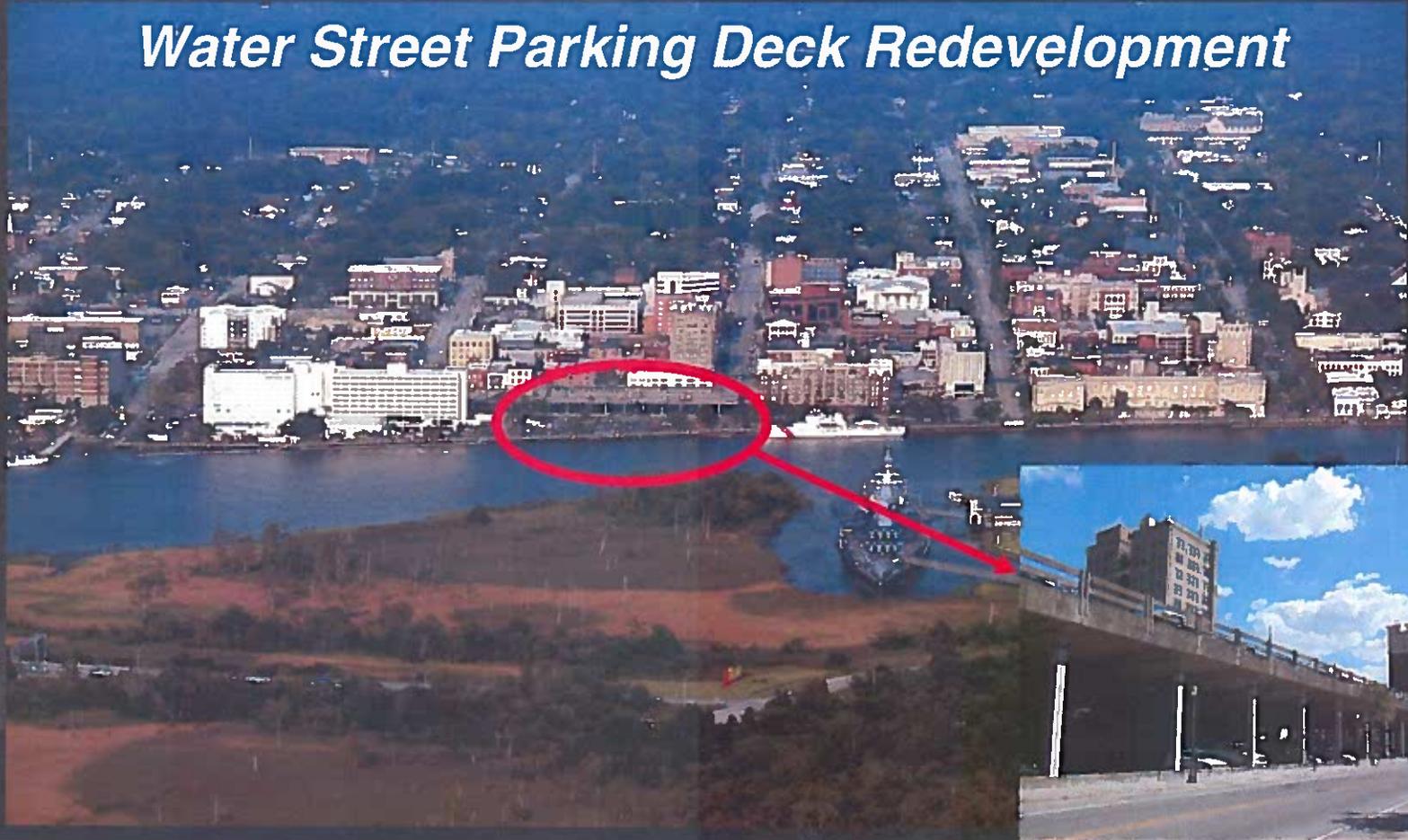


## *2016 City Council Planning Retreat*

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# Public-Private Partnerships

## *Water Street Parking Deck Redevelopment*



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# Public-Private Partnerships

## City Objectives:

### Secure public interests

- Identify the highest and best use that maximizes the public interests while limiting public investment
- Create a transformative project that will encourage additional private investment in surrounding area
- Determine the best approach and amount of public investment necessary to achieve the public interests

### Attract private investment

- Find the right partner(s) to design, construct, own and operate private spaces



# Response from Developers



8 proposals received from teams out of Atlanta, Chapel Hill, Charleston, Charlotte, Charlottesville, Fort Lauderdale, Savannah, Richmond and Wilmington



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# Selected Development



- ~\$60m Project
- 505 Parking Spaces
- 200 Residential Units
- 20,000 SF of Retail

## Public interest

- Wrapped parking deck
- Bijou Park
- Public Gathering Space  
Chestnut Street

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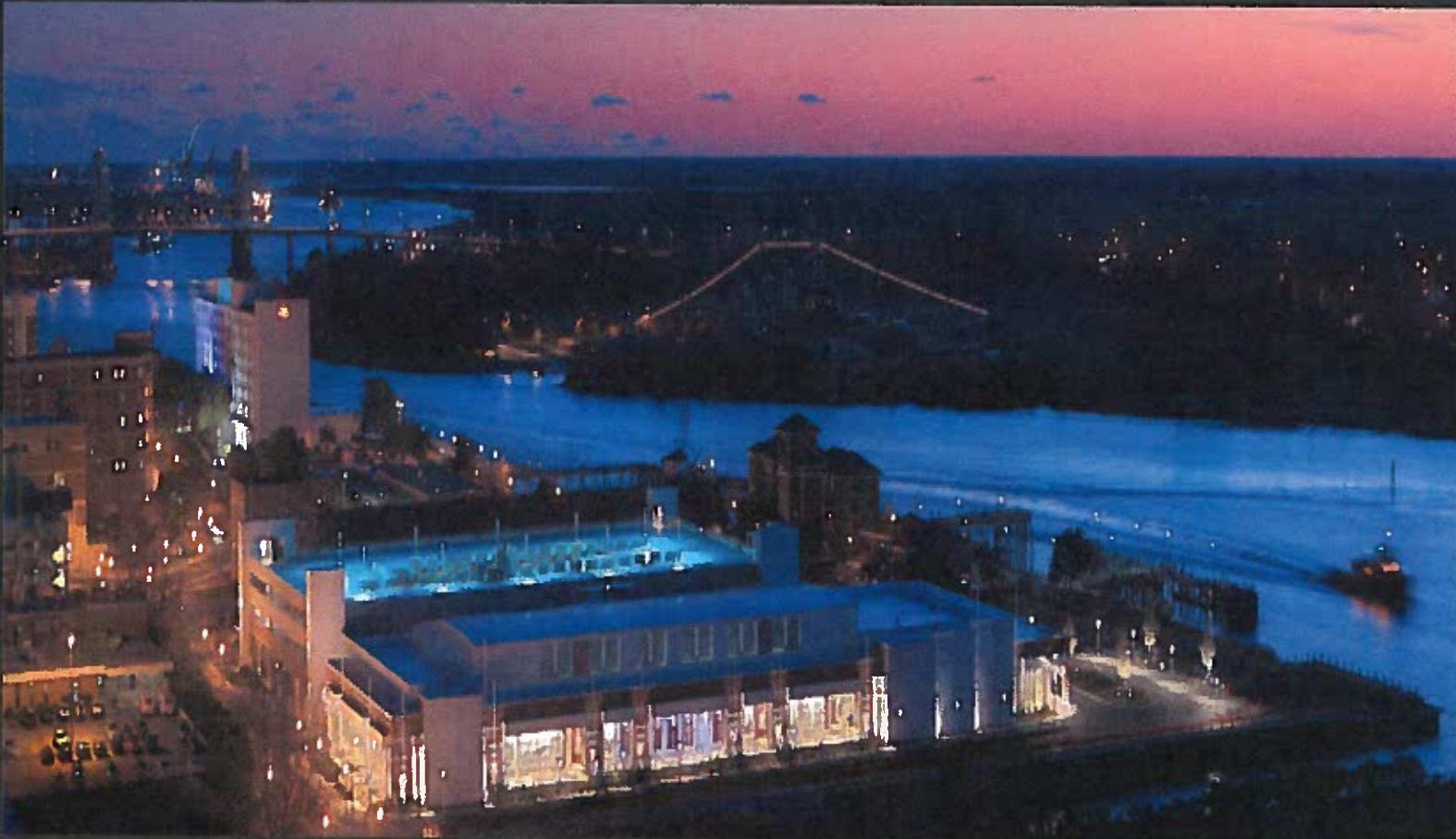
# Public-Private Partnerships (PPP)

- Can create developments that balance public interest and private investor ROI.
- Maximizes public interests, while limiting public investment
- Increased demand for public parking can generate private investment.
- 3<sup>rd</sup> party involvement reduces mistrust.
- PPP has:
  - Initial: \$20M Public, \$40M private capital
  - Indirect: Increased property values surrounding the site
  - Induced: Additional visitors spending money
- Tax free bond financing has tradeoffs.
- Site control (or single owner) matters

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# Multi-Site Development Agreement



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# Multi-Site Development Agreement



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## Public Investment

- Stimulated private investment
- Emphasized the Importance of location of parking
- Led with Convention Center
- Single point of contact during the pre-development stage
- Place-making is important component for economic development

## Collaboration

- Garner report:
  - Economic Development Study
  - Wilmington & New Hanover County
- InnovateNC:
  - City of Wilmington
  - New Hanover County
  - UNCW
  - Town of Leland
  - Marine Bio-Technologies Center of Innovation
  - Brunswick County
  - NC Biotech Center S.E. Office
  - Brunswick Community College

## Lessons Learned

- Local governments working together reduces competitive nature of ED
- Territorial boundaries don't equate to Economic Development boundaries
- To compete on a larger scale, local governments think and act entrepreneurially



# *3 Questions*

**Where  
are  
we  
now?**

**Where  
do we  
want  
to be?**

**How  
do we  
get  
there?**

# Where are we now?

## Demographics

	Median Household Income		Per-Capita Income		Unemployment Rate		Population	
	2009 (ACS, 5-Yr)	2014 (ACS, 5-Yr)	2009 (ACS, 5-Yr)	2014 (ACS, 5-Yr)	2007 (Annual Avg)	2015 (November)	2010 (Census)	2014 (ACS, 1-Yr)
<i>Source: American Community Survey (1 &amp; 5 -Year Estimates), Decennial Census, BLS</i>								
<b>Greenville (City)</b>	\$31,714	\$35,225	\$21,980	\$22,867	4.4%	5.2%	84,554	89,850
<b>Pitt County (MSA)</b>	\$36,732	\$42,011	\$21,622	\$23,439	5.1%	5.7%	168,148	175,354
<b>North Carolina</b>	\$45,069	\$46,693	\$24,547	\$25,608	4.7%	5.7%	9.5 Million	9.9 Million
<b>USA</b>	\$51,425	\$53,482	\$27,041	\$28,555	4.6%	5.0%	309 Million	319 Million

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# Targeted Industries 2013

<u>Greenville OED</u>	<u>PCDC</u>	<u>NC East Alliance</u>
• Back office & Data Center	• Agriculture & Food Products	• Value Added Agriculture
• Digital Media/Software	• Advanced Learning Technologies	• Logistics
• Tax Base	• Life Sciences	• Life Sciences
• Pharmaceuticals	• Pharmaceuticals & Chemicals	• Aerospace & Defense
• Medical Manufacturing	• Medical Manufacturing	• Marine Trades
• Advanced Manufacturing	• Advanced Manufacturing	• Advanced Manufacturing/Vehicle

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# Where are we now?

Employer	Product	Employment	Adding Jobs
Vidant Medical Center	Healthcare	6,895	-
East Carolina University	Education	5,564	-
NACCO	Lift Trucks	1,000	-
Patheon	Pharmaceuticals	900	488 jobs (2019)
ASMO	Electric motors	535	200 jobs (2016)
Overton's	Call Center	355	-
Wells Fargo Dealer Services	Call Center	330	-
Metrics (Mayne Pharma)	Pharmaceuticals	300	110 jobs (2018)

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# Where do we want to be?

## Cause:

- Increase incomes
- Grow tax base
- Increase population
- Recruit outside capital investment
- Diversify jobs
- Retain existing jobs
- Expand existing businesses

## Effect:

- Enhanced national profile
- Better quality of life
- Reduced crime rates
- Re-investment in neighborhoods
- Increased property values
- More \$ for public services
- Diversity of goods & services

# High Value Office Operations Subsectors

NAICS	Description	National Earnings	Five-year National Forecast
541611	Administrative Management & General Management Consulting Services	\$80,146	20.4%
541512	Computer Systems Design Services	\$107,913	22.9%
541511	Custom Computer Programming Services	\$99,235	18.8%
522320	Financial Transactions Processing, Reserve, & Clearinghouse Activities	\$81,346	18.2%
541214	Payroll Services	\$72,088	10.3%
525110	Pension Funds	\$65,327	23.4%
561422	Inbound Call Centers & Other Contact Centers	\$36,454	16.5%
523991	Trust, Fiduciary & Custody Activities	\$50,570	10.5%

*Source: Economic Modeling Specialist, Garner Economics*

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# How do we get there?

Think and behave entrepreneurially

*Virtual Buildings*

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# Virtual Building – making the case

- Deficiency of large vacant buildings
- Abundance of vacant land appropriately zoned
- Spec Building costly
- Lower cost
- Faster
- Flexible
- Leadership support
- Collaboration



# Market the virtual building to back-office

- OED will pair the Virtual Building with industry specific marketing materials

- Site location consultants
- Industry experts
- External existing companies
- FAM tour
- Social Media

## Collaborate

- NC East Alliance
- Pitt County Development Commission
- Economic Development Partnership of NC
- Greenville Utilities Commission
- ECU
- Pitt Community College

# Continue existing ED Efforts

Think and behave entrepreneurially

**Virtual Building**

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# **Update on Current Economic Development Projects**

# Current Economic Development Projects



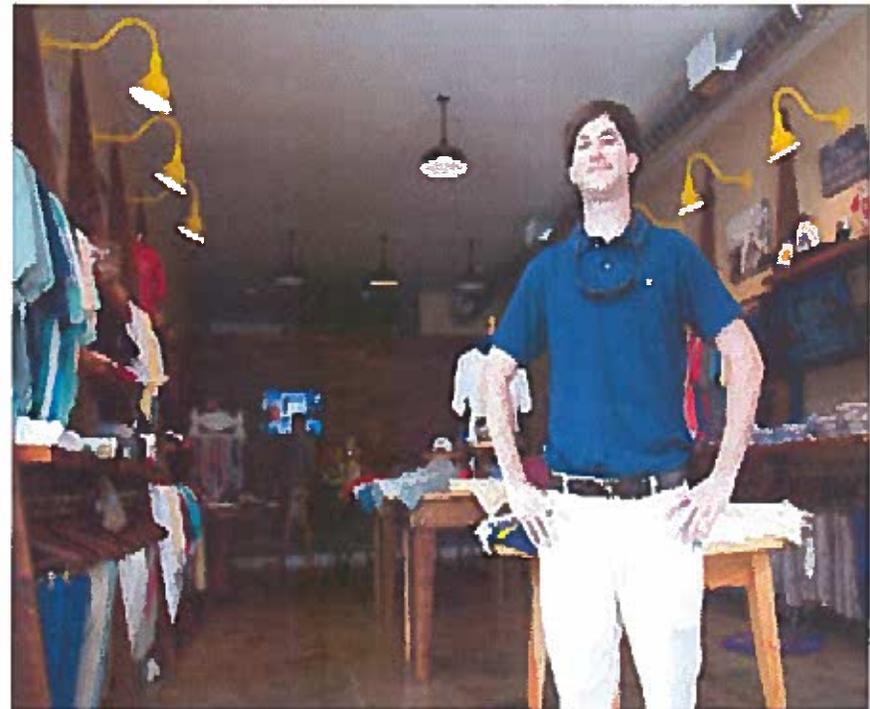
OFFICE OF ECONOMIC DEVELOPMENT

***2016 City Council Planning Retreat***

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# Small Business Plan Competition

- July 2015 – 3 plans funded (\$45K)
  - *3<sup>rd</sup> Degree signs*
  - *Campus Corner*
  - *Laced Boutique*
- December 2015 (no plans funded)
- Business types include: Restaurants, Software development, and Retail establishments
- Program resulted in an 82% success rate for all funded businesses



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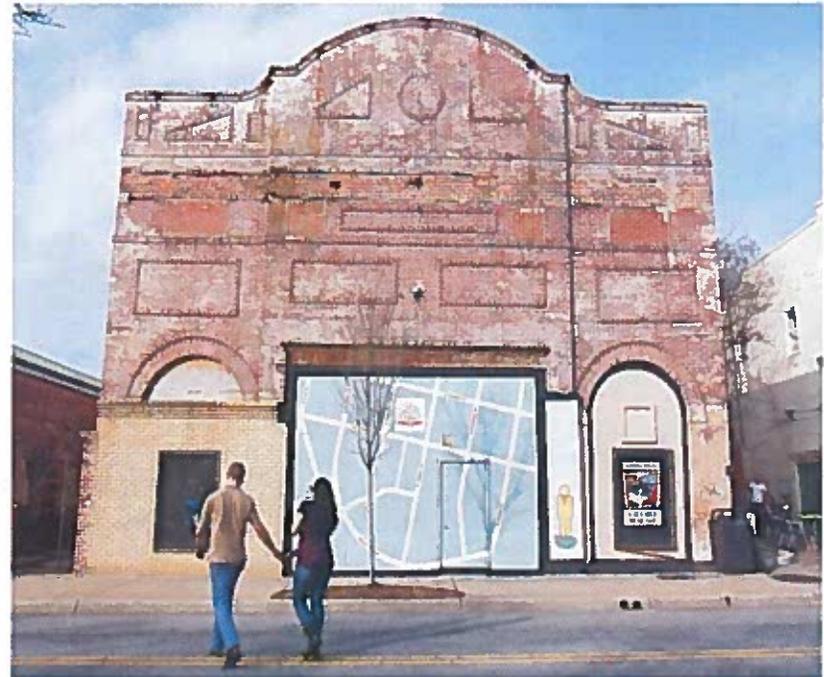
# Project Toolup

- Launch 2<sup>nd</sup> quarter of 2016
- Training in basic electricity, blueprint reading, and applied technology
- Partnership with PCC
- Help bridge education and employment gap
- Allow for enrollment of 16 Greenville residents at no individual cost
- Students interview with local companies upon completion of the course



# Uptown Theatre

- RDC purchased in 2008
- 2008 – 2014: City explored options
- 2014-now: City negotiating with developer to meet City Council goals
- Current building condition unstable
- Building remediation & stabilization project:
  - Brownfield Revolving Loan Fund
  - Center City bond funds
  - Final bids due in February

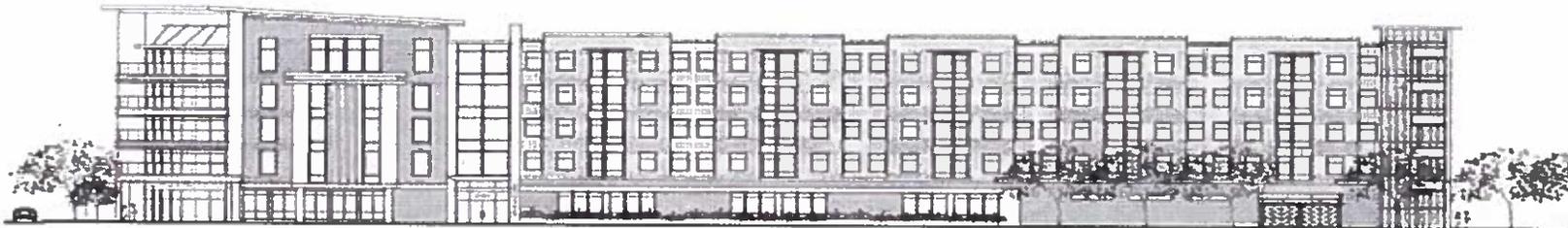


# Sidewalk Development

- \$32 Million Mixed Use Development at Reade and Dickinson
- 20,000 SF of retail, restaurant, and office space
- Ongoing parking discussions
- 45 market rate housing units with rooftop pool, 75 student housing units



Dickinson Avenue Elevation



Reade Circle Elevation

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# Dickinson Avenue District

- Market & planning study completed in 2015
- Go Science
- Metal Zoo
- Recent Developments:
  - Trollingwood
  - DAP House
  - Cabinets Plus
  - Coca Cola Bldg
- Greenville Transportation Activity Center (GTAC)



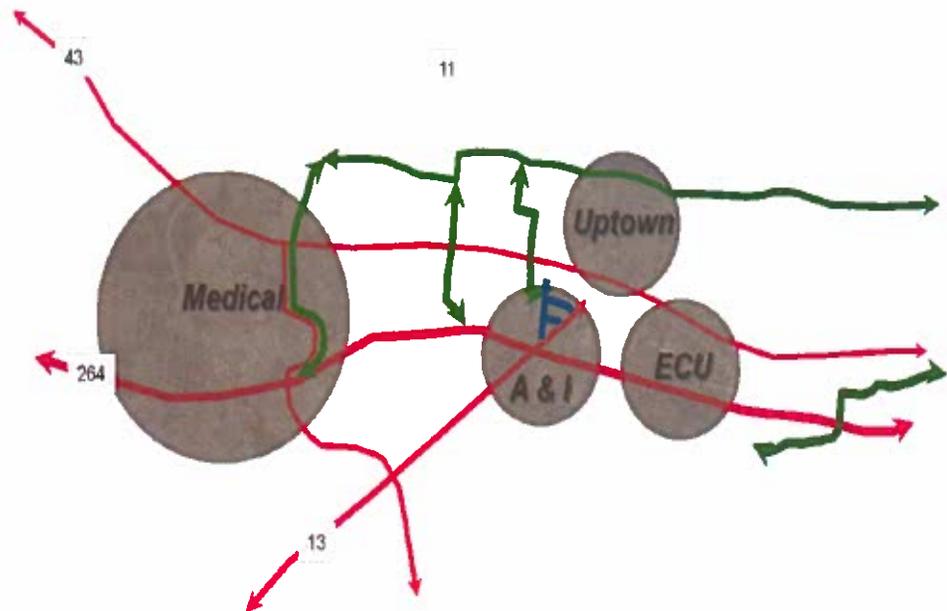
# Imperial Site Clean-up

- \$400,000 EPA Brownfield Clean-up Grant awarded in 2013
- 2013-present: Completed clean-up planning, regulatory requirements, and other administrative tasks
- February 2016: Bid package
- Proactive marketing for redevelopment
- December 31, 2016: \$1 Million to maintain ownership



# TIGER Grant Application

- Federal transportation grant for \$14 Million: Center City Multi-Modal Network
- Application submitted June 2015; no funding
- Feedback from federal government received; 2016 application encouraged



# ECU Millennial Campus

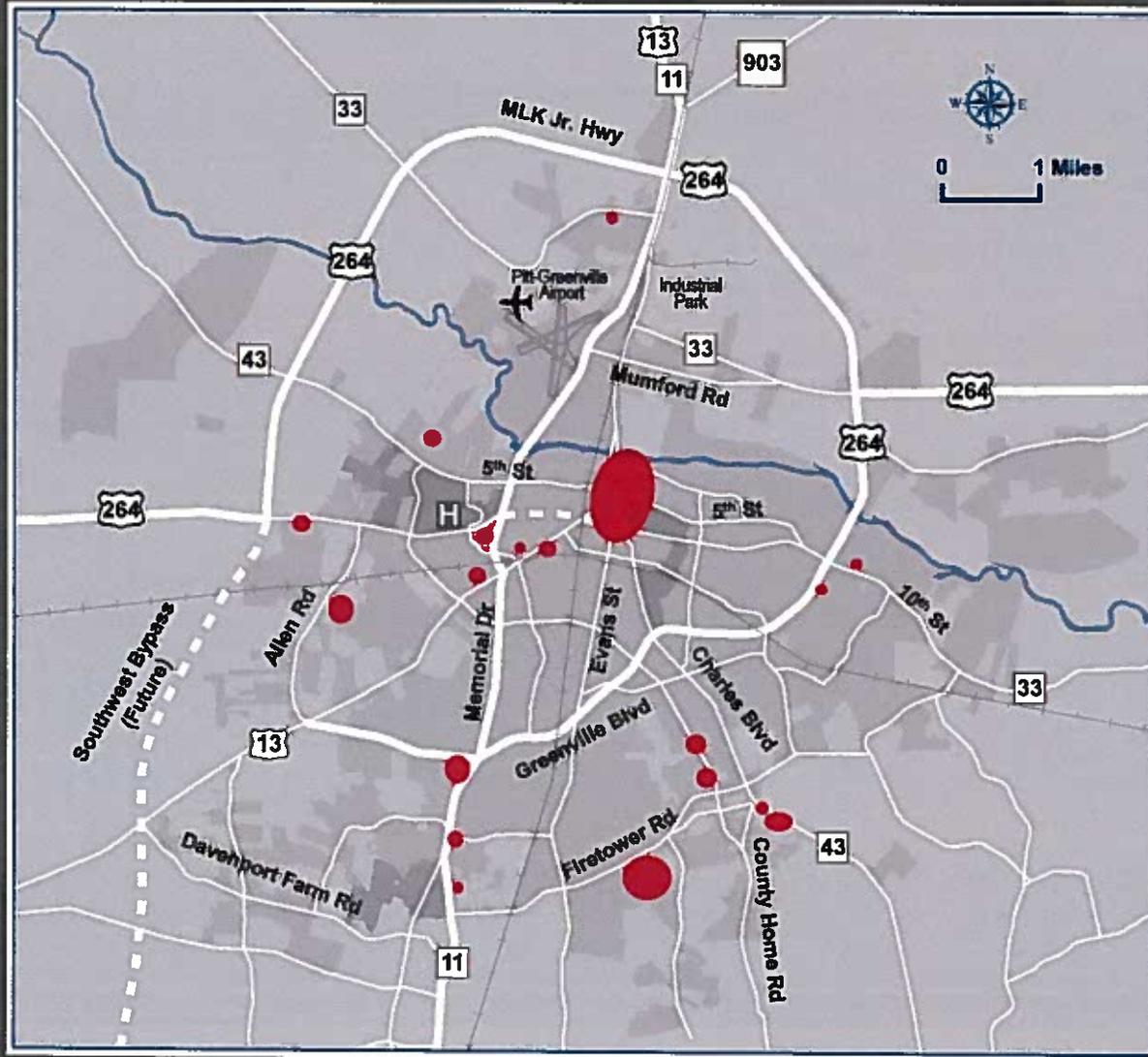
- Dickinson Ave/Tobacco Warehouse District planning: Collaboration with ECU
- Haney Warehouse: Mill tax credit certification complete
- Millennial Campus Designation completed in April 2015
- University, private industry, and governments collaborate



# Uptown Hotel/Alumni Center

- Estimate: \$17,000,000
- Includes flexible event space
- Land under contract
- Due diligence phase
- Parking issues





## *Growing Tax Base*

*Greenville City Limits*

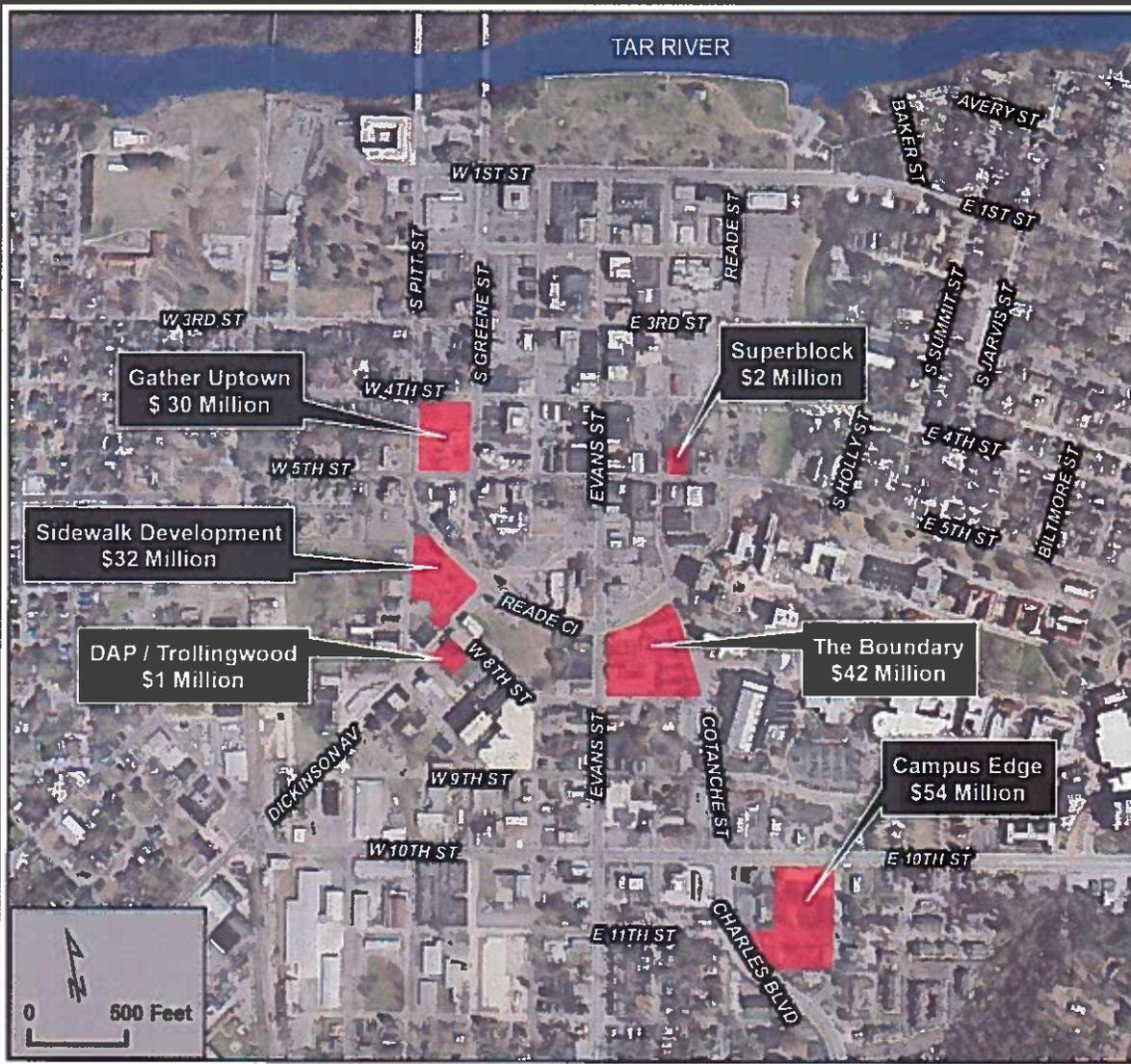
Approx. \$500 Million

in new

developments

(2014 – 2015)

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## *Growing Tax Base*

*Uptown Greenville*

Approx. \$161 Million

in new private  
developments  
(2014 – 2015)

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# Other ongoing ED Projects

- Medical District Planning
- Think House U
- Project Alfalfa
- Project Flavor
- OED Marketing Materials
- Supporting Economic and Entrepreneurial Development (SEED)
- Innovation/Ecosystem
- One Source Communications
- Project Revere
- Site & Building Inventory (Product)
- Business Retention, Recruitment & Expansion
- Exploring New Grants & Incentives
- Suddenlink 1-Gig City
- Pharmacy (North of Tar River)
- Culinary Incubator

# QUESTIONS?



**Competitive Analysis**

**Regarding**

**Commercial Buildings**



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**TO:** Barbara Lipscomb, City Manager  
**FROM:** Merrill Flood, Director of Community Development Department *MF*  
**DATE:** January 21, 2016  
**SUBJECT:** Supplemental Information for Competitive Analysis for Commercial City Council Planning Session Agenda Item

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I am providing background information for the Competitive Analysis agenda item. The purpose of this item is to compare permitting processing times and permit fees with adjacent jurisdictions. Comparative information has been provided showing processing times for plan reviews for non-residential development and basic permit fees. I will advise that building permit fees for commercial land uses have significant variance and as a result it is difficult to provide an average permit fee for non-residential development. As a result the comparison of a typical single family home is used to demonstrate an average permit fee for construction. Additionally, information on the fire/rescue inspection fee schedule as part of the new construction process has been included.

Additional information reflecting the permit fee structures is also attached to supplement the information reflected in the summary chart.

## Permit Fee Comparison for neighboring Jurisdictions (as of 1-20-16)

Comparing the permit fees relative to a 2500 Sq. Ft. House

Jurisdiction	Building Permit	Electrical Permit	Mechanical Permit	Plumbing Permit	Total Permit Fees	Initial Site Plan Review Time	Single Family Building Permit Time
Greenville	\$275	\$150	\$50	\$60	\$535	14 days	3-7 days
Pitt Co	\$600	\$100	\$100	\$100	\$900	14 days	3-7 days
Winterville	\$375	\$125	\$60	\$65	\$625	14-21 days	5-8 days
Washington	\$375	\$200	\$200	\$200	\$975	45-60 days	3 days
Wilson	\$644	\$100	\$75	\$100	\$919	28 days	3 days

### 2015 Fire/Rescue Permit Fee Schedule

	Greenville	Asheville	Cary	Greensboro	Jacksonville	Rocky Mount	Winterville	Wilson	Pitt County	Washington
Burn Permit	\$50	\$50	\$75	\$35	\$60	\$50	\$50	-----	-----	
Pyrotechnics/ Fireworks	\$50	\$50	\$100	\$250	\$125	\$100	\$50	-----	-----	\$100
Fumigation	\$50	\$100	\$75	-----	\$75	\$100	\$50	-----	-----	-----
Exhibits/ Tradeshows	\$50	-----	-----	-----	\$60	\$50	\$50	-----	-----	
Tents	\$50/tent	\$50 \$300/Firework Tents	\$75	\$100	\$60/< 3000 sq. ft \$125/>3001 sq. ft	\$50	\$50	\$67	-----	\$50
Tank Extraction	\$125/tank	-----	\$100	\$100 + \$75 plan review	\$125	-----	\$150	\$67	\$60	\$100
Tank Installation	\$150/tank	-----	\$100	\$100 + \$75 plan review	\$125	-----	\$125	\$67	\$60	\$100
Tank Re- Piping	\$50/tank	-----	-----	-----	\$125	-----	\$50	\$67	\$60	\$100
Tank Abandonment	\$50/tank	-----	-----	-----	\$125	-----	\$50/tank	\$67	\$60	\$100
Tank Follow-Up	\$50/tank	-----	-----	-----	\$125	-----	\$50	\$67	\$60	\$100

### 2015 Fire/Rescue Inspection Fee Schedule

	Greenville	Asheville	Cary	Greensboro	Jacksonville	Rocky Mount	Winterville	Wilson	Pitt County	Washington
ETJ Business Inspection: Minimum	\$60	\$75 minimum	\$66	\$75 minimum	\$75	-----	-----	\$67	\$60 minimum	-----
State Required Inspection for License: City	\$50	\$75 minimum \$250 for Public Schools	\$66	\$75 minimum	-----	-----	\$50	-----	\$35	-----
State Required Inspection for License: ETJ	\$80	\$75 minimum \$250 for Public Schools	\$66	\$75 minimum	\$75	-----	-----	-----	-----	-----
Special Requested Business Insp. w/ plan review: City	\$60	\$75 minimum	\$66 minimum	\$125	\$125	\$100 minimum	\$60 minimum	\$67	\$60	\$100
Special Requested Business Insp. w/ plan review: ETJ	\$90	\$75 minimum	\$66 minimum	\$125	\$125	\$100 minimum	-----	-----	-----	-----
Sprinkler Review & Field Test: City	\$100/riser	\$75 minimum	\$66 minimum	\$125/riser	\$125	\$100 minimum	\$100/building	\$67 minimum	\$60	\$100
Sprinkler Review & Field Test: ETJ	\$130/riser	\$75 minimum	\$66 minimum	\$125/riser	\$125	\$100 minimum	-----	-----	-----	-----

July 1, 2012

**CITY OF GREENVILLE  
COMMUNITY DEVELOPMENT DEPARTMENT  
INSPECTION DIVISION PERMIT FEES**

**Total Construction Cost:**

**\*\* Total Construction Cost** is; (1) the construction cost as determined by the owner or the owner's agent; or (2) the construction cost calculation made using the computed construction cost formula calculations being used by the Inspections Division at the time the application is submitted. *Construction cost is defined as the combined cost of materials and labor.*

**Square Footage Cost**

<b>Type of Construction</b>	<b>Rate, \$/sq. ft.</b>
Commercial:	
Multi-Family (Apt's, Townhouses, Condos):	\$65.00/sq. ft.
Shell (Exterior Walls, Roof, Floor Slab, or Combination thereof):	55.00/sq. ft.
Residential (Single Family and/or Duplex):	30.00/sq. ft.
Additions (Commercial or Residential):	50.00/sq. ft.
Storage Buildings:	45.00/sq. ft.
	20.00/sq. ft.

*\*EXAMPLE: (Actual Square Footage) x (Square Footage Cost) = Computed Construction Cost, 2500 sq. ft. X \$60.00 per sq. ft. = \$150,000.00 construction cost.*

**BUILDING PERMIT FEES**

SINGLE-FAMILY, MULTI-FAMILY, MULTI-FAMILY ADDITIONS, MULTI-FAMILY ALTERATIONS, COMMERCIAL, COMMERCIAL ADDITIONS, COMMERCIAL ALTERATIONS, INDUSTRY, INDUSTRY ADDITIONS, INDUSTRY ALTERATIONS, CHURCH, HOTEL/MOTEL AND ROOFING (CHART 1 AND 3)

<b>COMPUTED CONSTRUCTION COST</b>	<b>PERMIT FEE</b>
FROM \$ 100.00 TO \$ 5,000.00	\$35.00
FROM 5,001.00 TO 15,000.00	50.00
FROM 15,001.00 TO 30,000.00	75.00
FROM 30,001.00 TO 50,000.00	110.00
FROM 50,001.00 TO 75,000.00	150.00
FROM 75,001.00 TO 100,000.00	200.00
<b>\$100,001 &amp; over - \$200.00 Plus \$3.00 per \$1,000 for amount over \$100,000</b>	

*EXAMPLE: Computed Cost = \$120,000.00; Permit Fee = \$200 plus \$3 x 20 = \$260.00*

NEW DUPLEX, DUPLEX ADDITIONS, DUPLEX ALTERATIONS, RESIDENTIAL ADDITIONS, RESIDENTIAL ALTERATIONS, NEW STORAGE, STORAGE ADDITIONS, STORAGE ALTERATIONS, NEW GARAGE/CARPORTS, GARAGE/CARPORT ADDITIONS, GARAGE/CARPORT ALTERATIONS, SWIMMING POOLS AND SIGNS (CHART 2 AND 4)

<b>COMPUTED CONSTRUCTION COST FEE</b>	<b>PERMIT FEE</b>
FROM \$ 100.00 TO \$ 5,000.00	\$ 35.00
FROM 5,001.00 TO 15,000.00	65.00
FROM 15,001.00 TO 30,000.00	100.00
FROM 30,001.00 TO 50,000.00	135.00
FROM 50,001.00 TO 75,000.00	170.00
FROM 75,001.00 TO 100,000.00	245.00
<b>\$100,001 &amp; over - \$245.00 Plus \$3.00 per \$1,000 for amount over \$100,000</b>	

**SERVICE FEES:**

Re-inspection Fee: \$50.00 First Time; and \$100 each time thereafter under same inspection.

**PENALTY FEE:**

Twice the cost of permit or minimum \$100.00 (Will be assessed on anyone who actually begins work without securing all proper permits pursuant to the North Carolina State Building Codes.)

**OTHER PERMIT FEES**

TYPE OF SERVICE	PERMIT FEE
Off 6 months Minimum Housing	\$ 35.00
Off 6 months Gas	25.00
Sewer, Septic Tank, Gas & Water	25.00
Insulation (Insulation Work Only)	35.00
Demolition	100.00
Driveway (Single-Family/Duplex)	30.00
Driveway (Multi-Family/Commercial)	45.00 for 1st, plus \$20 for each additional
Plumbing (per fixture w/minimum of \$50.00) (includes lawn irrigation for new construction as a fixture)	6.00 (per fixture)
Plumbing Irrigation (Lawn Irrigation existing property)	25.00
Mechanical (per unit)	50.00
Mobile Home	50.00
House Moving	125.00
Tent	35.00
Sprinkler Systems (Fire)	150.00
Refrigeration Installation & Repair	50.00/unit

**ELECTRICAL PERMIT FEES**

TYPE CONSTRUCTION	RATE \$/SQ. FT.
Commercial: General: Hospitals, Hotel/Motel, Business Occupancies, Industrial, Manufacturing (Service Equipment Included)	\$.08/sq.ft. for first 6,000 sq. ft. Plus \$.04/sq. ft. over 6,000 sq.ft. ea floor
Commercial Storage & Warehouse, Farm Buildings Up to 75 outlets (Service Equipment Included)	Flat fee of \$65.00
Residential: General: Single-Family, Duplex	\$.06/sq.ft. each floor
Multi-Family (Apts., Townhouses, Condominiums) (Service Equipment Included)	

\*EXAMPLE: (Actual Square Footage) X (Square Footage Cost) = Permit Fee  
1970 sq.ft. X \$.06 sq.ft. = \$118.20 Actual Permit Cost

**OTHER ELECTRICAL PERMIT FEES**

Mobile Homes/Office Trailer Services	\$ 50.00
Change of Electrical Service	50.00
Temporary Construction Service	50.00
Signs (Electrical)	50.00
Pole Service	50.00
Swimming Pool	50.00
Mobile Home Park Pedestal	50.00
Temporary Utility Permit	50.00
Minimum: Up to 20 Outlets (Storage Buildings, Additions, Additional Circuits, Dryers, HVAC, Etc.)	50.00
<b>NOTE:</b> Over 20 outlets use appropriate sq. ft. rate	

**Residential Permit Fees**

<u>Building Permits</u>	<u>Fee</u>
Site-Built Home <= 2,500 sqft*	\$600.00
Site-Built Home > 2,500 sqft*	\$750.00
Accessory Structure <= 400 sqft	\$200.00
Accessory Structure > 400 sqft	\$300.00
Addition to Primary Structure*	\$600.00
Renovation*#	\$500.00
Modular Home*	\$500.00
Single-Wide Manufactured Home*	\$300.00
Double-Wide Manufactured Home*	\$400.00
Miscellaneous+	\$100.00
Courtesy/Change of Occupancy	\$100.00
Housing Moving +	\$100.00
Re-Inspection	\$ 75.00
Work w/o Permit	Double Permit Fee
<u>Electrical Permits</u>	
Stand-alone permit	\$100.00
Temporary Power/Temporary Occupancy	\$100.00
Pole Service	\$100.00
Solar Equipment	\$100.00+\$0.50/panel
Temporary Service Pole	\$ 50.00
Miscellaneous+	\$100.00
<u>Mechanical Permits</u>	
Stand-alone permit	\$100.00
Miscellaneous+	\$100.00
Gas Piping Permit	\$100.00
HVAC Change out* (includes Mech. & Elec. permits)	\$100.00
<u>Plumbing Permits</u>	
Stand-alone permit	\$100.00
Miscellaneous+ (e.g., irrigation system)	\$100.00
<u>Other/Administrative</u>	
Demolition permits	\$100.00
Permit Modification/Change of Contractor	\$ 50.00
Permit Reactivation Fee**	\$100.00

\*All permits included

+Additional fees apply as needed for additional inspections

#Minor renovations consisting of 3 or fewer trade permits will be charged \$100/permit

\*\*Charged once per project in cases where multiple permits have expired



## Non-Residential Permit Fees

<u>Building Permits</u>	<u>Fee</u>
New Construction	\$0.15/sqft
Addition	\$0.15/sqft
Renovation/Upfit	\$0.15/sqft
Miscellaneous (e.g., Sign)	\$200.00
Courtesy/Change of Occupancy	\$100.00
Re-Inspection	\$ 75.00
Work w/o Permit	Double Permit Fee
<u>Electrical Permits</u>	
New Construction/Additional Amps	\$200.00/200Amp+\$0.75 additional Amp
Pole Service	\$100.00
Temporary Power/Occupancy	\$200.00
Farm Building	\$200.00/200Amp+\$0.75 additional Amp
Solar Equipment	\$200.00+\$0.50/panel
Temporary Service Pole	\$ 50.00
Miscellaneous	\$200.00
<u>Mechanical Permits</u>	
New Construction/Addition	\$200.00/unit
Gas Piping Permit	\$200.00
HVAC Change out* (includes Mech. & Elec. permits)	\$200.00/unit
Refrigeration	\$100.00+\$50.00/unit or rack
Miscellaneous	\$200.00
<u>Plumbing Permits</u>	
New/Addition	\$200.00+\$10.00/fixture
Miscellaneous	\$200.00
<u>Other</u>	
Public School Inspections (semiannual)	\$12,000 (annual fee)
Demolition Permit	\$200.00
Permit Reactivation Fee**	\$100.00

\*\*Charged once per project in cases where multiple permits have expired

# Town of Winterville

## Building Inspections Department Permit Fees

### Building Permits

Residential – Single Family and Duplex – New, Alterations / Renovations, Additions, Storage Buildings and Barns, Detached Garages and Carports, Swimming Pools

Permit Fee: \$0.15 per Total Square Feet (Minimum Fee: \$100.00)

Home Recovery Fund - \$10.00 (to be applied to all single family permits)

Commercial – All Commercial, Industrial, Multi-Family, Hotels / Motels, Churches – New, Alterations / Renovations, Additions

Permit Fee: \$0.16 per Total Square Feet (Minimum Fee: \$150.00)

Manufactured Homes – New and Used

Single Wides - \$100.00

Double Wides - \$150.00

Modular Offices and Classrooms - \$150.00

Demolition Permits

Residential - \$100.00

Commercial - \$150.00

Insulation -----	\$ 50.00
Daycare / Group Homes -----	\$100.00
Change of Occupancy -----	\$ 75.00
Roofing Permit -----	\$ 50.00
ABC Permit -----	\$ 50.00
Sign Permit -----	\$100.00

**Re-inspection Fees: \$50.00 first time; \$75 each time thereafter under same inspection**

**Penalty Fee: Twice the cost of the permit fee or minimum of \$100 (Will be assessed to anyone who actually begins work without securing all the proper permits pursuant to the North Carolina State Building Codes.)**

# Town of Winterville

## Building Inspections Department Permit Fees

### **Electrical Permits**

Residential – Single Family and Duplex – New, Alterations / Renovations, Additions, Storage Buildings and Barns, Detached Garages and Carports

Permit Fee - \$0.05 per Total Square Feet (Minimum Fee - \$50.00)

Commercial – All Commercial, Industrial, Multi-Family, Hotels / Motels, Churches – New, Alterations / Renovations, Additions

Permit Fee - \$0.06 per Total Square Feet (Minimum Fee - \$50.00)

Temporary Construction Service Poles, Change of Service, Manufactured Homes, Office trailers, Electrical Signs (each), Swimming Pools, HVAC Change outs

Permit Fee - \$50.00

Commercial Generators - \$100.00

Temporary Power (only for testing of equipment) - \$50.00

Minimum Electrical Permit - \$50.00

### **Mechanical Permits**

Split or Package Units - \$60.00 each unit (air handler and condensing unit is 1 unit)

Replacing Ductwork Only - \$50.00

Refrigeration - \$40.00 each unit

Gas Lines – Residential - \$45.00  
Commercial - \$60.00

# Town of Winterville

## Building Inspections Department Permit Fees

### Mechanical Permits cont.

Commercial Kitchen Hoods – Paint Spray Booths - \$100.00 each

Mechanical Temporary Utilities - \$50.00

### Plumbing Permits

Plumbing Fixtures - \$7.00 each fixture (Minimum Fee - \$50.00)

Water Line Only - \$25.00

Sewer Line Only - \$25.00

Water and Sewer Line - \$40.00

Irrigation - \$50.00

Manufactured Homes – Sewer and Water Connections Only - \$40.00

# CITY OF WASHINGTON

## Building Permits and Inspections

Definition/Comments - Issuance of permits for building and construction

Fees Charged -

(1) Residential:

a. Any work started without a required permit will be charged the original fee plus a penalty equal to the original fee, i.e., original fee is \$50.00, penalty fee is \$50.00, the total cost will be \$100.00.

b. New and additions, and repairs, cost per square foot, per floor:

1. Building and insulation permit	0.15
2. Electrical permit	0.08
3. Plumbing permit	0.08
4. Heating and/or A/C permit	0.08
5. Minimum permit fee	50.00

c. Accessory buildings, porches, decks, etc., cost per square foot per floor:

1. Building and insulation permit	0.10
2. Electrical permit	0.05
3. Plumbing permit	0.05
4. Heating and/or A/C permit	0.05
5. Minimum permit fee	50.00

d. Moving of buildings 165.00

e. Electrical inspection for lights 50.00

f. Demolition of buildings 165.00

g. Gas piping 55.00

h. Mobile homes/manufactured homes:

1. Single wide	125.00
2. Double wide HUD Spec	150.00
3. Modular on frame construction	150.00
4. Modular off frame construction	Same as (1)b.

i. Re-inspection fee 65.00

(2) Commercial:

a. Any work started without a required permit will be charged the original fee plus a penalty equal to the original fee, i.e., original fee is \$55.00, penalty fee is \$55.00, the total cost will be \$110.00.

b. New and additions, and repairs, cost per square foot, per floor:

1. Building and insulation permit	.15
2. Electrical permit	.08
3. Plumbing permit	.08
4. Heating and/or A/C permit	.08
5. Minimum permit fee	50.00

c. Accessory buildings, porches/decks, etc., cost per square foot, per floor:

1. Building and insulation permit	.10
2. Electrical permit	.05
3. Plumbing permit	.05
4. Heating and/or A/C permit	.05
5. Minimum permit fee	50.00
d. Re-roofing permits	100.00
e. Moving of buildings	165.00
f. Electrical inspection for lights (Includes \$35 fire inspection)	90.00
g. Demolition of buildings	165.00
h. Gas piping	55.00
i. Re-inspection fee per trade	65.00

(3) General

a. Signs, cost per linear foot per side	1.50
b. Piers, bulkheads, docks, jetties, etc. per linear foot	1.00
c. Cell towers	1,000.00
d. Buildings at cell sites	140.00
e. ABC Inspection	55.00
f. Construction site temporary office trailer	125.00

Revenue Code – 10-10-3435-4100 Building Permits

Previous Legislative Reference - (Code 1993, § 27-219)

## CITY OF WILSON INSPECTION PERMIT FEES

### **BUILDING PERMIT FEES:**

\$3,000 or less	\$30.00
\$3,001 - \$50,000	\$50.00 + \$4.00/\$1,000 over \$3,000
\$50,001 - \$100,000	\$270.00 + \$3.00/\$1,000 over \$50,000
\$100,001 - \$500,000	\$420.00 + \$2.00/\$1,000 over \$100,000
\$500,001 or more	\$1,220.00 + \$1.00/\$1,000 over \$500,000
Demo & Relocation	\$75.00
Mobile Home	\$50.00
Residential Sq. Ft. Multiplier	\$84.74
Commercial Sq. Ft. Multiplier	80% of ICC Val. Cost
Zoning	\$50.00

### **BUILDING PERMIT REVIEW:**

New Residential	\$25.00 + \$10.00 per additional unit
Non-Residential Remodel	\$75.00
Non-Residential New	\$150.00
First re-submittal	Free
Subsequent re-submittals	\$50.00 each

### **ELECTRICAL PERMIT FEES:**

Residential and Commercial:	
100 Amp Service or Less	\$75.00
150 Amp Service	\$90.00
200 Amp Service	\$100.00
400 Amp Service	\$110.00
Each Additional 100 Amps	\$20.00
Electrical Signs	\$75.00
Alterations, Additions or Changes	\$50.00

### **PLUMBING PERMIT FEES:**

Residential:	
First Bathroom	\$50.00
Each Additional Bathroom	\$15.00
Non-Residential:	
First Fixture	\$50.00
Each Additional Fixture	\$5.00
Alterations, Additions or Changes	\$50.00
Electric Hot Water Heater Replacement	\$30.00

**MECHANICAL PERMIT FEES:**

Up to 100,000 BTU'S	\$75.00
101,000 – 150,000	\$80.00
151,000 – 200,000	\$85.00
201,000 – 250,000	\$90.00
251,000 – 300,000	\$95.00
301,000 – 350,000	\$100.00
350,000 – up	\$100 + \$5.00/100,000 BTU over 350,000
Commercial Refrigeration Installations	\$.0001 per BTU
Alterations, Additions or Changes	\$50.00

Gas Installation:

Gas Piping	\$30.00
Hookup Per Appliance	\$30.00
Venting	\$30.00
Alterations, Additions or Changes	\$50.00
Appliance less than 65,001 BTU's per Individual unit	\$30.00 (includes gas piping, appliance setting & venting)
Each additional appliance 65,000 BTU's Or less included on the above permit For the same unit	\$15.00 (includes gas piping, appliance setting & venting)
Gas Hot Water Heater Replacement	\$30.00

**ENERGY PERMIT FEES:**

First Unit	\$50.00
Each Additional Unit	\$25.00

**EXTRA WORK**

For additional inspection or inspection trips made by the inspector, made necessary by the failure of any contractor in charge of the work to specify locations of work to the inspector or by failure to comply with the North Carolina State Building Codes, a fee of \$50.00 shall be charged against and paid by said contractor to the City Permit Clerk. Nothing herein shall be construed to require extra fees for the several inspections made necessary in the regular course of construction work.

**PENALTY**

An additional charge equal to ½ the required permit fee (minimum fee \$100) shall be added to the permit fees set forth above for failure to initially secure a permit prior to starting the job or commencing any work on a building or service system before obtaining the necessary permits.

**EARLY/LATE/WEEKEND/HOLIDAY INSPECTION FEES:**

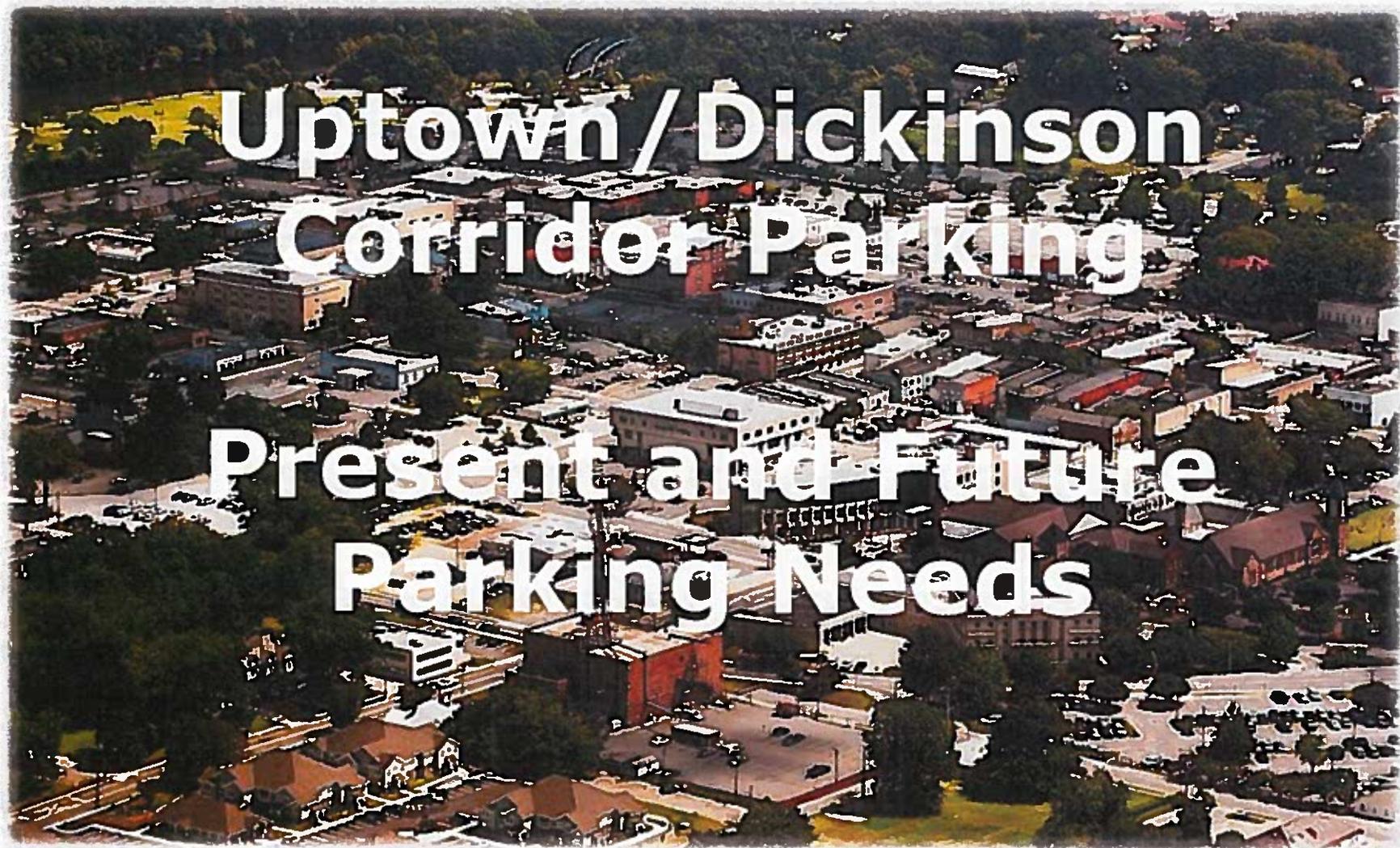
The following schedule establishes early/late/weekend/holiday fees for all inspections, including fire inspections, after work hours and on weekends or holidays for new construction or renovations requiring such inspection.

After Hours Inspections	\$75.00
-------------------------	---------

**EXPIRED BUILDING PERMIT FEES:**

If all rough-in inspections are not complete:	Current building permit fee and all trade fees apply.
If all rough-in inspections are complete:	\$100.00 building permit fee and all trade fees apply.

# **Uptown Parking Strategy**



# Challenges:

**Uptown/Dickinson = Urban landscape**

**How Far Should Parkers Have to Walk?**

**“Rule of Thumb” (Walker Parking)**

<b>Retail :</b>	<b>300-1,000 ft</b>
<b>Employee:</b>	<b>1,200-1,500 ft</b>
<b>Event/Theme</b>	<b>2,000+ ft</b>



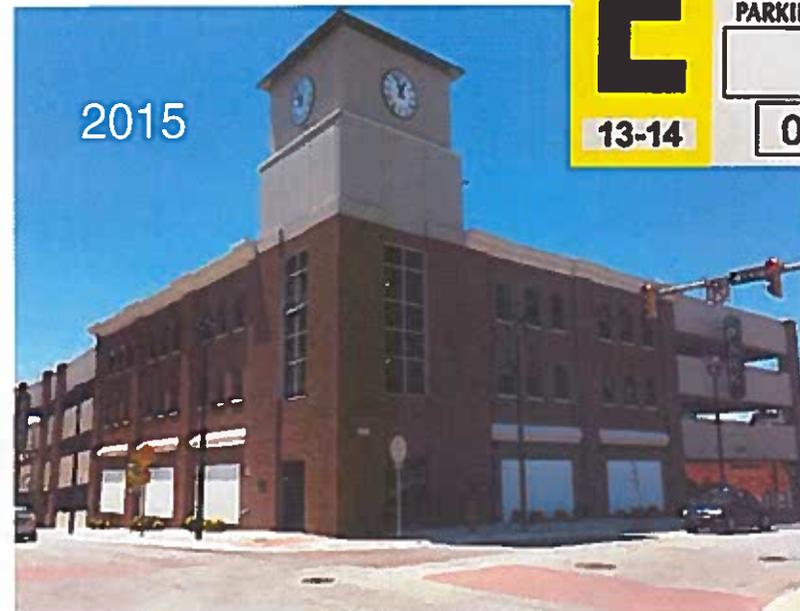
# **Urban Parking Solutions are a National Challenge**

**Cars in use 5% of time; Parked 95% of time  
(10-min commute each way = 99% parked)**

**Registered cars in USA = 250 million  
Constructed parking spots = 750+ million**

**3 spots for every vehicle**

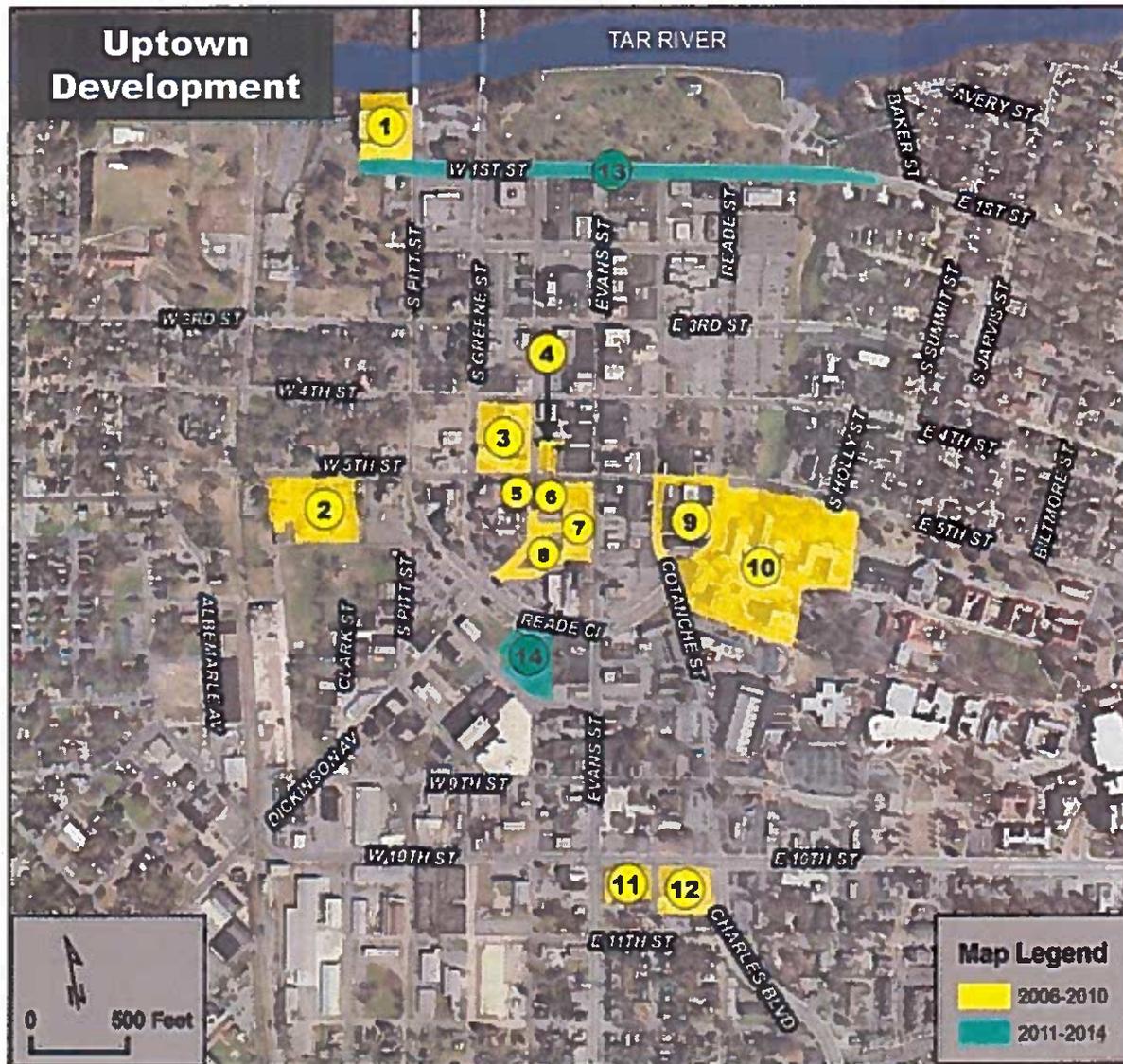
# Planning for Uptown Parking is a dynamic process:



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### 2006 - 2010 Developments

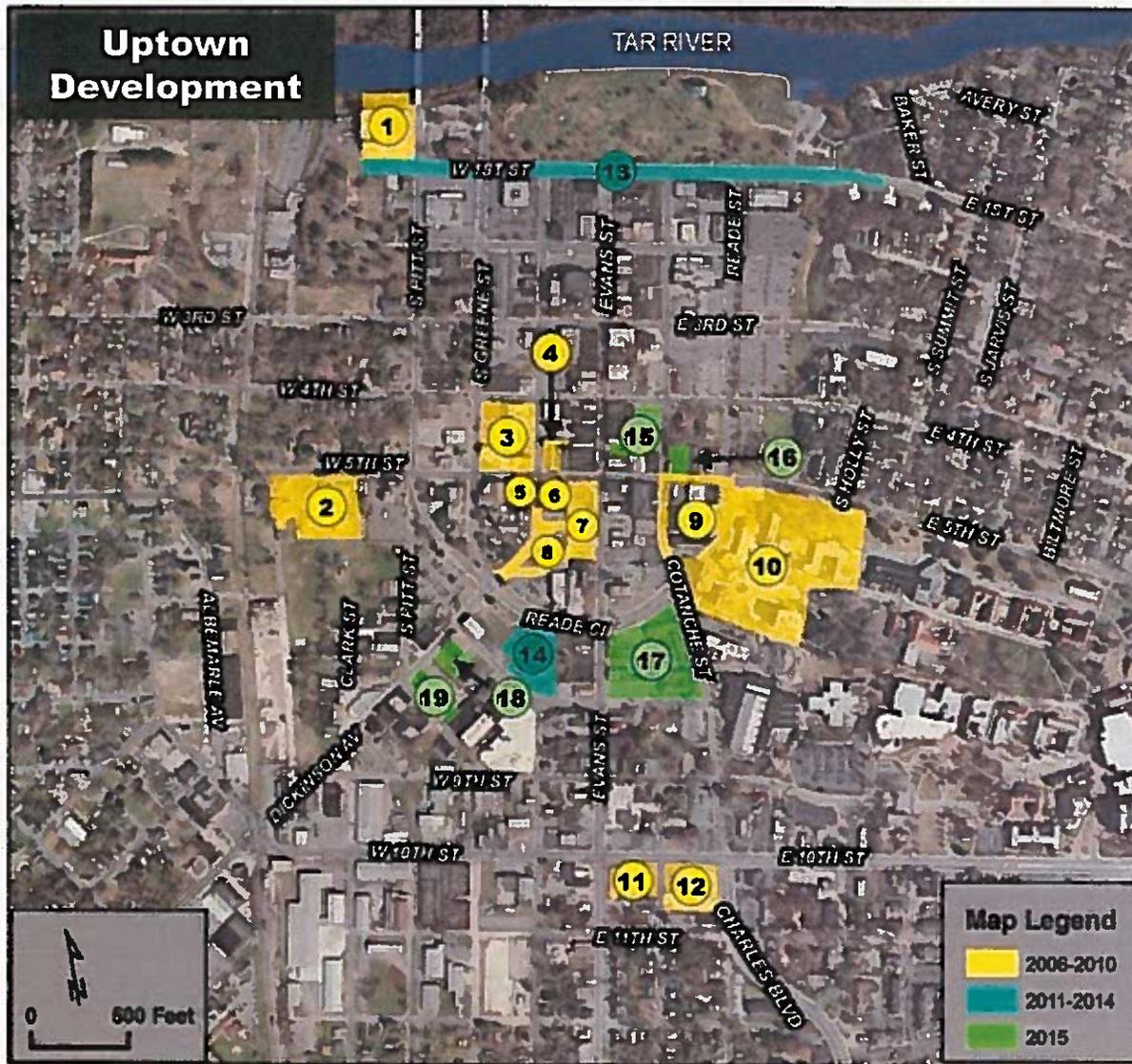
1. First Street Place	\$ 14 Million
2. Nathaniel Village	\$ 5.5 Million
3. City Hall / GUC	\$ 7 Million
4. Winslow's Deli	\$ 897 Thousand
5. Municipal Building	\$ 2 Million
6. Humber House	\$ 1 Million
7. 5-Points Plaza	\$ 556 Thousand
8. Washington St closing	\$ 1+ Million
9. Cotanche / Reade Streetscape	\$ 1+ Million
10. ECU Cafeteria / Dorms renovation	\$ 10+ Million
11. Starbucks / Subway	\$ 945 Thousand
12. Sheetz	\$ 580 Thousand

### 2011 - 2014 Developments

13. 1 <sup>st</sup> Street Restriping	\$ 1 Million
14. Bankruptcy Courthouse	\$ 4 Million

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## Uptown Development



### 2006 - 2010 Developments

1. First Street Place	\$ 14 Million
2. Nathaniel Village	\$ 5.5 Million
3. City Hall / GUC	\$ 7 Million
4. Winslow's Deli	\$ 897 Thousand
5. Municipal Building	\$ 2 Million
6. Humber House	\$ 1 Million
7. 5-Points Plaza	\$ 556 Thousand
8. Washington St closing	\$ 1+ Million
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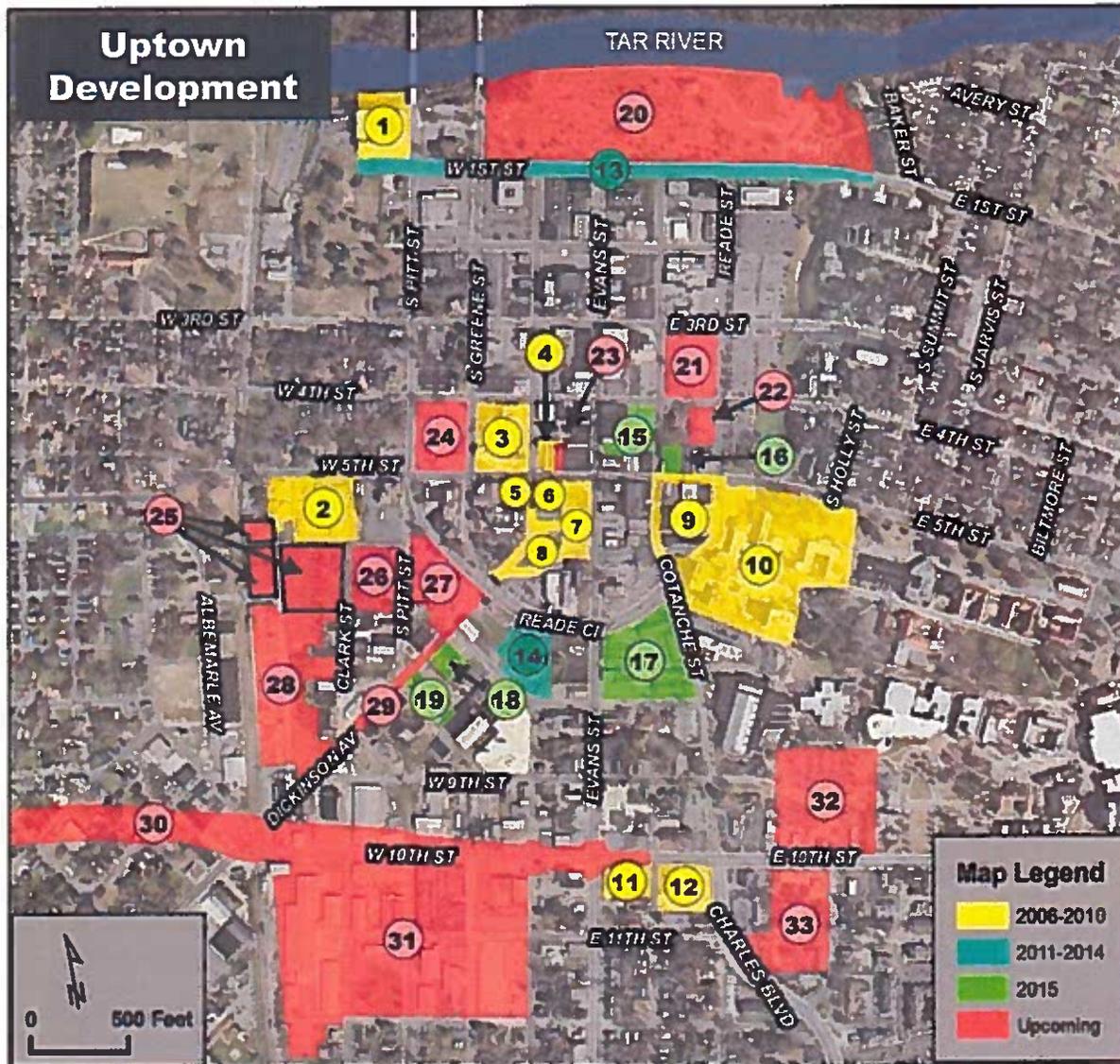
### 2011 - 2014 Developments

13. 1 <sup>st</sup> Street Restriping	\$ 1 Million
14. Bankruptcy Courthouse	\$ 4 Million

### 2015 Developments

15. 4 <sup>th</sup> St Parking Deck	\$ 5 Million
16. Superblock	\$ 2 Million
17. The Boundary	\$ 42 Million
18. DAP & Trollingwood	\$ 1 Million
19. Go Science	\$ 2 Million

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#### 2006 - 2010 Developments

1. First Street Place	\$ 14 Million
2. Nathaniel Village	\$ 5.5 Million
3. City Hall / GUC	\$ 7 Million
4. Winslow's Deli	\$ 897 Thousand
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#### 2011 - 2014 Developments

13. 1 <sup>st</sup> Street Restriping	\$ 1 Million
14. Bankruptcy Courthouse	\$ 4 Million

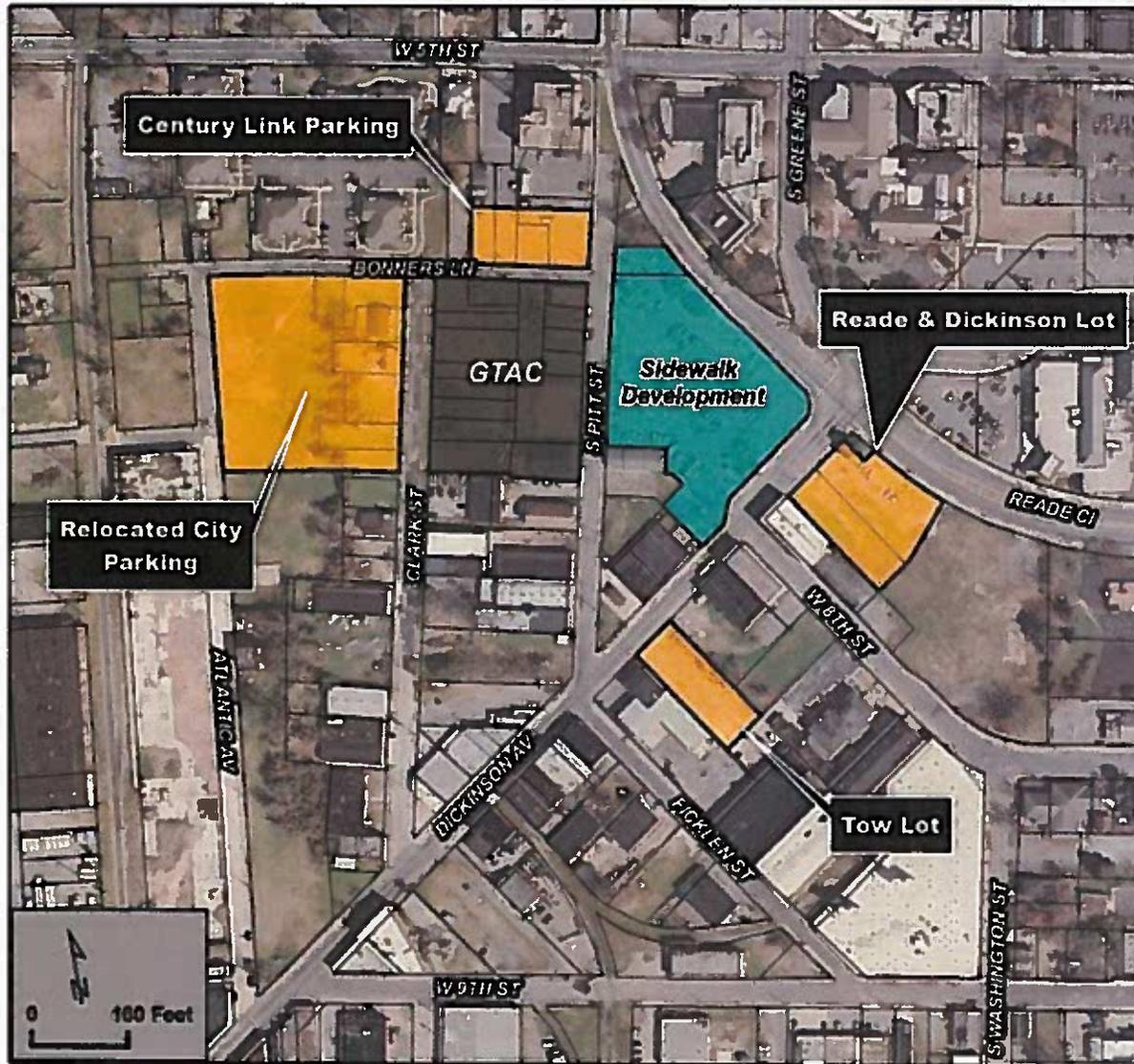
#### 2015 Developments

15. 4 <sup>th</sup> St Parking Deck	\$ 5 Million
16. Superblock	\$ 2 Million
17. The Boundary	\$ 42 Million
18. DAP & Trollingwood	\$ 1 Million
19. Go Science	\$ 2 Million

#### Upcoming Developments (2016 - 2019)

20. Town Common	\$ 1 Million
21. ECU Student Services	\$ 60 Million
22. Alumni Center / Hotel	\$ 17 Million
23. Theatre	\$ 1-2 Million
24. Gather Uptown	\$ 30 Million
25. Relocated City Parking	\$ 1.5 Million
26. GTAC	\$ 8 Million
27. Sidewalk Development	\$ 32 Million
28. Imperial Site	\$ 1.5 Million
29. Dickinson Ave Improvements	\$ 12 Million
30. 10 <sup>th</sup> St Connector	\$ 37 Million
31. ECU Millennial Campus	\$ 10+ Million
32. ECU Student Union	\$ 120 Million
33. Campus Edge	\$ 54 Million

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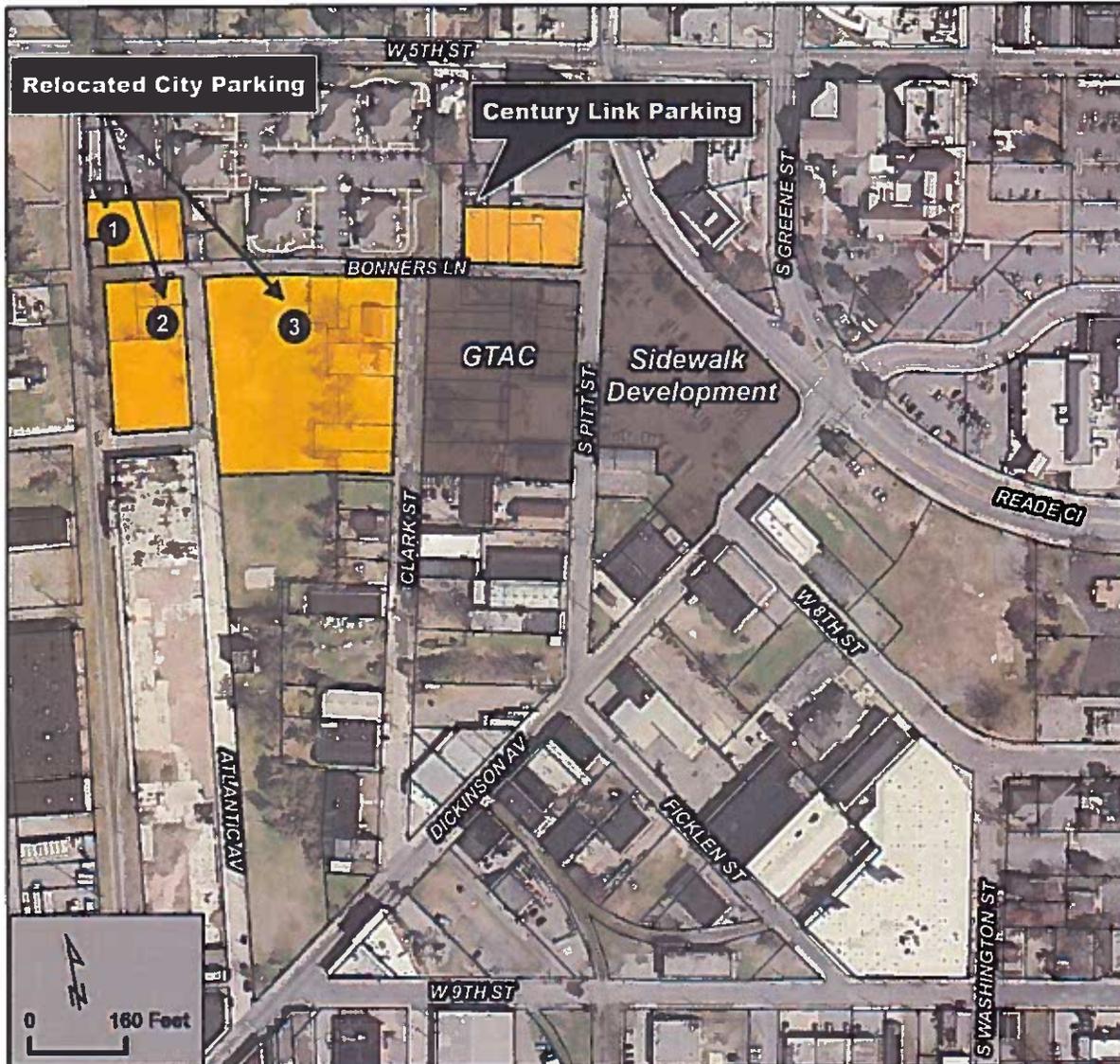


## Dickinson Corridor

### Temporary Parking for Sidewalk Development Group Project

CenturyLink Parking	15 – 30 Spaces
Relocated City Parking	70 Spaces
Reade & Dickinson Lot (Alt. to above)	70 Spaces
Tow Lot	40 Spaces

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## Dickinson Corridor

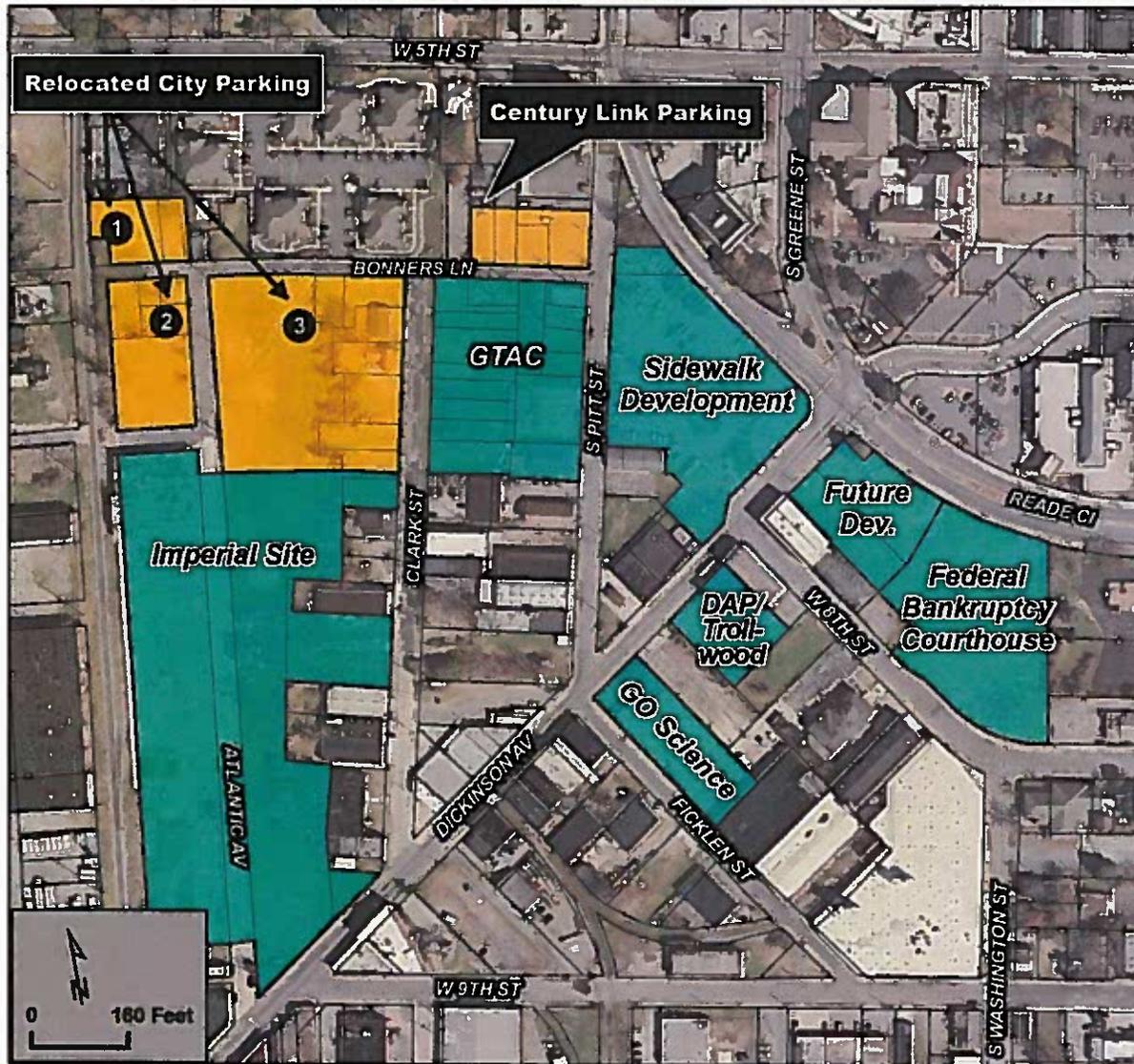
### Permanent Parking

#### City Parking

- |                 |            |
|-----------------|------------|
| 1. COG Employee | 40 Spaces  |
| 2. COG PD/FR    | 100 Spaces |
| 3. SDG Students | 200 Spaces |

CenturyLink Parking	15 – 30 Spaces
---------------------	----------------

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## Dickinson Corridor

### Permanent Parking

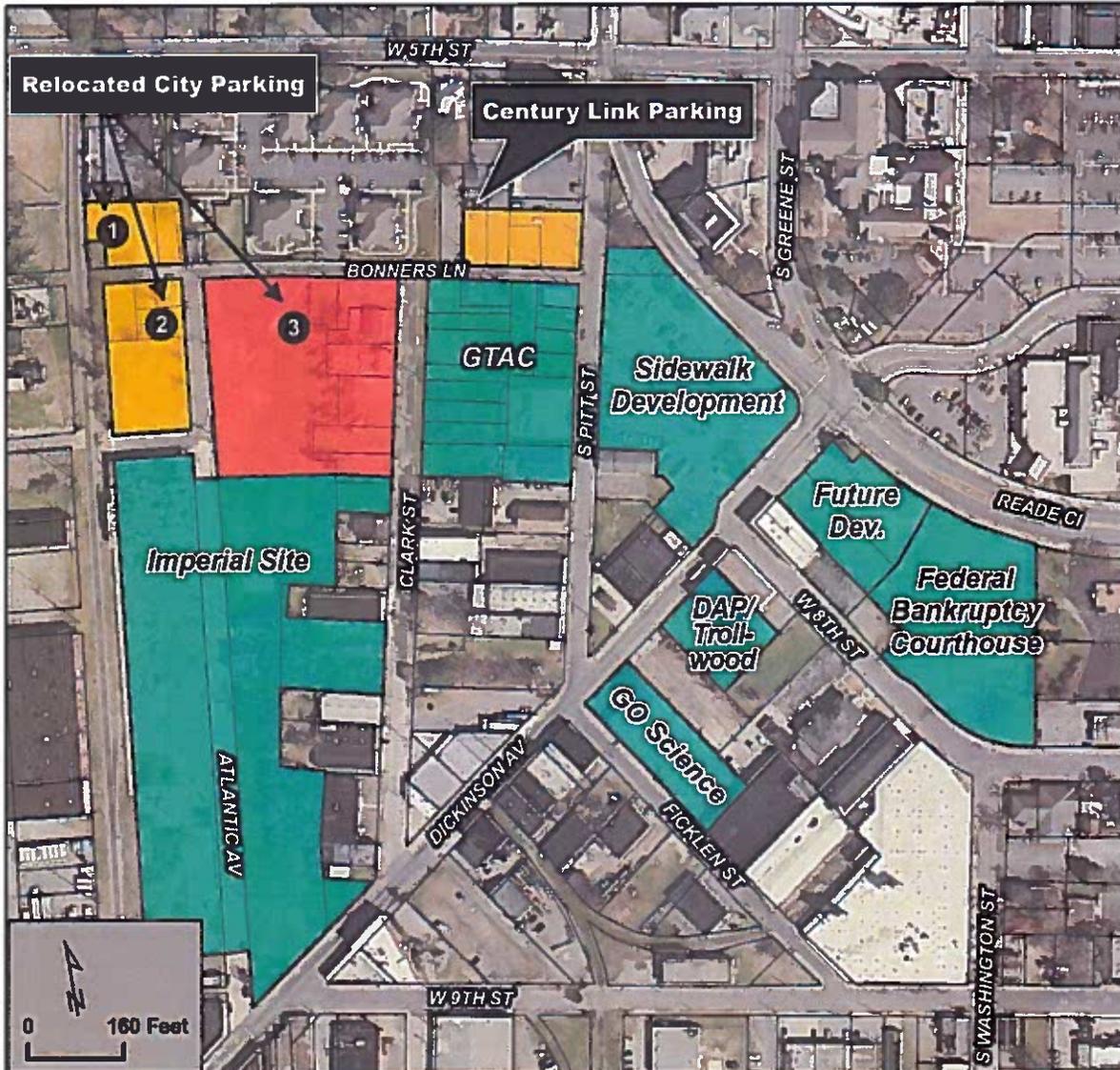
#### City Parking

- |                 |            |
|-----------------|------------|
| 1. COG Employee | 40 Spaces  |
| 2. COG PD/FR    | 100 Spaces |
| 3. SDG Students | 200 Spaces |

CenturyLink Parking 15 – 30 Spaces

### Additional Parking Locations for Future Development?

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## Dickinson Corridor

### Permanent Parking

#### Parking Needs:

PD/Fire Rescue	100 Spaces
Sidewalk Development	200 Spaces
Imperial	200 Spaces
Public	100 Spaces
Multi-level Parking Deck	600 Spaces (\$9M Construction)

### Public/Private Partnership Construction?

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## Hotel/Alumni Center

### Existing Lot Option

Hotel Needs 80 Parking Spaces

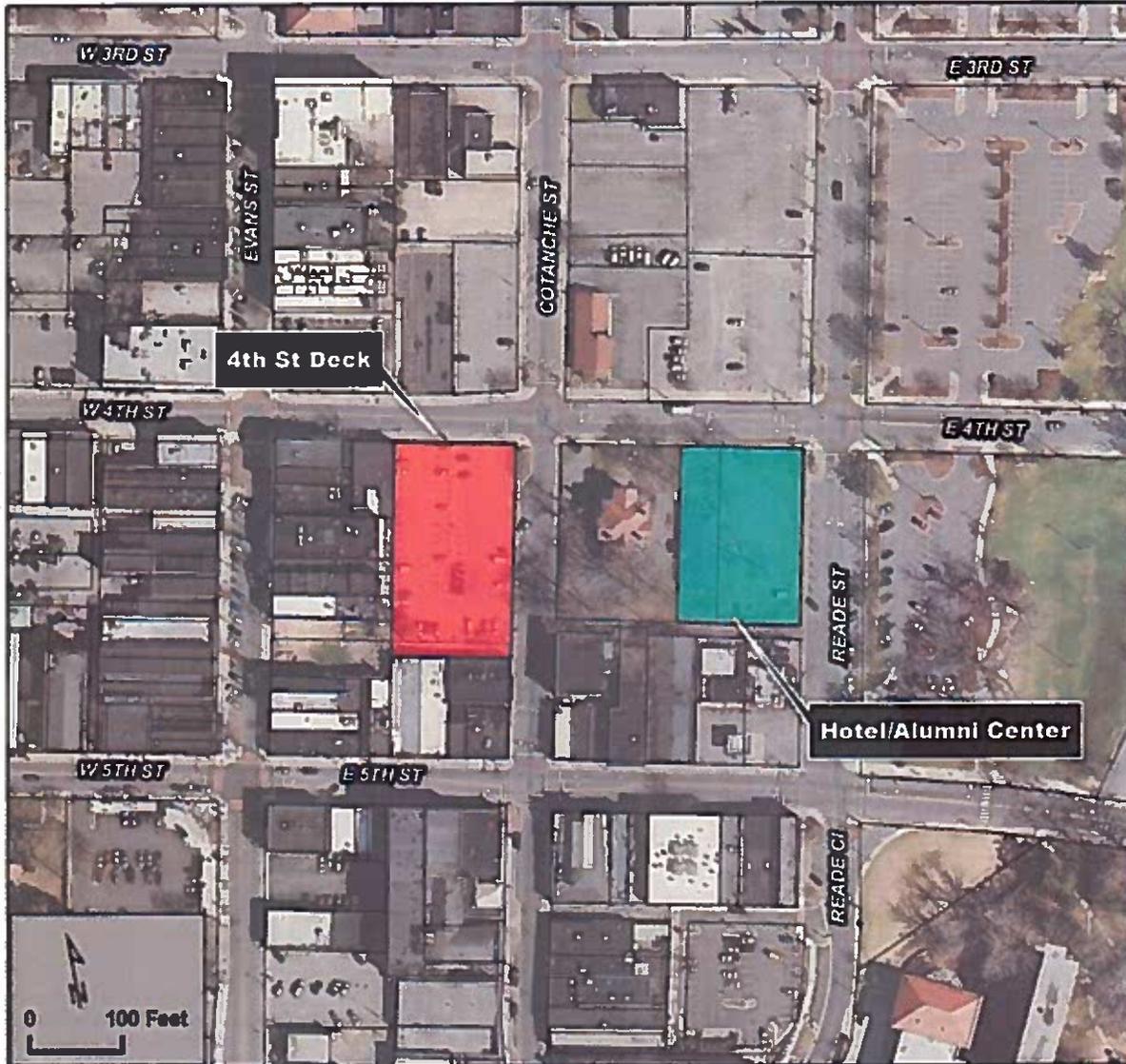
Re-assignment of Leased spaces to Parking Deck

Roses Lot	24 Spaces
Harris Lot	32 Spaces
Hodges Lot	40 Spaces

4<sup>th</sup> St Deck 240 Spaces

Approx. 180 of 240 would be leased at \$48/month per parking space.

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## Hotel/Alumni Center

### Refinance Deck Option

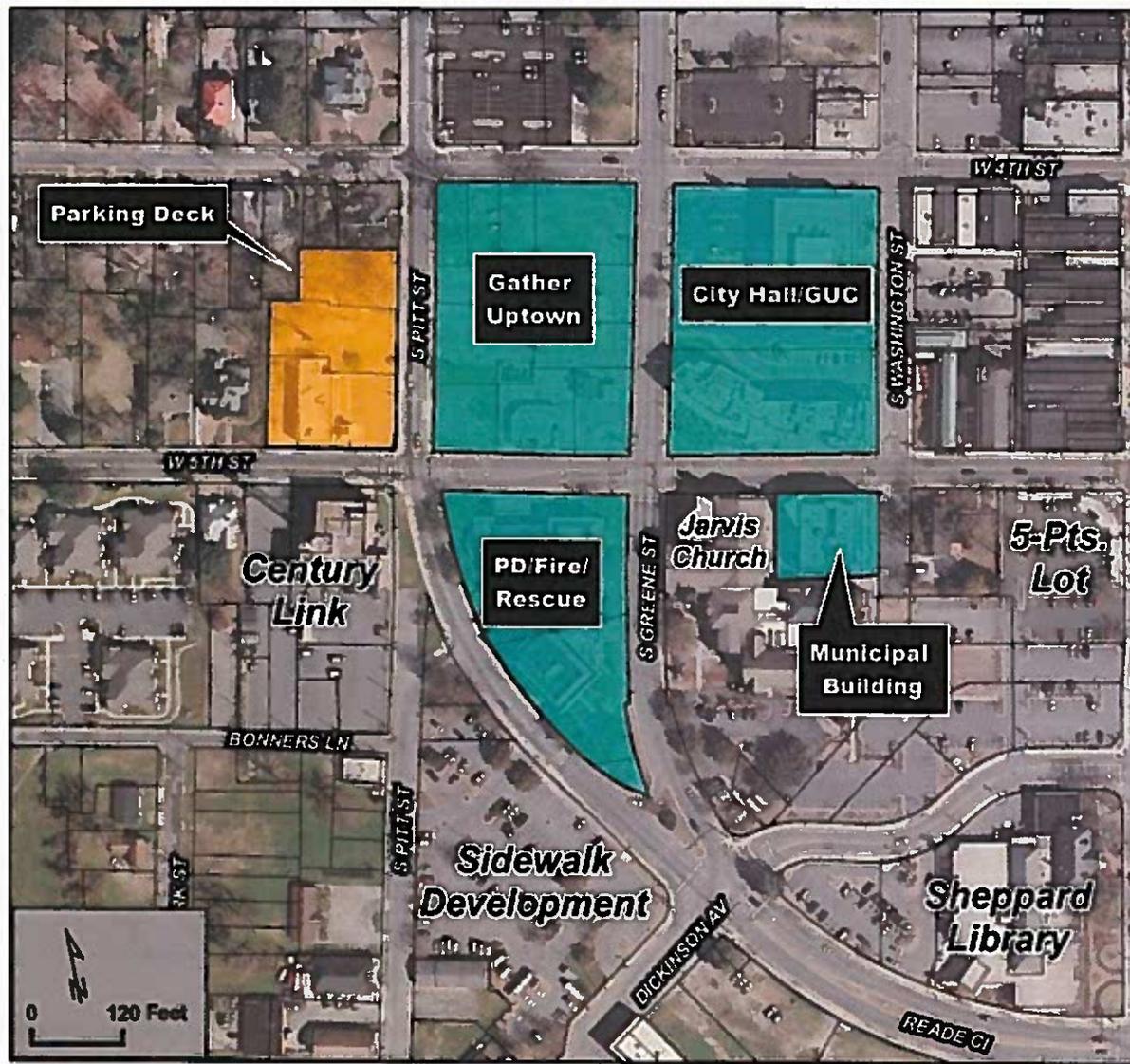
4 <sup>th</sup> St. Parking Garage	240 Spaces
------------------------------------	------------

Hotel/Alumni Center needs 80 spaces

Approx. 180 of 240 spaces leased at \$48/month parking space

\$500-600k to Refinance Bond

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## GUC/City/Gather Uptown

### Joint Parking Deck Option

Parking Needs:

PD/Fire Rescue	100 Spaces
GUC	100 Spaces
COG Employee	50 Spaces
Gather Uptown/Public	50 Spaces

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# Council Direction Required for Following Items:

## Dickinson Corridor –

**Parking Lots? ~\$1.5M**

**Parking Deck? ~\$9M**

**Expandable Parking Lot? ~\$2.5+**  
**(Construct lot to support future deck)**



# **Council Direction Required for Following Items:**

**Hotel/Alumni Center –**

**Realignment of Leased Spaces**

**Refinance Parking Deck Debt to Allow  
Lease \$500-\$600k**

# **Council Direction Required for Following Items:**

**GUC/City Lot – 300-space deck at NW  
corner of Pitt and 5<sup>th</sup> Streets  
(Construction cost estimate \$6M)**

**Evaluate Further?**



## **Staff Recommendation:**

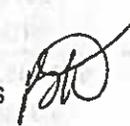
**Development in Uptown has Increased Dramatically – Parking Solution is Critical.**

**Conduct Comprehensive Parking Plan for Uptown/Dickinson Corridor.**

# **Mid-Year Budget Update**

**MEMORANDUM**

**TO:** Barbara Lipscomb, City Manager  
Michael Cowin, Assistant City Manager

**FROM:** Bernita Demery, Director of Financial Services 

**DATE:** January 14, 2016

**SUBJECT:** Major Fund Quarterly Financial Report – As of December 31, 2015

Attached is the financial report for the quarter ending December 31, 2015. Report data reflects the first six months (50%) of fiscal year (FY) 2016. Overall, the results of revenue less expense and transfers show an improvement of 49%. This is due primarily to the timing, in the prior year, of transfers to the Street Improvement Fund. Unexpected and/or significant variances greater than 10% will be noted.

The following is a summary of the General Fund for six months ending December 31, 2015 as compared to six months ending December 31, 2014:

<b>GENERAL FUND SUMMARY AS OF DECEMBER 31, 2015</b>						
	<b>2016 YTD</b>	<b>2015 YTD</b>	<b>\$ CHANGE</b>	<b>% CHANGE</b>	<b>2016 BUDGET</b>	<b>% REC./ SPENT</b>
<b>REVENUES</b>	<b>\$ 45,100,929</b>	<b>\$ 43,157,097</b>	<b>\$ 1,943,832</b>	<b>5%</b>	<b>\$80,278,427</b>	<b>56%</b>
<b>EXPENSES</b>	<b>\$ 31,970,759</b>	<b>\$ 30,714,634</b>	<b>\$ 1,256,125</b>	<b>4%</b>	<b>\$71,037,298</b>	<b>45%</b>
<b>TRANSFERS</b>	<b>\$ 4,524,375</b>	<b>\$ 6,673,867</b>	<b>\$ (2,149,492)</b>	<b>-32%</b>	<b>\$ 9,241,129</b>	<b>49%</b>
<b>NET</b>	<b>\$ 8,605,795</b>	<b>\$ 5,768,596</b>	<b>\$ 2,837,199</b>	<b>49%</b>	<b>\$ (0)</b>	

A further analysis of mid-year revenues and expenses for current fiscal year 2016, as compared to fiscal year 2015, is provided on the pages that follow. Also included is a projection of revenues and expenditures for the General Fund for the remainder of fiscal year 2016.

cc: Department Heads

**Revenues**

GENERAL FUND REVENUE BY TYPE SUMMARY AS OF DECEMBER 31, 2015						
	2016	2015	\$	%	2016	% REC/
	YTD	YTD	CHANGE	CHANGE	BUDGET	SPENT
PROPERTY	\$24,569,275	\$24,556,382	\$ 12,893	<1%	\$32,020,369	77%
SALES	6,031,418	5,328,189	703,229	13%	16,627,515	36%
UTILITIES	3,637,139	3,281,428	355,712	11%	6,052,187	60%
MOTOR VEHICLE	511,187	456,953	54,234	12%	1,018,705	50%
INSPECTION	312,164	425,593	(113,429)	-27%	865,514	36%
RESCUE	1,238,602	1,359,890	(121,288)	-9%	3,085,803	40%
RECREATION	743,790	876,216	(132,426)	-15%	1,990,809	37%
INVESTMENTS	113,826	434,552	(320,726)	-74%	553,761	21%
GUC TRANS. IN	3,513,148	3,314,962	198,186	6%	6,500,000	54%
POWELL BILL	2,220,065	1,117,871	1,102,194	99%	2,235,741	99%
SUBTOTAL	42,890,614	41,152,035	1,738,579	4%	70,950,404	60%
ALL OTHER REV.	2,210,315	2,005,062	205,253	10%	5,701,134	39%
APP. FUND BAL.	-	-	-	0%	3,626,889	0%
SUBTOTAL	2,210,315	2,005,062	205,253	10%	9,328,023	24%
<b>TOTAL</b>	<b>\$45,100,929</b>	<b>\$43,157,097</b>	<b>\$ 1,943,832</b>	<b>5%</b>	<b>\$80,278,427</b>	<b>56%</b>

- Year-to-date total revenues have increased 5.0%. Property tax does not reach the 10% variance threshold to warrant a justification; however, since this revenue source is 40% of overall budget, it should be noted that although the tax rate has decreased from 54 cents to 53 cents, per \$100 of assessed valuation, this revenue source remains consistent to prior year, showing a change of less than 1.0%.
- Sales tax, making up 21% of the budget, is showing a 13% increase in the first quarter due to an increase in the purchase of building materials as a result of the increased construction in the area. Sales tax continues to be evaluated monthly for consistency.
- Utilities Franchise Tax increased 11%, primarily due to the change in the allocation formula. Recent tax reform eliminated the state and local franchise taxes on electricity and natural gas and applied the combined general sales tax rate of 7% of sales to both. The City continues to see increased revenues based on the change in distribution.
- Year-to-date Motor Vehicle revenue increased 12% when compared with the prior year. This increase in revenue is primarily the result of the DMV's "tag and tax" collection program implemented in August 2014. Fiscal year 2016 is the first full year for revenue recognition under this new program. The implementation of this new program shows an improvement in the amount and timeliness of receipts from citizens.
- The 27% decrease in Inspections for the first half of the year is due to the timing of increased building permits issued for multi-family construction and various other retail projects that took place in prior year.
- The 15% decrease in Recreation revenue is due to a decrease in membership fee revenue from the Aquatics and Fitness Center in FY 2016.

- Year-to-date Investment Earnings decreased 74% due to the change in coupon payment receipts and losses incurred during investment buy/sale transactions.
- The 99% increase in Powell Bill revenue is due to the timing of the payment receipt in FY 2015. The second disbursement of this revenue was not made until the third quarter in the prior year.
- The 10% increase in Other Revenue is primarily the result of the implementation of a more timely billing procedure with Pitt County related to the school resource officer program.

## Expenses

GENERAL FUND EXPENSE BY TYPE SUMMARY AS OF DECEMBER 31, 2015						
	2016 YTD	2015 YTD	\$ CHANGE	% CHANGE	2016 BUDGET	% REC/ SPENT
PERSONNEL	\$23,466,778	\$22,092,586	\$ 1,374,192	6%	\$50,255,717	47%
OPERATIONS	7,489,462	7,206,742	282,720	4%	16,528,041	45%
CAPITAL OUTLAY	171,076	115,297	55,779	48%	328,797	52%
CAPITAL IMPROVEMENTS	843,443	1,300,009	(456,566)	-35%	3,924,743	21%
<b>TOTAL</b>	<b>\$31,970,759</b>	<b>\$30,714,634</b>	<b>\$ 1,256,125</b>	<b>4%</b>	<b>\$71,037,298</b>	<b>45%</b>

The expenses have increased 4% as compared to the prior year. Each category (Personnel, Operations, Capital Outlay, etc.) fluctuates year to year due to the timing of payment for various items. A brief explanation is provided below:

- **PERSONNEL:** Even though personnel costs do not meet the 10% threshold for providing an explanation, the category represents 63% of the total budget in FY 2016. A market increase of 2% for salaries was added this year, effective July 1, 2015. The 6% increase in personnel for the first half of 2016 is due to the market increase, along with an additional pay period occurring in December. For the six months ending December 31, 2015, there have been 14 payroll periods as compared to only 13 for the six months ending December 31, 2014.
- **CAPITAL OUTLAY & IMPROVEMENTS:** These costs will vary depending on department needs, the timing of purchases, and project activity. The increase in capital outlay is due to capital purchased by Police during the first half of fiscal year 2016 for which there was no such spending in the first half of fiscal year 2015. The decrease in capital improvements is due to Public Works capital spending on traffic light software and 9<sup>th</sup> street rehabilitation occurring in the first half of fiscal year 2015 for which there is no such spending in the first half of fiscal year 2016.

## Expenses (continued)

GENERAL FUND EXPENSE BY DEPARTMENT SUMMARY AS OF DECEMBER 31, 2015						
	2016 YTD	2015 YTD	\$ CHANGE	% CHANGE	2016 BUDGET	% REC/ SPENT
MAYOR & COUNCIL	\$ 240,871	\$ 145,733	\$ 95,139	65%	\$ 515,411	47%
CITY MANAGER	517,997	499,553	18,445	4%	1,631,172	32%
CITY CLERK	122,746	112,089	10,658	10%	259,366	47%
CITY ATTORNEY	223,236	208,840	14,396	7%	468,242	48%
HUMAN RESOURCES	1,792,515	1,167,798	624,717	53%	2,614,258	69%
INFORMATION TECH.	1,559,454	1,480,230	79,224	5%	3,451,845	45%
FIRE/RESCUE	6,356,747	5,906,155	450,592	8%	13,961,743	46%
FINANCIAL SVCS.	1,401,426	1,248,364	153,062	12%	2,487,182	56%
OPEB CONTRIBUTION	-	400,000	(400,000)	-100%	450,000	0%
POLICE	11,155,615	10,752,766	402,849	4%	23,880,835	47%
RECREATION & PARKS	3,712,350	3,545,160	167,190	5%	8,559,468	43%
PUBLIC WORKS	4,259,737	4,745,145	(485,408)	-10%	10,756,940	40%
COMM. DEVELOPMENT	1,269,348	1,136,908	132,440	12%	3,269,049	39%
INDIRECT COST	(641,285)	(634,107)	(7,178)	1%	(1,268,214)	51%
<b>TOTAL</b>	<b>\$31,970,759</b>	<b>\$30,714,634</b>	<b>\$ 1,256,125</b>	<b>4%</b>	<b>\$71,037,298</b>	<b>45%</b>

Overall, departmental spending was 4% higher than the first half of 2015. The departments, effective July 1, 2015, are recognizing Capital Improvement costs within their departments, which could cause monthly or year-to-date numbers to fluctuate. As of December 31, 2015 all departments are on track to meet their projected budgets. Department variances larger than 10% are noted below:

- **MAYOR & CITY COUNCIL:** The increase of 65% is due to the timing of payments for various dues and subscriptions, specifically the annual dues for the NC League of Municipalities.
- **CITY CLERK:** The 10% increase is due to increased personnel expenses from the extra pay period occurring during the first half of FY 2016.
- **HUMAN RESOURCES:** The increase of 53% is due to an increase in payments for contracted services for the performance management study, as well as the timing and distribution of various insurance payments during the first half of FY 2016.
- **FINANCIAL SERVICES:** The 12% increase is due to increased personnel expenses from the extra pay period occurring in FY 2016.
- **OPEB:** The decrease of 100% is directly related to the timing of the payment for Other Post-Employment Benefits to the State. This distribution will take place during the second half of the year.
- **PUBLIC WORKS:** The decrease of 10% is due to the capital project spending occurring in 2015 that does not occur in FY 2016.
- **COMMUNITY DEVELOPMENT:** The 12% increase is due to increased personnel expenses from the extra pay period occurring in FY 2016.

## Transfers

GENERAL FUNDS TRANSFERS AS OF DECEMBER 31, 2015						
	2016	2015	\$	%	2016	% REC/
	YTD	YTD	CHANGE	CHANGE	BUDGET	SPENT
To Facilities Imp Fund	1,579,180	1,545,434	33,746	2%	1,579,180	100%
To Capital Reserve	-	25,000	(25,000)	-100%	-	0%
To Transit Fund	683,784	-	683,784	100%	683,784	100%
To Intermodal Trans	-	178,000	(178,000)	-100%	109,136	0%
To Debt Service	1,680,315	1,651,046	29,269	2%	4,197,502	40%
To Sheppard Library	581,096	624,387	(43,291)	-7%	1,162,192	50%
To Home Division	-	-	-	0%	313,835	0%
To Spec Rev Grant	-	-	-	0%	57,500	0%
To Street Imp	-	2,650,000	(2,650,000)	-100%	1,138,000	0%
<b>TOTAL</b>	<b>\$4,524,375</b>	<b>\$ 6,673,867</b>	<b>\$(2,149,492)</b>	<b>-32%</b>	<b>\$ 9,241,129</b>	<b>49%</b>

**TRANSFERS:** With the exception of the Transfer to the Street Improvement Fund, the transfers made in the first half of fiscal year 2016 are typical of prior years. The large transfer of \$2.65 million in FY2015 was a one-time transfer intended to establish the fund. The budget transfer of \$1.138 million to the Street Improvement Fund for fiscal year 2016 is scheduled to be made in the second half of fiscal year 2016.

## Mid-Year General Fund Projection

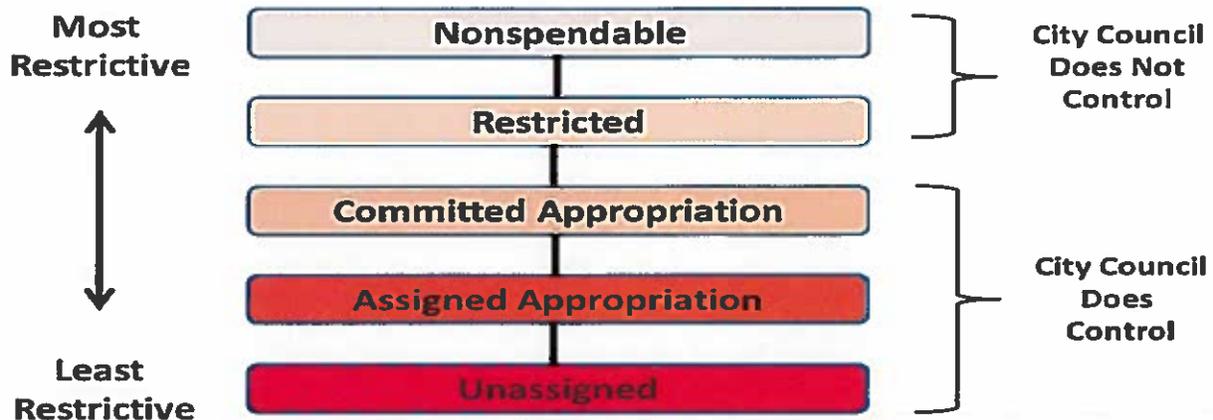
Below is a summary of projections on revenue and expenditures for the General Fund based on results through December 31, 2015.

GENERAL FUND REVENUE BY TYPE SUMMARY AS OF DECEMBER 31, 2015				
REVENUES	2016 BUDGET	2016 YTD	2016 Projection	Variance Budget vs. Proj.
PROPERTY	\$32,020,369	\$24,569,275	\$32,659,455	\$ 639,086
SALES	16,627,515	6,031,418	17,270,951	643,436
UTILITIES	6,052,187	3,637,139	6,795,037	742,850
MOTOR VEHICLE INSPECTION	1,018,705	511,187	1,022,375	3,670
RESCUE	865,514	312,164	740,358	(125,156)
RECREATION	3,085,803	1,238,602	3,085,803	-
INVESTMENTS	1,990,809	743,790	1,749,909	(240,900)
GUC TRANS. IN	553,761	113,826	553,761	-
POWELL BILL	6,500,000	3,513,148	6,700,000	200,000
APPROPRIATED FUND BALANCE	2,235,741	2,220,065	2,220,065	(15,676)
ALL OTHER REV.	3,626,889	-	-	(3,626,889)
<b>TOTAL</b>	<b>80,278,427</b>	<b>45,100,929</b>	<b>77,634,344</b>	<b>(2,644,083)</b>
<b>EXPENSES</b>				
PERSONNEL	\$50,255,717	\$23,466,778	\$50,128,794	\$ (126,923)
OPERATING	17,675,052	8,301,822	17,306,413	(368,639)
CAPITAL IMPROVEMENT	3,924,743	843,443	2,354,846	(1,569,897)
REIMBURSEMENT INDIRECT COST	(1,268,214)	(641,285)	(1,268,214)	-
TRANSFERS OUT	9,241,129	4,524,375	9,241,129	-
OTHER EXPENSES	450,000	-	450,000	-
<b>TOTAL</b>	<b>80,278,427</b>	<b>36,495,134</b>	<b>78,212,968</b>	<b>(2,065,459)</b>
<b>NET</b>	<b>-</b>	<b>8,605,795</b>	<b>(578,624)</b>	<b>(578,624)</b>

For fiscal year 2016, expenses are projected to exceed revenues by approximately \$578,624 which would represent a potential reduction in overall fund balance. This is consistent with the prior fiscal year 2015 mid-year report and is indicative of the fact that fund balance has been appropriated for fiscal year 2016 to cover various operating and capital expenditures. The following is a comparison of the net projected per the mid-year reports for both fiscal year 2015 and 2016:

Projected Revenue and Expense For Fiscal Year 2016 and 2015 at Dec 31			
	Projected Revenue	Projected Expense	Projected Net
Fiscal Year 2016	\$ 77,634,344	\$ 78,212,968	\$(578,624)
Fiscal Year 2015	\$ 76,911,411	\$ 77,867,762	\$(956,351)

The following are the classifications of fund balance as detailed in the December 15, 2015 Fund Balance Report:



Included within the budget revenue and budgeted expense for fiscal year 2016 is approximately \$3.63 million in appropriated fund balance. The \$3.63 million in appropriated fund balance would be considered Committed or Assigned Fund Balance per the above classifications and as explained in the December 15, 2015 Fund Balance Report.

The \$3.63 million in fund balance has been appropriated by the Council in fiscal year 2016 to cover the following:

- Contingency needs as determined by staff and approved by Council
- Carryover of departmental unspent funds from the prior fiscal year 2015 intended to cover prior year obligations still outstanding at June 30, 2015
- One-time capital and operating projects as determined by staff and approved by Council

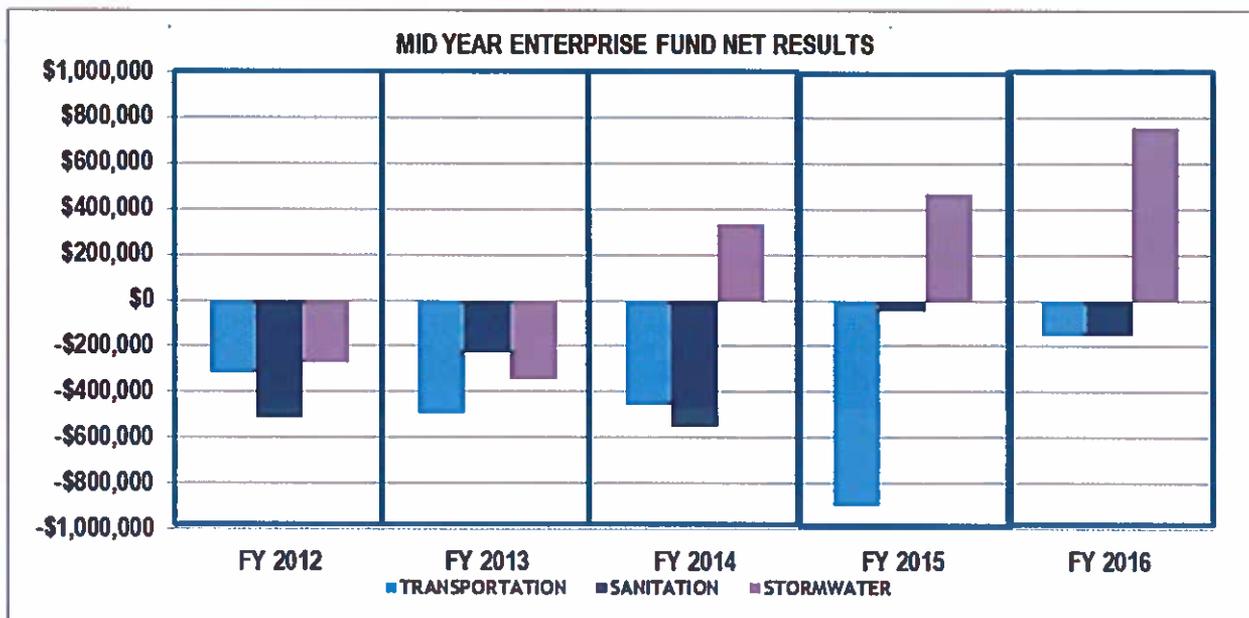
The actual 2016 projected revenues of \$77.6 million do not include the \$3.63 million of budgeted fund balance. However, a portion of the actual 2016 projected expenses of \$78.2 million will include expenditures related directly to purposes for which the fund balance of \$3.63 million was appropriated. For this reason, the actual use (i.e. expenditure of) fund balance that has been appropriated would result in an overall reduction in fund balance, all things held constant, within the Committed and /or Assigned Fund Balance classifications.

It must be noted that the deficit of \$578,624 in expenses over revenues projected above for fiscal year 2016 may represent a reduction in overall fund balance within the Committed and /or Assigned classifications, but not necessarily a reduction in Unassigned Fund Balance. Unassigned Fund Balance is that portion of overall fund balance that is available for appropriation by the Council. The increase / decrease in Unassigned Fund Balance at the end of fiscal year 2016 will be dependent on:

- Actual level of revenues collected by the City before June 30, 2016
- Actual level of expenditures recorded prior to June 30, 2016 excluding those expenditures related to the appropriation of fund balance
- The level of departmental encumbrances still open at June 30, 2016 that must be carried forward into fiscal year 2017 in the form of appropriated fund balance
- The change in the balance of the City's accounts receivables. The balance in accounts receivables at June 30 must be restricted in fund balance and will therefore not be included in Unassigned Fund Balance.

The City's policy is to strive to maintain an Unassigned General Fund balance at the close of each fiscal year of at least 14.0% of the total annual operating budget. It is the City's goal to meet this policy for the fiscal year ending June 30, 2016.

# MAJOR ENTERPRISE FUNDS



## Transit

TRANSIT FUND SUMMARY AS OF DECEMBER 31, 2015						
	2016 YTD	2015 YTD	\$ CHANGE	% CHANGE	2016 BUDGET	% REC./ SPENT
<b>REVENUES</b>						
INTERGOV'T	\$ -	\$ 704,729	\$ (704,729)	-100%	\$ 1,937,379	0%
SALES AND SERVICES	136,699	250,454	(113,755)	-45%	376,712	36%
TRANSFERS IN	683,784	-	683,784	-	570,101	>100%
APPRO. FUND BAL.	-	-	-	-	99,982	0%
<b>TOTAL REVENUES</b>	<b>\$ 820,483</b>	<b>\$ 955,183</b>	<b>\$ (134,700)</b>	<b>-14%</b>	<b>\$2,984,174</b>	<b>27%</b>
<b>EXPENSES</b>						
PERSONNEL	\$ 541,292	\$ 478,982	\$ 62,310	13%	\$ 1,059,314	51%
OPERATIONS	301,272	295,702	5,569	2%	1,078,220	28%
CAPITAL OUTLAY	119,679	166,325	(46,646)	-28%	423,745	28%
CAPITAL IMPROV.	7,765	911,421	(903,656)	-99%	422,895	2%
<b>TOTAL EXPENSES</b>	<b>\$ 970,008</b>	<b>\$1,852,431</b>	<b>\$ (882,423)</b>	<b>-48%</b>	<b>\$2,984,174</b>	<b>33%</b>
<b>NET</b>	<b>\$ (149,526)</b>	<b>\$ (897,248)</b>	<b>\$ 747,722</b>	<b>83%</b>		

- The overall net loss of the Transit fund changed by 83% when compared to prior year results. The Transit fund normally has a negative net result during the first half of the fiscal year, as the majority of the fund revenues are FTA and NCDOT grant reimbursement based. During the first half of the prior year, the Transit fund was reimbursed 80% for two buses that were purchased, resulting in the increased activity in both Intergovernmental Revenue and Capital Improvement during 2015. The transfer from General Fund typically came at year-end in the past, but now will come earlier in each fiscal year.
- Personnel variances are due to the extra pay period occurring in FY 2016, while the Capital Outlay and Capital Improvements variances are due to the timing of these expenses. Over the course of this year, these amounts should become more consistent, when reviewing year over year. The Capital Improvement variance is directly related to the timing of payments for new buses in 2015 that did not occur in 2016.

## Sanitation

SANITATION FUND SUMMARY AS OF DECEMBER 31, 2015						
	2016 YTD	2015 YTD	\$ CHANGE	% CHANGE	2016 BUDGET	% REC./ SPENT
<b>REVENUES</b>						
INTERGOV'T	\$ -	\$ -	\$ -	-	\$ 12,000	0%
REFUSE FEES	2,951,989	2,799,271	152,718	5%	7,116,078	41%
SALES / SERVICES	60,173	79,642	(19,469)	-24%	140,000	43%
OTHER INCOME	29,262	26,747	2,515	9%	203,500	14%
BOND PROCEEDS	425,000	360,000	65,000	18%	425,000	100%
APPRO. FUND BAL.	-	-	-	-	228,965	0%
<b>TOTAL REVENUES</b>	<b>\$ 3,466,424</b>	<b>\$ 3,265,660</b>	<b>\$ 200,764</b>	<b>6%</b>	<b>\$ 8,125,543</b>	<b>43%</b>
<b>EXPENSES</b>						
PERSONNEL	\$ 1,404,334	\$ 1,347,106	\$ 57,228	4%	\$ 3,249,568	43%
OPERATIONS	1,299,721	1,150,721	149,000	13%	4,043,188	32%
CAPITAL IMPROV.	479,164	376,214	102,950	27%	727,500	66%
TRANSFERS OUT	431,079	435,063	-	-	105,287	>100%
<b>TOTAL EXPENSES</b>	<b>\$ 3,614,297</b>	<b>\$ 3,309,104</b>	<b>\$ 305,193</b>	<b>9%</b>	<b>\$ 8,125,543</b>	<b>44%</b>
	<b>\$ (147,874)</b>	<b>\$ (43,444)</b>	<b>\$ (104,429)</b>	<b>&lt;100%</b>		

- The net for this fund has continued to improve since the onset of Sanitation's 5-Year Plan. The 24% decrease in Sales and Services is due to the continued decrease in cart and dumpster receipts. The adoption of increased rates caused many citizens to convert from backyard to curbside service. The 18% increase in bond proceeds is due to the difference in the amount received for round 3 of roll-out sanitation carts.
- The current year's operations expense shows an increase due to the timing of various maintenance and repair payments in the department. The increase in Capital Improvements activity is a result of the purchase of a new sanitation truck.

## Stormwater

STORMWATER FUND SUMMARY AS OF DECEMBER 31, 2015						
	2016 YTD	2015 YTD	\$ CHANGE	% CHANGE	2016 BUDGET	% REC./ SPENT
<b>REVENUES</b>						
STORMWATER FEES	\$ 1,978,178	1,722,280	\$ 255,898	15%	4,903,758	16%
INVESTMENTS	-	582	(582)	-100%	2,000	0%
APPRO. FUND BAL.	-	-	-	-	324,925	0%
<b>TOTAL REVENUES</b>	<b>\$ 1,978,178</b>	<b>\$ 1,722,862</b>	<b>\$ 255,316</b>	<b>15%</b>	<b>\$ 5,230,683</b>	<b>38%</b>
<b>EXPENSES</b>						
PERSONNEL	\$ 617,279	\$ 697,540	\$ (80,260)	-12%	\$ 1,402,917	44%
OPERATIONS	277,726	344,414	(66,688)	-19%	2,448,004	11%
CAPITAL OUTLAY	57,097	89,953	(32,856)	-37%	305,082	19%
CAPITAL IMPROV.	65,435	34,248	31,187	91%	707,720	9%
TRANSFERS OUT	203,028	91,126	111,902	>100%	366,960	55%
<b>TOTAL EXPENSES</b>	<b>\$ 1,220,566</b>	<b>\$ 1,257,281</b>	<b>\$ (36,715)</b>	<b>-3%</b>	<b>\$ 5,230,683</b>	<b>23%</b>
<b>NET</b>	<b>\$ 757,612</b>	<b>\$ 465,581</b>	<b>\$ 292,031</b>	<b>63%</b>		

- Effective fiscal year 2014, this fund has also experienced a turnaround in results based on a 7-year plan. Over the course of the plan, this fund will implement annual fee increases in an effort to allow the fund to cover future expenses. The current year's increase in revenues is a result of increasing the Stormwater fee by an additional \$.50 per ERU.
- Stormwater expenses vary largely according to the amount of Stormwater maintenance activity and timing of capital projects. Decreased personnel costs are due to vacant positions within the department during the year. Increased Capital Outlay purchases in FY 2015 were the cause of the 37% decrease in 2016. Operating expenses fluctuate based on timing differences of when items are paid. The more than 100% increase for indirect costs is due to an increased charge by the General Fund for the current year's reimbursement.

# **Fiscal Year 2016**

## **Current Year Financials**

(Six Month Update)

# Presentation Outline

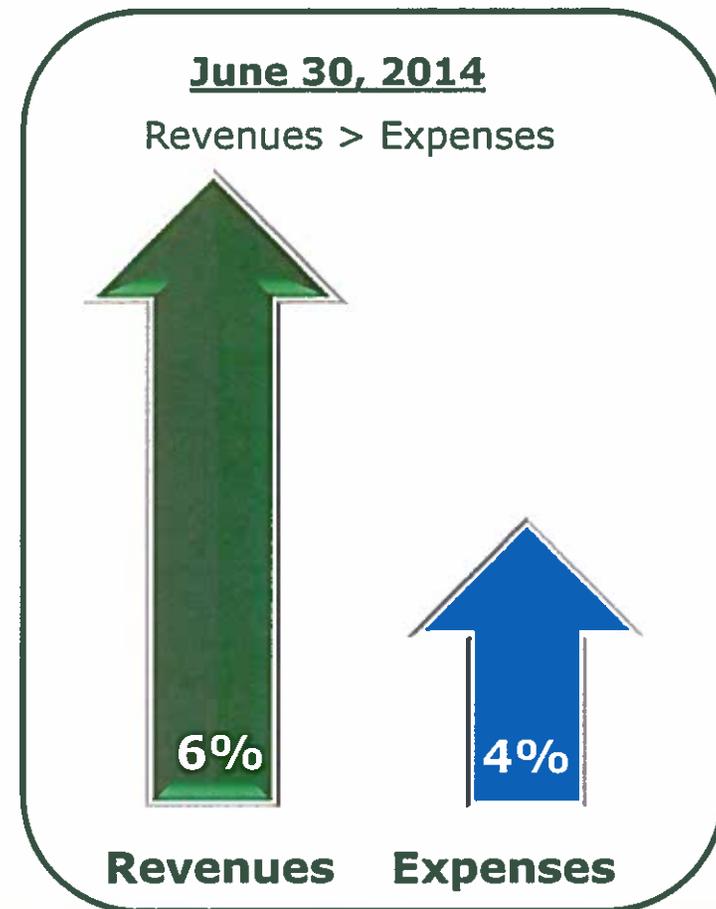
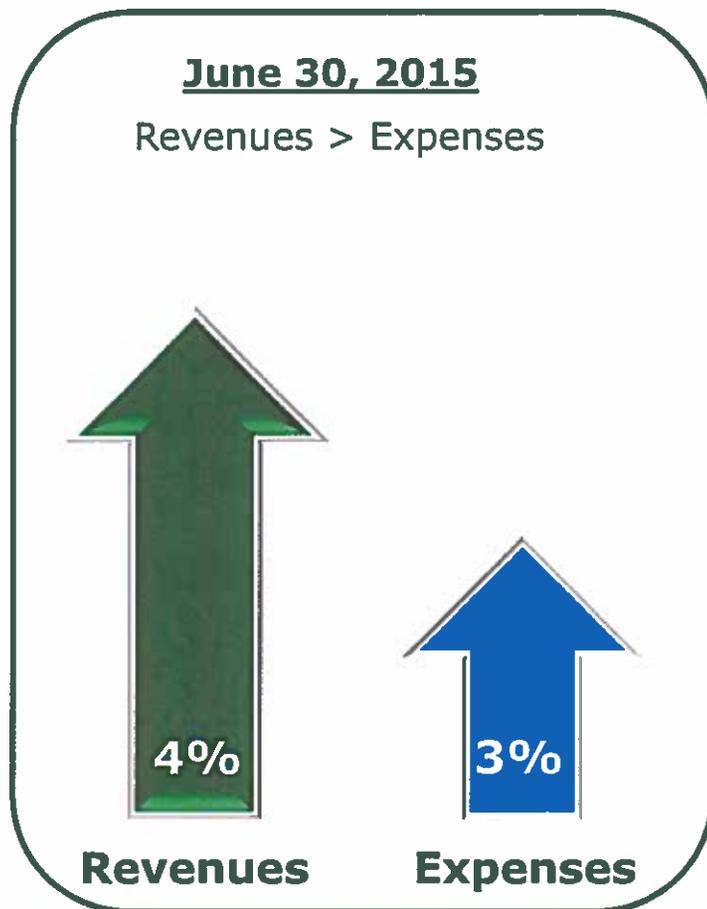
- How the City Performed Financially in Fiscal Year 2015
  
- Current Fiscal Year 2016 Update
  - General Fund
  - Other Funds



## General Fund Results

Revenues	\$70.84M
Expenses	\$(64.83)M
Net Transfers	\$(4.84)M
Net	\$1.17M

## General Fund Results



*Find yourself in good company*



## General Fund Revenue

	<u>General Fund</u>		
	<u>Final Budget</u>	<u>Actual Amounts</u>	<u>Variance Over/Under</u>
<b>Revenues:</b>			
Ad valorem taxes	\$ 34,099,005	\$ 32,956,190	\$ (1,142,815)
Other taxes	16,264,519	17,624,101	1,359,582
Unrestricted intergovernmental	6,146,233	6,749,910	603,677
Restricted intergovernmental	4,103,540	2,985,684	(1,117,856)
Licenses, permits and fees	2,858,522	3,817,676	959,154
Sales and services	5,201,415	5,766,094	564,679
Investment earnings	551,010	363,857	(187,153)
Other revenues	<u>1,223,071</u>	<u>581,243</u>	<u>(641,828)</u>
<b>Total revenues</b>	<b><u>70,447,315</u></b>	<b><u>70,844,755</u></b>	<b><u>397,440</u></b>

## General Fund Expense

	<u>General Fund</u>		
	<u>Final Budget</u>	<u>Actual Amounts</u>	<u>Variance Over/Under</u>
<b>Expenses:</b>			
General government	\$ 11,360,715	\$ 9,917,094	\$ 1,443,621
Public Safety	37,799,182	35,414,546	2,384,636
Public Works	9,085,033	7,924,225	1,160,808
Cultural and Recreational	7,739,618	7,400,170	339,448
Economic and physical development	2,685,967	2,466,066	219,901
Capital Outlay	5,015,139	2,596,181	2,418,958
Reimbursement of indirect cost	(1,268,214)	(1,284,768)	16,554
Contribution to OPEB Trust	<u>400,000</u>	<u>400,000</u>	-
Total expenses	<u>72,817,440</u>	<u>64,833,514</u>	<u>7,983,926</u>

## Other Financing Sources

	<u>General Fund</u>		
	<u>Final Budget</u>	<u>Actual Amounts</u>	<u>Variance Over/Under</u>
<b>Other Financing Sources (Uses):</b>			
Transfers from other funds	\$ 6,608,349	\$ 6,562,915	\$ (45,434)
Transfers to other funds	(11,650,665)	(11,408,692)	241,973
Contingency	2,807	-	(2,807)
Appropriated fund balance	<u>7,409,634</u>	-	<u>(7,409,634)</u>
Total other financing sources (uses)	<u>2,370,125</u>	<u>(4,845,777)</u>	<u>(7,215,902)</u>
Net change in fund balance	-	<b>1,165,464</b>	<u>1,165,464</u>

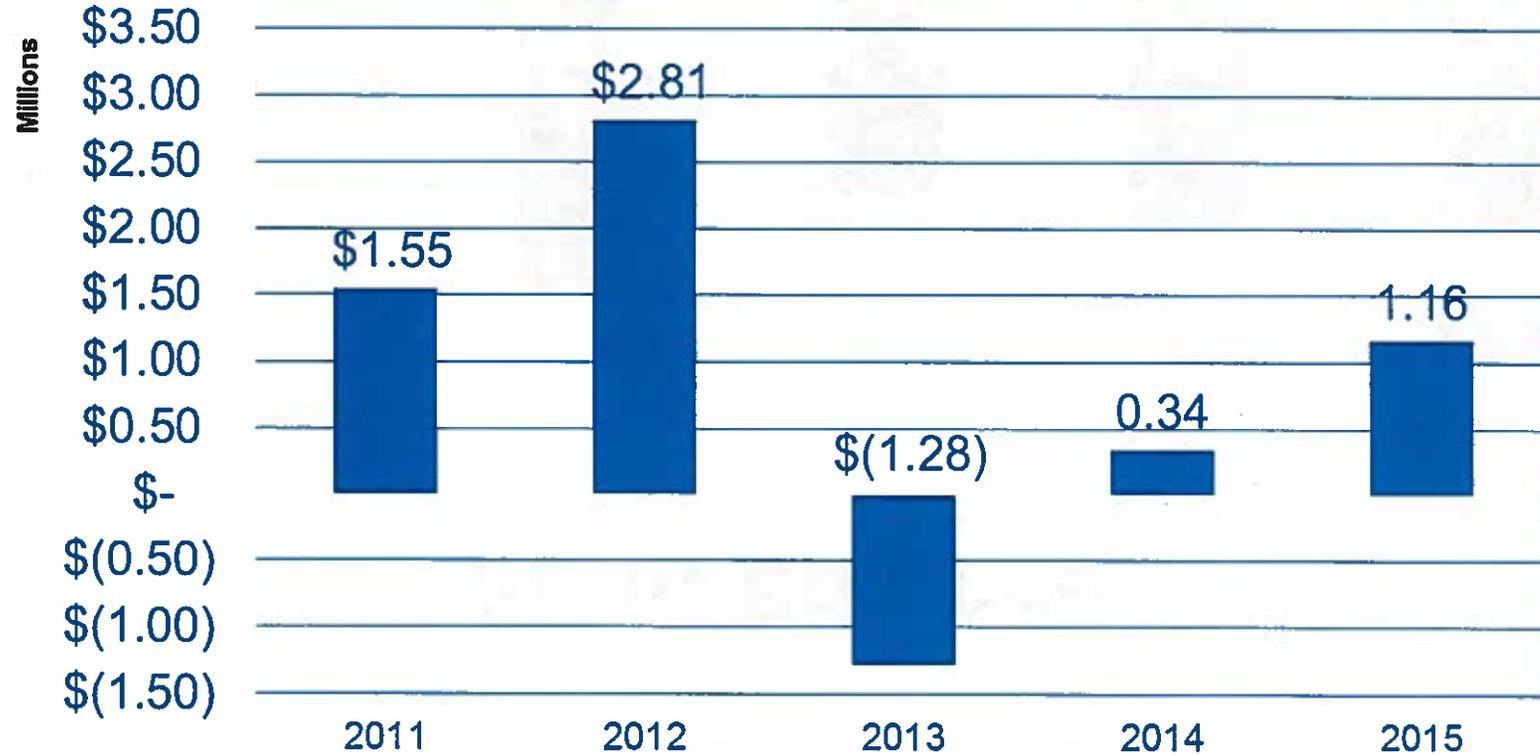
## Results of Operations

**\$1.17M**

Revenues	<ul style="list-style-type: none"><li>Operational revenues up \$397K over budget<ul style="list-style-type: none"><li>Sales tax, Utilities Franchise Tax, Licenses, permits and fees</li></ul></li></ul>
Expenses	<ul style="list-style-type: none"><li>Down \$7.9 million under budget<ul style="list-style-type: none"><li>Multiple vacancies</li><li>Unspent \$2.4 million of capital improvements</li></ul></li></ul>
Other Financing Sources (Uses)	<ul style="list-style-type: none"><li>Down \$7.2 million under budget<ul style="list-style-type: none"><li>No need for Appropriated Fund Balance</li></ul></li></ul>



## History of Year-End Change in Fund Balance



## Fund Balance



## Capital Reserve Transfer

	General Fund**		Total Balance	Unassigned*	Amount Available For
	Budget	Percent	Required	Fund Balance	Transfer
2014-2015	75,503,636	14%	10,570,509	16,108,088	5,537,579
2015-2016	74,867,198	14%	10,481,408	12,426,286	1,944,878
Difference					

\$ 1,944,878 Amount Available for Transfer to Capital Reserve Fund (@ 14%

(497,577) Budget Ordinance Amendments (FY 2015-2016), through November, 2015

\$ 1,447,301 Amount Available for Capital Improvement Needs

53,965 Capital Reserve Interest (Unallocated)

\$ 1,501,266 Total Amount Available for Capital Improvement Needs

## How the City Performed Financially in FY 2015

- ✓ Revenues > Expenses
- ✓ Net \$1.17M increase in Fund Balance
- ✓ City remained within 14% Unassigned Fund Balance Financial Policy
- ✓ Unmodified Audit Opinion



# **Fiscal Year 2016 Mid-Year Results**

# Mid-Year Summary

- Mid – Year Results
  - Revenue > Expenses
- Review of the Top 5 Revenues
- Review of Expenses



GENERAL FUND SUMMARY AS OF DECEMBER 31, 2015						
	2016 YTD	2015 YTD	\$ CHANGE	% CHANGE	2016 BUDGET	% REC./ SPENT
REVENUES	\$ 45,100,929	\$ 43,157,097	\$ 1,943,832	5%	\$80,278,427	56%
EXPENSES	\$ 31,970,759	\$ 30,714,634	\$ 1,256,125	4%	\$71,037,298	45%
TRANSFERS	\$ 4,524,375	\$ 6,673,867	\$ (2,149,492)	-32%	\$ 9,241,129	49%
NET	\$ 8,605,795	\$ 5,768,596	\$ 2,837,199	49%	\$ (0)	

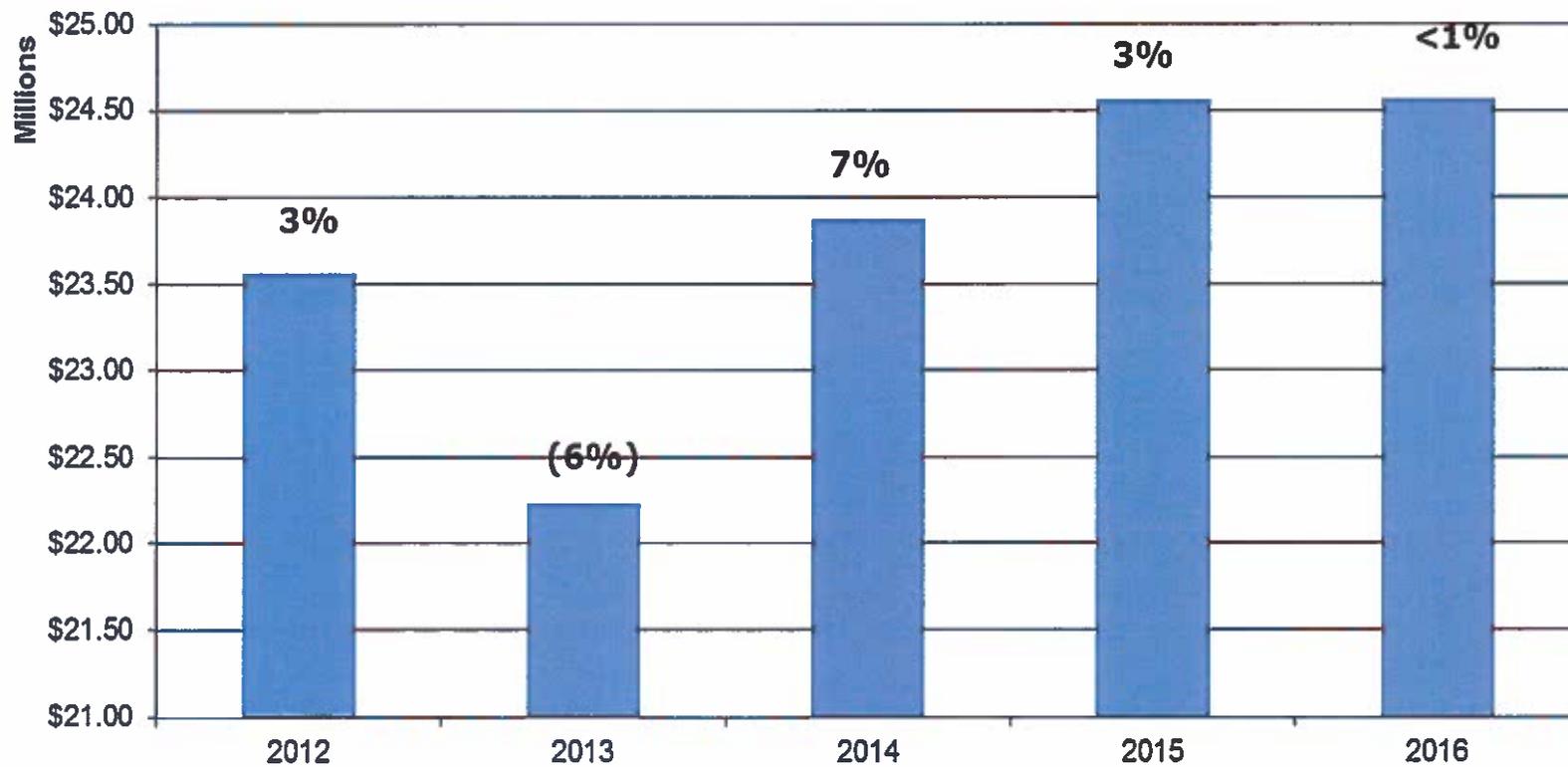
## Revenues over Expenses



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# Revenue Review

## Mid-Year Results



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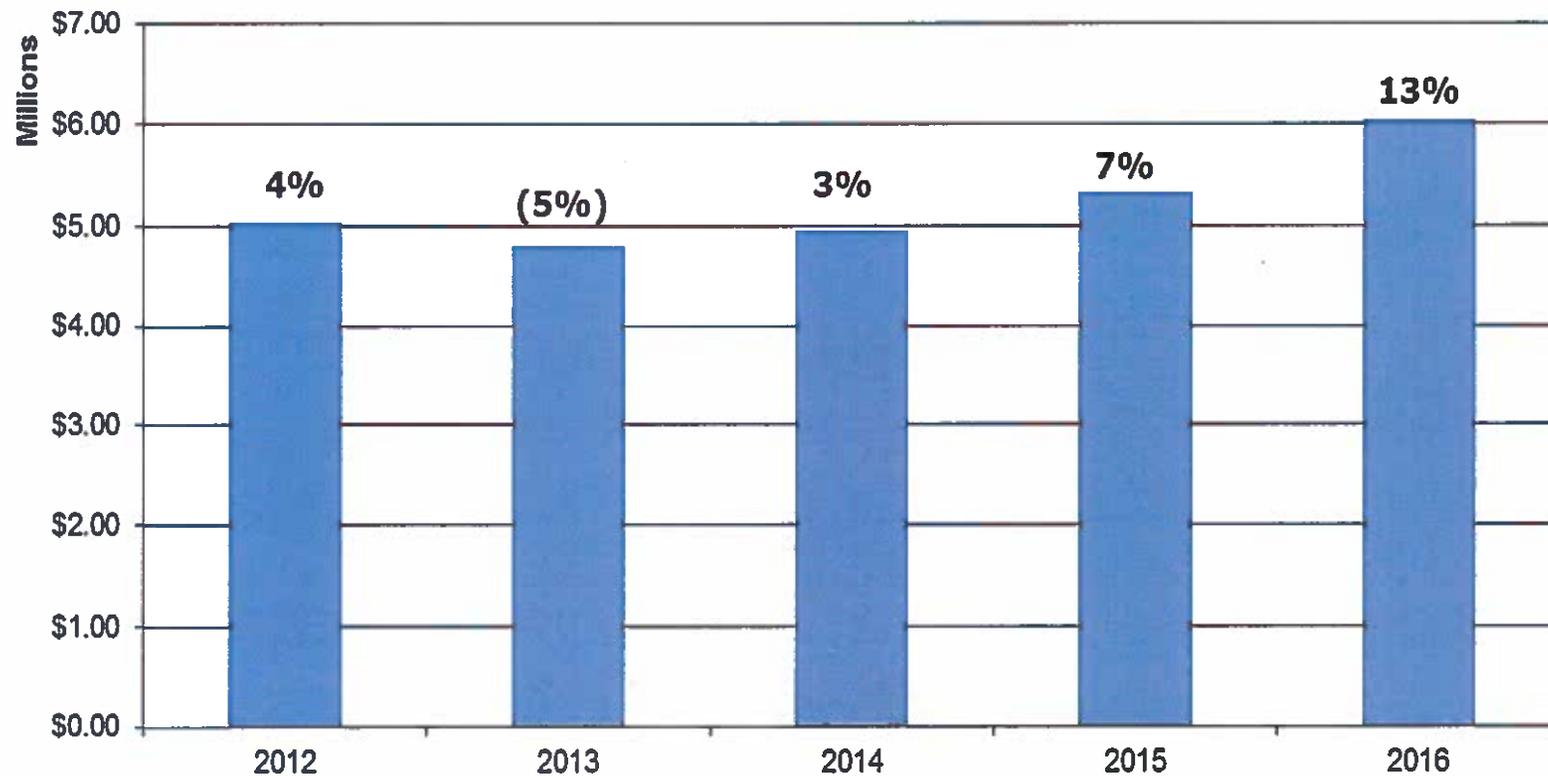
## FY2016 Projected

	FY2016 Budget		FY2016 Projection		Difference
\$	32.02	\$	32.66	\$	.64

	2011 Actual		2012 Actual		2013 Actual		2014 Actual		2015 Actual
\$	29.92	\$	30.62	\$	29.34	\$	30.90	\$	31.86

\*Millions

## Mid-Year Results



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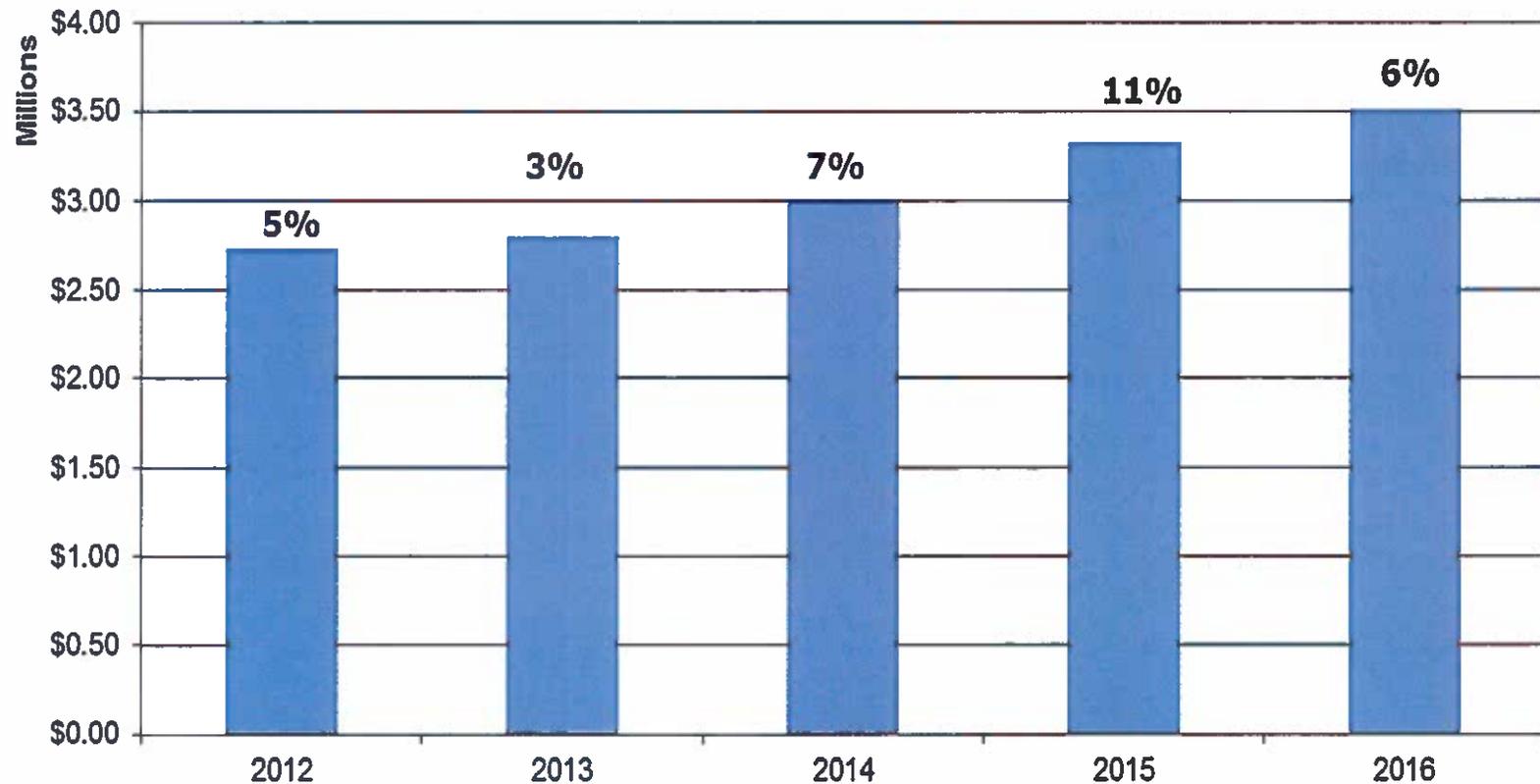
## FY2016 Projected

	<b>FY2016 Budget</b>		<b>FY2016 Projection</b>		<b>Difference</b>	
	\$	<b>16.63</b>	\$	<b>17.27</b>	\$	<b>.64</b>

	<b>2011 Actual</b>		<b>2012 Actual</b>		<b>2013 Actual</b>		<b>2014 Actual</b>		<b>2015 Actual</b>	
	\$	13.39	\$	14.69	\$	14.67	\$	14.80	\$	16.59

\*Millions

## Mid-Year Results



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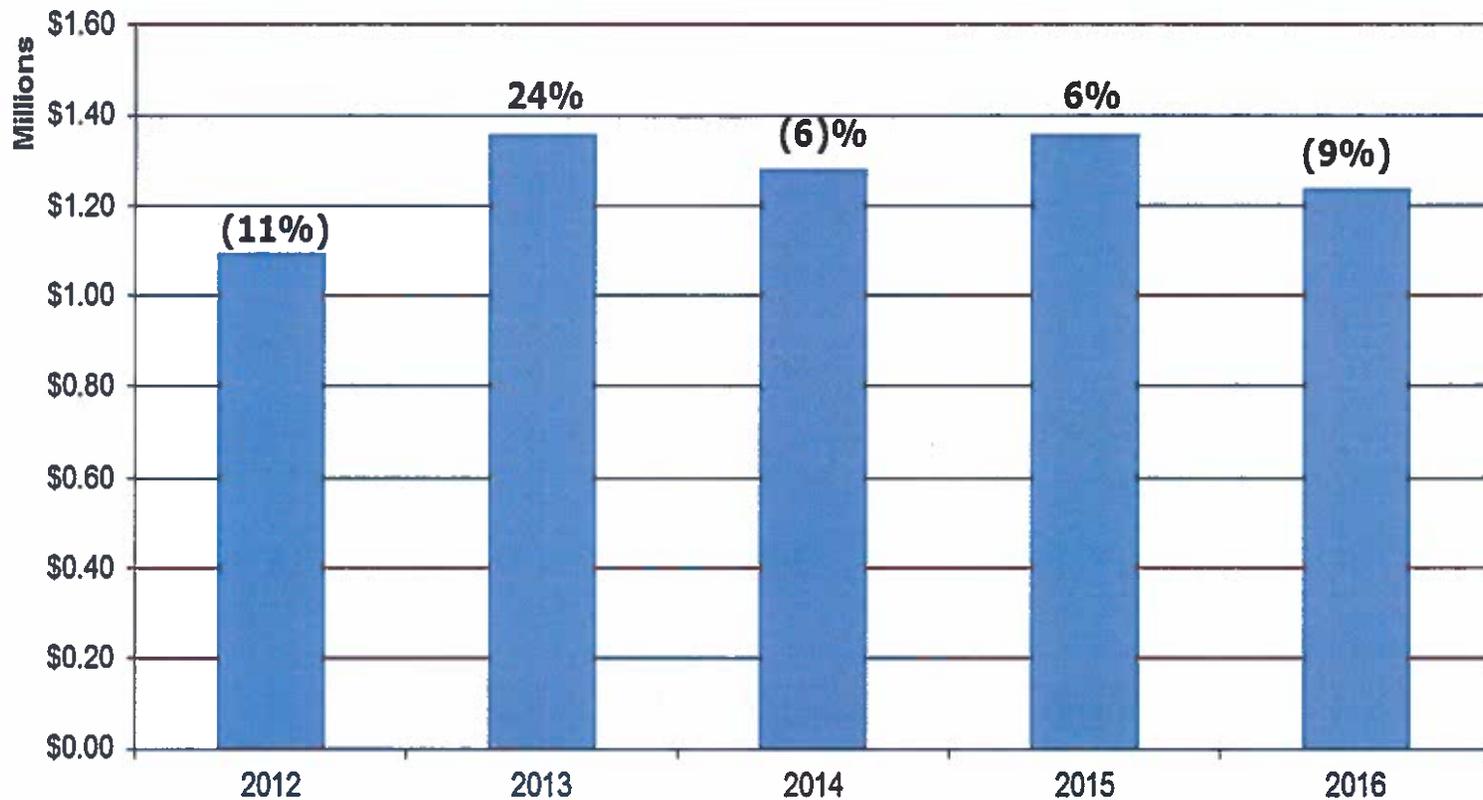
## FY2016 Projected

FY2016 Budget		FY2016 Projection		Difference
\$	6.50	\$	6.70	\$ -

2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual
\$ 5.48	\$ 5.76	\$ 5.76	\$ 6.08	\$ 6.51

\*Millions

## Mid-Year Results



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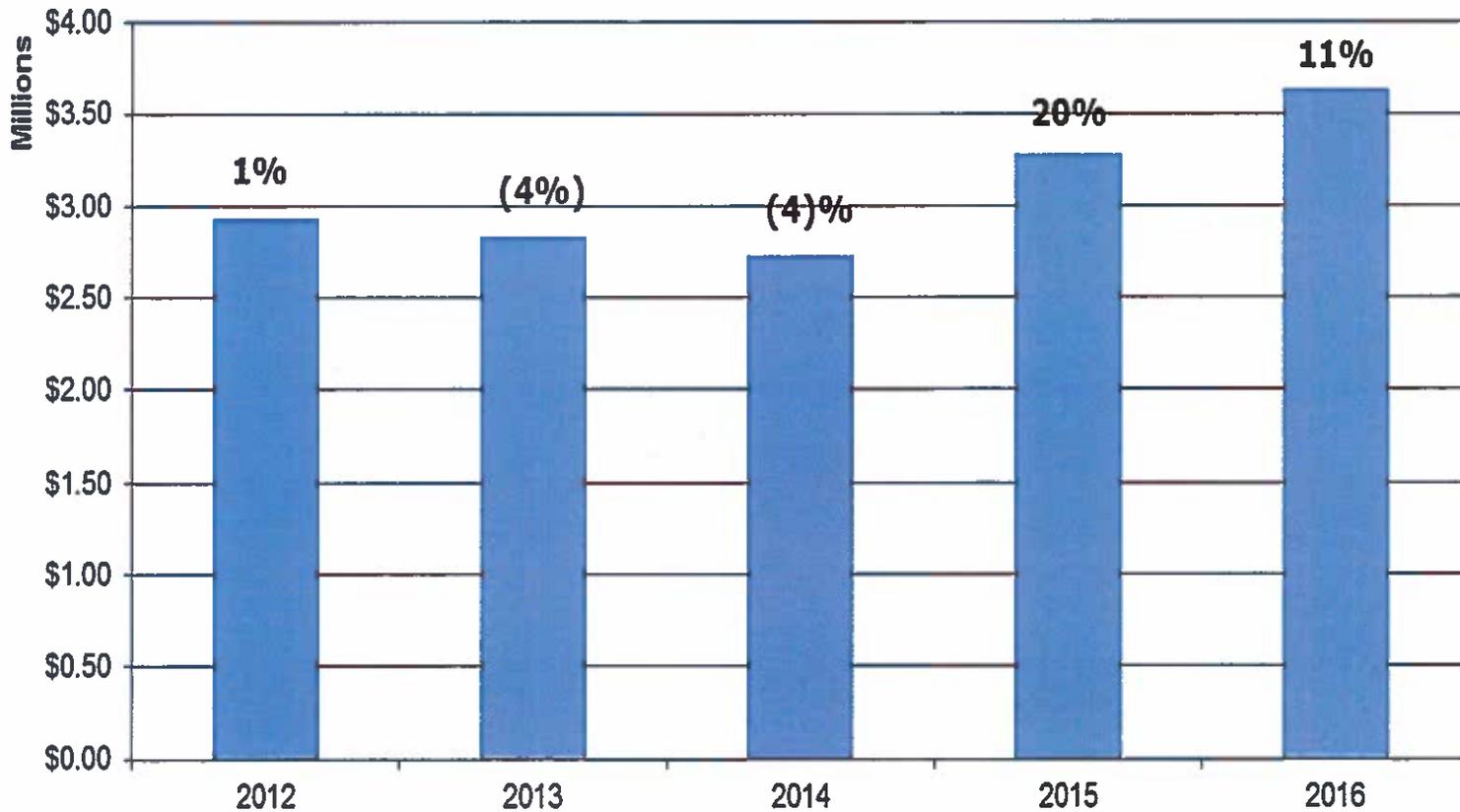
## FY2016 Projected

	<b>FY2016 Budget</b>		<b>FY2016 Projection</b>		<b>Difference</b>
	\$	<b>3.09</b>	\$	<b>3.09</b>	\$ -

	<b>2011 Actual</b>		<b>2012 Actual</b>		<b>2013 Actual</b>		<b>2014 Actual</b>		<b>2015 Actual</b>	
	\$	<b>3.06</b>	\$	<b>2.88</b>	\$	<b>3.24</b>	\$	<b>3.10</b>	\$	<b>3.53</b>

\*Millions

## Mid-Year Results



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## FY2016 Projected

	<b>FY2016 Budget</b>		<b>FY2016 Projection</b>		<b>Difference</b>
	\$ 6.05	\$	6.79	\$	.74

	<b>2011 Actual</b>		<b>2012 Actual</b>		<b>2013 Actual</b>		<b>2014 Actual</b>		<b>2015 Actual</b>
	\$ 5.58	\$	5.49	\$	5.45	\$	5.41	\$	6.28

\*Millions

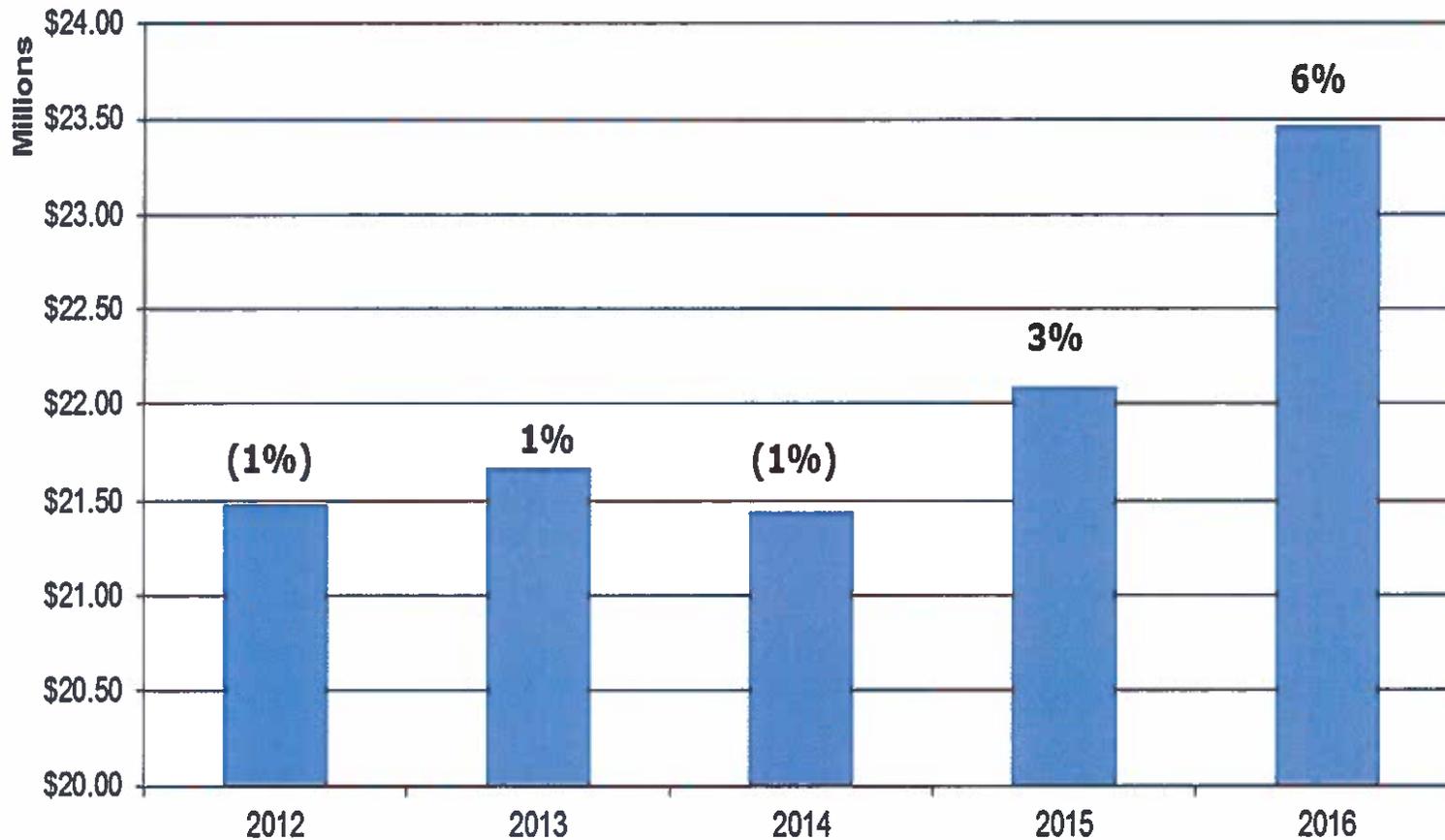
## Mid-Year Results

- ❖ Year-to-Date \$ 45.10 Million Actual Revenues
- ❖ 56% of Annual Budget (including fund balance appropriated)
- ❖ \$1.9 Million > December 2014 (5% increase)



# Expense Review

## Mid-Year Results



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## Change From FY2015 to FY2016

- 2.0% Market Pay Increases
- Full Funding of a 5-Year True Up Compensation Study
- Base Pay Adjustment to Collapse Certain Pay Grades
- Vacancies Rate Reduction From 8% to 7%

## FY2016 Projected

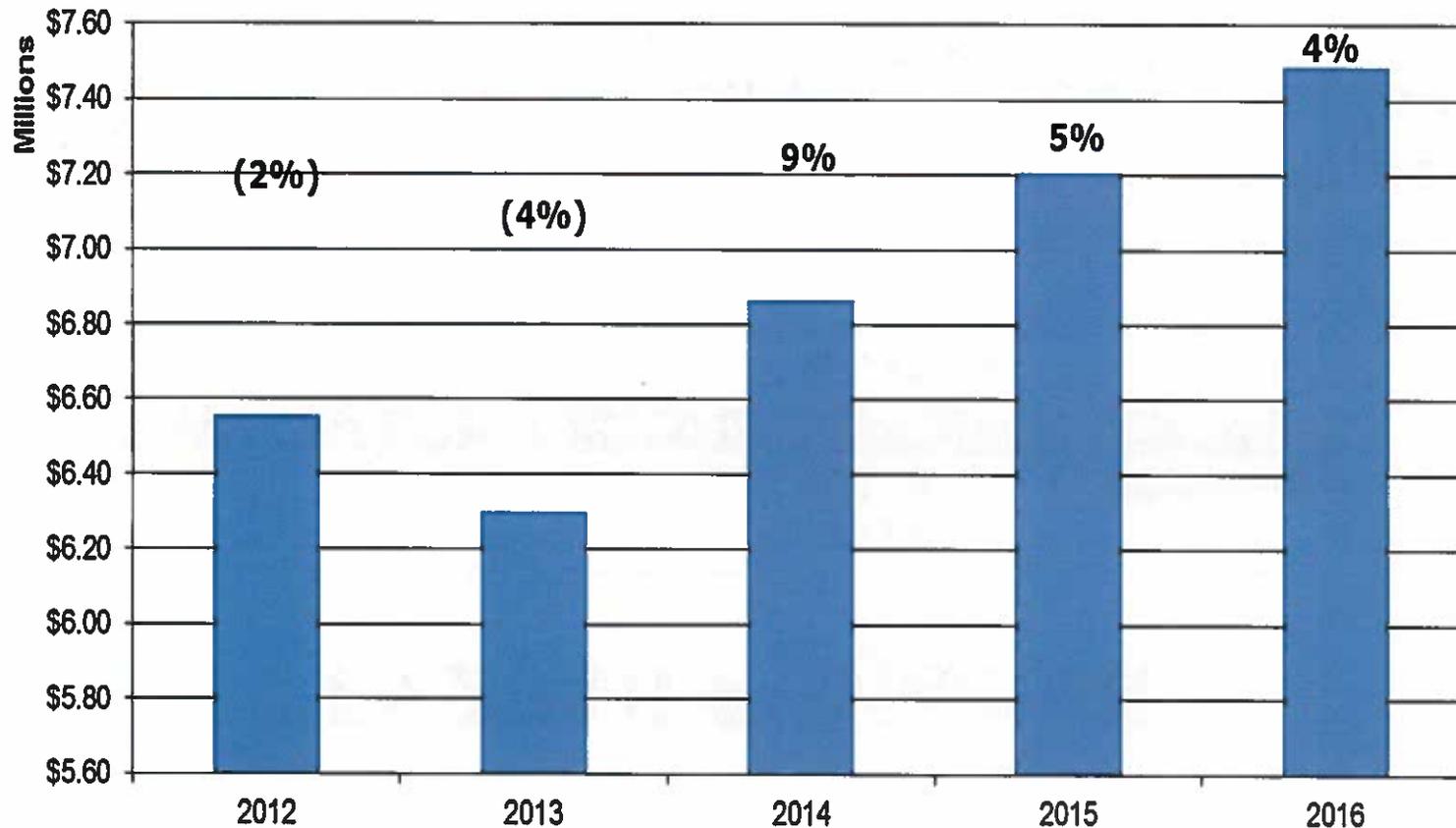
	<b>FY2016 Budget</b>		<b>FY2016 Projection</b>		<b>Difference</b>
	\$	<b>50.26</b>	\$	<b>50.13</b>	\$ <b>(.13)</b>

	<b>2011 Actual</b>		<b>2012 Actual</b>		<b>2013 Actual</b>		<b>2014 Actual</b>		<b>2015 Actual</b>	
	\$	<b>45.71</b>	\$	<b>46.44</b>	\$	<b>47.13</b>	\$	<b>47.15</b>	\$	<b>47.43</b>

Millions\*



## Mid-Year Results



## FY2016 Projected

	FY2016 Budget		FY2016 Projection		Difference
\$	17.68	\$	17.31	\$	(.37)

	2011 Actual		2012 Actual		2013 Actual		2014 Actual		2015 Actual
\$	15.16	\$	14.78	\$	14.32	\$	15.69	\$	15.90

Millions\*

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## Mid-Year Results

- ❖ Year-to-Date \$36.49 Million Actual Expenses
- ❖ 45% of Annual Budget
- ❖ \$.9 Million < December 2014 (2% decrease)

# FY 2016 Projections



# FY16 Revenue Projection

<b>Revenues</b>	<b>Adjusted Budget 2016</b>	<b>YTD 2016</b>	<b>Projection 2016</b>	<b>Difference</b>
Property	\$ 32,020,369	\$ 24,569,275	\$ 32,659,455	\$ 639,086
Sales	16,627,515	6,031,418	17,270,951	643,436
Utilities	6,052,187	3,637,139	6,795,037	742,850
GUC Transfer In	6,500,000	3,513,148	6,700,000	200,000
Rescue	3,085,803	1,238,602	3,085,803	-
Recreation	1,990,809	743,790	1,749,909	(240,900)
Motor Vehicle	1,018,705	511,187	1,022,375	3,670
Powell Bill	2,235,741	2,220,065	2,220,065	(15,676)
Other	10,747,298	2,636,305	6,130,749	(4,616,549)
<b>Total</b>	<b>\$ 80,278,427</b>	<b>\$ 45,100,929</b>	<b>\$ 77,634,344</b>	<b>\$ (2,644,083)</b>

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# FY16 Expense Projection

<b>Expenses</b>	<b>Adjusted Budget 2016</b>	<b>YTD 2016</b>	<b>Projection 2016</b>	<b>Difference</b>
Personnel	\$ 50,255,717	\$ 23,466,778	\$ 50,128,794	\$ (126,923)
Operating	17,675,052	8,301,822	17,306,413	(368,639)
Capital	3,924,743	843,443	2,354,846	(1,569,897)
Indirect Costs	(1,268,214)	(641,285)	(1,268,214)	-
Transfers Out	9,241,129	4,524,374	9,241,129	-
Other	450,000	-	450,000	-
<b>Total</b>	<b>\$ 80,278,427</b>	<b>\$ 36,495,132</b>	<b>\$ 78,212,968</b>	<b>\$ (2,065,459)</b>

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## Projected FY2016

**Revenue**

**\$ 77,634,344**

**Expense**

**\$ 78,212,968**

**Net**

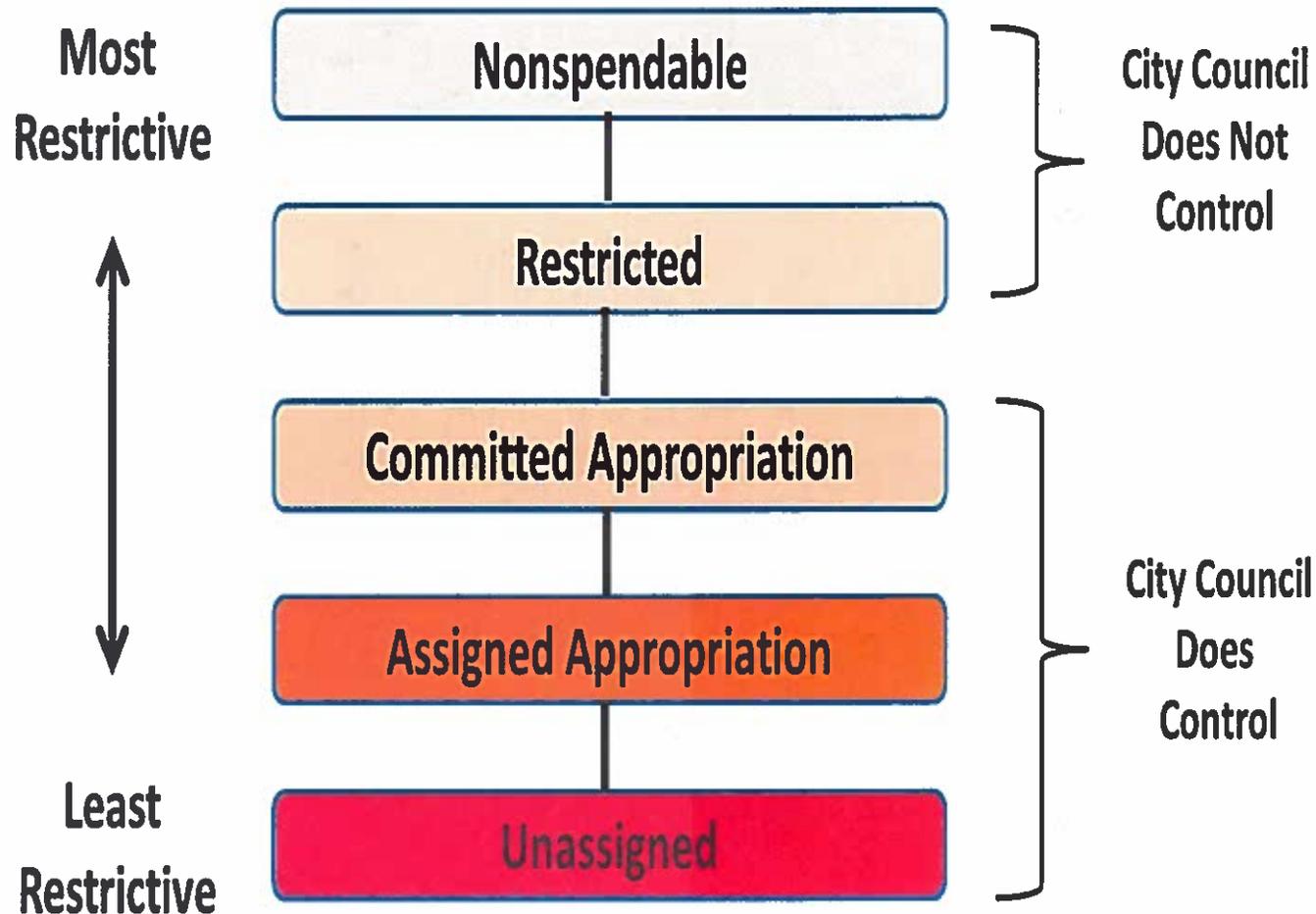
**(578,624)**

- Expenses are projected to exceed revenues by approximately \$578,624
- This would represent a potential reduction in overall fund balance
- Consistent with the 2015 mid-year report
- Fund balance has been appropriated for fiscal year 2016 to cover various operating and capital expenditures



## Projected Revenue and Expense For Fiscal Year 2016 and 2015 at Dec 31

	<b>Projected Revenue</b>	<b>Projected Expense</b>	<b>Projected Net</b>
<b>Fiscal Year 2016</b>	<b>\$ 77,634,344</b>	<b>\$ 78,212,968</b>	<b>\$(578,624)</b>
<b>Fiscal Year 2015</b>	<b>\$ 76,911,411</b>	<b>\$ 77,867,762</b>	<b>\$(956,351)</b>



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- FY2016 Budget includes \$3.63 million in appropriated fund balance
- The \$3.63 million is classified as Committed / Assigned Fund Balance
- Fund balance has been appropriated to cover:
  - Contingency needs
  - Carryover of departmental unspent funds
  - One time capital / operating projects

- Spending fund balance that has been appropriated will cause fund balance to decrease (Committed / Assigned)
- The deficit of \$578,624 DOES NOT necessarily represent a reduction in Unassigned Fund Balance
- Unassigned Fund Balance: Fund balance available for appropriation by Council



- Increase / decrease in Unassigned Fund Balance will depend on:
  - Actual FY2016 revenues collected
  - Actual FY2016 expenses paid
  - Departmental unspent balances carried over
  - Change in balance of Accounts Receivables
  
- The City's policy is to strive to maintain an Unassigned Fund Balance of 14% of annual budget
  
- Expectation would be to meet the 14% policy for FY2016

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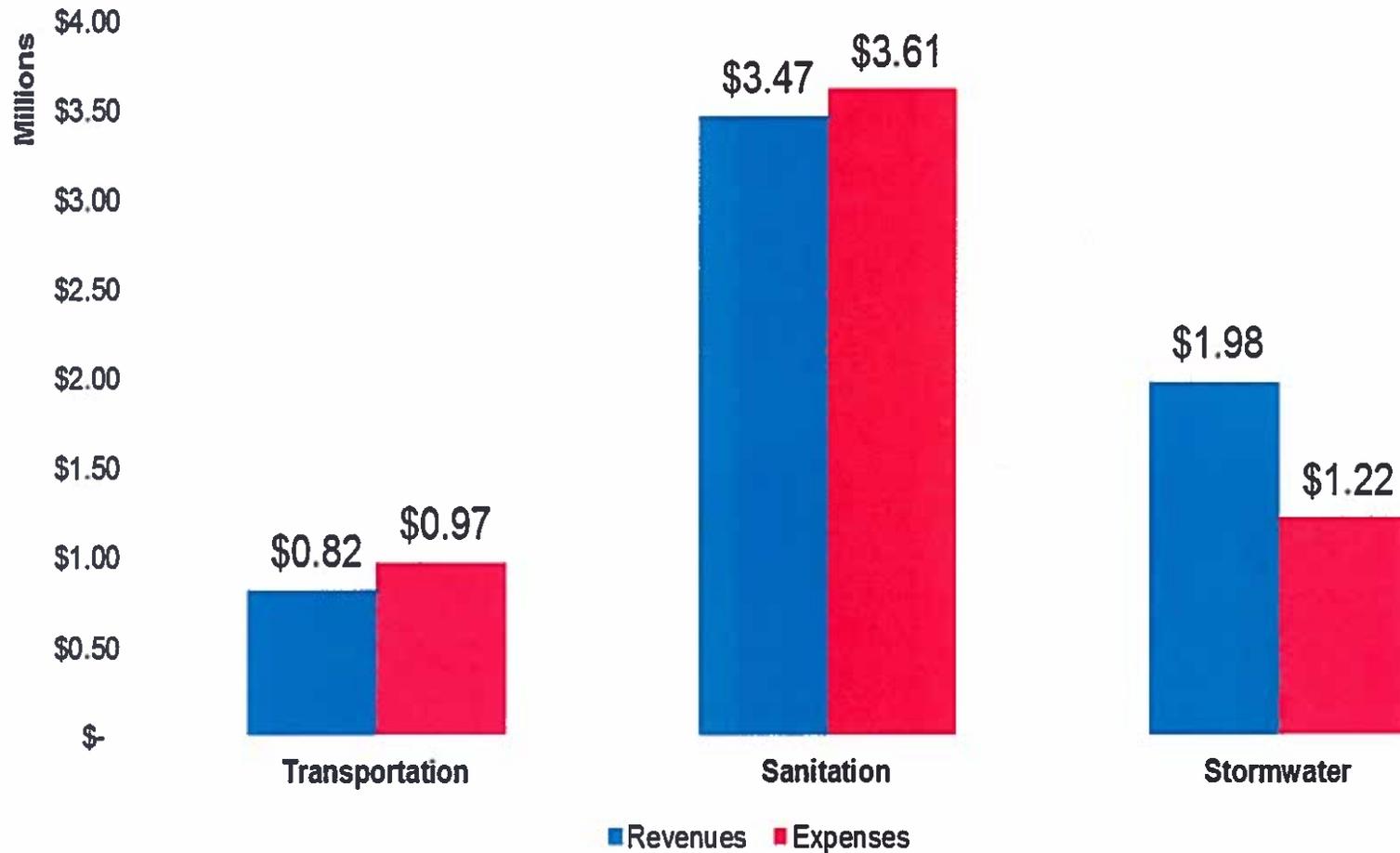
# Mid-Year Recap

- ✓ Revenues over Expenses to Date
- ✓ Capital Expense in Line with Budget
- ✓ Fund Balance Projected to Decrease  
(Committed and Assigned)
- ✓ Unassigned Fund Balance Projected to Meet the  
14% City Policy



# Major Enterprise Funds

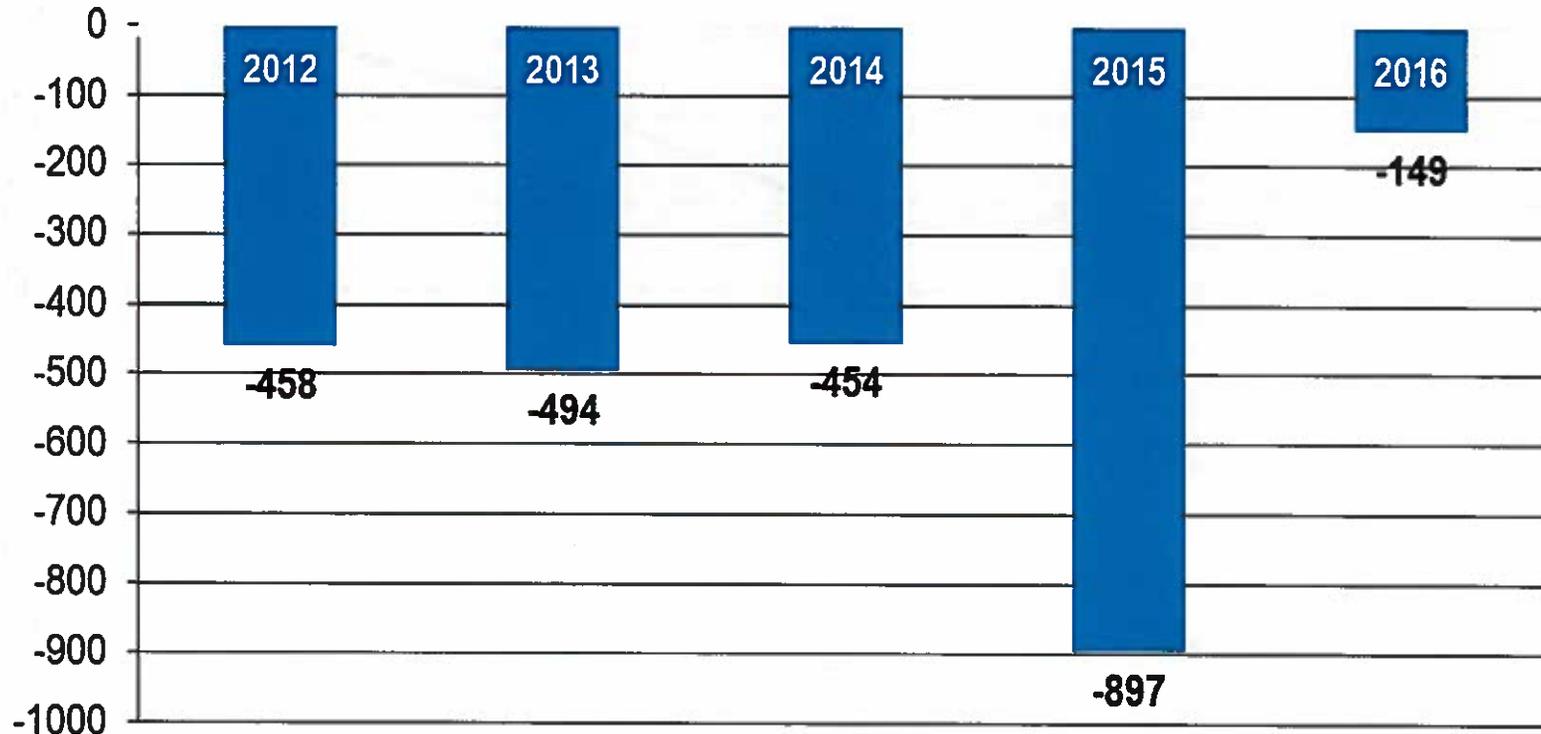
# Enterprise Funds Net Results



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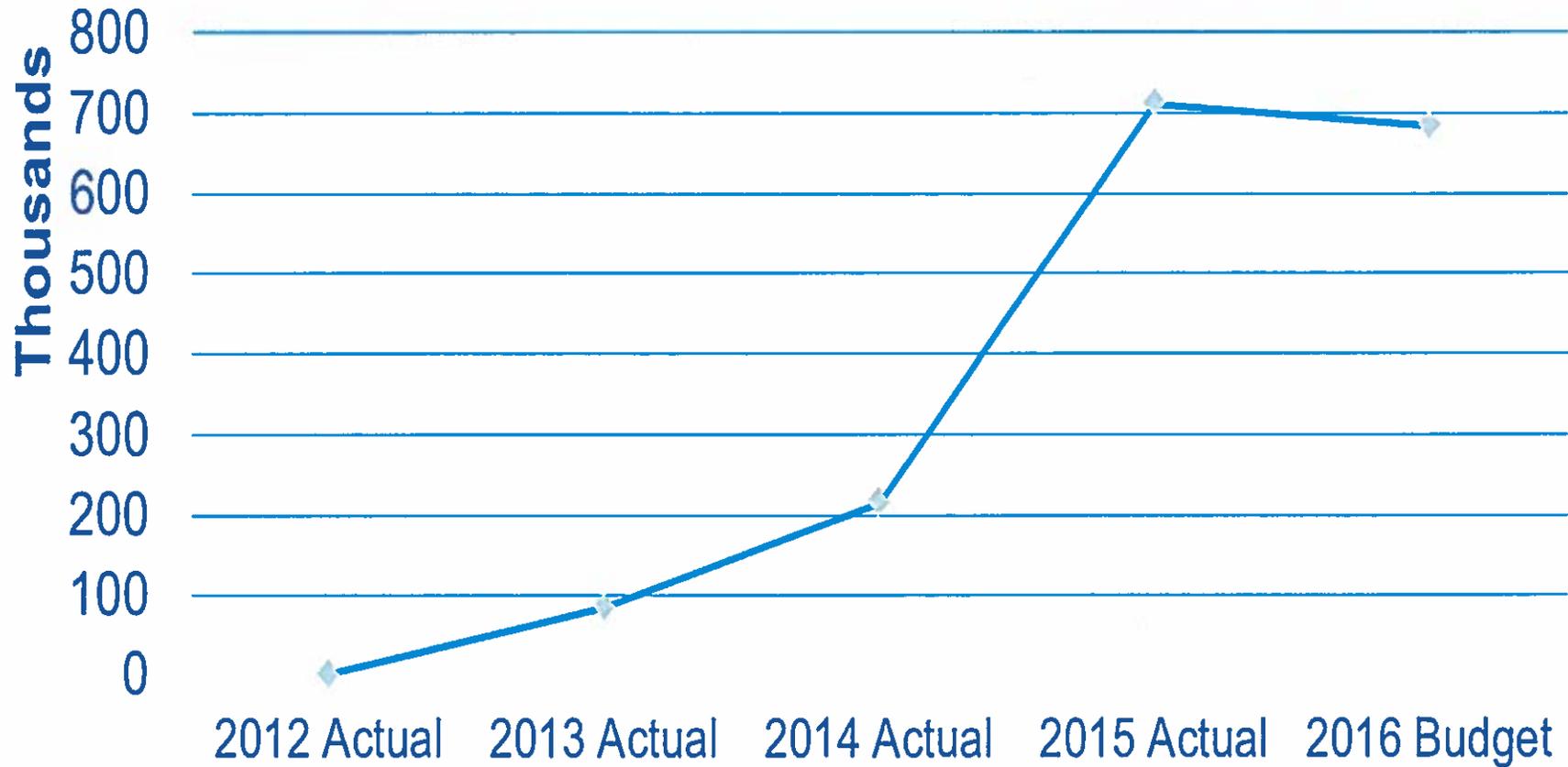


# Transit Fund Net Results



- Federal and State Funded via the Federal Transit Administration. Net results are influenced by the timing of grant reimbursement.

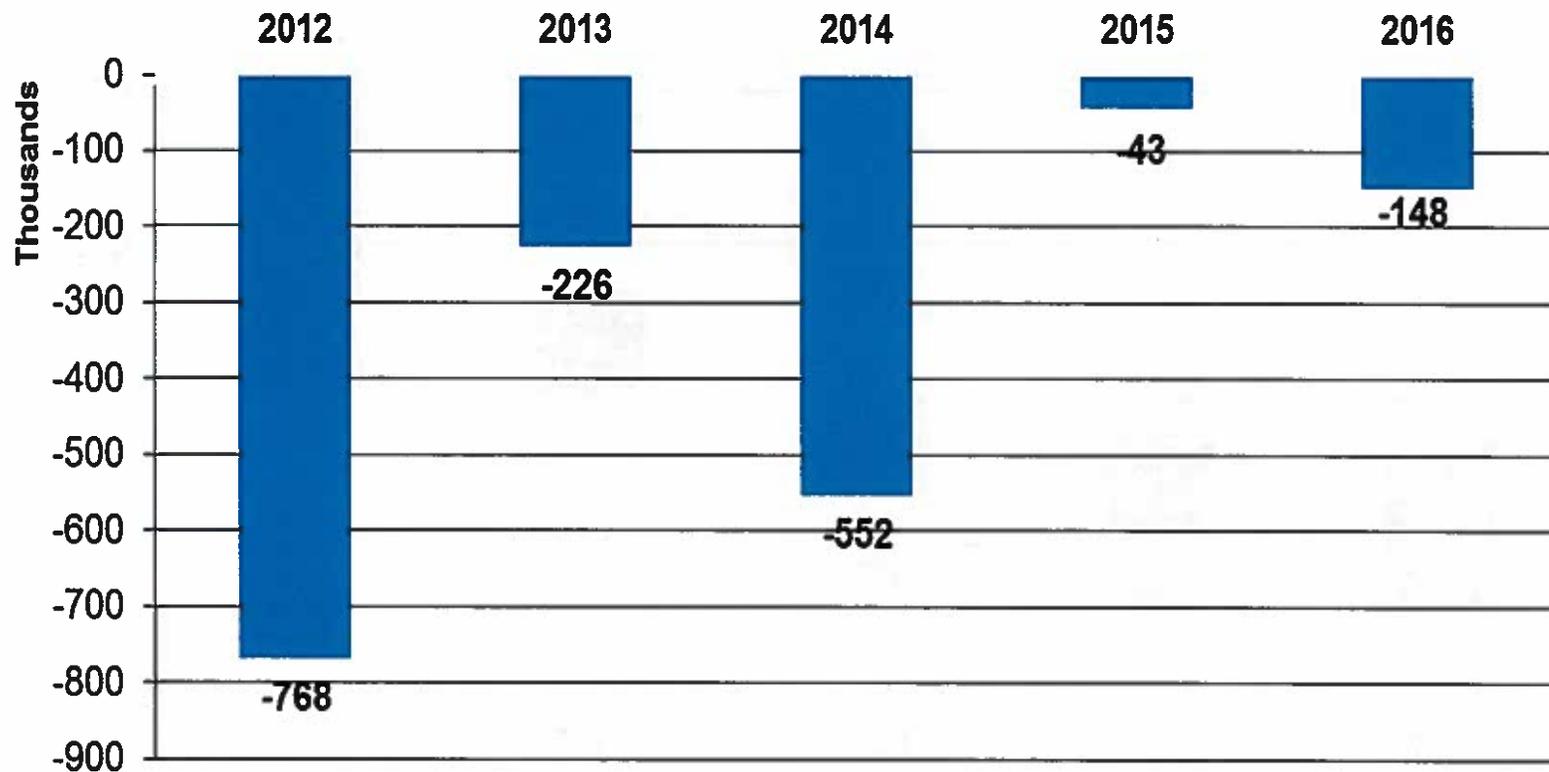
# Transfer to Transit



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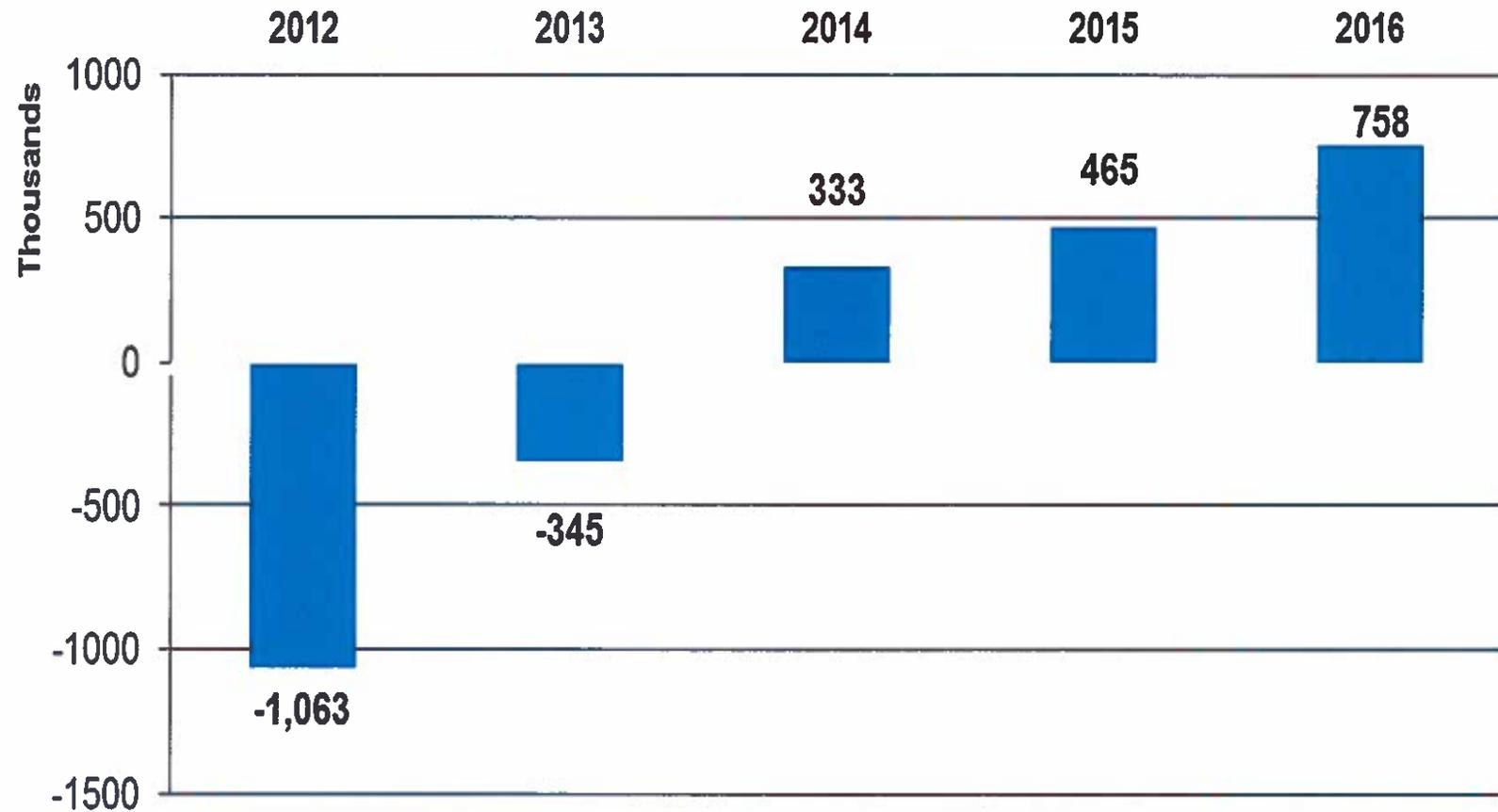


# Sanitation Fund Net Results



- Net results for fiscal year end 2015 showed a net income of \$270,763 prior to accounting for State mandated changes to pensions.
- Current year's deficit was anticipated based on the approved seven year plan.

# Stormwater Fund Net Results



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<b>February 22</b>	<b>Council Budget Workshop</b>
<b>March 21</b>	<b>Council Budget Workshop</b>
<b>April 11</b>	<b>Council Preview of Proposed City Budget</b>
<b>April 18</b>	<b>Council Budget Workshop</b>
<b>May 9 &amp; 12</b>	<b>Proposed City, GUC, SML, and CVA Budgets Presented to Council</b>
<b>June 6</b>	<b>Public Hearing- FY2016-17 Budget and 2017-18 Plan</b>
<b>June 13</b>	<b>Consideration of Adoption of the FY2016-17 Budget and 2017-18 Plan</b>

# Questions



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# **General Fund**

## **Budget Forecast for FY 2017-18**

CITY OF GREENVILLE

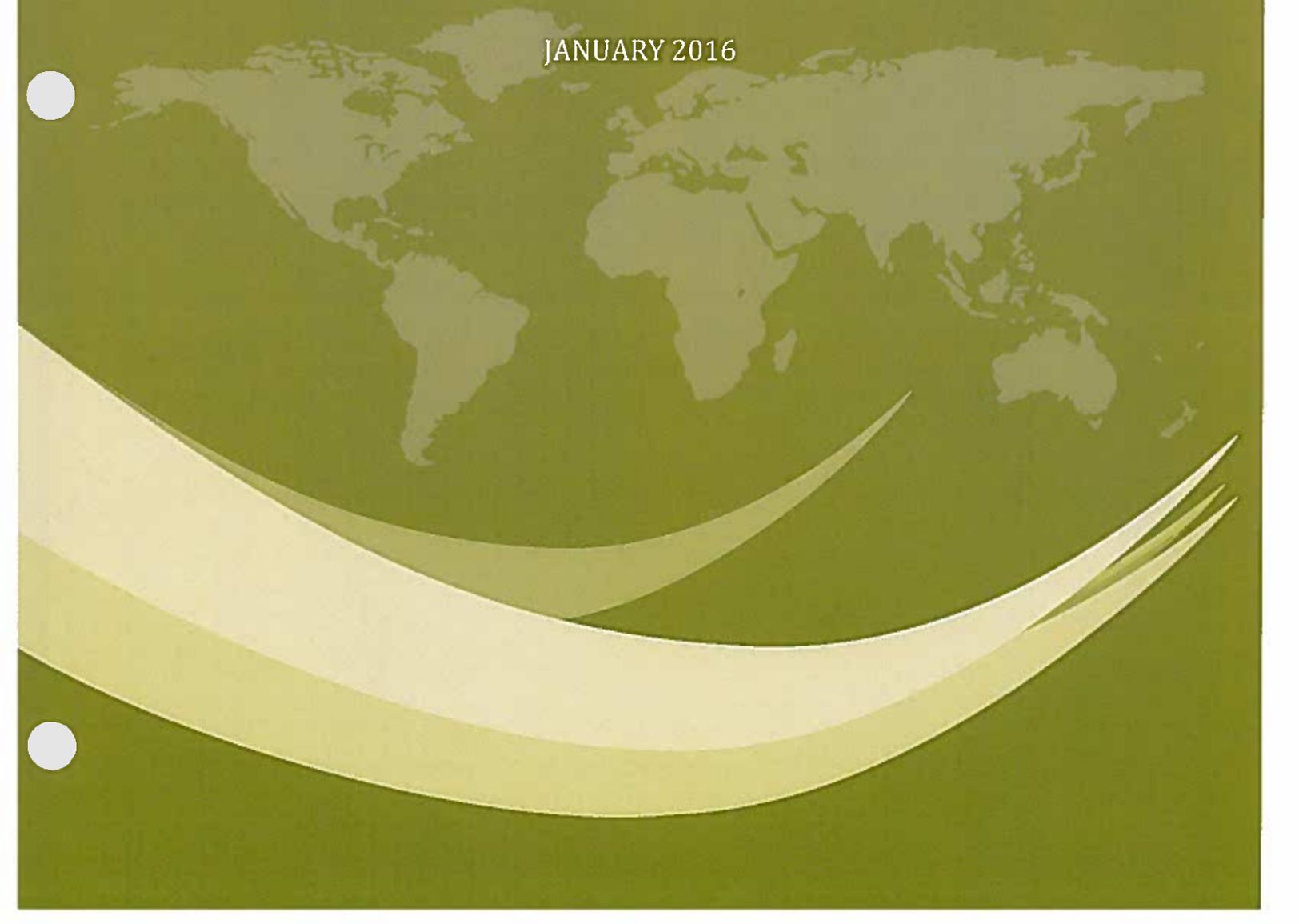
NORTH CAROLINA

# General Fund Financial Forecast

Financial Services Department

CURRENT FISCAL YEAR 2016  
AND FISCAL YEARS 2017 AND 2018

JANUARY 2016



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<b>General Fund Expenses by Category</b>	<b>Appendix B</b>
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# GENERAL FUND FINANCIAL FORECAST FISCAL YEARS 2016 – 2018

## INTRODUCTION

The purpose of developing the two-year financial forecast is to assist in the financial planning of the City's General Fund. The financial forecast is not to be viewed as a multi-year budget. The forecast projects gaps between projected revenues and expenses that cannot exist in the preparation and presentation of the formal budget. The following is the difference between a forecast and a budget:

**Budget:** Expected financial results based on the implementation of various strategies to deal with issues facing the organization and to increase the likelihood of achieving the expected outcome.

**Forecast:** Projected financial results absent the implementation of any strategies to deal with issues facing the organization (i.e. all things held constant).

Projections assume that revenue and expense practices and policies currently in place run their course uninfluenced by management intervention. In developing operating budgets for each fiscal year, financial gaps must be closed by intervening to reduce expenses and/or increase revenues to balance expenses to available resources.

Any funding gaps presented within the confines of the financial forecast will require careful planning from management to ensure a sound financial environment for future years. The two-year forecast is a tool to plan for the City's continued financial health by facilitating the development of strategies to deal with issues facing the City of Greenville within the framework of available resources.

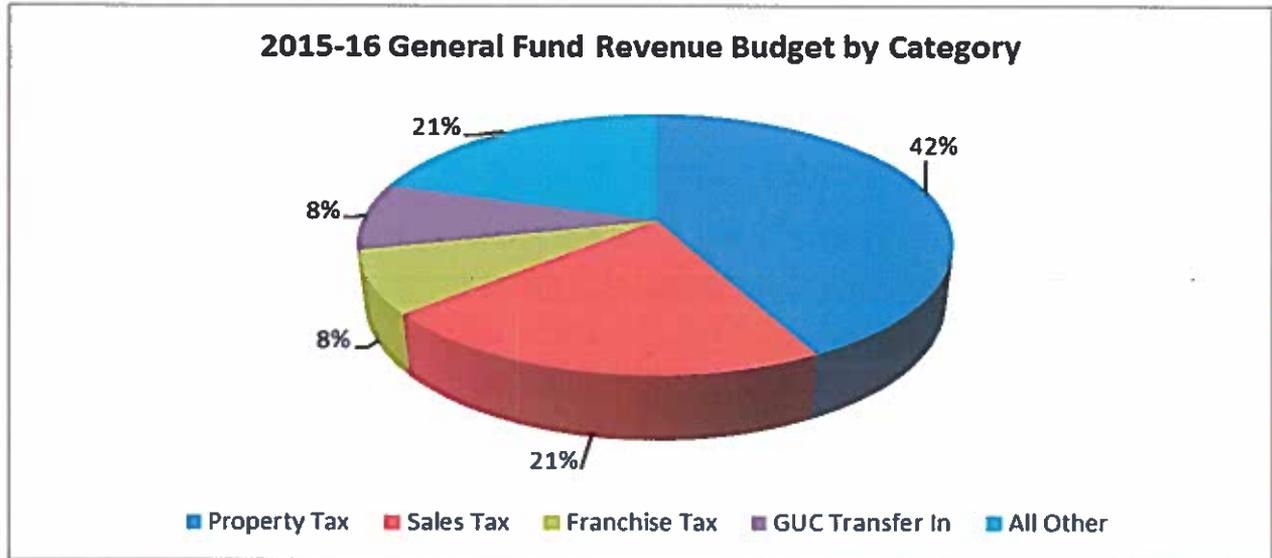
## FORECAST ASSUMPTIONS

Numerous assumptions are required to develop a financial forecast for two years into the future (including the current year). The following are significant assumptions that must be noted:

- Projections include revenues and expenses for the General Fund only, and do not include the Internal Service or Enterprise Funds that are reported with the General Fund for audit purposes.
- Revenue projections do not include impacts of any future City initiated annexations or fee increases. Additionally, the time frame projected does not include amounts to "catchup" on matters such as replacement of equipment beyond historic trends (with the exception of Information Technology, which includes an adjustment for maintaining equipment).

## GENERAL FUND REVENUE FINANCIAL FORECAST FISCAL YEARS 2016 - 2018

The following graph shows the fiscal year 2016 General Fund budget revenues by major funding source:



Approximately 80% of the General Fund budget revenue is received from ad valorem property tax, local option sales tax, the utility franchise tax, and the transfers in from Greenville Utilities Commission (GUC).

The following is a summary of the projected revenues for current fiscal year 2016 compared to the original budget for fiscal year 2016:

Revenue Source	Original Budget FY2016	Projected FY2016	Increase / Decrease
Ad Valorem Taxes	\$ 32,020,369	32,659,455	639,086
Governmental Revenues	28,790,148	29,575,218	785,070
Other Functional Revenues	8,587,119	8,086,882	(500,237)
Investment Earnings	553,765	553,761	(4)
GUC Transfers In	6,500,000	6,700,000	200,000
All Other Financing Sources	62,596	59,028	(3,568)
<b>Total Excluding Fund Balance Appr</b>	<b>76,513,997</b>	<b>77,634,344</b>	<b>1,120,347</b>
<b>Fund Balance Appropriated</b>	<b>1,591,683</b>	-	<b>(1,591,683)</b>
<b>Total Including Fund Balance Appr</b>	<b>\$ 78,105,680</b>	<b>\$ 77,634,344</b>	<b>\$ (471,336)</b>

Total General Fund revenues for current fiscal year 2016 are projected to exceed the 2016 Original Budget revenues by approximately \$1,120,347, excluding fund balance appropriated. The change in revenue for 2016 compared to that of budget is being driven by the following:

- 2.0% increase in Ad Valorem Property Tax revenues as compared to budget (\$639,086 increase)
- 3.9% increase in Local Option Sales Tax as compared to budget (\$643,436 increase)
- 12.3% increase in Utility Franchise Taxes as compared to budget (\$742,850 increase)
- 21.0% reduction in Restricted Intergovernmental revenues as compared to budget (\$684,214 decrease)
- 12.1% reduction in Recreation and Parks revenue as compared to budget (\$240,896 decrease)
- 3.0% increase in the transfer in from GUC (\$200,00 increase)

The following is a summary of projected General Fund revenues for fiscal years 2017 and 2018 compared to the current fiscal year 2016 projected revenues:

Revenue Source	Original Budget FY2016	Projected FY2016	Projected FY2017	Projected FY2018
Ad Valorem Taxes	\$ 32,020,369	\$ 32,659,455	\$ 33,312,644	\$ 33,978,897
Governmental Revenues	28,790,148	29,575,218	30,300,263	31,044,599
Other Functional Revenues	8,587,119	8,086,882	8,184,733	8,284,035
Investment Earnings	553,765	553,761	556,530	559,312
GUC Transfers In	6,500,000	6,700,000	6,834,000	6,970,680
All Other Financing Sources	62,596	59,028	59,028	59,028
<b>Total Excluding Fund Balance Ap</b>	<b>\$ 76,513,997</b>	<b>\$ 77,634,344</b>	<b>\$ 79,247,199</b>	<b>\$ 80,896,551</b>
Fund Balance Appropriated	1,591,683	-	150,000	200,000
<b>Total Including Fund Balance Ap</b>	<b>\$ 78,105,680</b>	<b>\$ 77,634,344</b>	<b>\$ 79,397,199</b>	<b>\$ 81,096,551</b>

Per the forecast, General Fund revenues are projected to increase approximately 2.3% each year for the next two fiscal years, which equates to an overall increase of approximately \$1.6 million each year. The following is a summary of the projected increases over the next two fiscal years:

Projected Increase From FY2016 to FY2017

Projected 2016 Revenue		\$ 77,634,344
Ad Valorem Taxes	\$ 653,189	
Sales Tax	518,129	
Utility Franchise Tax	135,901	
GUC Transfers In	134,000	
Other Revenue Sources	<u>321,636</u>	
		1,762,855
Projected 2017 Revenue		<u><u>\$ 79,397,199</u></u>

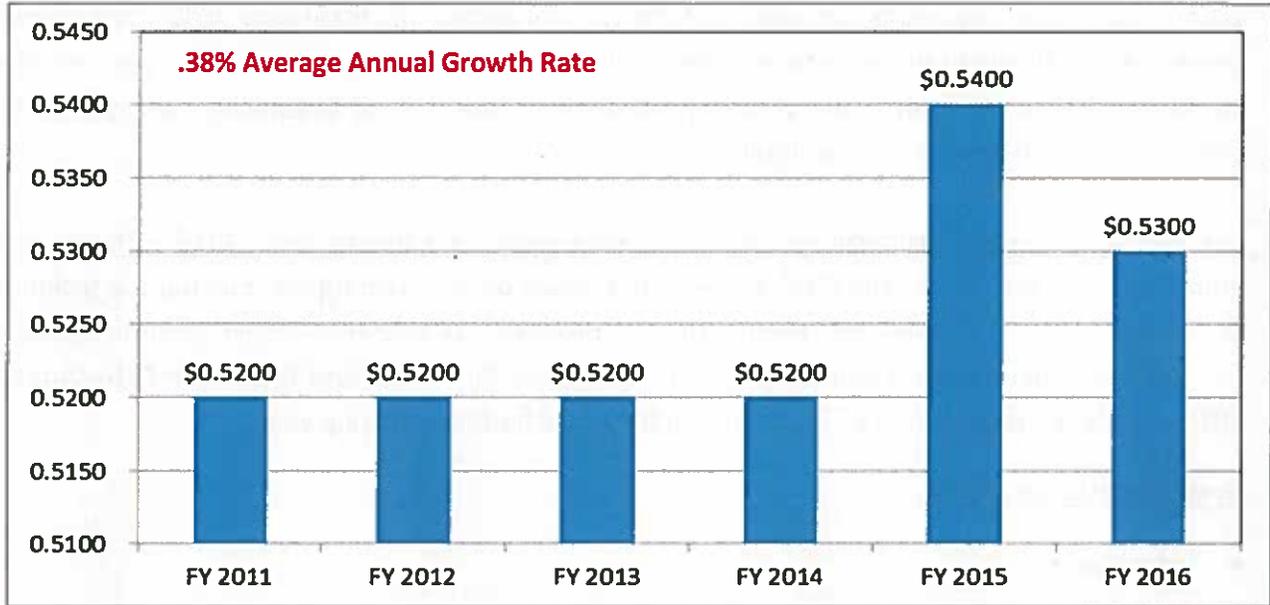
Projected Increase From FY2017 to FY2018

Projected 2017 Revenue		\$ 79,397,199
Ad Valorem Taxes	\$ 666,253	
Sales Tax	533,672	
Utility Franchise Tax	138,619	
GUC Transfers In	136,680	
Other Revenue Sources	<u>224,128</u>	
		1,699,352
Projected 2018 Revenue		<u><u>\$ 81,096,551</u></u>

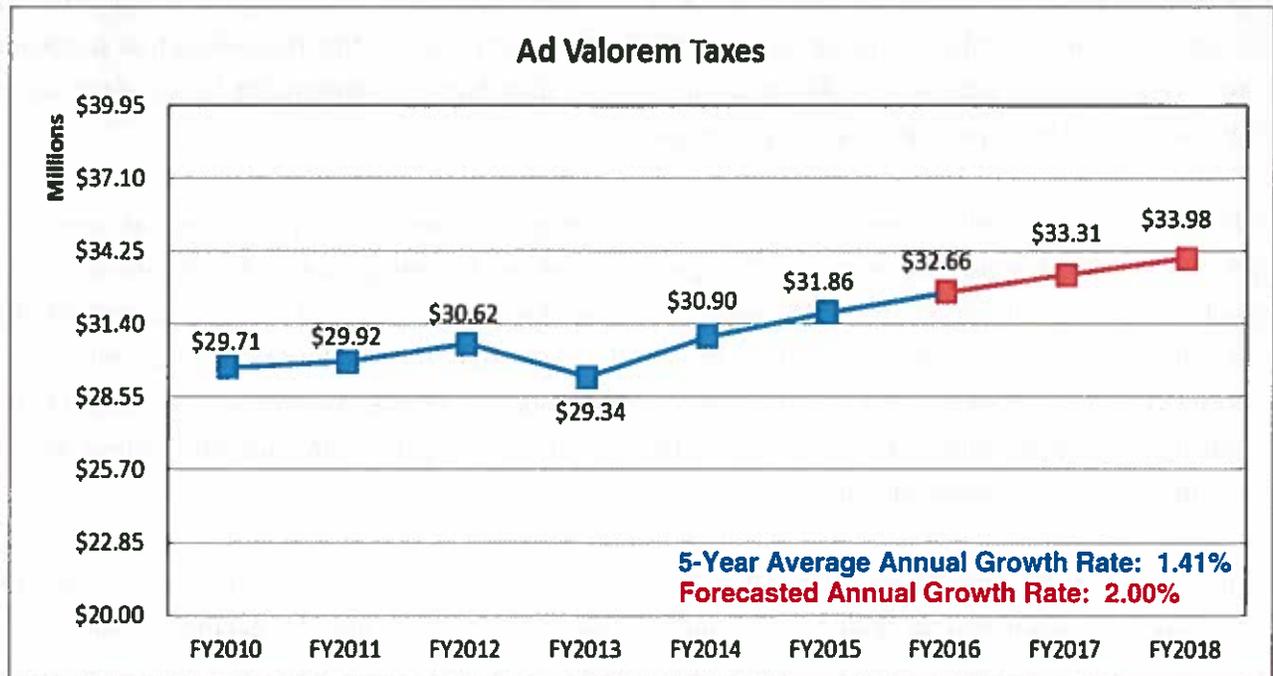
The increases summarized above have been forecasted based on various assumptions surrounding the projected growth rates in various line item revenues. The following is an analysis of those revenues that are considered key contributors to the City's overall performance and an examination of the assumptions surrounding future growth rates in those revenues:

**Ad Valorem Property Taxes**

The following are the property tax rates for the City of Greenville for the period of fiscal years 2011 through fiscal year 2016:



The following graph shows actual property tax revenues for the prior five-year period, as depicted with the blue line, and projected property tax revenues for current fiscal year 2016 through 2018, as depicted by the red line:



Overall, ad valorem property tax revenues grew at an average annual rate of approximately 1.41% between fiscal years 2010 and 2015. For the purpose of the financial forecast, property tax revenues are projected to grow on average 2.0% each year for fiscal years 2017 and 2018.

The trend in property taxes has been heavily affected by revaluations. The decrease in property values resulted in a revenue reduction of 5.9% or \$4.4 million for fiscal year 2013. The normal growth rate is 2% when the adjustments for revaluations are not considered. In the years leading up to the “great recession”, the property valuation in the City of Greenville had averaged a consistent growth rate of approximately 6%.

The next county-wide property revaluation is scheduled for calendar year 2016 with financial impact in fiscal year 2017. The City’s projection is based on maintaining revenue neutral property tax receipts based on a revised revenue-neutral property tax rate that would become effective July 1, 2017. Therefore, revenues are projected forward for the current fiscal year 2016 through 2018 at a steady growth rate of 2% compounded in each of the outlying years.

### **Governmental Revenues**

- **Sales Taxes**

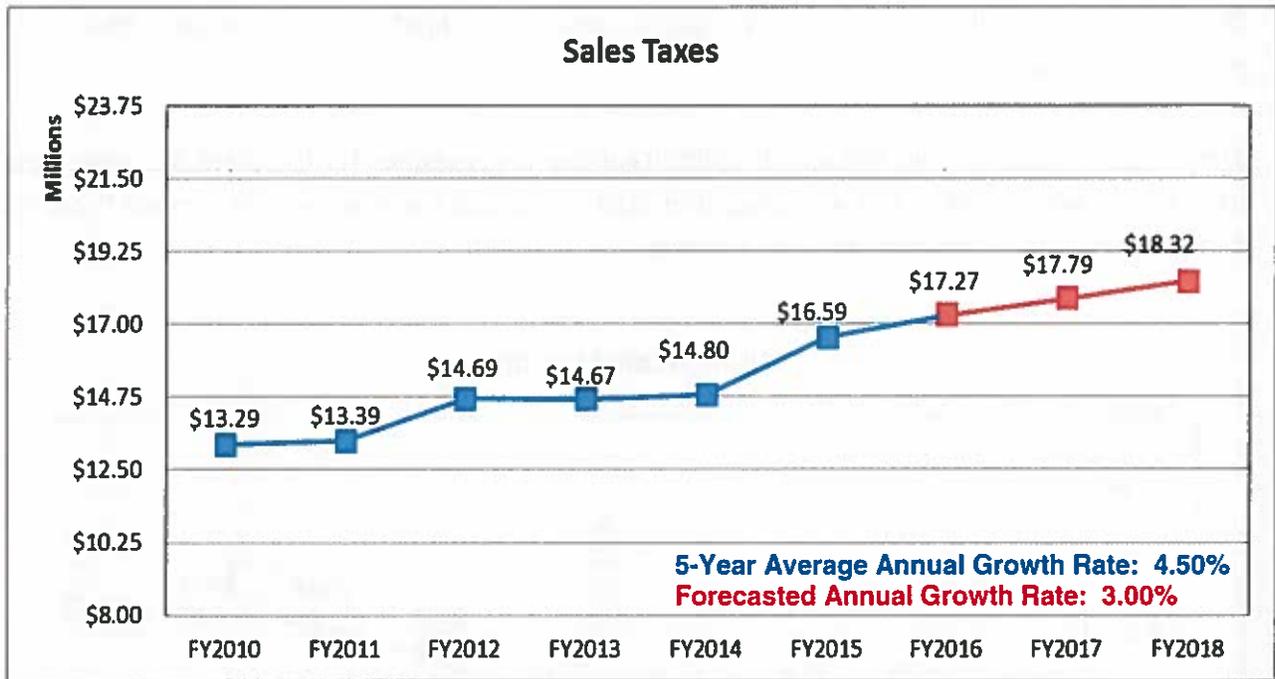
Greenville receives a total sales tax distribution of 2.5% of applicable sales. The first 1% of the sales tax, referred to as Article 39, is distributed to the City based on sales tax monies originating within Pitt County, which is the point of sale, and distributed back to each municipality based on population. The 1% made up by the Article 40 and Article 42 distributions are returned to Greenville based on statewide collections and per capita distribution of 0.50% and a distribution based on point of sale for the remaining 0.50%. The last 0.50% is the Hold Harmless provision that replaced the 2002 Article 44 sales tax. This is distributed to Greenville based on a 50/50 distribution of both per capita and point of sale.

The General Assembly passed a number of exchanges or swaps involving sales tax revenues during the 2013 legislative session. Changes for sales tax beginning in late fiscal year 2014 and fully impacting fiscal years 2015 and 2016 include sales taxes on service contracts for maintenance and repair of automobiles and goods; expansion of the sales tax to cover admissions to movies, live entertainment and museums; the elimination of the exemption from sales tax for nutritional supplements sold by chiropractors; food sold in public and private college dining room; and most newspaper sales.

In addition, recent legislation eliminated the annual sales tax holiday, the Energy Star sales tax holiday, the exemption for bakery items sold in bakery thrift shops, and the exemption for certain

items sold to farmers with gross receipts under \$10,000. The new legislation also swapped the currently received Utilities Franchise Taxes for sales tax on electricity and natural gas.

The following graph shows actual sales tax revenues for the prior five-year period, as depicted with the blue line, and projected sales tax revenues for current fiscal year 2016 through 2018, as depicted by the red line:



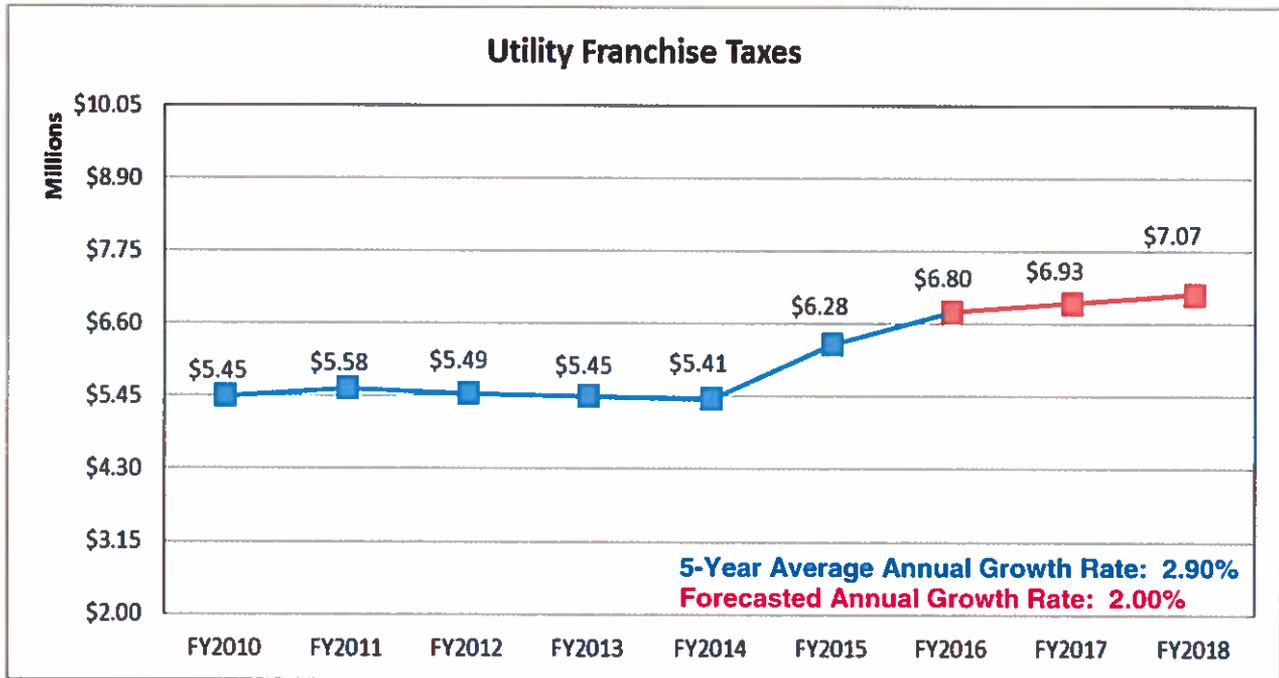
The City’s five-year growth rate for sales tax is approximately 4.54% each year. However, for a three-year period between fiscal years 2012 and 2014, sales tax remained flat with an average of approximately \$14.72 million. This three-year period of no growth in sales tax was a reflection of the slow rebound of the local economy following the recession.

Given the vulnerability with concerns to sales tax relative to the state and local economy, sales tax revenue growth for fiscal years 2017 and 2018 is estimated at 3%, compounded annually. Unknowns that could affect the sales tax revenue stream include any changes made by the General Assembly in the tax reform discussions that were initiated during the 2014 legislative session and continued through the 2015 session.

- **Utility Franchise Taxes**

The 2013 Tax Reform law eliminated the state and local franchise taxes on electricity and natural gas and applied the combined general sales tax rate of 7% of sales to both. The legislation provides municipalities with 44% of the State sales tax on electricity and 20% of the State sales tax on natural gas collected. Each municipality gets a quarterly distribution equal to the amount of electricity and natural gas franchise taxes it received for the same quarter during fiscal year 2014. After such distribution, any remaining money is divided among cities and towns on a percentage of ad valorem bases.

The following graph shows the actual utility franchise tax revenues for the prior five year period as depicted with the blue line and projected utility franchise tax revenues for current fiscal year 2016 through 2018 as depicted by the red line:



The five year average annual growth rate was approximately 2.89% between fiscal year 2010 and 2015. Growth is projected to remain steady at an annual growth rate of approximately 2.0% between fiscal years 2017 and 2018.

For fiscal year 2016, Utility Franchise revenues are projected to increase approximately 8.2% compared to fiscal year 2015 due to the change in the allocation of the quarterly distribution as a result of the reclassification as a sales tax. In fiscal year 2016 and beyond, the swap and the increase in the taxable base will provide additional revenues annually.

- **Restricted Intergovernmental Revenues Federal, State, and Local (Including Powell Bill)**

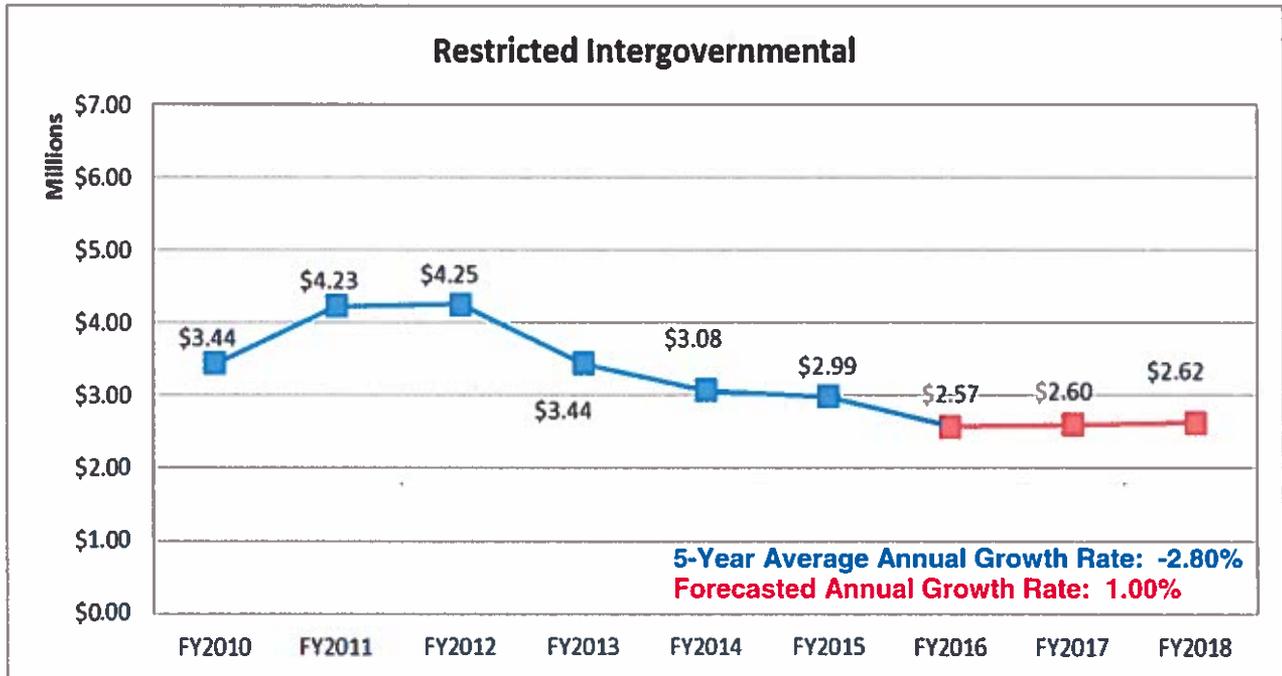
Restricted Intergovernmental revenues consist generally of the following:

- Federal Forfeiture and Controlled Substance
- Police and Fire/Rescue Grants
- State Maintenance Agreements
- State and Local Planning Grants
- Powell Bill Distribution

Intergovernmental restricted revenues vary greatly from year to year depending upon the specific grants and special funds that are available. During the past five years, revenues of this type have ranged from a 29% increase to a 30% decrease. Therefore, other than Powell Bill, these revenues cannot successfully be projected any further than what is known at this point.

Monies available for distribution from the Powell Bill State allocation are based upon tax collections on motor vehicle fuels and motor vehicle sales. In prior years, North Carolina has allowed increases in the State tax per gallon of gas. The State gas tax is currently capped; therefore, gas tax collections are expected to remain flat or even decline due to newer vehicles having greater fuel efficiency. The State's budget predicts the highway use tax on car sales to continue to show modest growth. The distribution to municipalities is based on a formula that uses population as 75% of the allocation and the number of city-maintained street mileage as the other 25%. The mileage rate and the per capita distribution rate changes annually. For 2016, these rates are \$20.38 per capita and \$1,637 per street mile. Even with the growth in motor vehicle sales and previous increases in the gas tax rate, revenues for the past five years have been flat. As such, Powell Bill revenues are projected to remain flat for future years.

The following graph shows the actual Restricted Intergovernmental revenues for the prior five-year period, as depicted with the blue line, and projected revenues for current fiscal year 2016 through 2018, as depicted by the red line:

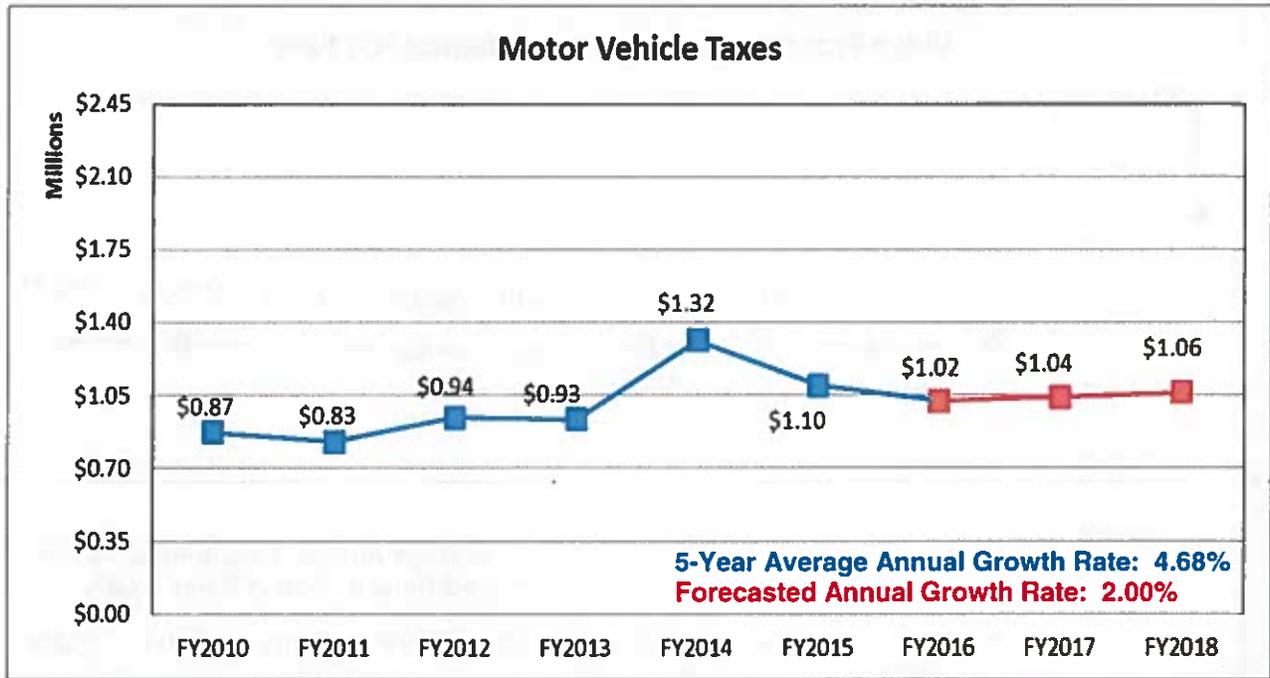


Restricted Intergovernmental revenue reduced approximately 2.80% on average each year for the past five fiscal years. Restricted Intergovernmental revenue is projected to have a modest growth rate of 1% in the following years.

- **Motor Vehicle Taxes**

Continued improvement in the collection rate of property taxes on motor vehicles is expected as a result of the full implementation of the State of North Carolina’s Tax and Tag System initiated in fiscal year 2014. Fiscal year 2015 was the first full year of implementation. Tax and Tag collections by the North Carolina Division of Motor Vehicles (NCDMV) will affect future year collections, but not prior years.

The following graph shows the motor vehicle tax revenues for the prior five year period, as depicted with the blue line, and projected motor vehicle tax revenues for current fiscal year 2016 through 2018, as depicted by the red line:

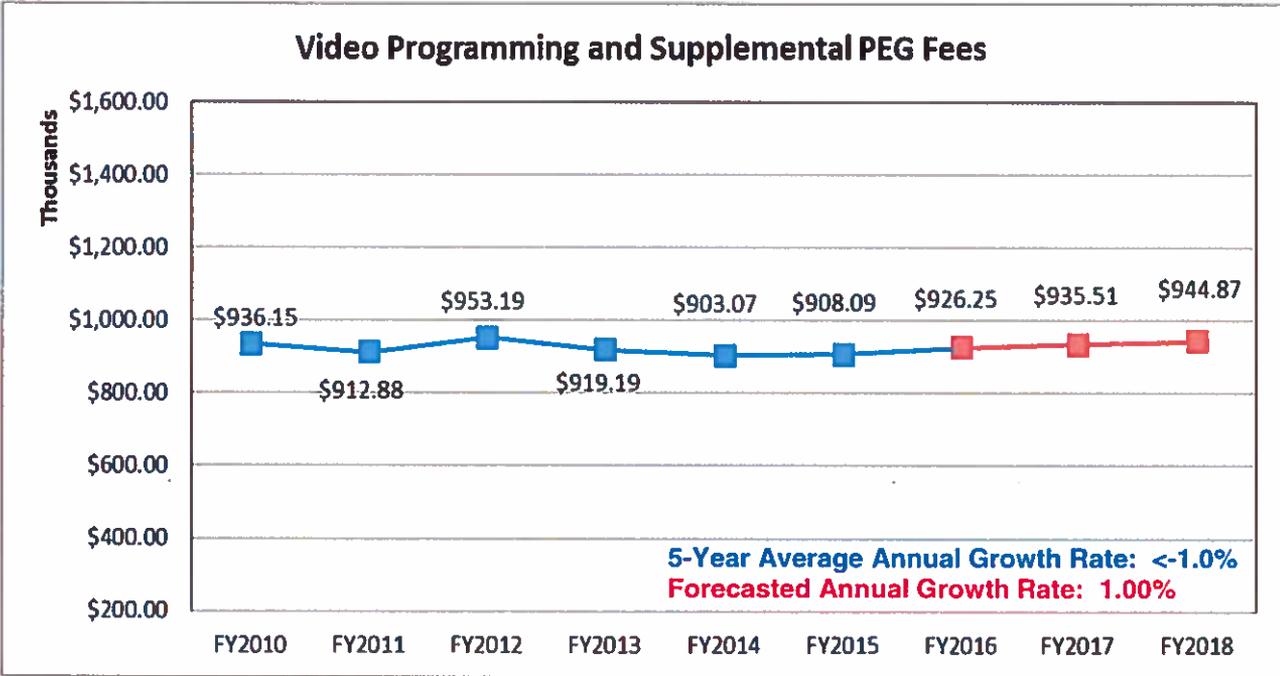


Current Year Motor Vehicle collections have a five-year average growth rate of 4.68%. This amount is skewed due to the implementation of the DMV Tax and Tag program that became effective in fiscal year 2014. Isolating out this one-time increase, an adjusted five-year average rate would be closer to 2%. This revenue is projected to continue its growth at 2% compounded each year in the outlying years.

- **Video Programming and Supplemental PEG Fees**

Both video programming and supplemental PEG have reduced on average less than 1.0% each year for the past five years. As such, growth in revenues for fiscal year 2016 and beyond is expected to be 1%. These revenues are based on the taxes collected for communication services such as cell phones, satellite and cable. The Supplemental PEG is a distribution of the taxes collected to provide assistance to public information channels. Greenville has two channels receiving PEG support (GTV-9 and GPAT). As additional municipalities add public information channels, the Supplemental PEG may flatten or even show slight decreases over time.

The following graph shows the Video Programming and Supplemental PEG Fees for the prior five-year period as depicted with the blue line and projected revenues for the current fiscal year 2016 through 2018 as depicted by the red line:



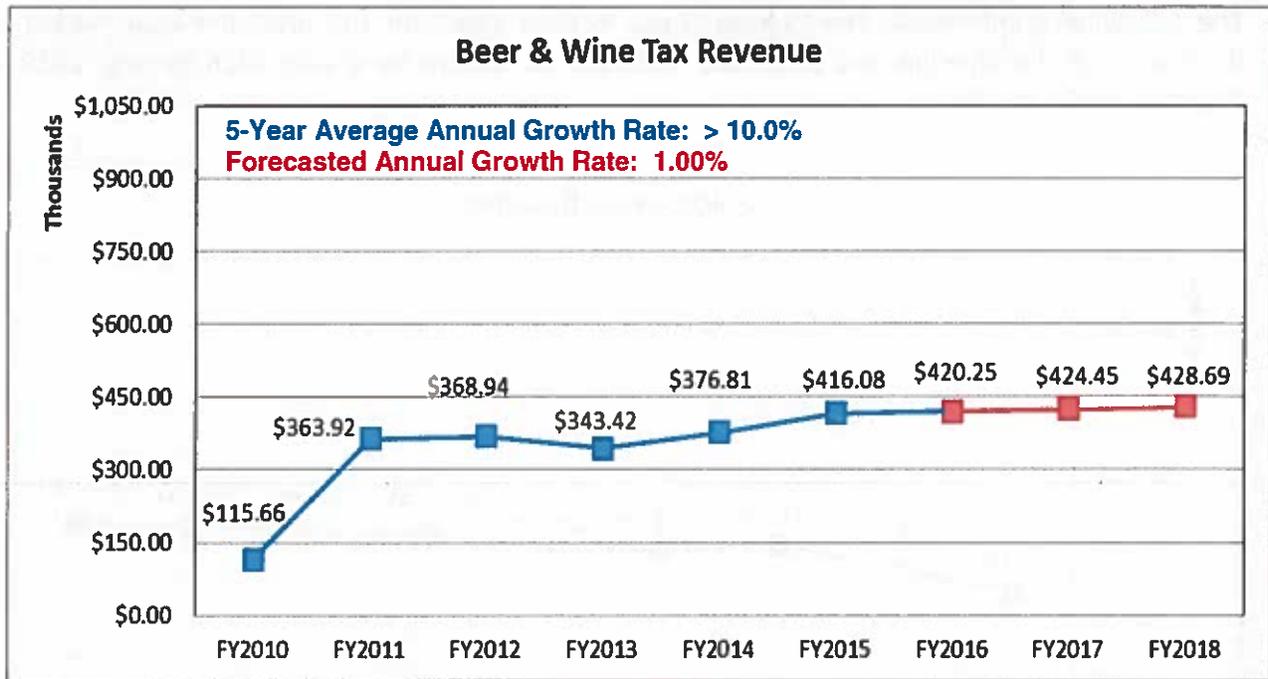
- **Privilege License Taxes**

The review of the statutes that govern the collection of Privilege License taxes initiated by the NC State Legislature was resumed in 2014. The outcome/impact of the State’s review eliminated the ability to bill for local privilege licenses. Therefore, this source of revenue has not been included in the financial forecast. Prior to its elimination, Privilege License revenue ranged from \$500 thousand to \$600 thousand annually.

- **Beer & Wine Taxes**

Municipalities share in Beer and Wine Tax revenue based on their population. Beer and Wine collections are made at the State level and distributed back to the cities annually. The Beer and Wine Tax distribution to the City of Greenville has been erratic over the past five years, creating ups and downs in the averaging.

The following graph shows the Beer and Wine revenues for the prior five year period, as depicted with the blue line, and projected revenues for current fiscal year 2016 through 2018, as depicted by the red line:

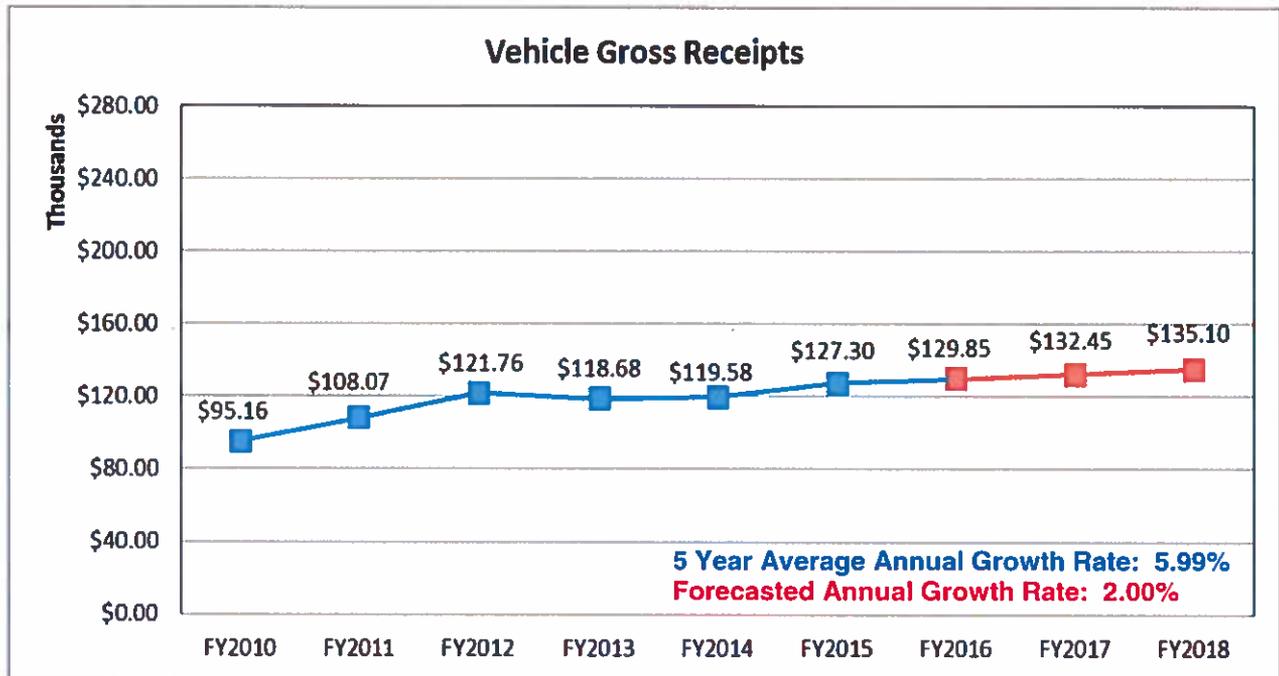


A growth rate of 1% is projected for the current fiscal year and outlying years for Beer and Wine taxes. Although the prior five-year average annual percentage growth rate shows significant growth, this is not a true representation of revenue growth. Revenues were partially withheld by the State in 2010 and reinstated in 2011. This variance creates a drop in the percentage change of 66.5% in fiscal year 2010 over 2009. The full payment was restored in fiscal year 2011 creating a higher than normal growth rate of greater than 100%. When these two years are factored out, revenue growth calculates to be minimal. Based on recommendations from the NC League of Municipalities, the City is anticipating modest growth from this revenue source.

- **Vehicle Gross Receipts Taxes**

Vehicle Gross Receipts have a five year average annual growth rate of 5.99%. However, the revenue stream has been erratic with a decline in revenues in 2009 and 2010, an increase in revenues in 2011 and 2012, and a decline in 2013. Rental Vehicle Gross Receipts revenue is somewhat tied to economic activity within the city; airport passengers requiring local transportation, and vehicle accidents. Revenues for fiscal years 2017 and 2018 are expected to show some growth, which has been calculated at 2% compounded in each of the outlying years. The 2% growth is to adjust for the erratic trend that has been the pattern over the last five years.

The following graph shows the Vehicle Gross Receipt taxes for the prior five-year period as depicted with the blue line and projected revenues for current fiscal year 2016 through 2018 as depicted by the red line:

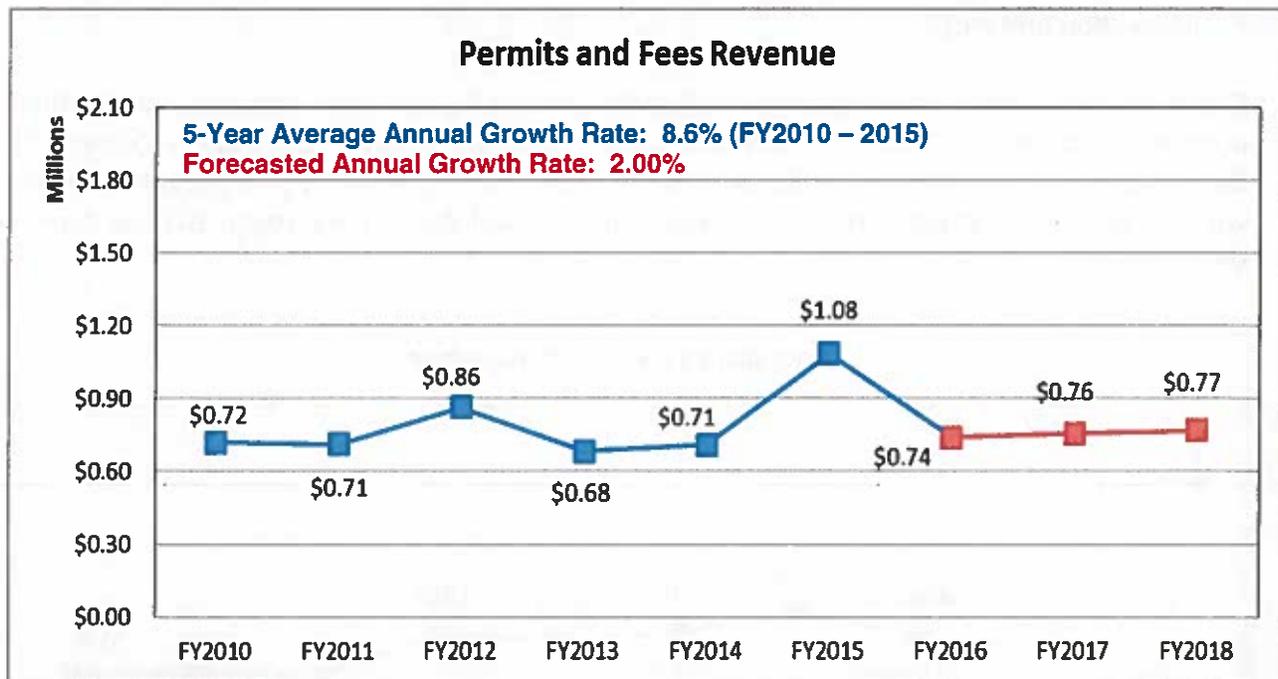


### Fees, Services, and Other Revenue

- **Permits and Fees**

Prior to the 2008 economic recession and the collapse of the housing market, Inspections Division permits and fees experienced high growth. Fiscal year 2009 displayed a reduction in revenues generated by permitting fees by more than 50% over the prior year. In the years since 2009, growth has been sporadic. Permitting revenues were up in 2012 over 2011 by 21%, only to drop again in 2013 below 2012 by 21%. Over the last five-year period from fiscal year 2010 to 2015, the revenue average annual growth was approximately 8.56%. For fiscal year 2016, fees are projected to be down considerably from fiscal year 2015, adding to the variability the City has seen from year to year. With marginal increases in construction expected to continue, Permits and Fee revenues are projected to retain modest growth of 2% annually for fiscal years 2017 and 2018.

The following graph shows the Permits and Fees revenue for the prior five-year period, as depicted with the blue line, and projected revenues for current fiscal year 2016 through 2018, as depicted by the red line:



- **Police**

Increases for Police revenues should remain at no more than 2% for outlying years. Revenues from Police fees, permits, citations, and miscellaneous services have seen average annual increases over the past five years of 12.65% overall.

- **Fire/Rescue**

Revenues from Fire/Rescue have averaged 4.36% annual growth each year over the past five years. The bulk of the revenue is from EMS Rescue Service Transports.

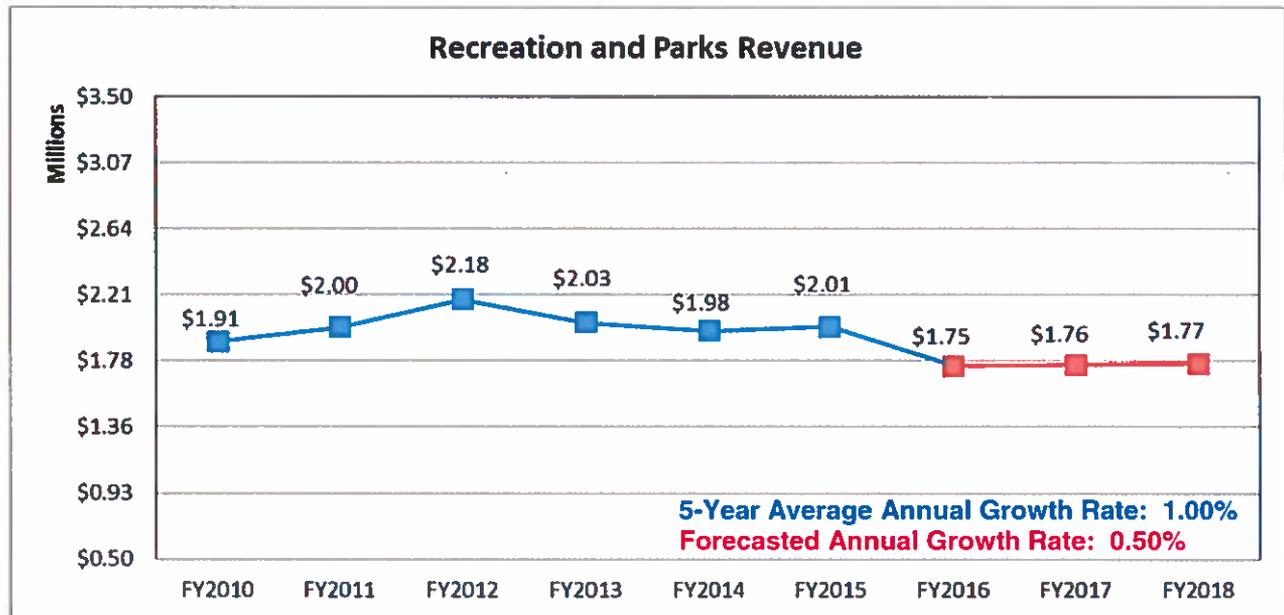
A projected growth rate of 2% is used for EMS Rescue Service Transports for outlying years. EMS Rescue Service Transports have a five-year annual average growth of 4.22%; however, this is mostly attributable to fee increases implemented in 2013 that resulted in a 13% increase. Anticipated general growth is based on increases in the city's population.

- **Public Works**

Public Works revenues have remained flat over the prior five years. Growth is projected at 1% for the outlying years. The largest source of revenue for general activity is the area of utility street cuts and repairs and in cemetery sales and services, which are fairly constant from year to year.

- **Recreation and Parks**

These revenues come from general recreation and parks services, recreation and athletic programs and rentals, Bradford Creek Golf Course, and the Aquatics and Fitness Center. The following graph shows the Recreation and Parks revenue for the prior five year period as depicted with the blue line and projected revenues for current fiscal year 2016 through 2018 as depicted by the red line:



A nominal growth of 0.50% for Recreation and Parks is projected for fiscal years 2017 and 2018. The five year average annual growth from fiscal year 2010 to 2015 was 1.0%. The largest sources of revenue within the Recreation and Parks area are Bradford Creek Public Golf Course and Aquatics and Fitness Center revenues.

Revenue reductions are projected for fiscal year 2016 as compared to fiscal year 2015. In projecting 2016 and beyond, considerations affecting revenues are the general growth in the population, resulting in additional utilization of the parks and recreational opportunities and an increase in the marketing efforts for Bradford Creek Public Golf Course. The Aquatics and Fitness Center was added to the General Fund in 2009, and Bradford Creek Golf Course was added in 2013.

- **Other Fees & Services**

Additional miscellaneous revenues, which are typically derived from such services as sale of property, rentals, donations, and reimbursements for miscellaneous services vary greatly from year to year. Revenues for outlying years are projected at less than 2% growth.

Parking revenues include parking tickets, leased parking and meter monies. Leased parking and meter monies have a five-year average annual increase of 14.83%, partially due to the

completion of the 4<sup>th</sup> Street Parking Garage. Revenues are projected to increase in fiscal year 2016 and beyond by 2% per year compounded in each of the outlying years.

**Investment Income**

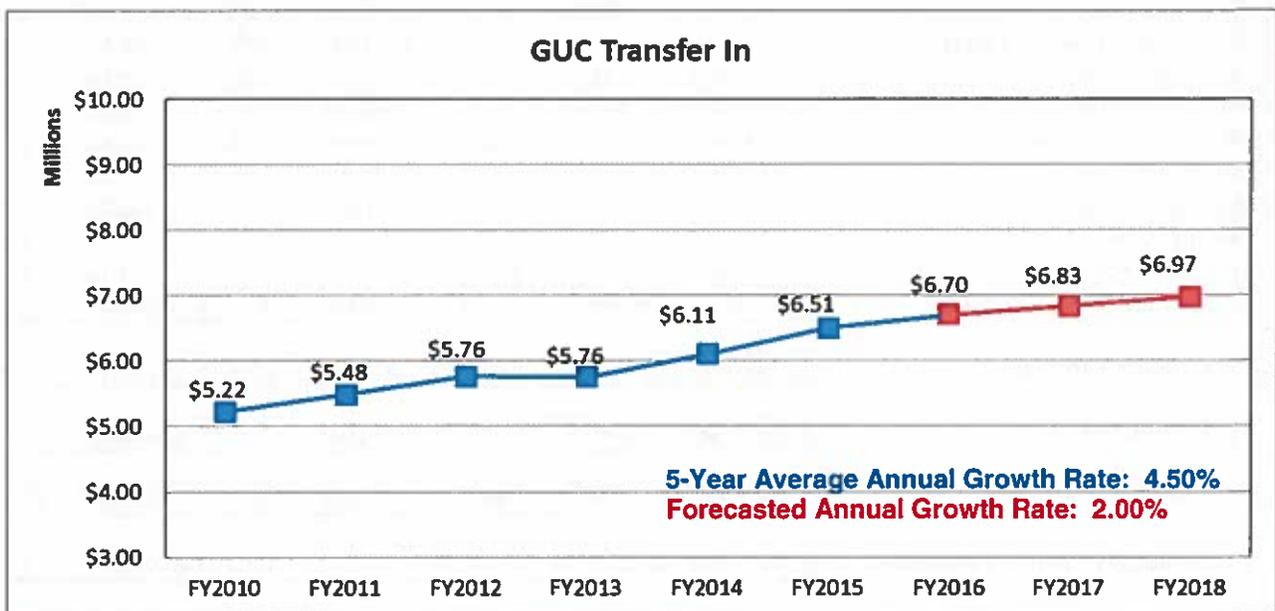
This revenue stream has been very volatile since the economic downturn in 2008. Until rates are more stabilized, projections include 0.50% growth for outlying years. This category reflects all interest earned within the General Fund from coupon payments on investments to adjustments that are required based on the market rates as of the end of the fiscal year.

**Transfers In**

Transfers In consists of a predetermined formula that includes Greenville Utilities Commission’s (GUC) fixed assets net their debt obligations and transfers from other funds based on the closing of projects. The GUC Transfer In is expected to be approximately \$6.7 million for fiscal year 2016, excluding a one-time increase of approximately \$500,000 to \$700,000 that will be realized from GUC by the end of fiscal year 2016. The one-time increase is due primarily to GUC’s decision to delay the issuance of debt and to pay cash for the new OPTICS computer system. It is the intention to use the one-time funding to:

- Fund one-time capital improvement projects to be determined by Council at a later date and/or
- Level future revenues should there be a decline

Including the projected one-time increase, the total transfer in for GUC for fiscal year 2016 is projected to be approximately \$7.2 to \$7.4 million. For fiscal years 2017 and 2018, an average increase of 2.0% annual growth has been included within the projection for outlying years due to the amount varying from year to year depending on the debt issuance plans of GUC:



## Revenue Summary

The following is a detail by line item of the projected revenues for current fiscal year 2016 compared to fiscal year 2015 and a forecast of revenues for fiscal years 2017 and 2018 based on the above assumptions:

General Fund Revenues and Other Financing Sources	Original Budget 2016	Projected 2016	% Change	Projected 2017	% Change	Projected 2018	% Change
<b>Current Year Taxes</b>	\$ 29,342,969	\$ 29,931,017	2.0%	\$ 30,529,637	2.0%	\$ 31,140,230	2.0%
DMV Tax Collections	2,701,045	2,952,694	9.3%	3,011,748	2.0%	3,071,983	2.0%
Prior Years Taxes	280,515	96,356	-65.7%	98,283	2.0%	100,249	2.0%
Penalties and Interest	180,180	163,728	-9.1%	167,003	2.0%	170,343	2.0%
Discounts and Refunds	(484,340)	(484,340)	0.0%	(494,027)	2.0%	(503,907)	2.0%
<b>Ad Valorem Taxes</b>	<b>\$32,020,369</b>	<b>\$32,659,455</b>	<b>2.0%</b>	<b>\$33,312,644</b>	<b>2.0%</b>	<b>\$ 33,978,897</b>	<b>2.0%</b>
<b>Sales Tax</b>	<b>\$ 16,627,515</b>	<b>\$ 17,270,951</b>	<b>3.9%</b>	<b>\$ 17,789,080</b>	<b>3.0%</b>	<b>\$ 18,322,752</b>	<b>3.0%</b>
Utility Franchise Tax	6,052,187	6,795,037	12.3%	6,930,938	2.0%	7,069,556	2.0%
Motor Vehicle Taxes	1,018,705	1,022,375	0.4%	1,042,823	2.0%	1,063,679	2.0%
Business License	-	-	0.0%	-	0.0%	-	0.0%
Video Programming	852,000	866,632	1.7%	875,298	1.0%	884,051	1.0%
Supplemental Peg	52,000	59,621	14.7%	60,217	1.0%	60,819	1.0%
Payment In Lieu of Taxes	51,075	52,096	2.0%	53,138	2.0%	54,201	2.0%
Vehicle Gross Receipts	126,929	129,850	2.3%	132,447	2.0%	135,096	2.0%
Wine and Beer	370,917	420,246	13.3%	424,448	1.0%	428,693	1.0%
State Fire Protection	384,235	388,040	1.0%	395,800	2.0%	403,716	2.0%
Restricted Intergovernmental	3,254,585	2,570,371	-21.0%	2,596,074	1.0%	2,622,035	1.0%
<b>Governmental Revenues</b>	<b>\$28,790,148</b>	<b>\$29,575,218</b>	<b>2.7%</b>	<b>\$30,300,263</b>	<b>2.5%</b>	<b>\$ 31,044,599</b>	<b>2.5%</b>
Inspection Division Permits	\$ 865,514	\$ 740,358	-14.5%	\$ 755,165	2.0%	\$ 770,268	2.0%
Recreation and Parks Fees	1,990,805	1,749,909	-12.1%	1,758,659	0.5%	1,767,452	0.5%
Planning Fees	140,248	105,002	-25.1%	107,102	2.0%	109,244	2.0%
Police Fees, Fines and Citations	1,207,098	1,268,865	5.1%	1,294,242	2.0%	1,320,127	2.0%
Engineering Fees	11,900	15,273	28.3%	15,578	2.0%	15,890	2.0%
Fire Rescue Fee	203,305	234,101	15.1%	238,783	2.0%	243,559	2.0%
Rescue Service Transports	3,085,803	3,085,803	0.0%	3,116,661	1.0%	3,147,828	1.0%
Parking Tickets	212,100	190,207	-10.3%	192,109	1.0%	194,031	1.0%
Leased Parking and Meter Fees	150,500	174,888	16.2%	178,386	2.0%	181,954	2.0%
Public Works Sales and Services	380,900	487,713	28.0%	492,590	1.0%	497,516	1.0%
Miscellaneous Revenues	338,946	34,763	-89.7%	35,458	2.0%	36,167	2.0%
<b>Other Functional Revenues</b>	<b>\$ 8,587,119</b>	<b>\$ 8,086,882</b>	<b>-5.8%</b>	<b>\$ 8,184,733</b>	<b>1.2%</b>	<b>\$ 8,284,035</b>	<b>1.2%</b>
<b>Investment Earnings</b>	<b>\$ 553,765</b>	<b>\$ 553,761</b>	<b>0.0%</b>	<b>\$ 556,530</b>	<b>0.5%</b>	<b>\$ 559,312</b>	<b>0.5%</b>
<b>GUC Transfers In</b>	<b>\$ 6,500,000</b>	<b>\$ 6,700,000</b>	<b>3.1%</b>	<b>\$ 6,834,000</b>	<b>2.0%</b>	<b>\$ 6,970,680</b>	<b>2.0%</b>
<b>All Other Financing Sources</b>	<b>\$ 1,654,279</b>	<b>\$ 59,028</b>	<b>-96.4%</b>	<b>\$ 209,028</b>	<b>254.1%</b>	<b>\$ 259,028</b>	<b>23.9%</b>
<b>Total Budget / Actual / Projected</b>	<b>\$78,105,680</b>	<b>\$77,634,344</b>	<b>-0.6%</b>	<b>\$79,397,199</b>	<b>2.3%</b>	<b>\$ 81,096,551</b>	<b>2.1%</b>

## **GENERAL FUND EXPENSE FINANCIAL FORECAST FISCAL YEARS 2016 - 2018**

The following are those expenses that are considered key contributors to the City's overall performance. In order to make historical patterns comparable, adjustments have been made for the Fleet and Bradford Creek funds. Staff has outlined expenses by department and by category (i.e. personnel, operating, etc.). Based on historical patterns for the expense categories, such as the economic impact on the City finances, in some cases no predictable trend can be derived when generating projections. During the past five years, management has worked to respond to the economic downturn in an effort to continue business at current service levels.

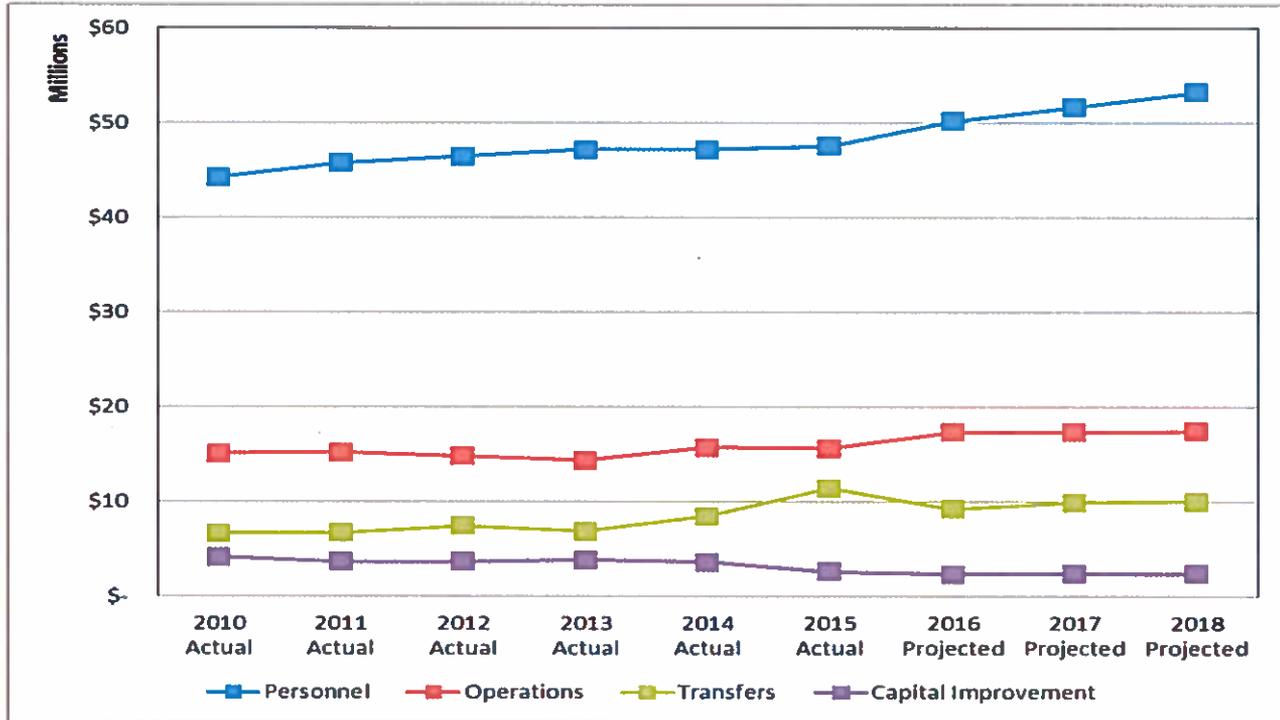
In FY 2010, in response to the economic downturn, departments were asked to reduce their discretionary operational requests by 10% in order to mitigate costs. Additionally, there was a heightened review of the Capital Improvements activity. The reduction from FY 2009 to 2010 resulted in a significant decrease within the expense category and the delaying of Capital Improvement activity. The majority of that decline resulted from the timing of "transfers out" of the General Fund. The impact on the City departments placed their results within 3% of the previous year. Since then, direction to the departments has been to monitor their budgets for efficiencies in an effort to keep costs down, while maintaining the quality of the City's services. In doing so, the City's expenses have remained relatively flat, within a 2-3% margin from year to year.

Projections for the current year were calculated two ways: "by department" and "by category" using a five-year average. Five-year projections are based on a percentage of historical performance when compared to the prior year, if such conclusions can be made. Another method that had to be considered while creating the five-year projections is when no trends can be generalized; the projections are based on rolling averages (depending on any patterns that can be identified). The information below will highlight those significant departments/categories that play a major role in this two-year forecast.

The next several pages provide an understanding of the projection parameters used to formulate the General Fund expense financial forecast for fiscal years 2017 and 2018.

## EXPENSES BY CATEGORY

Expenses over the past five years have remained relatively flat from year to year, fluctuating an average of no more than 1.8%.



The following is a summary of projected General Fund expenses by category for fiscal years 2017 and 2018 compared to the current fiscal year 2016 projected expenses:

Expense	Original Budget FY2016	Projected FY2016	Projected FY2017	Projected FY2018
Personnel	\$ 50,281,456	\$50,128,795	\$51,632,658	\$ 53,181,638
Operations	16,471,053	17,306,413	17,329,477	17,454,271
OPEB	450,000	450,000	500,000	500,000
Contingency	200,000	-	150,000	200,000
Indirect Costs	(1,268,214)	(1,268,214)	(1,268,214)	(1,268,214)
Transfers Out	8,936,493	9,241,129	9,625,858	9,715,223
Capital Impr	3,034,892	2,354,846	2,378,394	2,402,178
<b>Total</b>	<b>\$ 78,105,680</b>	<b>\$78,212,968</b>	<b>\$ 80,348,173</b>	<b>\$ 82,185,097</b>

The following is a summary of the increases projected for fiscal years 2017 and 2018 based on the financial forecast projection parameters:

Projected Increase from the Original Budget 2016 to Proposed 2017

Original Budget 2016		\$ 78,105,680
3.0% Increase in Personnel Expense	\$ 1,351,202	
Increase in OPEB	50,000	
Reduction in Contingency	(50,000)	
New Debt Service on 2015 G.O. Projects	600,000	
1.0% Increase in Transfers Out	89,365	
1.0% Increase in Operations / Capital Impr	<u>201,926</u>	
		2,242,493.40
Projected 2017		<u>\$ 80,348,173</u>

Projected Increase from Proposed 2017 to Proposed 2018

Projected 2017		\$ 80,348,173
3.0% Increase in Personnel Expense	\$ 1,548,980	
Increase in Contingency	50,000	
1.0% Increase in Transfers Out	89,365	
0.8% Increase in Operations / Capital Impr	<u>148,579</u>	
		1,836,923.20
Projected 2018		<u>\$ 82,185,097</u>

The following is a commentary related to the various General Fund expense categories and the projection parameters used to develop the expense forecast for fiscal years 2017 and 2018:

**Personnel**

There are several components that make up personnel. Over the past five years, this category has grown on average approximately 1.4% each year. The major items that trigger fluctuations in this category are pay increases, health insurance, and retirement costs. Within the past five years, across-the-board pay increases have been distributed four times (fiscal years 2012, 2013, 2015, 2016). Health Insurance has seen annual increases between 7% and 16%.

It should be noted that the largest component of this category, salaries, has historically remained relatively stagnant due to the decision to hold positions vacant in response to challenging economic conditions and the impact of the most recent property revaluation, which reduced revenues. For fiscal years 2017 and 2018, personnel is projected with an increase of 3.0% each year.

Below are some expenses that have additional explanation:

- **Regular Salaries** - In an attempt to keep employee salaries in line with the market, an adjustment of 3% has been included per year in the projection for regular salaries. Over the past year, the City has been working with Segal Waters Consulting with concerns to the implementation of a pay for performance (i.e. merit pay) system to reward top performers. Based on Council’s prior discussions with Segal Waters, a 3% salary increase minimizes the differentiation between top and low performers in a merit system program and thereby minimizes the impact of pay compression.

The City has also analyzed the average market increase for North Carolina employers as included in the Capital Associated Industry Index (CAI) survey. Based on the CAI, the average market increase for fiscal year 2015-16 was 2.7% with a five year average annual increase of 2.5%. The five year average annual increase for the City is approximately 1.5%.

- **Health Insurance** - Currently, there is an increase of 2% in the projection for employer contributions for fiscal year 2016. This is based on plan changes. However, for fiscal years 2017 and 2018, an increase of 3% has been used. The employer’s contributions have increased an average of 7.1% annually over the past five years.

It must be noted that the projected increases in personnel expense detailed above for fiscal years 2017 and 2018 do not include new positions and personnel reclassifications requested to the City Manager’s Office by departments. The requests total an increase of approximately \$2.3 million to the General Fund budget over the two year span of fiscal years 2017 and 2018. The following is a summary:

Request Type	Positions	Annual Increase		
		FY2016-17 Increase	FY2017-18 Increase	Total Increase
New Position Requests	32.00	\$ 1,760,010	\$ 318,324	\$ 2,078,334
Personnel Reclassification Requests	22.00	176,175	\$ 5,284	181,459
<b>Total</b>		<b>\$ 1,936,185</b>	<b>\$ 323,608</b>	<b>\$ 2,259,793</b>

## **Operating**

This category houses several items that are necessary to complete all administrative and maintenance within the City. Over the past five years, this category has grown by 0.69%. For the next several years, the average growth is projected to fluctuate between 0% and 1%. The annual projections, for all of the subcategories, are based on the historical averages. If a consistent trend cannot be assessed, a modest flat rate increase was used for projection purposes (i.e. 1%). In most cases, there was no consistent trend from year to year. Below are some expenses that require additional explanation:

- **Street Lighting** - This is a cost that is provided for appropriation by GUC. As expected, there is no natural trend in these costs and variances have fluctuated year to year based on usage and fees that are charged by GUC.
- **Utilities** - This is another expense that does not have a predictable trend. This category is dependent on usage and the fees that are charged to the City by GUC. As mentioned earlier in this document, the City has entered into an energy savings contract, which will assist in reducing the City's utility costs, leading to a projection of a 1% increase each year for fiscal years 2017 and 2018.
- **Fuel** – Fuel fluctuates simultaneously with the market. During the past five years, this cost has increased on average 2.0%. However, that is largely due to a significant jump during fiscal year 2011. Outlying years include a 1% increase depending on the estimated use of hybrids and other fuel efficient vehicles.
- **Fleet Service Costs Fixed** - This is an expense that will fluctuate based on the number and type of vehicles a department has within their fleet. Historically, this cost has changed on average by 0.40%. Based on this history and knowing that the biennial calculation includes an amount for inflation, generally around 2%, the projections for the next few years are based on a 1% growth factor to be included every year.

## **Other Post Employment Benefits (OPEB)**

This cost and its projection is consistent with City Council's decision to increase this payment by \$50,000 annually to the State Treasurer Trust Fund to meet \$500,000 by fiscal year 2017.

## Transfers

The main annual transfers include:

- Transfers to the Debt Service fund to cover all debt owed by the City
- Transfers to the Housing and Transit Funds to cover the General Fund's share of grant funding that has been federally approved
- Transfers to the Library that have been agreed upon via a local agreement to cover two-thirds of the operational costs.

Overall, transfer growth is projected at 1% excluding the additional debt related to the \$15.85 million in Street and Pedestrian Improvement Bond projects approved by voters in November of 2015. From time-to-time an additional amount is approved to the Library to cover capital costs.

- *Debt Service* - The City has done a good job in recent years paying down its debt service without any new significant debt being issued within the past five years. As such, the debt service projection is based on the following:
  - Debt that the City currently has outstanding
  - Beginning fiscal year 2016, new debt service is included for the debt payment on the Fourth Street Parking Garage
  - In fiscal years 2017 and 2018, additional debt service payments related to the General Obligation Bond Street and Pedestrian Improvement projects will be taken on

An increase in debt service of \$600,000 is included in the financial forecast in relation to the 2015 General Obligation Bond. The forecast is based on the issuance of approximately \$8 million to serve the first round of projects as included in the bond ordinance. Principal and interest payments have been projected over 20 years at a rate of 4.0% with level interest. It should be noted that the increase in debt service projected as of the preparation of the financial forecast is subject to change based on the timing of the debt issuance, the amount issued, and the going market rates. The following is a summary of the projected increase based on an \$8 million issue as described above:

FY2015-16 General Fund Debt Service Budget		\$ 4,137,062
FY2017-18 Current Debt Service Expense	3,996,885	
FY2017-18 New Debt Service Expense	<u>720,000</u>	
Total Projecte Debt Service Budget		4,716,885
Minimum Projected Increase Required		<u>\$ 579,823</u>

- *Housing* - This transfer is contingent on the City's share of the Home Consortium and Community Development Block Grant (CDBG) funding that is approved annually. This funding depends on the activity that is expected to be completed in any given year and the associated approval by the Federal Government.

In reviewing the last five years, the percentages of growth have been unpredictable. As such, projections are based on a five-year rolling average to cover the likelihood for any increases or decreases.

- *Transit* - This is another transfer that is contingent on Federal funding and activity by the operation. These annual amounts can be heavily skewed in any given year if equipment and/or buses are being purchased. The amount estimated within the General Fund represents its share of the Federal Grant, whether operating or capital. Consistent with the rationale used for the Housing Fund, Transit's projections have also been based on a five-year rolling average amount.
- *Library* - As mentioned above, the City is responsible for two-thirds of the Library's operational costs. Historically, this transfer has grown on average between 1% and 2%. The assumption would be in the years where 2% was the growth the City approved an additional amount for capital. The two years going forward are based on increasing annual amounts by 1%.

### **Reimbursement for Indirect Costs**

This is an amount that is based on a calculation completed by a third-party consultant. The City strives to have these calculations completed every three years. This amount has been incorporated into the City's biennial budget process at 75% cost recovery. Based on other projection models that have been modeled and approved, in particular for the Sanitation and Stormwater Funds, staff deems it appropriate to phase in this type of reimbursement and has therefore used the 75% for the cost recovery over the two years.

### **Capital Improvements**

The results from Capital Improvements is another category that does not provide a reliable historical trend to use for projections. The expense type is contingent on City Council goals and objectives and the affordability of the projects needed. Based on the unknown nature of capital improvements a 1% increase has been embedded as an annual increase.

## EXPENSES BY DEPARTMENT

The following is a summary of projected General Fund expenses by category for fiscal years 2017 and 2018 compared to the current fiscal year 2016 projected expenses:

Expense	Original Budget FY2016	Projected FY2016	Projected FY2017	Projected FY2018
<i>Department:</i>				
Mayor and City Council	\$ 511,661	\$ 428,005	\$ 381,510	\$ 447,594
City Manager	1,619,586	1,081,263	1,106,673	1,132,680
City Clerk	259,086	253,941	259,909	266,016
City Attorney	468,242	465,229	476,162	487,352
Human Resources	2,527,943	3,739,009	3,826,876	3,916,807
Information Technology	3,028,347	3,410,451	3,490,597	3,572,626
Fire / Rescue	13,421,532	13,096,096	13,403,854	13,718,845
Financial Services	2,479,816	2,773,557	2,837,489	2,900,217
Police	23,353,229	23,026,741	23,567,869	24,121,714
Recreation and Parks	7,600,386	7,548,173	7,725,555	7,907,106
Public Works	8,825,596	9,010,522	9,222,270	9,438,993
Community Development	2,657,084	2,602,219	2,663,371	2,725,960
<b>Subtotal</b>	<b>66,752,509</b>	<b>67,435,207</b>	<b>68,962,135</b>	<b>70,635,910</b>
<i>Other Non Department:</i>				
OPEB	450,000	450,000	500,000	500,000
Indirect Cost	(1,268,214)	(1,268,214)	(1,268,214)	(1,268,214)
Contingency	200,000	-	150,000	200,000
Transfers Out	8,936,493	9,241,129	9,625,858	9,715,223
Capital Improvement	3,034,892	2,354,846	2,378,394	2,402,178
<b>Total</b>	<b>\$ 78,105,680</b>	<b>\$ 78,212,968</b>	<b>\$ 80,348,173</b>	<b>\$ 82,185,097</b>

For all departments, a growth rate of 2.35% was used to address inflation. Overall, every department's adjustment should cover any other normal increases that may be incurred (e.g. inflation). The following is a discussion related to the various City departments:

- **Mayor and City Council** - There is no consistent trend that can be determined when reviewing this department. This is in large part due to the elections costs that are incurred every other year. Additionally, the activity for this department may vary depending on the goals and objectives that are adopted by City Council in any given year. For fiscal year 2016, it is assumed that this department will be within their budget. For this forecast, an adjustment has been included every other year for election expenses.
- **Human Resources** – This department's expenses have historically fluctuated up and down based on pay study/plans that are under consideration. The five-year average for this department is approximately 4.95%. However, this is due to pay compression adjustments that have taken place in the past. Some Health Insurance increases were

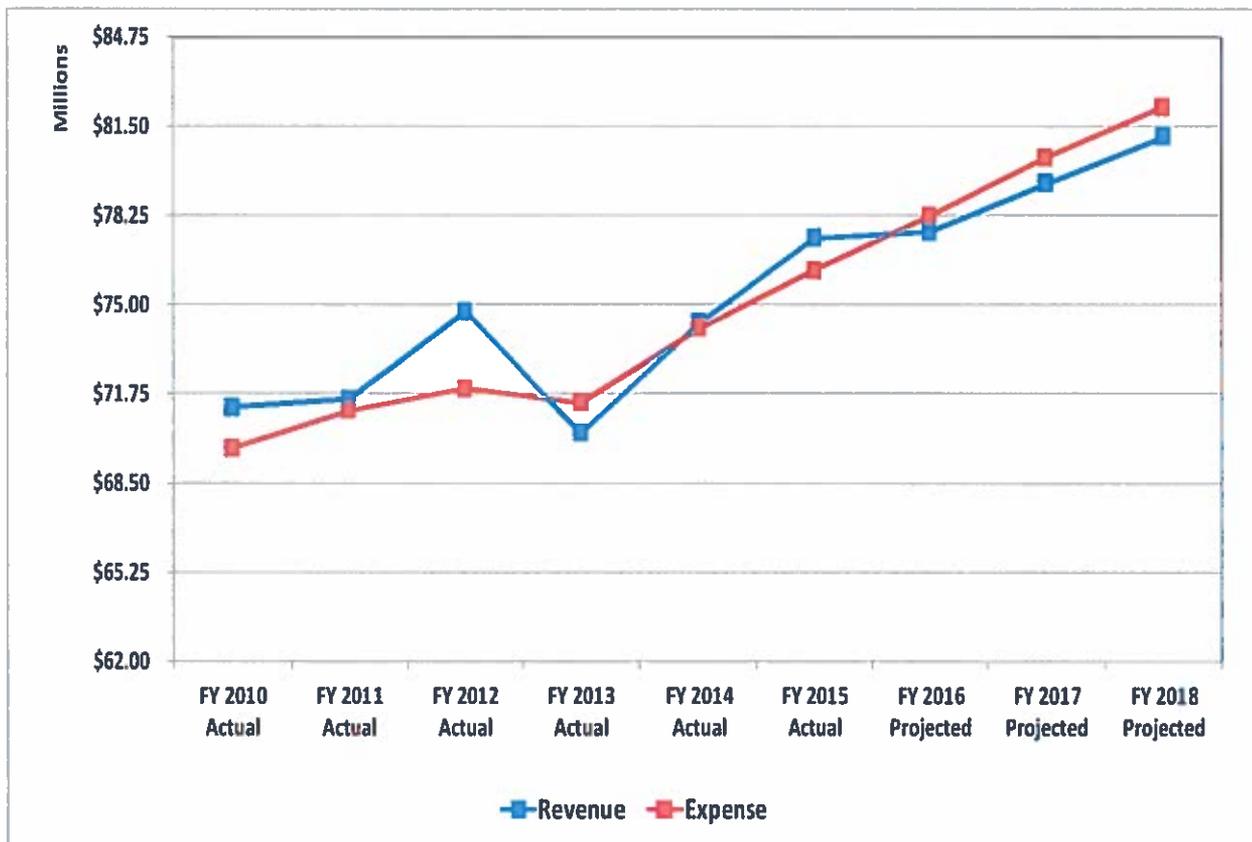
included in this budget. It is anticipated that there will be an adjustment in fiscal year 2016 to address any revisions that may result from the 5-Year True-Up Market Study.

- **Financial Services** - This department is responsible for any fees paid to Pitt County for the collection of Property Taxes. The five year average growth is 2.93%. The City continues to transition to a new ERP Financial System that will replace a 25-year old system. Therefore, increased maintenance fees will become a part of normal operating costs beginning fiscal year 2016 through fiscal year 2018.
- **Fire/Rescue** - Fire/Rescue has increased approximately 1.16% over the past five years. A 2.35% variance has been included with the projection rate beginning with fiscal year 2017 through 2018. This growth factor will account for any increased costs that will occur in the next several years. Currently, there are internal discussions about the timing for an additional station and a dual use truck to serve the south side of the City. Such an addition would increase the operational costs for this department, which would need to be considered in the future.
- **Police** - This department's history of budget increases has fluctuated due to the need to upgrade, update, or replace equipment. The five-year average was .42%. However, the need for mandated system updates will cause an increase in the cost of maintenance. The Police Department is a technology driven department. The cost of this technology will increase over time. A minimum increase of 2.35% may need to be adjusted if maintenance costs increase above expectations after fiscal year 2016.
- **Public Works** - Public Works shows a five year average increase of .59% for its services paid through the General Fund. However, review of the historical data shows few years that have had significant changes, which skew the historical average. Additionally, the City entered into a Guaranteed Energy Savings contract with Schneider Electric to minimize utility costs. Even with the expected reduction in utility costs, the projection allows for the cost of inflation.
- **Community Development** – This department shows a five year average growth of 8.55% due to the addition of the Inspections Division. Prior to fiscal year 2014, Inspections was located within the Public Works Department. This department is expected to increase due to normal inflation at a rate of 2.35%. Code enforcement will be moved to Community Development from the Police Department and operate as part of the Inspections Division by the end of fiscal year 2016. This move will have the impact of increasing Community Development's budget and reducing the Police Departments budget by approximately \$700,000.

## GENERAL FUND FINANCIAL FORECAST SUMMARY

As a recap of the data analyzed, the information presented is an estimate of the results for fiscal year 2016 and projected fiscal years 2017 and 2018, based on continuing operations at existing levels, with a few outliers. Overall, actual revenues for General Fund have been flat the last five years. It should be recognized that these projections depict net annual performance and are independent of Fund Balance. The City's adopted Financial Policy Guidelines states that 14% will be maintained as Unassigned Fund Balance, a threshold that the City is currently meeting.

The table below shows a net summary for revenues as compared to expenses for the past five years and projects the same through fiscal year 2018:



	FY2010 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Projected	FY2018 Projected
Revenue	\$ 71,252,328	\$ 71,546,079	\$ 74,729,491	\$ 70,315,112	\$ 74,311,462	\$ 77,407,670	\$ 77,634,344	\$ 79,397,199	\$ 81,096,551
Expense	\$ 69,756,153	\$ 71,121,677	\$ 71,921,355	\$ 71,407,348	\$ 74,127,719	\$ 76,242,206	\$ 78,212,968	\$ 80,348,173	\$ 82,185,097
Net	\$ 1,496,175	\$ 424,402	\$ 2,808,136	\$ (1,092,236)	\$ 183,743	\$ 1,165,464	\$ (578,624)	\$ (950,975)	\$ (1,088,546)

It should be recognized that the forecast shows deficit spending for projected fiscal year 2016 and forecasted fiscal years 2017 and 2018. All things held constant, deficit spending will be offset with the use of fund balance thereby decreasing the City's overall level of fund balance. With concerns to fund balance, the City's financial policy guidelines state that the City will strive to maintain an Unassigned Fund Balance at the close of each fiscal year of at least 14.0% of the total annual operating budget. As of the beginning of the fiscal year, it was projected that the City would be significantly close to achieving the 14.05 goal.

It should be further recognized that the forecast does not include additional funding, beyond traditional allocations in-line with trends, for the following:

- Street and sidewalk improvements;
- New facility needs;
- Significant capital spending;
- Staffing for new or increased levels of service
- Increases in expenses receipted back to cover the operational costs of the Fleet Internal Service fund

The City implemented a new information technology system that will create an increased efficiency with concerns to the capture of costs related to the operation of fleet services. This should help improve the operational performance of the Fleet fund. However, the overall fiscal viability of the Fleet fund and the potential impact on the General Fund has not been evaluated as part of the financial forecast. Such analysis and impact will be evaluated through the preparation of the 2016-17 Operating Budget and the 2017-18 Budget Plan.

General Fund Revenues and Other Financing Sources	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	5 Yr Avg Growth	Original Budget 2016	Projected 2016	% Change	Projected 2017	% Change	Projected 2018	% Change
<b>Current Year Taxes</b>	\$ 29,652,573	\$ 29,868,760	\$ 30,425,540	\$ 29,258,868	\$ 28,761,247	\$ 28,938,765	-0.5%	\$ 29,342,969	\$ 29,931,017	3.4%	\$ 30,529,637	2.0%	\$ 31,140,230	2.0%
DMV Tax Collections	-	-	-	-	1,951,684	2,884,760	0.0%	2,701,045	2,952,694	2.4%	3,011,748	2.0%	3,071,983	2.0%
Prior Years Taxes	411,431	382,138	519,143	444,458	431,154	281,964	-7.3%	280,515	96,356	-65.8%	98,283	2.0%	100,249	2.0%
Penalties and Interest	175,360	183,813	185,311	184,568	229,021	220,768	4.7%	180,180	163,728	-25.8%	167,003	2.0%	170,343	2.0%
Discounts and Refunds	(530,332)	(514,594)	(505,758)	(545,475)	(474,214)	(466,083)	-2.5%	(484,340)	(484,340)	3.9%	(494,027)	2.0%	(503,907)	2.0%
<b>Ad Valorem Taxes</b>	<b>\$29,709,032</b>	<b>\$29,920,117</b>	<b>\$30,624,236</b>	<b>\$29,342,419</b>	<b>\$30,898,891</b>	<b>\$31,860,175</b>	<b>1.4%</b>	<b>\$32,020,369</b>	<b>\$32,659,455</b>	<b>2.5%</b>	<b>\$33,312,644</b>	<b>2.0%</b>	<b>\$ 33,978,897</b>	<b>2.0%</b>
<b>Sales Tax</b>	<b>\$ 13,286,857</b>	<b>\$ 13,393,038</b>	<b>\$ 14,694,475</b>	<b>\$ 14,672,441</b>	<b>\$ 14,804,914</b>	<b>\$ 16,588,706</b>	<b>4.5%</b>	<b>\$ 16,627,515</b>	<b>\$ 17,270,951</b>	<b>4.1%</b>	<b>\$ 17,789,080</b>	<b>3.0%</b>	<b>\$ 18,322,752</b>	<b>3.0%</b>
Utility Franchise Tax	5,449,402	5,575,851	5,488,817	5,449,384	5,413,757	6,282,750	2.9%	6,052,187	6,795,037	8.2%	6,930,938	2.0%	7,069,556	2.0%
Motor Vehicle Taxes	871,804	828,526	943,082	933,412	1,315,164	1,096,015	4.7%	1,018,705	1,022,375	-6.7%	1,042,823	2.0%	1,063,679	2.0%
Business License	564,347	615,943	551,249	601,388	488,325	724,810	5.1%	-	-	-100.0%	-	0.0%	-	0.0%
Video Programming	897,801	877,594	887,032	855,515	839,504	849,639	-1.1%	852,000	866,632	2.0%	875,298	1.0%	884,051	1.0%
Supplemental PEG	38,347	35,283	66,155	63,672	63,568	58,452	8.8%	52,000	59,621	2.0%	60,217	1.0%	60,819	1.0%
Payment In Lieu of Taxes	8,284	24,666	-	91,335	56,620	51,075	43.9%	51,075	52,096	2.0%	53,138	2.0%	54,201	2.0%
Vehicle Gross Receipts	95,161	108,065	121,759	118,679	119,582	127,304	6.0%	126,929	129,850	2.0%	132,447	2.0%	135,096	2.0%
Wine and Beer	115,658	363,923	368,940	343,423	376,811	416,085	29.2%	370,917	420,246	1.0%	424,448	1.0%	428,693	1.0%
State Fire Protection	356,706	356,706	395,352	396,706	393,938	380,431	1.3%	384,235	388,040	2.0%	395,800	2.0%	403,716	2.0%
Restricted Intergovernmental	3,440,564	4,228,788	4,253,067	3,437,279	3,075,914	2,985,684	-2.8%	3,254,585	2,570,371	-13.9%	2,596,074	1.0%	2,622,035	1.0%
<b>Governmental Revenues</b>	<b>\$25,124,931</b>	<b>\$26,408,383</b>	<b>\$27,769,928</b>	<b>\$26,963,234</b>	<b>\$26,948,098</b>	<b>\$29,560,950</b>	<b>3.3%</b>	<b>\$28,790,148</b>	<b>\$29,575,218</b>	<b>0.0%</b>	<b>\$30,300,263</b>	<b>2.5%</b>	<b>\$ 31,044,599</b>	<b>2.5%</b>
<b>Inspection Division Permits</b>	<b>\$ 719,552</b>	<b>\$ 711,910</b>	<b>\$ 864,695</b>	<b>\$ 683,851</b>	<b>\$ 708,910</b>	<b>\$ 1,084,774</b>	<b>8.6%</b>	<b>\$ 865,514</b>	<b>\$ 740,358</b>	<b>-31.8%</b>	<b>\$ 755,165</b>	<b>2.0%</b>	<b>\$ 770,268</b>	<b>2.0%</b>
Recreation and Parks Fees	1,908,792	2,000,588	2,181,639	2,032,002	1,981,598	2,007,186	1.0%	1,990,805	1,749,909	-12.8%	1,758,659	0.5%	1,767,452	0.5%
Planning Fees	96,327	78,694	111,002	82,388	96,606	102,943	1.3%	140,248	105,002	2.0%	107,102	2.0%	109,244	2.0%
Police Fees, Fines and Citations	685,654	789,592	803,884	951,183	821,739	1,243,985	12.7%	1,207,098	1,268,865	2.0%	1,294,242	2.0%	1,320,127	2.0%
Engineering Fees	19,764	13,979	12,338	9,955	11,390	14,973	-5.4%	11,900	15,273	2.0%	15,578	2.0%	15,890	2.0%
Fire Rescue Fee	167,167	184,740	184,983	195,169	193,950	229,511	6.5%	203,305	234,101	2.0%	238,783	2.0%	243,559	2.0%
Rescue Service Transports	2,845,735	3,061,073	2,875,125	3,237,867	3,074,923	3,499,651	4.2%	3,085,803	3,085,803	-11.8%	3,116,661	1.0%	3,147,828	1.0%
Parking Tickets	279,416	197,435	174,679	192,902	187,382	188,324	-7.6%	212,100	190,207	1.0%	192,109	1.0%	194,031	1.0%
Leased Parking and Meter Fees	85,892	94,494	105,109	111,688	123,959	171,459	14.8%	150,500	174,888	2.0%	178,386	2.0%	181,954	2.0%
Public Works Sales and Services	534,384	534,016	484,064	402,623	381,467	482,884	-2.0%	380,900	487,713	1.0%	492,590	1.0%	497,516	1.0%
Miscellaneous Revenues	369,892	195,993	383,494	(188,911)	398,607	34,082	-37.9%	338,946	34,763	2.0%	35,458	2.0%	36,167	2.0%
<b>Other Functional Revenues</b>	<b>\$ 7,712,575</b>	<b>\$ 7,862,514</b>	<b>\$ 8,181,012</b>	<b>\$ 7,710,717</b>	<b>\$ 7,980,530</b>	<b>\$ 9,059,773</b>	<b>3.3%</b>	<b>\$ 8,587,119</b>	<b>\$ 8,086,882</b>	<b>-10.7%</b>	<b>\$ 8,184,733</b>	<b>1.2%</b>	<b>\$ 8,284,035</b>	<b>1.2%</b>
<b>Investment Earnings</b>	<b>\$ 1,429,141</b>	<b>\$ 897,136</b>	<b>\$ 951,911</b>	<b>\$ 62,362</b>	<b>\$ 455,380</b>	<b>\$ 363,857</b>	<b>-23.9%</b>	<b>\$ 553,765</b>	<b>\$ 553,761</b>	<b>52.2%</b>	<b>\$ 556,530</b>	<b>0.5%</b>	<b>\$ 559,312</b>	<b>0.5%</b>
<b>GUC Transfers In</b>	<b>\$ 5,224,846</b>	<b>\$ 5,481,707</b>	<b>\$ 5,763,630</b>	<b>\$ 5,761,460</b>	<b>\$ 6,107,729</b>	<b>\$ 6,505,044</b>	<b>4.5%</b>	<b>\$ 6,500,000</b>	<b>\$ 6,700,000</b>	<b>3.0%</b>	<b>\$ 6,834,000</b>	<b>2.0%</b>	<b>\$ 6,970,680</b>	<b>2.0%</b>
<b>All Other Financing Sources</b>	<b>\$ 2,051,803</b>	<b>\$ 976,222</b>	<b>\$ 1,438,774</b>	<b>\$ 474,920</b>	<b>\$ 1,920,834</b>	<b>\$ 57,871</b>	<b>-51.0%</b>	<b>\$ 1,654,279</b>	<b>\$ 59,028</b>	<b>2.0%</b>	<b>\$ 209,028</b>	<b>254.1%</b>	<b>\$ 259,028</b>	<b>23.9%</b>
<b>Total Budget / Actual / Projected</b>	<b>\$71,252,328</b>	<b>\$71,546,079</b>	<b>\$74,729,491</b>	<b>\$70,315,112</b>	<b>\$74,311,462</b>	<b>\$77,407,670</b>	<b>1.7%</b>	<b>\$78,105,680</b>	<b>\$77,634,344</b>	<b>0.3%</b>	<b>\$79,397,199</b>	<b>2.3%</b>	<b>\$ 81,096,551</b>	<b>2.1%</b>

Expense Category	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	5-Yr Avg Growth	Original Budget 2016	Projected 2016	% Change	Projected 2017	% Change	Projected 2018	% Change
Regular Salaries	\$ 30,442,729	\$ 31,467,468	\$ 31,785,876	\$ 31,817,825	\$ 30,433,298	\$ 31,341,269	0.6%	\$ 33,201,337	\$ 33,627,812	7.3%	\$ 34,636,646	3.0%	\$ 35,675,746	3.0%
Overtime	1,737,541	1,218,038	994,507	1,036,457	959,969	1,000,421	-10.5%	1,156,280	1,020,429	2.0%	1,051,042	3.0%	1,082,573	3.0%
OFF-DUTY	244,925	263,168	223,609	302,497	336,602	413,046	11.0%	242,838	421,307	2.0%	443,946	3.0%	446,965	3.0%
Car Allowance/ Uniform Allow	414,910	357,476	339,893	388,977	392,560	459,223	2.1%	477,535	468,407	2.0%	482,459	3.0%	496,933	3.0%
FICA Expense	2,528,070	2,357,385	2,373,904	2,408,968	2,439,744	2,419,415	-0.9%	2,256,579	2,467,803	2.0%	2,541,837	3.0%	2,618,092	3.0%
Group Life	79,101	85,510	78,112	89,643	92,550	72,915	-1.6%	89,540	74,374	2.0%	76,605	3.0%	78,903	3.0%
Retirement	1,514,708	2,010,634	2,163,398	2,127,340	2,345,705	2,235,190	8.1%	2,333,083	2,279,894	2.0%	2,348,290	3.0%	2,418,739	3.0%
Health Insurance	5,622,318	6,435,890	6,962,179	7,452,811	8,659,350	7,940,242	7.1%	8,679,976	8,099,047	2.0%	8,342,019	3.0%	8,592,279	3.0%
Workers Comp	687,063	536,300	570,688	657,438	655,507	663,609	-0.7%	840,825	676,881	2.0%	697,188	3.0%	718,103	3.0%
Educ/Train Assist Prog	30,019	36,653	26,833	23,365	21,141	28,087	-1.3%	17,100	28,649	2.0%	29,508	3.0%	30,393	3.0%
401K	930,373	944,452	916,038	828,170	811,744	817,076	-2.6%	821,818	833,418	2.0%	858,420	3.0%	884,173	3.0%
Other Personnel	-	-	-	-	-	128,210	0.0%	164,545	130,774	2.0%	134,698	3.0%	138,739	3.0%
<b>PERSONNEL Total</b>	<b>\$ 44,231,757</b>	<b>\$ 45,712,974</b>	<b>\$ 46,435,037</b>	<b>\$ 47,133,491</b>	<b>\$ 47,148,170</b>	<b>47,518,703</b>	<b>1.4%</b>	<b>50,281,456</b>	<b>\$ 50,128,795</b>	<b>5.5%</b>	<b>\$ 51,632,658</b>	<b>3.0%</b>	<b>\$ 53,181,638</b>	<b>3.0%</b>
Printing	75,178	64,838	76,059	64,947	50,924	51,517	-7.3%	61,827	52,548	2.0%	53,073	1.0%	53,604	1.0%
Travel / Training	342,077	293,312	369,012	321,341	307,451	338,264	-0.2%	374,730	345,030	2.0%	348,480	1.0%	351,965	1.0%
Professional Services	49,039	35,784	32,602	31,801	21,797	38,469	-4.7%	37,007	39,238	2.0%	39,630	1.0%	40,027	1.0%
Equipment Maintenance	197,493	162,496	221,817	208,532	196,390	156,123	-4.6%	142,040	159,245	2.0%	160,838	1.0%	162,446	1.0%
Vehicle Maintenance	434,255	513,128	524,023	554,435	625,146	617,084	7.3%	612,688	629,425	2.0%	635,719	1.0%	642,077	1.0%
Building Maintenance	287,012	284,951	259,302	298,449	367,767	302,338	1.0%	264,635	308,385	2.0%	311,469	1.0%	314,584	1.0%
Fleet Labor	241,725	572,482	532,046	525,201	518,451	573,656	18.9%	623,966	585,129	2.0%	590,980	1.0%	596,890	1.0%
Supplies and Materials	1,450,066	1,414,106	1,555,091	1,074,763	1,180,372	1,408,227	-0.6%	1,580,060	1,436,391	2.0%	1,450,755	1.0%	1,465,263	1.0%
Street Lighting	1,250,927	1,285,118	1,289,067	1,414,354	1,318,241	1,423,108	2.6%	1,505,670	1,676,118	17.8%	1,692,879	1.0%	1,709,808	1.0%
Fire/Rescue General Expenses	184,252	137,150	171,625	155,710	196,164	192,344	0.9%	113,100	196,190	2.0%	198,152	1.0%	200,134	1.0%
Grants/Donations	743,682	744,416	665,293	702,626	630,835	631,568	-3.2%	548,968	644,200	2.0%	650,642	1.0%	657,148	1.0%
Computer Software	52,997	68,725	112,325	314,320	355,870	540,278	59.1%	606,946	551,084	2.0%	556,594	1.0%	562,160	1.0%
Computer Hardware	494,879	227,904	216,775	193,534	136,769	97,635	-27.7%	198,006	99,588	2.0%	100,584	1.0%	101,590	1.0%
Contracted Services	2,300,993	2,801,463	2,469,767	2,254,788	2,463,184	2,621,832	2.6%	2,932,889	3,408,000	30.0%	3,442,080	1.0%	3,476,501	1.0%
Radio Maint - Citywide	65,199	106,764	110,074	111,318	132,388	135,061	15.7%	143,870	137,762	2.0%	139,139	1.0%	140,531	1.0%
Copier Maintenance - Citywide	77,175	62,578	57,090	53,596	55,310	53,025	-7.2%	61,730	54,085	2.0%	54,626	1.0%	55,172	1.0%
Dues and Subscriptions	142,299	147,801	152,137	176,710	176,443	238,325	10.9%	194,788	243,092	2.0%	245,523	1.0%	247,978	1.0%
Elections	55,982	-	58,330	-	55,444	-	0.0%	70,000	56,553	0.0%	-	0.0%	57,118	0.0%
Advertising	94,714	86,585	81,034	81,264	83,711	78,329	-3.7%	109,950	79,895	2.0%	80,694	1.0%	81,501	1.0%
Postage	92,631	80,996	123,466	66,702	36,361	23,091	-24.3%	45,935	23,553	2.0%	23,788	1.0%	24,026	1.0%
Telephone	232,928	331,868	327,282	320,142	307,168	275,709	3.4%	310,324	281,223	2.0%	284,036	1.0%	286,876	1.0%
Utilities	1,017,230	1,074,141	1,017,722	950,488	1,034,138	1,024,089	0.1%	1,286,508	1,286,159	25.6%	1,299,021	1.0%	1,312,011	1.0%
Fuel	595,011	799,665	949,559	948,135	949,327	655,964	2.0%	716,110	669,083	2.0%	675,774	1.0%	682,532	1.0%
Laundry and Cleaning	24,915	14,346	13,419	27,431	22,034	19,978	-4.3%	22,785	20,378	2.0%	20,582	1.0%	20,787	1.0%
General Insurance Liab.	412,760	421,877	425,925	456,257	570,457	500,133	3.9%	670,800	510,136	2.0%	515,237	1.0%	520,389	1.0%
Uniforms	206,278	192,678	195,222	147,941	385,457	234,447	2.6%	335,142	239,136	2.0%	241,528	1.0%	243,943	1.0%
Property & Casualty Loss	401,980	199,597	403,182	437,104	301,061	525,641	5.5%	322,000	536,154	2.0%	541,515	1.0%	546,930	1.0%
Fleet Service Cost Fixed	961,533	1,099,591	1,087,981	1,073,089	1,074,204	966,141	0.1%	967,040	985,464	2.0%	995,318	1.0%	1,005,272	1.0%
Other Expenses	2,592,051	1,939,386	1,285,580	1,355,869	2,140,180	1,881,024	-6.2%	1,611,539	2,053,169	9.2%	1,980,819	-3.5%	1,895,009	-4.3%
<b>OPERATIONS Total</b>	<b>\$ 15,077,261</b>	<b>\$ 15,163,746</b>	<b>\$ 14,782,807</b>	<b>\$ 14,320,847</b>	<b>\$ 15,693,044</b>	<b>\$ 15,603,399</b>	<b>0.7%</b>	<b>\$ 16,471,053</b>	<b>\$ 17,306,413</b>	<b>10.9%</b>	<b>\$ 17,329,477</b>	<b>0.1%</b>	<b>\$ 17,454,271</b>	<b>0.7%</b>
<b>OPEB</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 300,000</b>	<b>\$ 350,000</b>	<b>\$ 400,000</b>	<b>9.9%</b>	<b>450,000</b>	<b>\$ 450,000</b>	<b>11.11%</b>	<b>\$ 500,000</b>	<b>11.1%</b>	<b>\$ 500,000</b>	<b>0.0%</b>
<b>CONTINGENCY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>200,000</b>	<b>-</b>	<b>0.0%</b>	<b>150,000.00</b>	<b>0.0%</b>	<b>200,000.00</b>	<b>33.3%</b>
<b>INDIRECT COSTS</b>	<b>\$ (559,846)</b>	<b>\$ (373,081)</b>	<b>\$ (601,354)</b>	<b>\$ (1,014,572)</b>	<b>\$ (1,111,218)</b>	<b>\$ (1,284,768)</b>	<b>18.1%</b>	<b>(1,268,214)</b>	<b>\$ (1,268,214)</b>	<b>0%</b>	<b>(1,268,214)</b>	<b>0.0%</b>	<b>(1,268,214)</b>	<b>0.0%</b>
<b>TOTAL GF/PB TRANSFER OUT</b>	<b>\$ 6,623,627</b>	<b>\$ 6,721,142</b>	<b>\$ 7,428,789</b>	<b>\$ 6,881,930</b>	<b>\$ 8,457,031</b>	<b>\$ 11,408,692</b>	<b>11.5%</b>	<b>8,936,493</b>	<b>\$ 9,241,129</b>	<b>4.16%</b>	<b>\$ 9,625,858</b>	<b>4.2%</b>	<b>\$ 9,715,223</b>	<b>0.9%</b>
<b>TOTAL GF/PB CAP. IMPR.</b>	<b>\$ 4,133,354</b>	<b>\$ 3,646,896</b>	<b>\$ 3,626,076</b>	<b>\$ 3,785,652</b>	<b>\$ 3,590,692</b>	<b>\$ 2,596,181</b>	<b>-8.9%</b>	<b>3,034,892</b>	<b>\$ 2,354,846</b>	<b>1.00%</b>	<b>\$ 2,378,394</b>	<b>1.0%</b>	<b>\$ 2,402,178</b>	<b>1.0%</b>
<b>TOTAL EXPENSE</b>	<b>69,756,153</b>	<b>71,121,677</b>	<b>71,921,355</b>	<b>71,407,348</b>	<b>74,127,719</b>	<b>76,242,206</b>	<b>1.8%</b>	<b>78,105,680</b>	<b>78,212,968</b>	<b>2.73%</b>	<b>80,348,173</b>	<b>2.7%</b>	<b>82,185,097</b>	<b>2.3%</b>

Department	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	5-Yr Avg Growth	Original Budget 2016	Projected 2016	% Change	Projected 2017	% Change	Projected 2018	% Change
<b>MAYOR &amp; CITY COUNCIL</b>	\$ 400,607	\$ 355,104	\$ 366,777	\$ 297,960	\$ 372,245	\$ 363,076	-1.95%	\$ 511,661	428,005	17.9%	\$ 381,510	-10.9%	\$ 447,594	17.3%
<b>CITY MANAGER</b>	976,717	964,054	1,004,025	1,003,757	1,103,392	1,060,062	1.65%	1,619,586	1,081,263	2.0%	1,106,673	2.4%	1,132,680	2.4%
<b>CITY CLERK</b>	273,257	244,254	230,830	232,301	234,498	261,408	-0.88%	259,086	253,941	-2.9%	259,909	2.4%	266,016	2.3%
<b>CITY ATTORNEY</b>	420,502	418,229	431,687	444,252	431,871	456,107	1.64%	468,242	465,229	2.0%	476,162	2.3%	487,352	2.4%
<b>HUMAN RESOURCES</b>	1,895,089	2,153,306	2,153,506	2,147,256	2,412,600	2,412,518	4.95%	2,527,943	3,739,009	55.0%	3,826,876	2.4%	3,916,807	2.3%
<b>INFORMATION TECHNOLOGY</b>	2,844,418	2,402,788	2,758,250	2,781,371	2,643,615	2,909,254	0.45%	3,028,347	3,410,451	17.2%	3,490,597	2.4%	3,572,626	2.3%
<b>FIRE/RESCUE</b>	12,119,319	12,549,309	12,791,728	12,518,984	12,763,569	12,839,310	1.16%	13,421,532	13,096,096	2.0%	13,403,854	2.3%	13,718,845	2.4%
<b>FINANCIAL SERVICES</b>	2,124,163	2,189,029	2,154,877	2,228,036	2,207,037	2,454,669	2.93%	2,479,816	2,773,557	13.0%	2,837,489	2.3%	2,900,217	2.2%
<b>POLICE</b>	22,109,584	22,160,843	21,649,549	22,226,337	22,878,563	22,575,236	0.42%	23,353,229	23,026,741	2.0%	23,567,869	2.3%	24,121,714	2.4%
<b>RECREATION &amp; PARKS</b>	6,816,250	6,993,358	7,445,655	7,111,553	7,429,094	7,400,170	1.66%	7,600,386	7,548,173	2.0%	7,725,555	2.3%	7,907,106	2.4%
<b>PUBLIC WORKS</b>	7,692,802	8,872,739	8,562,137	8,360,722	8,129,886	7,924,225	0.59%	8,825,596	9,010,522	13.7%	9,222,270	2.4%	9,438,993	2.3%
<b>COMMUNITY DEVELOPMENT</b>	1,636,311	1,573,707	1,668,823	1,633,906	2,234,844	2,466,066	8.55%	2,657,084	2,602,219	5.5%	2,663,371	2.3%	2,725,960	2.3%
<b>TOTAL DEPARTMENT</b>	<b>\$ 59,309,019</b>	<b>\$ 60,876,720</b>	<b>\$ 61,217,844</b>	<b>\$ 60,986,434</b>	<b>\$ 62,841,214</b>	<b>\$ 63,122,101</b>	<b>1.25%</b>	<b>\$ 66,752,509</b>	<b>\$ 67,435,207</b>	<b>6.8%</b>	<b>\$ 68,962,135</b>	<b>2.3%</b>	<b>\$ 70,635,910</b>	<b>2.4%</b>
<b>CONTINGENCY</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ 200,000	\$ -	0.0%	\$ 150,000	0.0%	\$ 200,000	33.3%
<b>OPEB</b>	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 350,000	\$ 400,000	9.86%	\$ 450,000	\$ 450,000	12.5%	\$ 500,000	11.1%	\$ 500,000	0.0%
<b>INDIRECT COSTS</b>	\$ (559,846)	\$ (373,081)	\$ (601,354)	\$ (1,014,572)	\$ (1,111,218)	\$ (1,284,768)	18.07%	\$ (1,268,214)	\$ (1,268,214)	-1.3%	\$ (1,268,214)	0.0%	\$ (1,268,214)	0.0%
<b>TOTAL GF/PB TRANSFER OUT</b>	\$ 6,623,626	\$ 6,721,142	\$ 7,428,789	\$ 7,349,834	\$ 8,457,031	\$ 11,408,692	11.49%	\$ 8,936,493	\$ 9,241,129	-19.0%	\$ 9,625,858	4.2%	\$ 9,715,223	0.9%
<b>TOTAL GF/PB CAP. IMPR.</b>	\$ 4,133,354	\$ 3,646,896	\$ 3,626,076	\$ 3,785,652	\$ 3,590,692	\$ 2,596,181	-8.88%	\$ 3,034,892	\$ 2,354,846	-9.3%	\$ 2,378,394	1.0%	\$ 2,402,178	1.0%
<b>TOTAL EXPENSES</b>	<b>\$ 69,756,153</b>	<b>\$ 71,121,677</b>	<b>\$ 71,921,355</b>	<b>\$ 71,407,348</b>	<b>\$ 74,127,719</b>	<b>\$ 76,242,206</b>	<b>1.79%</b>	<b>\$ 78,105,680</b>	<b>\$ 78,212,968</b>	<b>2.6%</b>	<b>\$ 80,348,173</b>	<b>2.7%</b>	<b>\$ 82,185,097</b>	<b>2.3%</b>

# **Long-Term Capital Debt**

## **Planning**



*Find yourself in good company*

**LONG-RANGE CAPITAL FUNDING PLAN**  
**2016 CITY COUNCIL PLANNING SESSION**

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## Greenville's Steps to Success

- Develop a Shared Vision
- Create a Financial Structure to Support and Sustain that Vision
- Implement the Shared Vision
- Periodically Update the Vision
- Celebrate Successes

**The City's Goals and Objectives Are a Strong Reflection of This Shared Vision!**



*If you don't know where you are going, how can you expect to get there?* - Basil S. Walsh

*By failing to prepare, you are preparing to fail.* - Benjamin Franklin

## Definition:

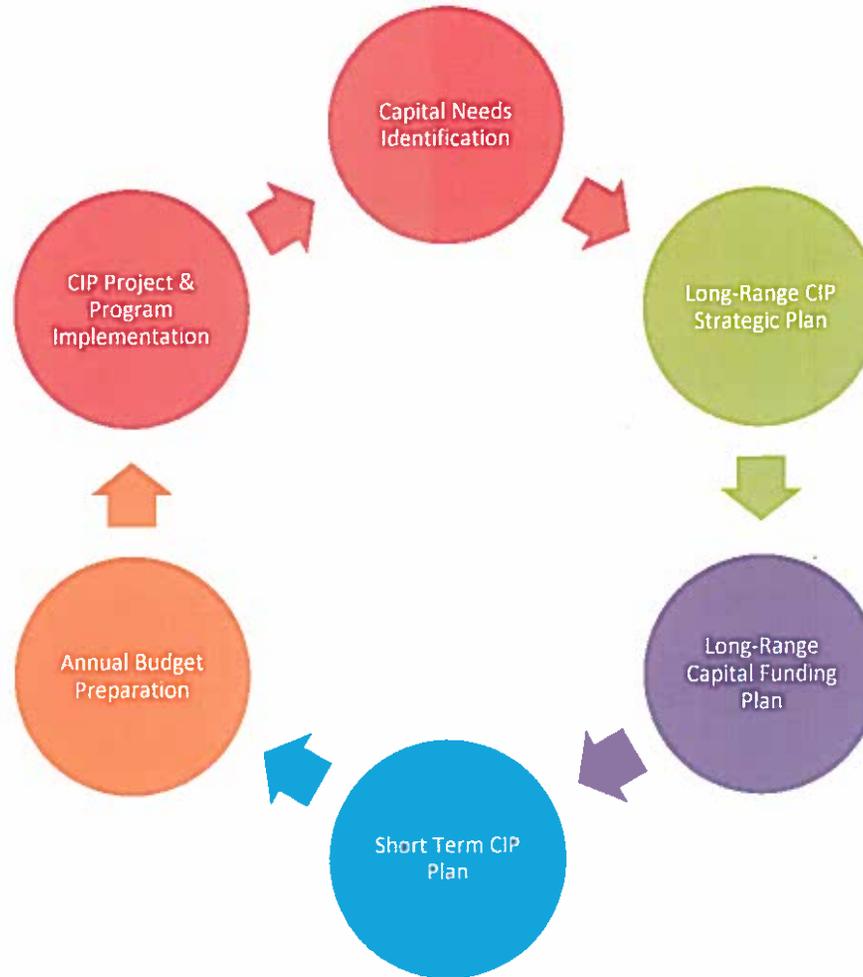
- Strategic Plan Intended to Guide the Development, Maintenance, and/or Replacement of the City's Infrastructure and Capital Needs
- Infrastructure Consists of a Network of Assets that:
  - Allows for the Operation of the City's Services
  - Allows the City's Citizens to Lead a Safe, Productive Life
- Plans are Short and Long Term:
  - Short Term: 5 Years or Less
  - Long Term: Greater Than 5 Years



## Capital Examples:

- Streets
- Sidewalks
- Stormwater System
- Land Acquisition
- Trails
- Park Amenities
- Performing Arts Center
- Technology
- EMS Equipment
- Fire Stations
- Police Stations
- Vehicles
- Major Renovations
- Mass Transit

## Plan Cycle:



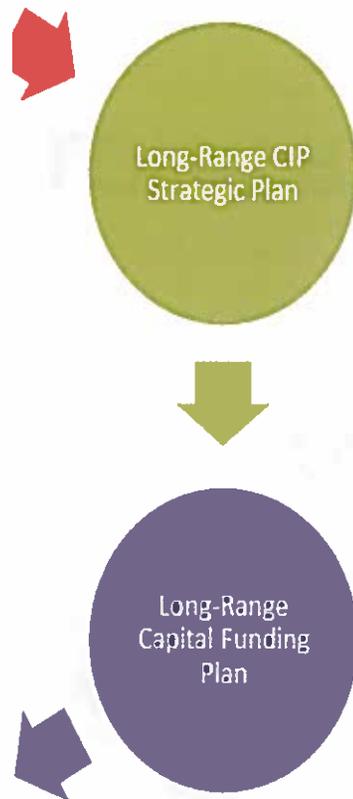
## Key Components:

- Provides Adequate Infrastructure and Facilities
- Balances Community Priorities w/ Financial Resources
- Seeks Opportunities to Leverage Outside Funding
- Supports the Overall Strategic Vision of the City Council
- Provides a Plan for Current and Future Financial Resources Needed to Fund the Plan
- Promotes a High Quality of Life for the City's Citizens

## Key Plan Influences:

- Public Safety, Security, & Health Needs
- Deferred Capital Maintenance Priorities
- Service Demands of City Population
- Community Growth, Migration
- Economic Development Priorities
- Community Feedback and Input
- City Council Policy Priorities
- Funding Availability





*What Do We Need To Do?*

*How Are We Going to Fund It?*



*Find yourself in good company*

**LONG RANGE CAPITAL FUNDING PLAN**  
**MUNICIPAL DEBT**



## N.C. Constitution:

- A debt is incurred when a county, city or town, special district, or other unit, authority, or agency of local government borrows money.
- “Debt” secured by a unit’s faith and credit (i.e. pledge of taxing power) requires a vote of the people

## Financial Statement Debt Obligations:

- Long-term Liabilities
- Notes payable
- ✓ Installment Purchases
- ✓ Obligations under long-term capital lease
- ✓ Bonds payable (e.g. General Obligation, Special Obligation and Revenue Bonds)
- Bond Anticipation Notes
- Pension and OPEB obligations
- Accrued vacation time



N.C. General Statutes require LGC Approval for:

- In general, incurrence of liabilities involving capital asset financing
- Traditional Debt (G.O. Bonds, Revenue Bonds, Special Obligation Bonds, Installment Purchases)
- Any contract, agreement, memorandum of understanding, and any other transaction having the force and effect of a contract ...made or entered into by a unit of local government, relating to the lease, acquisition, or construction of capital assets.

- General Obligation Bonds
- Revenue Bonds
- Special Obligation Bonds
- Installment Finance Agreement



- Long-term Borrowing Instrument
- Pledges the City's Full Faith and Credit to Repay Debt (Including Taxing Authority)
- Requires Approval by Vote of the Citizens
- Subject to LGC Approval
- Reference: G.S. 159

- Long-term Borrowing Instrument
- Debt Repayment From the Specific Revenues Generated by Revenue Generating Entity Associated With the Purpose of the Bond
- Debt Repayment Is Not Made From Tax Revenues
- Most Commonly Issued by Municipal Enterprise Funds (i.e. Greenville Utilities)
- Requires Public Hearing but Not a Vote of the Citizens
- Subject to LGC Approval
- Reference: G.S. 159



- Allow Cities to Finance Wide Range of Public Improvements
- Repayment of Debt is Secured by a Pledge of Available Revenues Other Than Taxes Imposed by the Local Government
- Do Not Require Voter Approval or a Public Hearing
- Subject to LGC Approval
- Can be Used to Pay Capital Costs for “Downtown Revitalization Projects”
- Reference: G.S. 159I-30

- City Finances or Refinances the Purchase, Construction, or Repair of a Capital Asset
- City Takes Title of the Capital Asset
- Lender has Security Interest in the Asset, or a Portion of the Project, Until Full Amount of Contract is Paid
- Can be Arranged With a Single Financial Institution (or)
- Can be Arranged Through the Issuance of Limited Obligation Bonds (LOBS) Sold to Individual Investors
- Reference: G.S. 160A



## Governmental Funds (i.e. General Fund)

- General Obligation Bonds
- Special Obligation Bonds
- Installment Finance Agreements

## Enterprise Funds

- Revenue Bonds
- Installment Finance Agreements

**Long Range Capital Funding Plan will Focus on  
Debt Funded Through the General Fund**



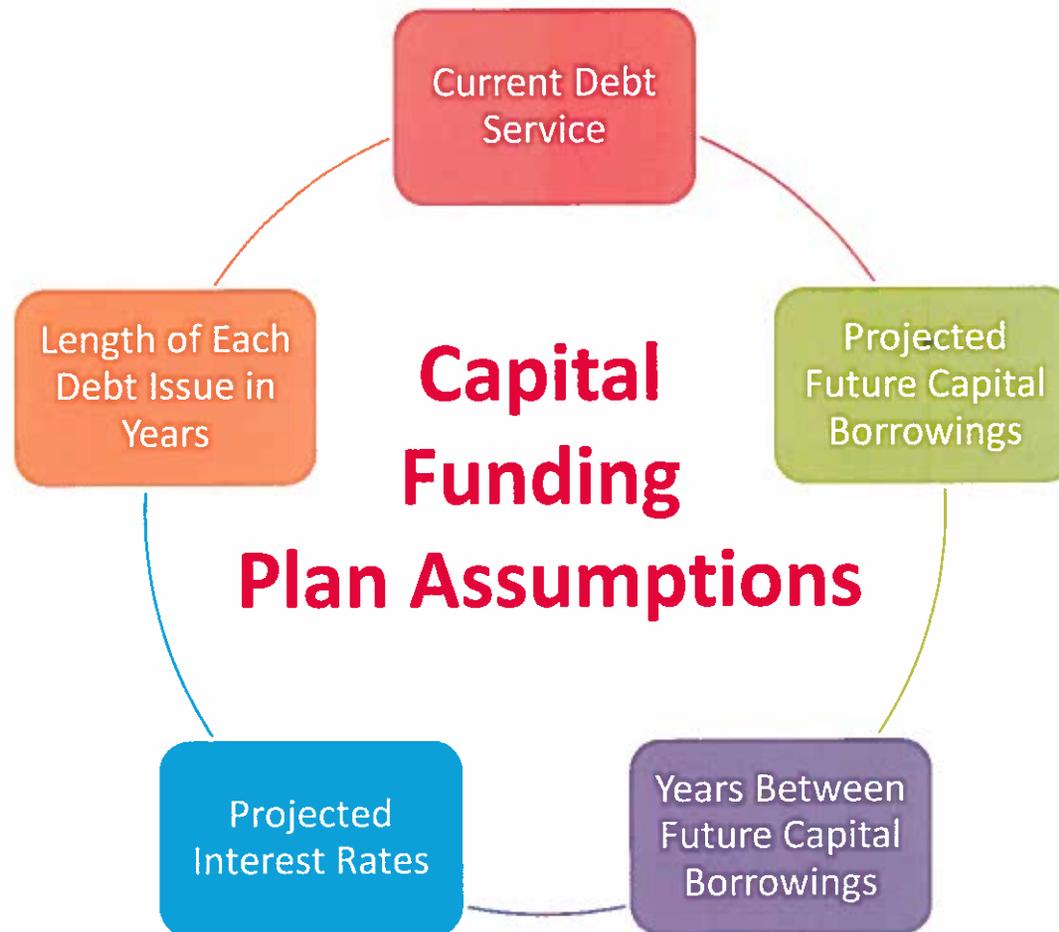
*Find yourself in good company*

**LONG RANGE CAPITAL FUNDING PLAN**  
**CAPITAL PLANNING DECISION**  
**SUPPORT TOOL**



## Capital Funding Key Parameters:

- Current General Fund Debt Service
- General Fund Revenue Appropriated Debt
- Projected Future Capital Project Borrowings
- Years Between Future Debt Service Borrowings
- Length of Each Debt Issue in Years
- Projected Debt Issue Interest Rates
- Projected Increase in Revenues Needed to Fund New Debt
- One Time Use of Fund Balance Used to Lower Amount of Debt Issuance



City of Greenville  
 Long Range Debt Planning

Clear Parameters

Expense Report

Revenue Report

**Borrowing Rate Parameters**

Debt Issue	Years Between Issue	Issue Year	Projected Borrowing	Projected Interest Rate	Issue Years	Projected Interest
Issue #1		2016-17	8,000,000	4.00%	20	3,259,260
Issue #2	2	2018-19	8,000,000	4.50%	20	3,666,668
Issue #3						
Issue #4						
Issue #5						
Issue #6						
Issue #7						
Issue #8						
Issue #9						
Issue #10						
<b>Total</b>			<b>16,000,000</b>			<b>6,925,928</b>

**New Revenue Required to Fund Debt**

Fiscal Year	New Revenue	Equivalent Impact on Property Tax Rate
		-
		-
		-
		-

**Fund Balance**

Fiscal Year	Appropriated Fund Balance

**Summary of Projected Annual Financial Impact**

Year	Beginning Fund Balance	General Fund Revenues	Debt Service Expense	Revenue Less Expense	Ending Fund Balance
2015-16	\$ -	\$ 4,137,062	\$ 4,124,245	\$ 12,817	\$ 12,817
2016-17	12,817	4,137,062	4,393,885	(256,823)	(244,006)
2017-18	(244,006)	4,137,062	4,527,178	(390,116)	(634,122)
2018-19	(634,122)	4,137,062	4,810,433	(673,371)	(1,307,493)
2019-20	(1,307,493)	4,137,062	5,019,000	(881,938)	(2,189,432)
2020-21	(2,189,432)	4,137,062	4,313,792	(176,730)	(2,366,162)
2021-22	(2,366,162)	4,137,062	4,123,028	14,034	(2,352,128)
2022-23	(2,352,128)	4,137,062	3,991,511	145,551	(2,206,577)
2023-24	(2,206,577)	4,137,062	3,875,599	261,463	(1,945,113)
2024-25	(1,945,113)	4,137,062	2,887,582	1,249,480	(695,633)
2025-26	(695,633)	4,137,062	2,721,343	1,415,719	720,086
2026-27	720,086	4,137,062	2,649,993	1,487,069	2,207,155
2027-28	2,207,155	4,137,062	2,099,188	2,037,874	4,245,029
2028-29	4,245,029	4,137,062	1,919,761	2,217,301	6,462,330
2029-30	6,462,330	4,137,062	1,410,898	2,726,165	9,188,495
2030-31	9,188,495	4,137,062	1,223,625	2,913,437	12,101,932
2031-32	12,101,932	4,137,062	1,022,662	3,114,400	15,216,332
2032-33	15,216,332	4,137,062	988,099	3,148,963	18,365,295
2033-34	18,365,295	4,137,062	953,536	3,183,526	21,548,822
2034-35	21,548,822	4,137,062	918,973	3,218,090	24,766,911
2035-36	24,766,911	4,137,062	884,409	3,252,653	28,019,564
2036-37	28,019,564	4,137,062	443,221	3,693,841	31,713,405
2037-38	31,713,405	4,137,062	424,923	3,712,139	35,425,543
2038-39	35,425,543	4,137,062	-	4,137,062	39,562,605
2039-40	39,562,605	4,137,062	-	4,137,062	43,699,667



*Find yourself in good company*

**MUNICIPAL BOND RATES**  
**HISTORICAL PERSPECTIVE**



## GO 20-Bond Index:

- A survey of municipal bond traders that is published by *The Bond Trader*, a daily financial publication.
- Represents an Index of Municipal Bond trends over time.
- Comprised of certain General Obligation municipal bonds that mature in 20 years.
- Includes Municipal Bonds that have the following average ratings:
  - Moody's Aa2
  - Standard and Poor's AA

## Moody's Aa2

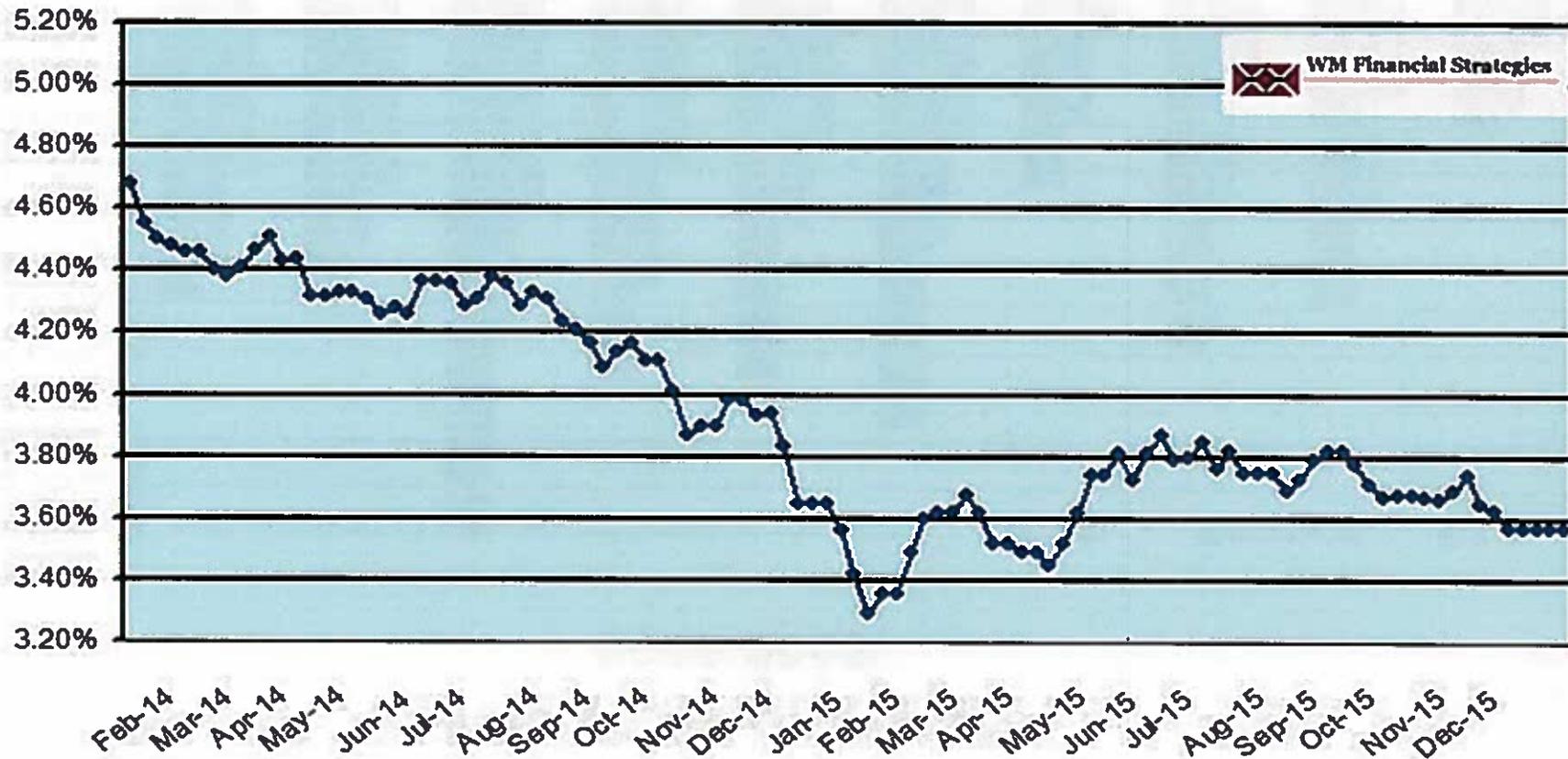
Obligations rated Aa are judged to be of high quality and are subject to very low credit risk. The modifier 2 indicates a mid-range ranking.

## Standard and Poor's AA

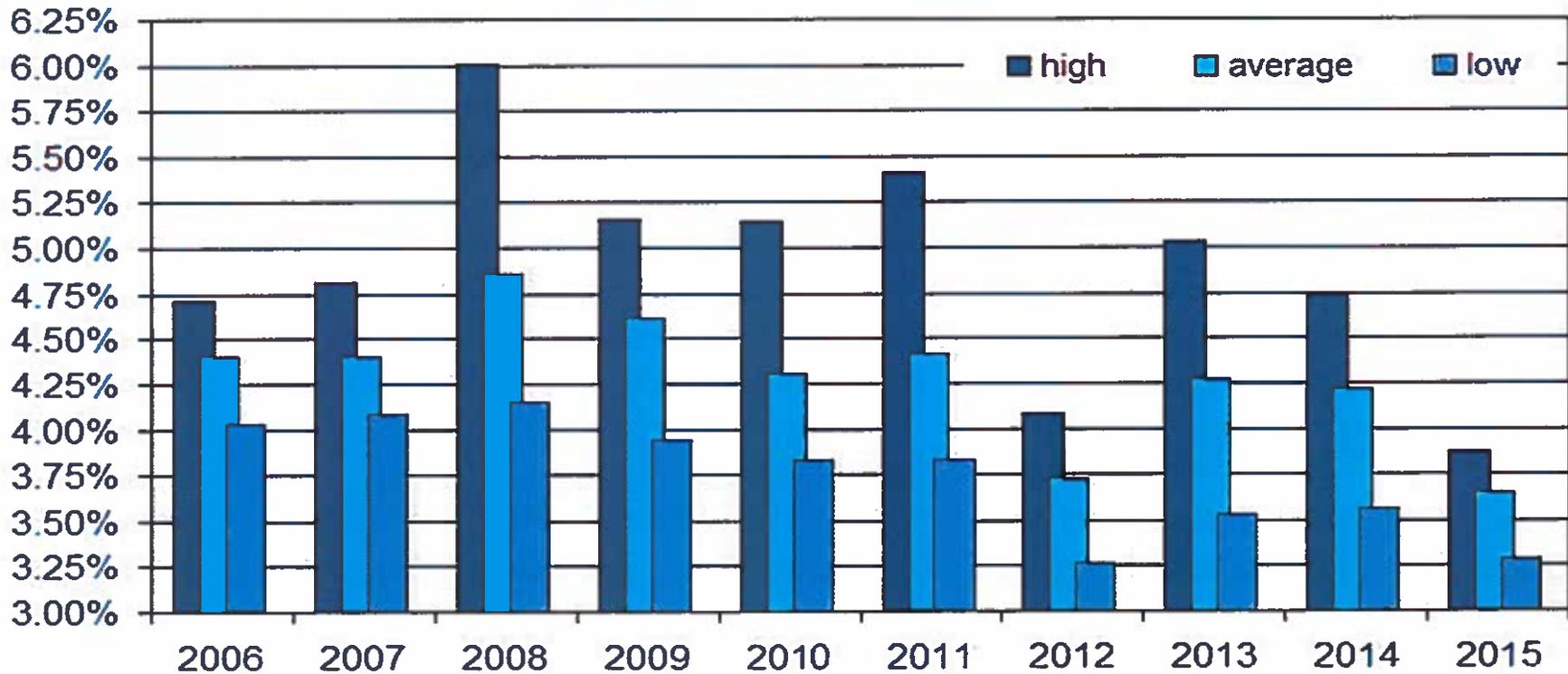
Obligations rated AA differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.



## LAST 24 MONTHS - BY WEEK



## THE 20-BOND INDEX 2005-2015



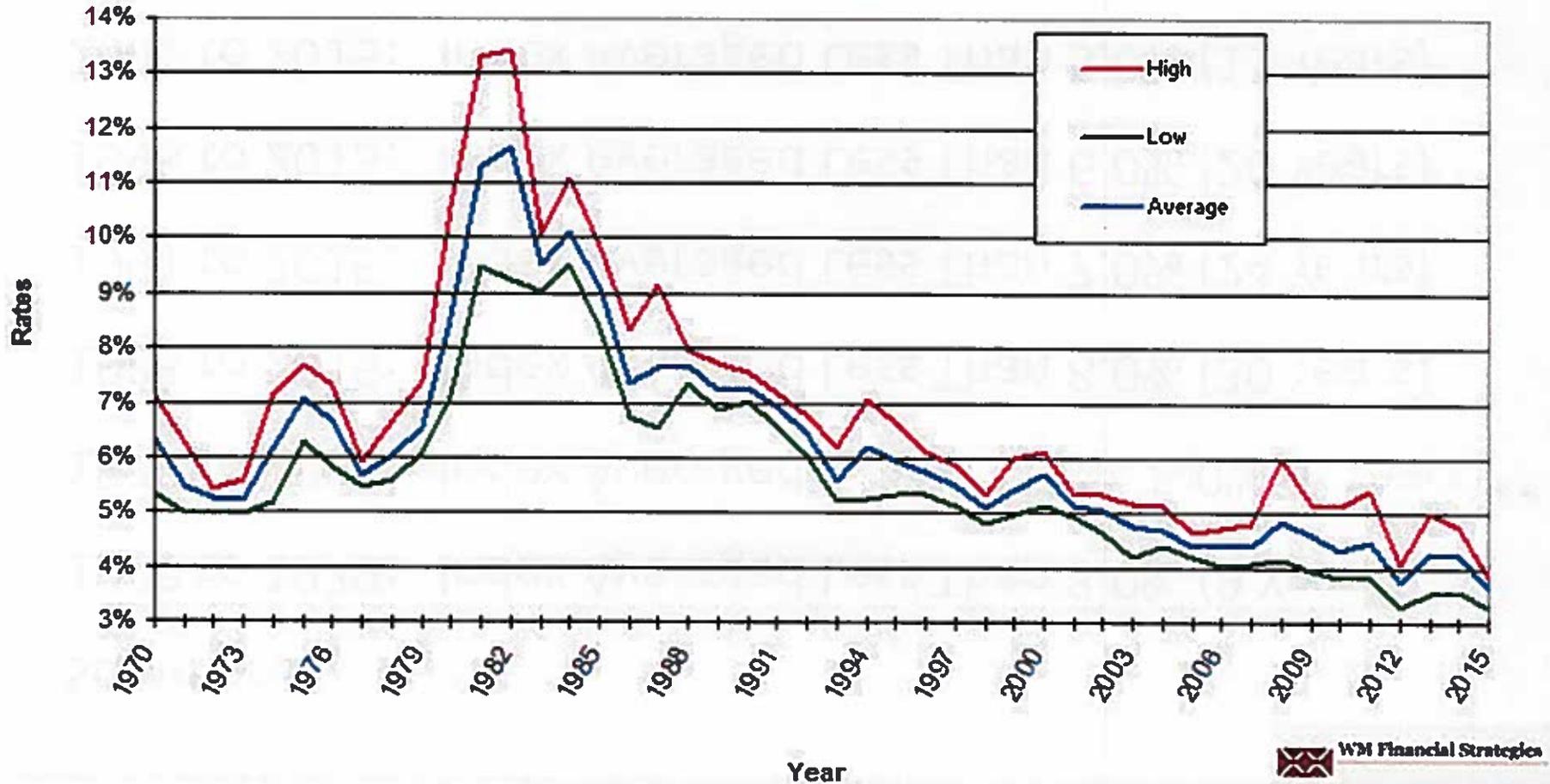
 WM Financial Strategies

\* Rate as of December 30, 2015 is 3.57%

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## 1970-PRESENT



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## Summary:

1970 to 1979: Index Averaged Less Than 8.0% (9 Years)

1979 to 1985: Index Averaged Greater Than 8.0% (6 Years)\*\*

1985 to 2015: Index Averaged Less Than 8.0% (30 Years)

1991 to 2015: Index Averaged Less Than 7.0% (24 Years)

1995 to 2015: Index Averaged Less Than 6.0% (20 Years)

2002 to 2015: Index Averaged Less Than 5.0% (13 Years)

\*\* The Index Hit an Average of High of 11.50% in 1983





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**LONG-RANGE CAPITAL FUNDING PLAN**  
**CURRENT GENERAL FUND**  
**DEBT OBLIGATION**



# Current General Fund Debt Obligation

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Debt Issued Prior to FY2016</b>			
2007 GO Issuance	5,331,017	1,549,278	6,880,295
1998 GO Public Improvement	425,000	24,750	449,750
2003 GO Public Improvement	410,000	61,285	471,285
2011 GO Public Improvement	2,565,000	786,900	3,351,900
2012 Installment Refinance	13,560,000	890,241	14,450,241
2013 Parking Deck	4,664,376	1,099,044	5,763,420
2012 GESC Equipment	2,470,066	454,662	2,924,728
Subtotal	<u>29,425,459</u>	<u>4,866,159</u>	<u>34,291,618</u>
<b>Debt Issued in FY2016</b>			
South Greenville Project	2,100,000	409,337	2,509,337
Subtotal	<u>2,100,000</u>	<u>409,337</u>	<u>2,509,337</u>
<b>Total</b>	<u><u>31,525,459</u></u>	<u><u>5,275,496</u></u>	<u><u>36,800,955</u></u>

Note: Does Not Include Powell Bill

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# Current General Fund Debt Obligation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>% of Total</u>
2015-16	3,332,979	791,266	4,124,245	11.2%
2016-17	3,257,729	739,156	3,996,885	10.9%
2017-18	3,146,458	660,200	3,806,658	10.3%
2018-19	3,101,839	587,474	3,689,313	10.0%
2019-20	3,057,492	514,453	3,571,945	9.7%
2020-21	2,457,730	443,857	2,901,587	7.9%
2021-22	2,366,287	379,386	2,745,673	7.5%
2022-23	2,330,140	318,866	2,649,006	7.2%
2023-24	2,309,300	258,644	2,567,944	7.0%
2024-25	1,413,774	201,002	1,614,777	4.4%
2025-26	1,328,574	154,814	1,483,388	4.0%
2026-27	1,338,708	108,180	1,446,888	3.9%
2027-28	869,636	61,298	930,933	2.5%
2028-29	754,812	34,919	789,731	2.1%
2029-30	300,000	15,583	315,583	0.9%
2030-31	160,000	6,400	166,400	0.5%
<b>Total</b>	<b>31,525,459</b>	<b>5,275,497</b>	<b>36,800,955</b>	<b>100.0%</b>

\*\*\* Approximately 60% of Current Debt Will Become Due Over the Next 7 Years



# Current General Fund Debt Obligation

Fiscal Year	2006-2007 GO Issuance	1998 GO Public Improvement	2002-2003 2/3rds GO	2010-2011 GO Issuance	2012 04 COPS/09 Install Refinance Bond	2013 - Parking Deck Issued in 2014	2012 - GESC Equipment	SG Gym	Total	% of Total
2015-16	\$ 487,481	\$ 319,125	\$ 87,423	\$ 248,740	\$2,207,694	\$ 482,055	\$ 189,985	101,743	4,124,245	11.2%
2016-17	597,112	130,625	84,623	240,440	2,076,252	471,227	193,939	202,669	3,996,885	10.9%
2017-18	639,339	-	81,735	237,240	1,991,280	460,399	197,971	198,694	3,806,658	10.3%
2018-19	623,760	-	78,795	233,240	1,907,143	449,571	202,085	194,719	3,689,313	10.0%
2019-20	608,072	-	70,785	228,440	1,828,881	438,743	206,281	190,744	3,571,945	9.7%
2020-21	621,019	-	67,925	223,640	1,163,759	427,915	210,560	186,769	2,901,587	7.9%
2021-22	600,639	-	-	218,840	1,111,388	417,087	214,925	182,794	2,745,673	7.5%
2022-23	580,857	-	-	214,040	1,054,654	406,259	219,378	173,819	2,649,006	7.2%
2023-24	561,076	-	-	209,040	1,013,436	395,431	223,919	165,043	2,567,944	7.0%
2024-25	540,695	-	-	203,840	95,755	384,603	228,552	161,333	1,614,777	4.4%
2025-26	520,314	-	-	198,400	-	373,775	233,277	157,623	1,483,388	4.0%
2026-27	499,933	-	-	192,000	-	362,947	238,096	153,913	1,446,888	3.9%
2027-28	-	-	-	185,600	-	352,119	243,012	150,203	930,933	2.5%
2028-29	-	-	-	179,200	-	341,291	122,747	146,493	789,731	2.1%
2029-30	-	-	-	172,800	-	-	-	142,783	315,583	0.9%
2030-31	-	-	-	166,400	-	-	-	-	166,400	0.5%
<b>Total</b>	<b>6,880,295</b>	<b>449,750</b>	<b>471,285</b>	<b>3,351,900</b>	<b>14,450,241</b>	<b>5,763,420</b>	<b>2,924,728</b>	<b>2,509,337</b>	<b>36,800,955</b>	<b>100.0%</b>

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## Benchmark Cities:

- Asheville
- Cary
- Charlotte
- Concord
- Durham
- Fayetteville
- Gastonia
- Greensboro
- High Point
- Jacksonville
- Raleigh
- Rocky Mount
- Winston-Salem
- Wilmington

## Debt Service Ratio:

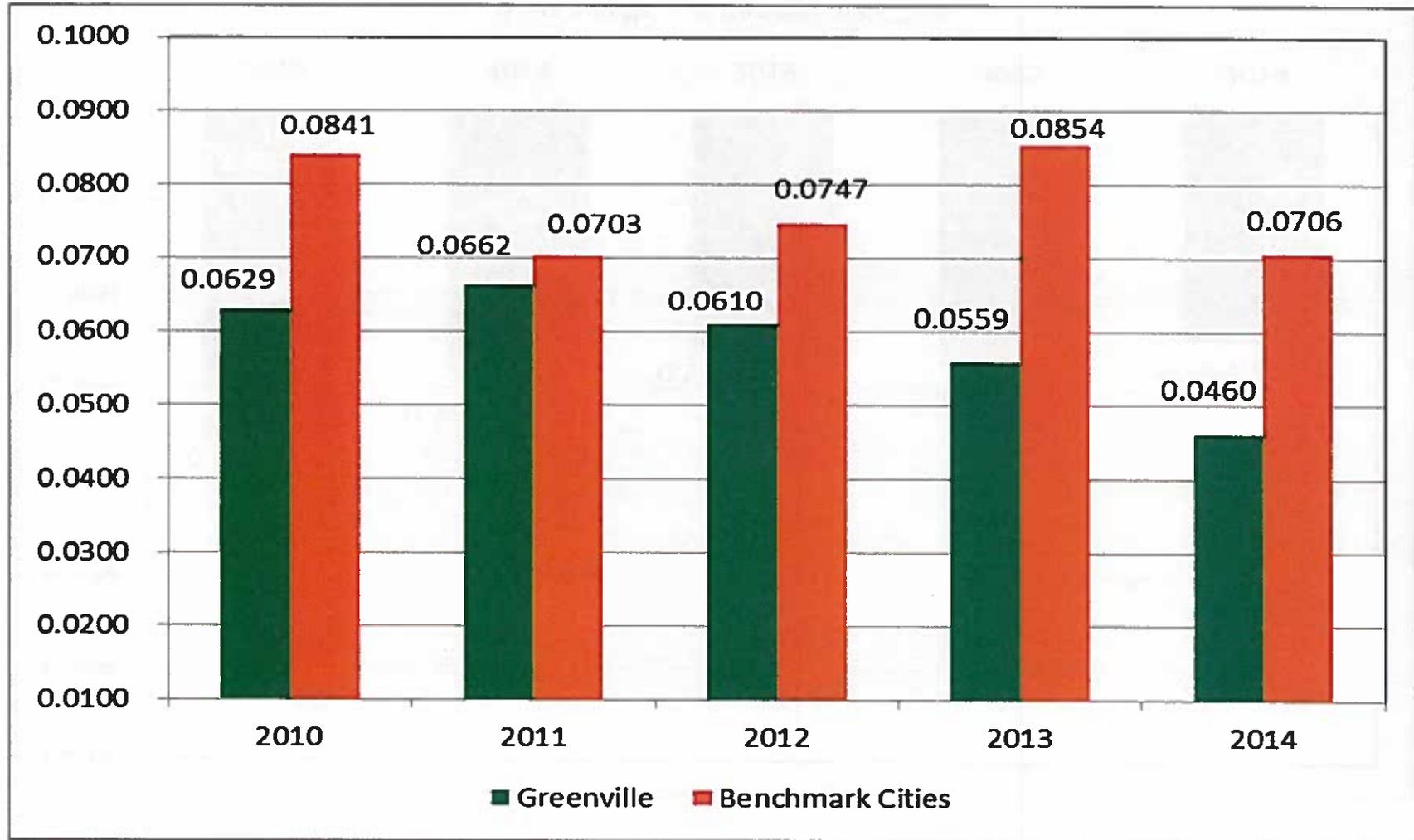
$$\frac{\text{Annual General Fund Debt Service}}{\text{Total General Fund Expenditures}}$$

## Debt as % of Assessed Value Ratio:

$$\frac{\text{General Fund Long Term Debt}}{\text{Assessed Property Value}}$$

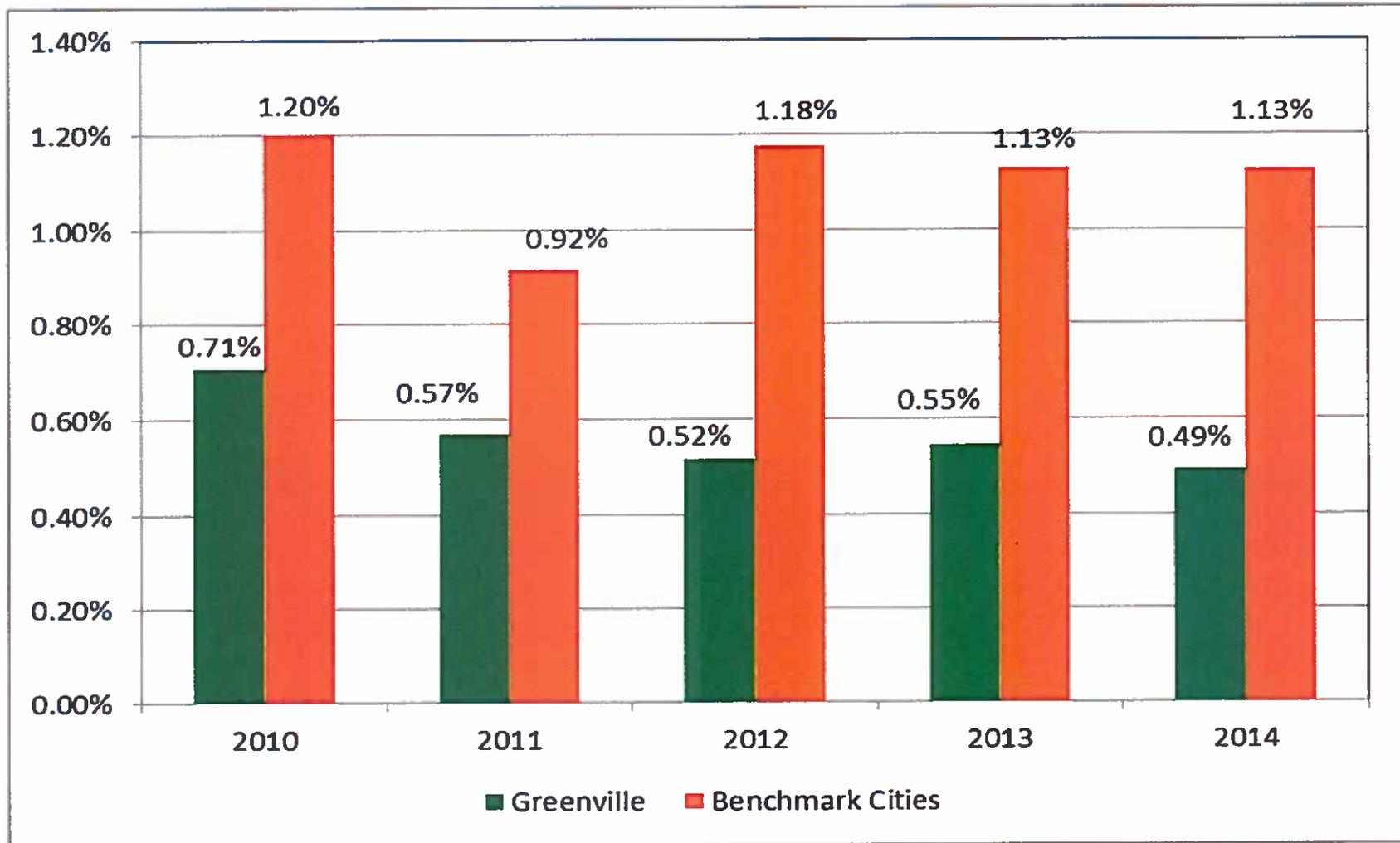


# Debt Service Ratio



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# Debt as a % of Assessed Value



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**LONG-RANGE CAPITAL FUNDING PLAN**  
**FUNDING PLAN EXAMPLES**

---

# Debt Planning Example A

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Number of Years Between Borrowing: 5 Years  
Average Amount of Each Borrowing: \$15.50 Million  
Term of Each Borrowing in Years: 20 Years  
Status of Projects Included in Borrowing: Shovel Ready  
Interest Rate at Time of Borrowing:

- Condition #1: - Interest Rate at 1st borrowing starts at 4.0%  
- Interest Rate increases 1.0% every 5 Years  
- **Interest Rate increases to a maximum of 8.0%**
- Condition #2: - Interest Rate at 1st borrowing starts at 4.0%  
- Interest Rate increases 1.0% every 5 Years  
- **Interest Rate increases to a maximum of 7.0%**
- Condition #3: - Interest Rate at 1st borrowing starts at 4.0%  
- Interest Rate increases 1.0% every 5 Years  
- **Interest Rate increases to a maximum of 6.0%**



# Debt Planning Example A-1

Issue Year	Years Between Issue	Projected Borrowing	Interest Rate	Change in Revenue Required (a)	Equivalent Impact on Property Tax Rate (b)	Ending Capital Fund Balance
* 2016-17	-	\$ 8,000,000	<b>4.00%</b>	\$ 600,000	0.98	\$ 357,994
* 2018-19	2	8,000,000	<b>4.50%</b>	-	-	506,147
2021-22	3	15,000,000	<b>5.00%</b>	225,000	0.37	693,527
2026-27	5	16,000,000	<b>6.00%</b>	125,000	0.20	1,448,260
2031-32	5	16,000,000	<b>7.00%</b>	125,000	0.20	3,881,174
2036-37	5	16,000,000	<b>8.00%</b>	125,000	0.20	3,579,184
2041-42	5	16,000,000	<b>8.00%</b>	125,000	0.20	2,447,944
2046-47	5	15,000,000	<b>8.00%</b>	125,000	0.20	1,359,104
2051-52	5	15,000,000	<b>8.00%</b>	125,000	0.20	1,131,514
2056-57	5	15,000,000	<b>8.00%</b>	125,000	0.20	1,954,824
<b>Total</b>		<b>\$ 140,000,000</b>				

\* November 2015 Approved G.O. Bonds

**Notes:**

- (a) Change in Revenue Required represents the ANNUAL, REOCCURRING increase or decrease in revenue needed to fund current & future debt issuances. The annual revenues needed to fund debt service may increase or decrease dependent on the amount, timing, and interest rate of each issuance.
- (b) Equivalent Impact on Property Tax Rate reflects the Change in Revenue Required in terms of the increase or decrease in the property tax rate that would be required to fund current and future debt issuances. This is shown for analysis only and does not constitute a recommended increase or decrease to the property tax rate.

# Debt Planning Example A-2

Issue Year	Years Between Issue	Projected Borrowing	Interest Rate	Change in Revenue Required (a)	Equivalent Impact on Property Tax Rate (b)	Ending Capital Fund Balance
* 2016-17	-	\$ 8,000,000	4.00%	\$ 600,000	0.98	\$ 357,994
* 2018-19	2	8,000,000	4.50%	-	-	506,147
2021-22	3	15,000,000	5.00%	225,000	0.37	693,527
2026-27	5	16,000,000	6.00%	80,000	0.13	1,403,260
2031-32	5	16,000,000	7.00%	80,000	0.13	3,566,174
2036-37	5	16,000,000	7.00%	80,000	0.13	2,849,184
2041-42	5	16,000,000	7.00%	80,000	0.13	1,772,194
2046-47	5	15,000,000	7.00%	80,000	0.13	996,904
2051-52	5	15,000,000	7.00%	80,000	0.13	1,099,614
2056-57	5	15,000,000	7.00%	80,000	0.13	2,079,424
<b>Total</b>		<b>\$ 140,000,000</b>	<b>* November 2015 Approved G.O. Bonds</b>			

Notes:

- (a) Change in Revenue Required represents the ANNUAL, REOCCURRING increase or decrease in revenue needed to fund current & future debt issuances. The annual revenues needed to fund debt service may increase or decrease dependent on the amount, timing, and interest rate of each issuance.
- (b) Equivalent Impact on Property Tax Rate reflects the Change in Revenue Required in terms of the increase or decrease in the property tax rate that would be required to fund current and future debt issuances. This is shown for analysis only and does not constitute a recommended increase or decrease to the property tax rate.



# Debt Planning Example A-3

Issue Year	Years Between Issue	Projected Borrowing	Interest Rate	Change in Revenue Required (a)	Equivalent Impact on Property Tax Rate (b)	Ending Capital Fund Balance
* 2016-17	-	\$ 8,000,000	<b>4.00%</b>	\$ 600,000	0.98	\$ 357,994
* 2018-19	2	8,000,000	<b>4.50%</b>	-	-	506,147
2021-22	3	15,000,000	<b>5.00%</b>	225,000	0.37	693,527
2026-27	5	16,000,000	<b>6.00%</b>	15,000	0.02	1,338,260
2031-32	5	16,000,000	<b>6.00%</b>	15,000	0.02	3,191,174
2036-37	5	16,000,000	<b>6.00%</b>	15,000	0.02	2,533,434
2041-42	5	16,000,000	<b>6.00%</b>	15,000	0.02	1,679,994
2046-47	5	15,000,000	<b>6.00%</b>	15,000	0.02	1,083,504
2051-52	5	15,000,000	<b>6.00%</b>	15,000	0.02	1,078,014
2056-57	5	15,000,000	<b>6.00%</b>	15,000	0.02	1,594,324
<b>Total</b>		<b>\$ 140,000,000</b>				

\* November 2015 Approved G.O. Bonds

Notes:

- (a) Change in Revenue Required represents the ANNUAL, REOCCURRING increase or decrease in revenue needed to fund current & future debt issuances. The annual revenues needed to fund debt service may increase or decrease dependent on the amount, timing, and interest rate of each issuance.
- (b) Equivalent Impact on Property Tax Rate reflects the Change in Revenue Required in terms of the increase or decrease in the property tax rate that would be required to fund current and future debt issuances. This is shown for analysis only and does not constitute a recommended increase or decrease to the property tax rate.

# Debt Planning Example B

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Number of Years Between Borrowing:	10 Years
Average Amount of Each Borrowing:	\$30.0 Million
Term of Each Borrowing in Years:	20 Years
Status of Projects Included in Borrowing:	Shovel Ready
Interest Rate at Time of Borrowing:	

- Condition #1:
- Interest Rate at 1st borrowing starts at 4.0%
  - Interest Rate increases 1.0% every 5 Years
  - **Interest Rate increases to a maximum of 8.0%**
- Condition #2:
- Interest Rate at 1st borrowing starts at 4.0%
  - Interest Rate increases 1.0% every 5 Years
  - **Interest Rate increases to a maximum of 7.0%**
- Condition #3:
- Interest Rate at 1st borrowing starts at 4.0%
  - Interest Rate increases 1.0% every 5 Years
  - **Interest Rate increases to a maximum of 6.0%**



# Debt Planning Example B-1

Issue Year	Years Between Issue	Projected Borrowing	Interest Rate	Change in Revenue Required (a)	Equivalent Impact on Property Tax Rate (b)	Ending Capital Fund Balance
* 2016-17	-	\$ 8,000,000	4.00%	\$ 600,000	0.98	\$ 357,994
* 2018-19	2	8,000,000	4.50%	-	-	506,147
2021-22	3	30,000,000	5.00%	1,500,000	2.46	1,148,527
2028-29	-	-	6.00%	(900,000)	(1.48)	4,462,220
2031-32	10	30,000,000	7.00%	-	-	7,732,924
2036-37	-	-	8.00%	-	-	3,071,734
2041-42	10	30,000,000	8.00%	-	-	6,241,094
2046-47	-	-	8.00%	-	-	3,426,004
2051-52	10	30,000,000	8.00%	-	-	5,796,814
2056-57	-	-	8.00%	-	-	2,444,524
<b>Total</b>		<b>\$ 136,000,000</b>				

\* November 2015 Approved G.O. Bonds

## Notes:

- (a) Change in Revenue Required represents the ANNUAL, REOCCURRING increase or decrease in revenue needed to fund current & future debt issuances. The annual revenues needed to fund debt service may increase or decrease dependent on the amount, timing, and interest rate of each issuance.
- (b) Equivalent Impact on Property Tax Rate reflects the Change in Revenue Required in terms of the increase or decrease in the property tax rate that would be required to fund current and future debt issuances. This is shown for analysis only and does not constitute a recommended increase or decrease to the property tax rate.

# Debt Planning Example B-2

Issue Year	Years Between Issue	Projected Borrowing	Interest Rate	Change in Revenue Required (a)	Equivalent Impact on Property Tax Rate (b)	Ending Capital Fund Balance
* 2016-17	-	\$ 8,000,000	4.00%	\$ 600,000	0.98	\$ 357,994
* 2018-19	2	8,000,000	4.50%	-	-	506,147
2021-22	3	30,000,000	5.00%	1,500,000	2.46	1,148,527
2028-29	-	-	6.00%	(1,100,000)	(1.80)	4,262,220
2031-32	10	30,000,000	7.00%	-	-	6,932,924
2036-37	-	-	7.00%	-	-	1,271,734
2041-42	10	30,000,000	7.00%	-	-	3,591,094
2046-47	-	-	7.00%	-	-	1,078,504
2051-52	10	30,000,000	7.00%	-	-	3,519,314
2056-57	-	-	7.00%	-	-	1,006,724
<b>Total</b>		<b>\$ 136,000,000</b>				

\* November 2015 Approved G.O. Bonds

Notes:

- (a) Change in Revenue Required represents the ANNUAL, REOCCURRING increase or decrease in revenue needed to fund current & future debt issuances. The annual revenues needed to fund debt service may increase or decrease dependent on the amount, timing, and interest rate of each issuance.
- (b) Equivalent Impact on Property Tax Rate reflects the Change in Revenue Required in terms of the increase or decrease in the property tax rate that would be required to fund current and future debt issuances. This is shown for analysis only and does not constitute a recommended increase or decrease to the property tax rate.



# Debt Planning Example B-3

Issue Year	Years Between Issue	Projected Borrowing	Interest Rate	Change in Revenue Required (a)	Equivalent Impact on Property Tax Rate (b)	Ending Capital Fund Balance
* 2016-17	-	\$ 8,000,000	4.00%	\$ 600,000	0.98	\$ 357,994
* 2018-19	2	8,000,000	4.50%	-	-	506,147
2021-22	3	30,000,000	5.00%	1,500,000	2.46	1,148,527
2028-29	-	-	6.00%	(1,350,000)	(2.21)	4,012,220
2031-32	10	30,000,000	6.00%	-	-	6,082,924
2036-37	-	-	6.00%	-	-	474,234
2041-42	10	30,000,000	6.00%	-	-	2,613,594
2046-47	-	-	6.00%	-	-	690,704
2051-52	10	30,000,000	6.00%	-	-	3,105,014
2056-57	-	-	6.00%	-	-	1,182,124
<b>Total</b>		<b>\$ 136,000,000</b>				

\* November 2015 Approved G.O. Bonds

**Notes:**

- (a) Change in Revenue Required represents the ANNUAL, REOCCURRING increase or decrease in revenue needed to fund current & future debt issuances. The annual revenues needed to fund debt service may increase or decrease dependent on the amount, timing, and interest rate of each issuance.
- (b) Equivalent Impact on Property Tax Rate reflects the Change in Revenue Required in terms of the increase or decrease in the property tax rate that would be required to fund current and future debt issuances. This is shown for analysis only and does not constitute a recommended increase or decrease to the property tax rate.

- The Projects Included in the Capital Improvement Plan Are the Starting Point for Long Range Capital Funding.
- The Capital Funding Plan Must be Updated Periodically Based on:
  - Changes to the Capital Plan (Short Term & Long Term)
  - Changes Within the Budget
  - Changes in the Economy Impacting Borrowing Rates
- The Type of Debt Used to Fund Capital Projects May Depend on Such Factors as:
  - The Amount to be Financed
  - The Length of the Financing in Years
  - The Type of Projects Included in the Financing
  - The Revenue That Will Be Used to Fund the Debt
  - The Credit Rating of the Organization
  - The Collateral Being Used to Fund the Debt Service

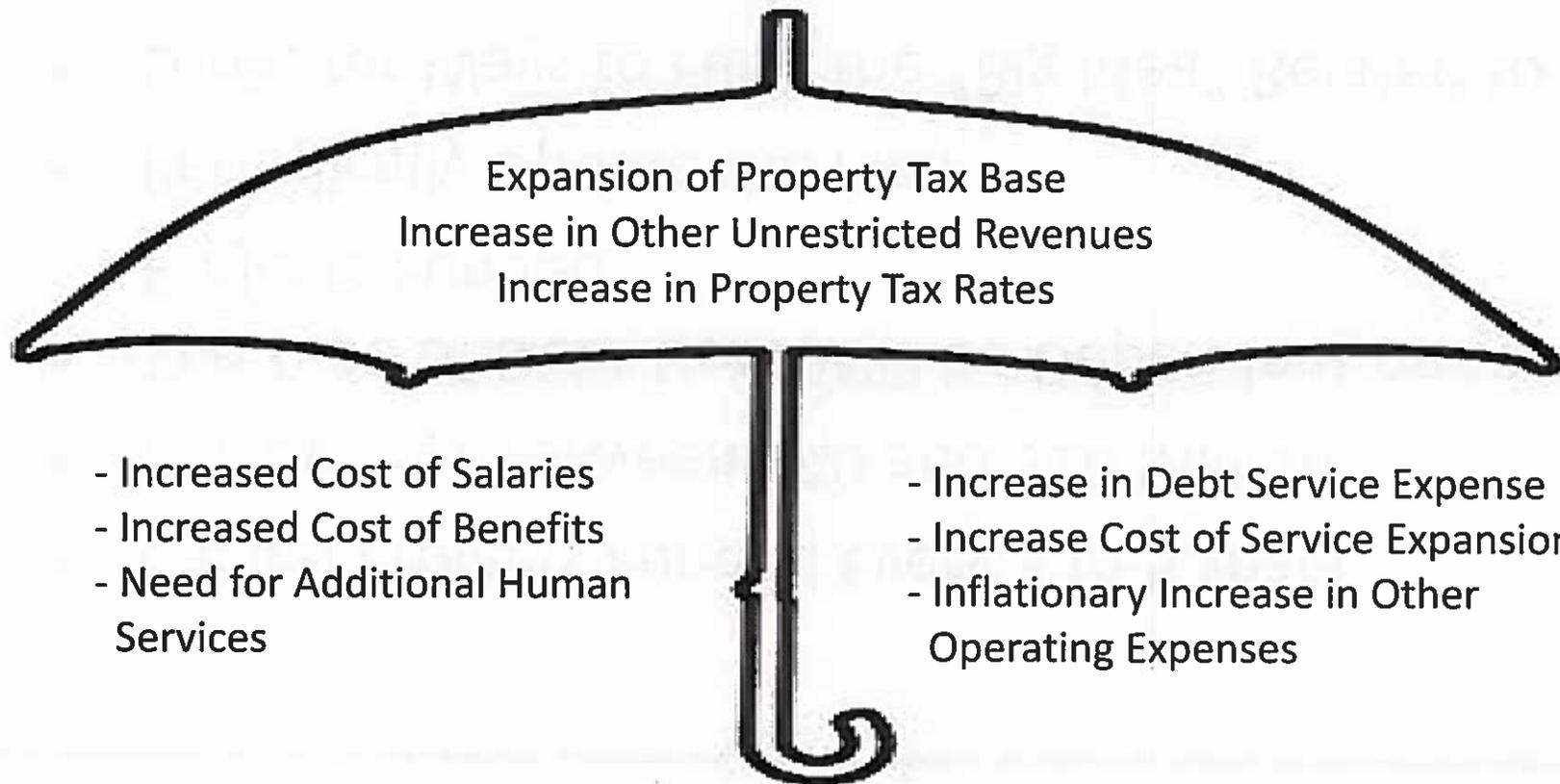


- Capital Debt Funded by General Fund Revenues Currently Stands at Approximately \$36.8 Million (excluding Powell Bill).
- Approximately 60% of the Capital Debt Being Funded by the General Fund Will Be Paid Down in the Next 7 Years.
- Annual Debt Service Will Reduce by Approximately \$1.4 Million per Year Over the Next Seven Years.
- This Reduction Will Create Debt Capacity.
- HOWEVER, Additional General Fund Revenues Dedicated to Capital (i.e. New Revenue) Will Need to be Appropriated Starting With FY2016-17 In Order to Finance:
  - Recently Approved 2015 G.O. Bond Referendum
  - Future Debt Issues Based on the Capital Improvement Plan

- The Interest Rates Locked Into at the Time of Borrowing Have a Significant Impact on:
  - The Amount That Is Borrowed
  - The Additional General Fund Revenues That Will be Needed to Finance the Borrowing
- We Do Not Have a Crystal Ball. The Impact of the Local, State, and Federal Economy on Greenville and the Debt Markets is Uncertain.
- However, Municipal Rates Have Proven to Average Significantly Less Than 8.0% Over the Last 30 Years.
- The City's Goal is to Develop a Debt Planning Tool That Will Allow the City to Manage Future Capital Financing In Light of Projected Economic Conditions, Budget Constraints, and the Capital Investment Needs of the Community.



- Additional Debt Service Expense Associated With The Capital Plan Is Only One Of Many Items of Increase Impacting Each Year's Budget That Must Be Covered In An Environment of Limited Growth In The City's Primary Funding Sources:



- Capital Projects Funded Every 3 to 5 Years
- Borrowings Between \$10 and \$16 Million
- The Type of Debt Used Will be Dependent on the Projects Funded
- Periodically Update the Plan
- Looks for Ways to Fund the “Big Idea” Related to Tourism
  - Food and Beverage Tax





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## **LONG-RANGE CAPITAL FUNDING PLAN**

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# **Vision, Goals and Objectives**

**2016-2017 City Council Goals  
Incorporating *DRAFT* Horizons 2026  
Vision Framework  
January 29-30, 2016 City Council Planning Session**

As presented at the December 10, 2015, City Council meeting, this document includes the most recent version of the 2026 Vision Framework that was developed from public input of the Horizons Plan update. Incorporated (in blue text) is the 2014-2015 Strategic Plan Goals and action items, adding one for Public Safety. This document describes the long-term aspirations of the community in several separate statements that ultimately could be the goals of the new 2016-2017 Strategic Plan document.

Each numbered category lists subsections: Completed, On-going/Mandatory, and New. Completed items include capital projects that have been completed, or operational goals internal to the City that will remain on-going items until staff is directed otherwise by City Council.

On-going/Mandatory items are works in progress that have been directed by City Council to be completed, monies are in place or promised for the items, they are mandatory to be completed, and will remain in the plan until such time as they have been completed.

There is also a "New" subsection. This is where you can propose new programs and/or projects to be considered by Council to add to the strategic goals document. These can be short-term or long-term projects; however, approximate budgetary revenues will need to be included in the FY17 and FY18 budget (or future budgets) to actualize the project and/or program. Such funding may include staffing, operations, and/or capital support, depending on the project. Please keep in mind that due to the number of projects underway, there is not much additional capacity for implementing new programs and projects without addressing staffing and other funding concerns.

**Please review this document in advance and be prepared to present your suggestions for strategies in each of the 8 categories. Council will be "voting" on priorities at the Planning Session. Each Council Member may "vote" for a maximum of 6 strategies – up to 3 short-term and 3 long-term – in each of the 8 goal categories. The strategies for which you "vote" can be a combination of "New" strategies and/or "Additional Items" which you desire to add. Council's prioritization of the selected strategies will be the basis of the goals and objectives brought back to Council for approval in March and will determine the allocation of financial and other resources.**

**1. Building Great Places that Thrive**  
**“Big Ideas”**

**“Goal 1: Dynamic and Inviting Community”**

Greenville will be home to active, vibrant, and distinct places that are linked through a high quality, walkable, and beautiful built environment. These places, including mixed-use centers, neighborhoods, corridors, and employment districts, will build on Greenville's existing land patterns and provide new walkable and connected developments that enrich the distinct visual appearance of the city and foster a growing sense of pride, while conserving key natural areas and well-defined rural edges.

**Completed**

- ✓ Convention Center Renovation and Expansion

**On-Going/Mandatory**

- Comprehensive Plan Update – lays the development framework for the future (10 years)
- Initial Exploration of a Performance Hall / Performing Arts Center

**New or Needs Additional Funding Support (Big Idea or Dream)**

- GO Science partnership and continued development and completion
- Purchase lot for GO Science parking
- Major Sports attraction (baseball, softball, soccer, BMX, swimming, etc.)
- Town Common Bridge
- Fund Town Common Phase I (includes Sycamore Hill Memorial and First Street Development and Parking area)
- Design and Fund Town Common Phase II
- Design and Fund Town Common Phase III
- Performance Hall / Performing Arts Center

Additional Items:

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Short-Term  
(2 years)

Long-Term  
(3-10 years)

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**2. Enhancing Accessible Transportation Networks and Public Building, Public Infrastructure Development**

**“Goal 1: Dynamic and Inviting Community”**

**“Goal 2: Economic Development”**

**“Goal 4: Infrastructure”**

Greenville's transportation corridors will provide accessibility to destinations throughout the city by complementing the built environment and offering well-connected, safe, and attractive travel networks for bicyclists, pedestrians, drivers, and users of public transportation. Compact development and street designs that serve all types of users (drivers, walkers, bikers, and transit riders) will reduce automobile collisions and improve travel safety throughout Greenville. The city will be regionally accessible with an airport established as the primary hub for air travel in eastern North Carolina, exceptional interstate roadways, a navigable and inspiring built environment for visitors, and future planning for regional rail service.

**Completed**

- ✓ Uptown Parking Deck
- ✓ “GIG City” – Suddenlink
- ✓ South-West Bypass Advocacy Effort
- ✓ LED Street Lights (policy in place and implementation underway)
- ✓ Initial Town Common improvements – tables, chairs, benches, etc.
- ✓ Amended sidewalk ordinance for addition of sidewalks in non-residential developments
- ✓ Amended streets policy to require all streets to be built to public streets standards and to allow neo-traditional residential development

**On-Going/Mandatory**

- Facilities Improvement Plan (FIP) – continue to fund at \$1.6M - \$1.7M annually
- Town Creek Culvert Project (\$13M loan)
- Streets and Sidewalks improvements (including bond projects)
- Traffic Signal Timing
- GTAC
- Stormwater Basin Modeling and Inventory
- Short Range Transit Plan
- W. 5th Street Streetscape – Phase II
- E. 10<sup>th</sup> Street Traffic Management and Pedestrian Safety Initiative
- Continue LED street lighting program (major thoroughfares)

**New**

- Pedestrian safety improvements
- Frontgate/Thomas Langston Road Connector
- Bus System Merger (ECU/City)
- Caution sound strips

**Additional Items:**

	<b>Short-Term (2 years)</b>	<b>Long-Term (3-10 years)</b>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**3. Governing with Transparency and Fiscal Responsibility: Administrative, Financial Services, Information Technology, and Human Resources**

**“Goal 3: Well Managed and Fiscally Sustainable City Organization”**

Greenville will encompass a culture of transparency and strategic focus in all aspects of city management. The city will foster business investments and collaboration through open governance and a business-friendly culture. Intergovernmental collaboration will strive to develop solutions to complex problems. Management of public facilities and services will focus on providing a high quality of life for residents while also achieving fiscal responsibility. Partnerships will help build collaborative spaces and increase access to cutting-edge technology that sparks new ideas and efficiencies in industry and education. Physical planning efforts will grow the city's tax base sustainably and ensure the long-term efficient delivery of Greenville's high quality services.

**Completed**

- ✓ Updated Personnel Policies
- ✓ Human Resources and Financial Services study implementations
- ✓ City Council Terms
- ✓ Local Vendor Preference Policy Implementation
- ✓ Privilege License Cap Reviewed
- ✓ City Website Redesigned
- ✓ City Compass implemented

**On-Going/Mandatory**

- Pay for Performance Evaluation System implementation (merit pay)
- Health Insurance Benefits Strategic Plan
- Sanitation Automation Plan
- Stormwater financial plan
- Collaboration with Partners
- ERP System (MUNIS) Implementation
- Open Data Platform (OpenGov) implemented
- Continued implementation of Office of Budget and Evaluation (internal audit)

**New**

- External Audit – Respond to and Reduce/Eliminate Audit Findings
- Long-Term Debt (Bond) Financing Strategy
- Develop and manage the FY 17/18 Budget

**Additional Items:**

	Short-Term (2 years)	Long-Term (3-10 years)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**4. Growing the Economic Hub of Eastern North Carolina**  
**“Goal 2: Economic Development”**

Greenville, a city that supports business development, entrepreneurialism, and labor force training, will have high quality employment opportunities for an increasingly diverse population. The regulatory environment, business incentives, and partnerships will help to grow and sustain local companies, create an adaptive and well-trained workforce, and foster a thriving public education system. New jobs will emerge in a variety of locations throughout the city, including existing industrial parks, new well-planned employment centers, and urban mixed-use hubs. The city's high quality of life will help retain an excellent and creative workforce.

**Completed**

- ✓ Operation Re-Entry for veteran training and outreach
- ✓ Career Fair (in conjunction with Chamber of Commerce)
- ✓ Talent Development
- ✓ Retail Challenge Grant
- ✓ Small Business Plan Competition
- ✓ Matching Fund for State Incentives Established (\$50K currently in reserve fund)
- ✓ Business Retention and Expansion (BRE) programs, including site visits
- ✓ Recruitment and marketing of target sector businesses
- ✓ HUD funding activities
- ✓ Coordinate with partners regarding site visits and tours
- ✓ Market and promote Greenville, including national and regional conventions, events, and trade shows
- ✓ Sav-A-Lot Grocery Store
- ✓ Boundary Project

**On-Going/Mandatory**

- SEED
- Entrepreneurial Revitalization and support
- Continue to grow “City Reserve Fund” to support economic development efforts (\$25K in FY17 and \$25K in FY 18)
- Continue implementation of Dickinson study
- Continue to work with ECU on urban technology park and tech transfer facility (Millennial Campus)
- Imperial Site: continue to assist with Brownfield clean-up and decision on purchase for redevelopment

**New**

- Update Economic Development Plan
- Initiate recruitment of expanded carrier service at PGV Airport
- “T-Up” 264 Interstate Designation
- Development of Regional Economic Development strategy/profile for North of the River
- Recruit pharmacy for North of the River area

**Additional Items:**

	<b>Short-Term (2 years)</b>	<b>Long-Term (3-10 years)</b>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**5. Creating Complete Neighborhoods**  
**“Goal 5: Quality Neighborhoods”**

Greenville will offer a variety of excellent living options for its growing and increasingly diverse population, while supporting established neighborhoods and their existing residents. Complete neighborhoods will offer a variety of housing types, an integrated network of walkable and bikeable streets, access to transit, public schools and civic space in prominent locations, and proximity to grocery stores and neighborhood-serving commercial services needed by residents on a regular basis. With an assortment of high quality housing options that support a variety of income levels, neighborhoods will support multiple generations of families and ensure that someone can grow up, raise a family, and retire in the same neighborhood.

**Completed**

- ✓ Developed a Neighborhood Plan for South Greenville
- ✓ University Area Homebuyer Assistance Plan Expansion to West Greenville
- ✓ Historic Preservation Pilot Loan Program
- ✓ Lot Transfer program
- ✓ Neighborhood Appearance Award (CAC)
- ✓ Neighborhood Improvement Grants (CAC and NAB)

**On-Going/Mandatory**

- Continue Neighborhood Planning Process (2 neighborhoods annually)
- Support existing Neighborhood plans and continue development of new Neighborhood Associations
- Implementation of Housing Annual Plan including construction of new homes in West Greenville (Lincoln Park and other areas)
- Continue minimum housing and nuisance code enforcement efforts
- Continue to improve “neighborhood dashboard” on City’s website

**New**

- Implementation of new Coordinated Neighborhood Strategy to include the Neighborhood Ombudsman (NAB), Police, Code Enforcement, Public Works, and Recreation and Parks; initiate monthly “walk and talk” in neighborhoods on a rotating basis

**Additional Items:**

	Short-Term (2 years)	Long-Term (3-10 years)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**6. Growing a Green and Resilient City**  
**“Goal 1: Dynamic and Inviting Community”**  
**“Goal 4: Infrastructure”**

Greenville will be North Carolina's greenest city. Greenville will grow safely by protecting the city's natural water systems and managing development in hazardous areas. The city will be prepared for increasingly powerful storms, intensified by the local effects of global climate change and sea level rise. And it will grow sustainably by using design approaches that serve to minimize impacts on the natural environment. Conservation efforts will maintain the health of the Tar-Pamlico River and Neuse River watersheds, manage stormwater flows, and ensure clean water for future generations. Energy conservation will be achieved by supporting renewable energy initiatives, clean transportation opportunities, and green building technologies. Greenville will be a green city by incorporating nature not just in parks, yards, and open spaces, but along streets, in open lots, and atop buildings.

**On-Going/Mandatory**

- Green Mill Run Greenway
- Town Common Improvements – walkway, floating fishing pier, etc.
- South Tar Greenway – right-of-way purchase completed
- Street Tree Plantings (ReLeaf)
- Facilities Improvement Plan – continue to fund at \$1.6M - \$1.7M annually
- Town Creek Culvert project
- 5-year update regarding Comprehensive Recreation and Parks Master Plan
- Exploration of land for acquisition of new parks

**New**

- Town Creek Culvert construction including Public Relations Campaign Strategy
- Stormwater Master Plan/Basin Studies – final reports are due in; community begin discussion and project funding phase
- Eastside Greenway Planning (bond project)
- Streets and City Parks Beautification Program (i.e. Airport and North Memorial)
- Complete South Greenville fields development (\$300,000)
- Westside Park (Westgate) and Thomas Langston area (\$300,000)
- Tar River “Frisbee Golf” park
- Extreme Park in TRUNA area (old landfill area)

Additional Items:

	Short-Term (2 years)	Long-Term (3-10 years)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

## 7. Making a Healthy and Vibrant City

### “Goal 1: Dynamic and Inviting Community”

As the cultural and healthcare hub of eastern North Carolina, residents and visitors will benefit from Greenville's rich arts and entertainment opportunities, inspiring parks and civic spaces, excellent health services, and healthy local food options. Public art will become incorporated into new developments, making it a truly unique southern city. Residents will have access to community gardens, farmer's markets, and high quality grocery stores. Sidewalks, greenways, and bike lanes will promote active travel by connecting housing to jobs, recreation, healthy foods, and shopping.

#### Completed

- ✓ Public Arts Partnerships with Pitt County Arts Council and Greenville Museum of Art
- ✓ Call for Artist for Evans and 10th Street Gateway
- ✓ Arts Council support for Pitt County artists
- ✓ Recreation and Parks Director serves on the Pitt County Arts Council Board (partnership)
- ✓ Community Gardens Program
- ✓ Support for Uptown Events

#### On-Going/Mandatory

- Uptown Theater Development
- Arts Partnership / Public Art support
- Sports Development Committee / Sports Complex
- Exploration of a Performance Hall
- Review Memorandum of Agreement to display art at City Hall as security measures close off areas traditionally open to the public
- Complete Live United Vest Pocket Park (Spring 2016)
- GO Science Board representation
- Town Common Phase I and Trillium Park

#### New

- Art Walk (explore opportunity to feature local artists on panels of parking deck and use Cotanche Street as an “Art Walk”)
- Paint bridge on Dickinson Avenue
- Metal Zoo Implementation (review location of metal zoo as this parcel could be a primary development site per Dickinson area plan)
- Attract retirees
- Tar River Legacy Plan Additions (bridges, platforms, extreme sports, ziplining, etc.)

#### Additional Items:

	Short-Term (2 years)	Long-Term (3-10 years)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**8. \*Safe Community: Police and Fire/Rescue**  
**(\*Not prepared as part of the Horizon’s Comprehensive Plan)**  
**“Goal 6: Safe Community”**

Greenville will continue to be a safe community, enhancing the quality of life for all citizens in partnership with all people in our community. Greenville City staff will work to prevent crime with honor and integrity and provide timely firefighting, emergency medical care, and rescue through exceptionally skilled and knowledgeable professionals.

**Completed**

- ✓ Maximized use of social media to deliver information to citizens
- ✓ Formalized the Adopt-A-School program
- ✓ Provide Community Education about the Police Department through the Citizen’s Police Academy and Youth Citizen’s Police Academy
- ✓ Developed a Civic Liaison program
- ✓ Implemented Data Driven approach to Crime and Traffic Safety
- ✓ Fire/Rescue educational programs
- ✓ Review and coordination of the City’s Emergency Operations Plan

**On-Going/Mandatory**

- Focused Deterrence Program
- Police Recruitment – Police Academy Structure and Plan
- Continued implementation of ICMA recommendations for Fire/Rescue Department
- Fire Accreditation Process
- Strengthen Fire Service Automated Aide Agreements
- Body cameras

**New**

- Explore South Side Police Precinct Station
- New police initiatives will come from GPD Planning Retreat
- Evaluation of Fire/Rescue service on South Side – begin planning service expansions
- Purchase of new “combination” Fire/Rescue truck for South Side
- Fund operations for South Side Fire Station
- Explore Joint Communications (Police Dispatch) with Pitt County
- Vehicle storage facility for emergency and police vehicles
- Video conferencing system for Police and Fire Departments (\$350,000)

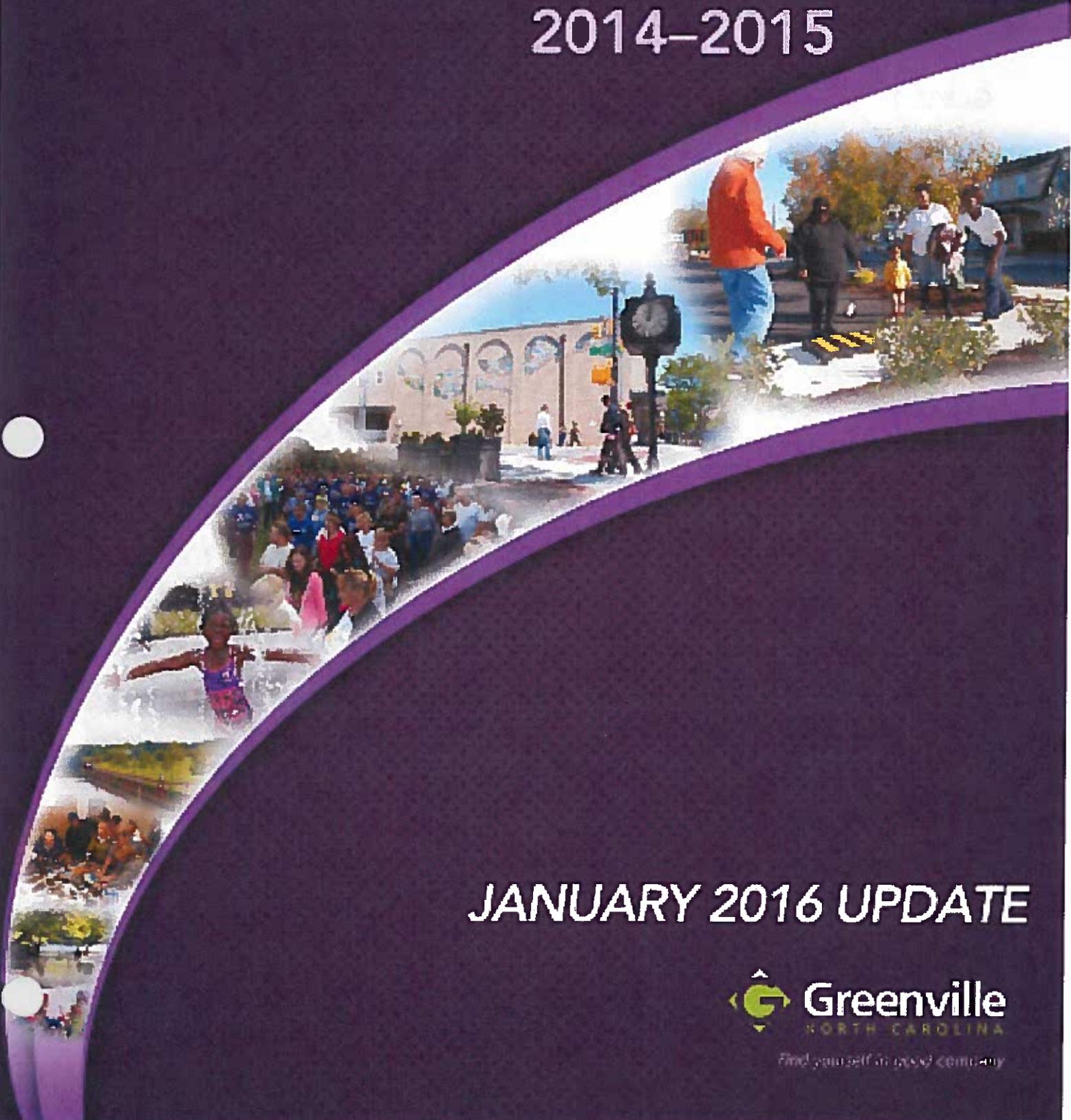
**Additional Items:**

	<b>Short-Term (2 years)</b>	<b>Long-Term (3-10 years)</b>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

City of Greenville

# STRATEGIC PLAN

2014-2015



JANUARY 2016 UPDATE



Find yourself in good company



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## GOAL 1 DYNAMIC AND INVITING COMMUNITY

### 1. Well-Planned City

**1a. Development Standards—Review existing development standards (i.e. zoning ordinance and subdivision regulations) to identify substantive modifications that would result in better implementation of the vision, policies and objectives of *Horizon's: Greenville's Community Plan*.**

- City Council adopted a zoning ordinance text amendment on February 13, 2014, that established standards for outdoor storage of automobile tires.
- The Planning Division led the review of existing historic district and local landmark design guidelines and the development of revised Historic District and Local Landmark Design Guidelines, which the Historic Preservation Commission adopted on March 25, 2014. The guidelines are used to review Certificates of Appropriateness in the College View Historic District which are also applicable to individual Local Landmarks.
- To help the City promote sustainable streets infrastructure, the Planning Division and Public Works prepared and the City Council adopted a text amendment on August 14, 2014 to require that private streets are constructed to city standards.
- City Council adopted a zoning ordinance text amendment on November 13, 2014 that requires developers to construct sidewalks along major and minor thoroughfares and boulevards when non-residential development is constructed on existing lots.
- Work continues on the development of new policies related to open space preservation, commercial design standards and a city-wide mixed use ordinance.
- City Council adopted the following text amendments to the Zoning Ordinance that result in better implementation of the vision, policies and objectives of Horizons.
- Added Microbreweries as an Allowed Use in the Downtown Commercial Zoning District with Approval of a Special Use Permit—Adopted August 14, 2014.
- Added Live Performance Theaters as an Allowed Use in the Downtown Commercial Zoning District with Approval of a Special Use Permit—Adopted April 9, 2015.
- Amended Projecting Sign Regulations in the Downtown Commercial Zoning District to Increase the Allowable Sign Size Based on Site and Building Criteria—Adopted February 12, 2015.
- Amended the subdivision regulations by changing the public street setback in multi-family from 25 feet to 15 feet and adding that single-family detached homes and duplexes will be built on public streets.—Adopted October 8, 2015.

**1b. Comprehensive Plan Update—Initiate a scheduled Major Update of *Horizon's: Greenville's Community Plan*.**

*A Request for Qualifications to solicit consultant interest to prepare a new comprehensive plan is anticipated to be issued for proposals in January, 2015.*

*On April 9, 2015, the City Council authorized the Community Development Department to negotiate and execute a contract with Clarion Associates, Inc. and their sub-consultant, Planning NEXT. The City and the planning consultants executed a contract on May 15, 2015 for services to prepare the new Comprehensive Plan to be entitled, *Horizons 2026: Greenville's Community Plan*. The project commenced in June 2015 when the Consulting Team conducted interviews with City Council members, staff, and community partners. The Community Development Department and the Consulting Team also led the first meeting of the Comprehensive Plan Committee on June 1, 2015. The update of *Horizons* is on schedule.*

*The update of the *Horizons* Plan, entitled, *Horizons 2026: Greenville's Community Plan*, is on schedule. The project commenced in June 2015. To date, the Community Development Department and the Consulting Team have held 4 Comprehensive Plan Committee Meetings. The Department and the Team held a Community Kickoff Meeting on September 14, 2015 at the Greenville Convention Center which was attended by approximately 160 attendees. The City also hosted a stakeholders meeting on September 15. On November 4 and 5, the Community Development Department and the Consulting Team held a second series of meeting with a Workshop on November 4 and stakeholder meetings and an open house on November 5. These meetings were advertised in two newspapers and approximately 600 public meeting notices were mailed to individual property owners within 3 areas of the City that will be studied in more detail to produce small area plans. On the City's website, a series of web pages have been developed and are continuously updated to provide draft documents and meeting announcements and meeting results. The project is scheduled to conclude with the adoption of the *Horizons 2026 Plan* by August 2016.*

## GOAL 1 DYNAMIC AND INVITING COMMUNITY (cont'd)

### 2. Arts, Culture, Recreation, & Parks

#### 2a. Town Common Improvements—Finalize specific improvements for project phasing, identify funding source(s) for Phase 1 improvements, and develop construction plans for Phase 1 improvements.

City Council approved \$150,000 for Town Common improvements in the City's FY 15 budget. Recreation and Parks staff developed a menu of improvement options for review by City Council and the Recreation and Parks Commission. The final program recommended by the Recreation and Parks Commission, which was approved by City Council on November 10, 2014, included:

1. A walkway from parking lot to amphitheater
2. Ornamental benches
3. A floating fishing pier
4. Vinyl coated picnic tables
5. Dumpster relocation with pad and PVC screening
6. Recycling bin/trash can combinations
7. Water fountains with pet fountain
8. Decorative park entrances

Staff is currently developing specifications so that these improvements can be bid and/or designed.

Town Common site furnishings and park amenities (tables, benches, trash/recycling containers, water fountains) have been delivered and will be installed in late summer. Contractor has applied for fishing pier and kayak landing permits (from NC Department of Environment and Natural Resources) and, contingent upon receipt of the appropriate permits, installation is anticipated by early fall.

Planning and implementation for additional Town Common improvements will continue in FY 16. By fall, a Request for Qualifications (RFQ) will be issued for design development documents for Town Common Phase I improvements.

12/15: New benches, picnic tables, trash/recycling receptacles and one water fountain have been installed (with two additional fountains to be installed when water is reconnected in the spring). In addition, a "Little Library" has been installed at Town Common, thanks to the efforts of local Eagle Scout Thomas Albritton.

The RFQ issued for Design Development of the first phase of Town Common improvements generated eight responses and following the assessment of those responses, Rhodeside and Harwell Inc. was selected as consultant. R&H was also the consultant for the development of the Tar River Legacy Plan, and recently hosted various meetings to seek input regarding the Greenville public's priorities for Town Common; good public participation.

In addition, the Trillium playground grant is making possible a \$750,000 accessible playground project at Town Common, and the consultant is working with our playground design company to assure the playground fits into the overall design scheme of the park.

Though the fishing pier has been named, it and the accessible kayak/canoe launch project have met numerous delays, including that the project would be required to have a "no-rise certification." A contractor has been selected for the certification and will move forward with the 30-60 day process shortly, with construction to follow. (Similar no-rise certifications are required for the camping platforms being planned for the Tar River.)

#### 2b. Comprehensive Recreation and Parks Master Plan—Initiate and complete scheduled 5-year update of the Comprehensive Recreation and Parks Master Plan.

Staff is scheduled to begin in-house update of the Comprehensive Recreation and Parks Master Plan by March 2015. The update is expected to take approximately 6-months to complete.

Update of the plan has been delayed to address more pressing priorities (completion of the "Tar River Park" master plan, issuance of the South Greenville Recreation Center construction and bidding documents, and the Town Common Phase I Design Development RFQ process.) Staff has been in discussion with ECU Urban and Regional Planning Faculty, as well as Recreation and Leisure Studies Faculty, regarding a class planning project to assist in moving this initiative forward, with completion anticipated in the first quarter of 2016.

12/15: The pressing schedule required for the \$750,000 Trillium Playground Project (which was announced in late summer 2015), as well as South Greenville Renovation Project, Design Development for Phase I of the Town Common improvements, and development of the Tar River Park Master Plan, have further delayed this updating effort. While Parks and Recreation Trust Fund (PARTF) applications only require that a comprehensive master plan be less than ten years old (and the City's is seven), that plan should include reference to the need for any project for which PARTF support is being sought, and some related adjustments to the plan (such as including the Tar River Legacy Plan recommendations) would be appropriate.

#### 2c. South Greenville Recreation Center Design—Continue to pursue a partnership with Pitt County Schools to jointly pursue a new South Greenville Recreation Center facility to begin with a design process.

## GOAL 1 DYNAMIC AND INVITING COMMUNITY (cont'd)

Staff has continued to engage Pitt County Schools in an effort to secure a financial commitment for this project, with the City Manager and Recreation and Parks Director making a presentation at a Pitt County School Board Property Committee meeting. These efforts resulted in the Superintendent and a School Board Member attending the November 13, 2014, City Council meeting and advising that Pitt County Schools has included \$600,000 in their capital request to the Pitt County Commissioners for this project.

The total estimated cost of the project has been reduced from \$3.1M to \$2.8M, primarily by reducing the size of the proposed facility expansion. The remaining unbudgeted need for the project is approximately \$2M (\$2.8M less the tentative \$600,000 contribution from Pitt County Schools and the \$200,000 already budgeted by the City for design).

An RFQ for engineering and design services has been finalized and advertised. Staff plans to bring a design contract to City Council for approval in February, 2015 and estimates that the design process will take approximately 9-months.

Recreation Center construction documents are 95% complete. Construction bid documents will be completed in August, with bids received in September. Completion is anticipated approximately twelve months after bid award, with the Pitt County Schools providing \$600,000 towards the project.

12/15: Design complete and center now closed for renovations. All furnishings and equipment have been removed, a renovations sign with depiction of the new center has been erected in front of the building and asbestos abatement has been completed. Partial demolition is next, which will provide area residents some visual indication of progress.

### 2d. Tar River Legacy Plan—Complete the public input process and plan development associated with the Tar River Legacy Plan and present the final plan to City Council.

Three public input meetings were held as follows:

- March 15, 2014: 1st Public Meeting – Willis Building
- April 26, 2014: 2nd Public Meeting – City Hall Gallery
- July 7, 2014: 3rd Public Meeting – 3rd Street Community Center

Materials and information were compiled and draft report created by Rhodeside and Harwell during the Fall. The consultant presented and City Council accepted the Plan on November 10, 2014. Efforts are currently underway to begin implementing those recommendations not requiring significant funding. Staff will investigate funding possibilities for other Legacy Plan initiatives.

In response to its recommendations, a partnership continues with Sound Rivers (previously Pamlico-Tar River Foundation) to construct three enclosed camping platforms along the Tar River. Tentative sites include the Phil Carroll Nature Preserve, River Park North, and at the future site of "Eastside Park." Completion anticipated by late spring 2016. The \$20,000 project includes \$10,000 in "outside" funding.

An area for an initial riverside overlook along the greenway has been identified, and this fall a civil engineer will design the structure and provide a probable cost statement. Construction will follow.

In addition, some riverside lake properties with high recreational potential have been identified and are being researched for possible acquisition in the future.

12/15: Original locations for the three proposed camping platforms along the Tar River have been modified slightly, and include a site on city land dedicated to the use of GUC. GUC has supported a platform being built on this site, and Council has approved the required agreement and MOU with Sound Rivers for construction and operation. It has been determined that a No Rise Certification is required for all three sites, and that process will further slow the project, but is still anticipated to be completed by early summer.

There has been no recent progress regarding the Tar River Legacy Plan recommendation for the acquisition of riverside properties, though an appraisal of two desirable properties has been completed. Staff anticipate that the effort to identify a means of acquiring one or both of these properties can be "brought back to the front burner" this spring.

Design of riverside overlook has been delayed due to other capital priorities, but an RFP for civil engineering design will be issued in the spring.

### 2e. Arts Partnerships—Continue public arts partnerships with Pitt County Arts Council and Greenville Museum of Art.

The City continues public arts partnerships with Pitt County Arts Council and Greenville Museum of Art as follows:

- The Community Development Department continues to issue calls for an artist for the Live United Vest Pocket Park, and the Evans and Tenth Street gateway.
- Work continues with the Arts Council and Pitt Community College for classes for Pitt County artists.
- The Recreation and Parks Director currently serves on the Pitt County Arts Council Board of Directors.
- The City has continued its contract with the Greenville Museum of Art to display art in City Hall.
- In October 2015, the Pitt County Arts Council at Emerge unveiled a new art piece, "Hurry", which will be on exhibit on the exterior of the Starlight Café for the next two years.

## GOAL 1 DYNAMIC AND INVITING COMMUNITY (cont'd)

### 2f. Public Art—Identify opportunities for the inclusion of public art in public spaces and facilities.

- Completion, installation & unveiling of two public art projects at Dream Park occurred on June 6, 2014.
- The Community Development Department continues to partner with the Pitt County Arts Council for the addition of public art through calls for artist for the Live United Park, and Evans and Tenth Street gateway.
- Opportunities for the display of public art are being evaluated in the planning of the Dickinson Avenue streetscape improvements as well as plaza adjacent to the 4th Street parking deck.
  - In May 2015, all recycling contest winners were chosen, all posters have been framed, and the next step is to install the recycling truck wraps.
  - Public art has also been installed at the 4th Street parking deck plaza. New opportunities are being explored for the bridge across Dickinson Avenue.

## 3. Transportation Alternatives

### 3a. Short-Range Transit Plan—Complete plan and present to City Council.

The Short-Range Transit Plan was presented to the Public Transportation and Parking Commission in August, 2014 and was accepted by City Council on September 11, 2014.

Implementing elements of this program have been delayed due to turnover at the Transit Manager position. It is anticipated one recommendation, altering Transit routes, will occur later in 2015. The alteration of our existing bus routes was a key task of the SRTP. The first phase of this conversion occurred in September. Phase Two, which eliminated some current locations while adding others, went into effect in January of 2016.

### 3b. West 5th Street Phase II Streetscape—Complete design work associated with the West 5th Street Phase II Streetscape improvements project.

The preliminary design is complete and was shared with City Council in October, 2014. Final design will be completed in 2015.

Rivers and Associates completed final design in spring of 2015. The City of Greenville applied for a TIGER grant to support funding for completion of Phase II project elements. The 2015 Federal TIGER grant award announcement is pending. Additionally, this project is included in the upcoming Bond Referendum. The City of Greenville Tiger Grant was not selected for funding. City staff will work on a future submittal.

The bond referendum was approved.

### 3c. Green Mill Run Greenway, Phase 2 (Sections 2–3)—Complete right-of-way and easement acquisition, contract award and begin construction (construction to be completed November 2015).

Projects bids were received on December 17, 2014. Award of the contract is expected in March 2015 with construction to begin immediately thereafter. Project completion is expected by the end of the year.

Construction began at the end of April 2015, and is anticipated to be completed in mid 2016.

### 3d. South Tar Greenway, Phase 3—Complete design and right-of-way/easement acquisition.

Design plans are approximately 80% complete. The City received ROW Authorization from FHWA in November, 2014. Preparation of easement documents and subsequent owner contact has been initiated and acquisition is anticipated to take approximately 8 months.

Design plans are approximately 90% complete; 6 of 27 parcels remain to be settled/closed.

10/15: Based on property acquisition costs and latest construction estimate, this project will be broken into two phases. Phase I will be put out to bid upon completion of acquisition as well as DOT approval. This phase will be from the 1st Street apartments to approximately Nash St.

### 3e. East 10th Street Traffic Management and Pedestrian Safety Initiative—Actively participate in East 10th Street Traffic Management and Pedestrian Safety Initiative being conducted by NCDOT.

The NCDOT consultant has been selected, and a kick-off meeting has been conducted. The project is currently in the critical data gathering stage. Once collected, the Consultant will start their review of the data and ultimately prepare a summary of data driven goals for the project. The data and goals will be presented at the first public workshop that will be scheduled to engage users and stakeholders in and adjacent to the corridor.

The NCDOT consultant has been selected, and public meetings have been held. The Consultant has compiled all comments received to date to share with the oversight committee. The investigation of alternatives to resolve identified deficiencies and safety concerns is underway. Traffic, pedestrian, and accident data are being analyzed.

The Consultant has compiled all comments received to date to share with the oversight committee. The initial investigation of alternatives to resolve identified deficiencies is complete. The consultant is currently planning the next oversight committee meeting to share comments of last public meeting and make initial recommendations on key design items.

## GOAL 1 DYNAMIC AND INVITING COMMUNITY (cont'd)

### 4. Inviting Community

4a. Uptown Events—Continue to partner with Uptown Greenville and others to provide quality events and entertainment in the Uptown area.

- The City continued to partner with Uptown Greenville on various events including PirateFest; Umbrella Market; Sunday in the Park; Freeboot Fridays in accordance with the active contract between the two entities.
- The City provided a variety of support services associated with the Greenville Gives Holiday Kickoff and other events.
- The City sponsored and coordinated the Greenville Grooves concert, Fall Festival and co-sponsored the BMX festival in 2014; all in the Uptown area.

- The City again sponsored the Greenville Grooves concert in 2015. Staff also worked with Uptown Greenville to create an entrepreneurial aspect to the music festival SpazzFest, including a pitch competition and hack-a-thon.
- Plans are underway for the 2015 Fall Festival, scheduled to be held at Five Points Plaza.
- This summer, the City also partnered with News Channel 12, Fox East Carolina News, Pitt County Arts Council, The Greenville Times, East Carolina Veterinary Service, Physicians East, WNCT 107.9, 1070 WNCT, and Bob Barbour Honda to provide the 2015 Sunday in the Park concert series.

The 2016 Greenville Gives event at Five Points Plaza on December 4th, a partnership between Recreation and Parks, Public Works, the Convention and Visitors Bureau, and Uptown Greenville, was clearly the biggest ever. Recreation and Parks provided various aspects of the program, as is done for PirateFest.

Previously mentioned partnerships associated with 2015 Sunday in the Park concert series resulted in what staff believe to be the mostly highly attended SITP season to date.

Other recent partnerships related to uptown events included one with a local volunteer planning committee to develop and present the first "Celebration of Youth Expression" event at the Town Common. Planning is underway for the second.

The City Manager's Office has partnered with Uptown to bring Peter Kageyama and the For the Love of Cities campaign to Greenville. Support of this project included a \$3,000 sponsorship.

4b. Street Trees—Partner with ReLeaf to plant new street trees along primary corridors and/or in neighborhoods.

- The City partnered with ReLeaf of Greenville to plant 219 trees within the City rights-of-way during the Community Tree Day Activity on November 8, 2014. ReLeaf donated \$ 10,413 for the purchase of these trees that were planted in the area between 1st Street to 5th Street, and Holly Street to Elm Street. The Community Tree Day is an annual tree planting event.
- A representative of ReLeaf made a presentation to City Council on May 8, 2014, outlining the history of the organization and its benefit to the community.
- Public Works partnered with ReLeaf to conduct the Arbor Day Celebration and tree planting at Wahl-Coates Elementary School in May 2015.
- The Community Tree Day planting scheduled for November 2015 will be held in the Lake Ellsworth neighborhood. Releaf and the City of Greenville are working together to plan this event.

4c. Animal Welfare—Continue public information efforts related to animal welfare.

The Animal Control Unit has undergone a name change and is now the Animal Protective Services Unit. Welfare of animals and enforcement of applicable ordinances and statutes is the main objective of the unit. Efforts to provide education to the public continue with a new Lost and Found Pets page added to the City's Website and Facebook page, and three CityScene segments produced this year related to this topic.

CMO and PD staff met with citizens regarding the possibility of a Trap, Neuter and Release (TNR) program. This item is scheduled to be brought before City Council at the August, 2015 meeting.

On October 8, 2015, Ordinance to Amend City Code Section 12-2-37, Animal Traps Available to Public, approved at CC Meeting. Also, the City Council approved implementing a TNR program.

## GOAL 2 ECONOMIC DEVELOPMENT

### 1. Economic Development Strategic Plan—

Fully implement the current year's initiatives associated with the Economic Development Strategic Plan. Current year activities include:

1a. Talent Development

- Continue support of Operation Re-Entry veteran training initiative.
- Develop a career fair to link underserved populations with employers and resources.
- Continue partnerships with PCC, United Way and other agencies to ensure that the local workforce is ready to fill technology-based 21st Century jobs.
- As part of the Economic Development Strategy, work continues with partners at ECU to reach out to service members exiting the armed forces. In the fall of 2014, the City co-hosted, along with ECU, speed interviews and

## GOAL 2 ECONOMIC DEVELOPMENT

- a career day for exiting military members.
- Career fair initial discussions with partners have taken place and activities for this project will ramp up in early 2015.
- City Economic Development staff now serve on the workforce advisory committee of the United Way that distributes workforce dollars to local partners. Staff also worked with PCC and the Arts Council to develop training modules for local art entrepreneurs.
- In 2015, continued support for ECU's Tools for Advanced Manufacturing (TAMV) program, and discussed strategies with ECU to incorporate programs in these areas into Dickinson area redevelopment plans and projects.
- The City Council approved the Greenville "Tool-Up" job training program which will be launched with Pitt Community College in early 2016. Completion of this program incorporates skills training required by local industry and will provide preference for employment.

### 1b. Business Attraction and Retention

- Continue implementation of Business Retention and Expansion (BRE) program to include North Greenville business survey.
- Continue recruitment of target sector businesses.
- Continue support for SEED and other entrepreneurial initiatives.
- Launch Uptown Retail Challenge grant.
- Continue funding for Small Business Plan Competition.
- Develop fund that allows for required match to state incentives.
- Completed site visits with 41 local businesses during FY 14 and staff is on pace to complete a similar number of visits in FY 15 in the BRE efforts.
- Staff has marketed Greenville in a wide range of venues to include national retail conventions, regional life science and food service trade shows, as well as at North Carolina-based tech and entrepreneurship events. The City currently has projects in development in target sectors including life science, retail, advanced manufacturing, food and beverage, and hospitality.
- City Council earmarked \$50,000 in a reserve fund for FY 15 to cover potential matches to state incentives. Staff recommends adding an additional \$25,000 to the fund over the next two fiscal years in order to develop a mature fund of \$100,000 per year.
- Working with Uptown Greenville as lead partner, the City sought and was awarded grant funding from ElectriCities for funding of the first round of applications for the Retail Challenge Grant program. **First award was granted in second half of 2014.**
- Working with the Chamber of Commerce and other partners to include GUC, SEED has been moved to a larger location and will co-locate with Art Avenue (a privately owned art gallery on Evans Street) as an art and business co-working space. Partnerships for programming and staffing are being discussed with ECU and other not-for-profit entrepreneurship organizations.
- Staff also developed a networking event focused on giving local entrepreneurs an opportunity to spotlight their business. Common Grounds is hosted the first Wednesday of each month at SEED and normally has about 20 attendees.
- The Small Business Grant program continues to be administered by the Community Development Department. In 2014, seven small business competition grants were approved. The first round of grant requests for 2015 under the program will be considered by the Redevelopment Commission in August of 2015. For 2015, three small business competition grants were awarded and approved during the August 2015 meeting. No awards were made in December of 2015.

### 1c. Product Development

- Complete study phase and begin implementation phase of Dickinson Market Study elements related to urban technology park and tech transfer facility partnership with ECU to include opportunities for broadband advantages.
- Continue discussions with private sector developers regarding creation of office and retail space.
- Continue discussions with PGV on business recruitment opportunities at the airport.
- Work with partners to identify opportunities for the development of culinary and arts incubators.
- The Dickinson Market study has been completed and was adopted by City Council on December 8, 2014. Phase "0" and Phase "1" action items should be commenced in early 2015. **The City's TIGER grant application included streetscape, road, and pedestrian improvements that will help to further the goals of the plan. Staff has been coordinating with the Brownfield consulting team on the Imperial site remediation and with real estate developers that are exploring potential mixed-use redevelopment projects in the Dickinson Avenue area. The UNC Board of Governors approved the designation of ECU Millennial Campus areas that include ECU's warehouse district. ECU is continuing to explore options to complete historic adaptive reuse of the Haney Warehouse building, a project that might involve the City, PCC, Chamber, and/or other economic development partners occupying space in the building.**

## GOAL 2 ECONOMIC DEVELOPMENT

- Discussions with private sector developers continue for office projects in the urban core and industrial projects in the limited industrial areas within the City limits. The City partnered with a developer and the UNC School of Government to explore possible additional funding sources for an Uptown hotel project. ECU interior design students did some conceptual work on the hotel. In 2015, the Boundary Mixed Use Student Housing Development was completed and three other projects (Sidewalk Development, Rael/Gather, and the proposed Uptown Hotel) were announced all with a combined projected value of \$126 million.
- The City worked with PGV and Pitt County on a new hanger opportunity that could generate additional property tax revenue. Two hangers are being developed.
- The City has partnered with Pitt Community College to explore the development of a food preparation and kitchen incubator facility on W. 5th street. The proposed site was demolished due to poor conditions. Alternative sites are being explored.
- The City Council accepted a grant for the Golden Leaf Foundation to purchase equipment that will be leased by a local life sciences company; proceeds from that lease, along with commitments from the City and GUC will be used to begin capitalizing the Site Ready Program. That program will provide low interest loans for predevelopment activities ultimately creating more developable sites and available buildings.
- Staff has had discussions with several developers for new product to be constructed in the City. Projects will be unveiled and brought forward at appropriate times as they develop.

### 1d. Quality of Life

- Continue discussions with partners to redevelop Uptown Theatre and with ECU to develop a performing arts center in Uptown Greenville.
- Continue work with CVB, Chamber, and other partners on sports attraction and development including BMX.
- Work with regional partners to explore opportunities to attract retirees.
- Continue partnership with Go-Science to open science museum and education center in Uptown Greenville.
- The City has been in ongoing discussions with a developer on a proposal to renovate the Uptown Theatre as a live performance venue, with hopes that a viable project concept will be presented to City Council in October 2015. Staff is exploring funding options to support theatre repairs and alley/site improvements related to the project. Previously, the City amended its zoning code to allow for a live performance venue category.
- A proposal by a developer has been submitted to renovate the White's Theater into a Live Performance venue. In addition a funding for building stabilization was awarded in December of 2015 from the Brownfield revolving loan fund consortium. City staff is working through the proposal and expects the Redevelopment Commission to review the proposal in February for final recommendation to City Council in March.
- Working in partnership with the CVB, a Sports Development Committee has been meeting. The committee includes representation of City and County recreation agencies and has met throughout the first half of 2015 to discuss the formation of a sports alliance that will promote sporting tourism events throughout the community. Work will continue in the last half of the year and through 2016 to identify a program and funding strategy development of a sports complex.
- Staff is working with the Arts Council on several grant opportunities that might support the creation of a metal zoo on historic Dickinson Avenue.
- Preliminary discussions have taken place on potential partnerships with the City of Washington, Beaufort County as well as other Pitt County towns. As a concrete next step in the process, the partners have discussed bringing Pat Mason of Carolina Living, a noted expert in the field of Tourism and Retiree Attraction to Greenville for a discussion on the topic.
- The Redevelopment Commission previously provided a \$1 per year lease and \$200,000 of tenant improvements to prepare a portion of a building on Dickinson Avenue for occupancy by Go Science. It is expected that Go Science will occupy the building during the first quarter of 2015. Go Science began occupying the building in the spring of 2015.

### 1e. Urban Revitalization

- Complete implementation of the priority and carry-over projects in the Redevelopment Commission's work plan.
- Develop recommendations to City Council on priority projects and funding sources to carry Redevelopment Plan forward.
- Continue assessment and clean-up work through EPA Brownfield program.
- Implement items in City's Annual Action Plan for HUD-funded activities.
- The Redevelopment Commission is on pace to complete all projects outlined in their FY 15 work plan.
- Toward the end of FY14-15, the Redevelopment Commission chose to focus on completing their existing projects rather than developing new recommendations for next generation projects and programs. The commission will discuss options for carrying the Redevelopment Plan forward, given the depletion of existing bond funds, in late 2015.
- The City finalized a brownfield agreement with NC DENR for the Imperial site. The environmental consultants completed pre-cleanup work and will release the project RFQ to environmental engineering firms in August of 2015. EPA funded work has led to development and redevelopment projects including Nathaniel Village, Go-Science,

## GOAL 2 ECONOMIC DEVELOPMENT (cont'd)

Federal Courts expansion, Superblock and other smaller projects. The City, in partnership with the City of Wilson, has been finalizing program guidelines for the \$1 million Brownfield Revolving Loan Fund, which can be utilized by private and public property owners to clean-up Brownfield sites.

- The Annual Action Plan for 2015-16 was approved by HUD on July 20, 2015 and activities from 2014-15 continue to be implemented. The preliminary annual action plan for 2016 was recently approved by City Council.

### 1f. Marketing

- Continue development and distribution of sector-specific marketing collateral for target sectors.
- Promote Greenville at target sector trade shows.
- Co-promote Greenville MSA with Department of Commerce, ElectriCities, Pitt County Development Commission and NC East Alliance at trade shows and site selector events.
- Work with regional partners to host periodic site selector tours of the Greenville MSA.
- Marketing and promotional materials have been developed and are distributed at trade shows and during site visits by business and industry.
- Staff continues to market Greenville in a wide range of venues to include national retail conventions, regional life science and food service trade shows, as well as at North Carolina-based tech and entrepreneurship events.
- The City has worked with the Chamber of Commerce to promote retail development at a national retail event hosted by the International Council of Shopping Centers. The City has also been represented by the NC East Alliance and ElectriCities at a food and beverage trade show in the spring of 2014.
- The City, along with Pitt and Beaufort counties, hosted a site selector tour during the summer of 2014. City staff partnered with staff from GUC, the Chamber of Commerce and ElectriCities to promote the Greenville MSA at a site selector event in the spring of 2015. The City, along with NC East Alliance and with other local agencies, hosted a site selector tour during the summer of 2015.
- City Council adopted text amendments to the Zoning Ordinance on April 9, 2015 that added Live Performance Theaters as an allowed use in the Downtown Commercial Zoning District with approval of a special use permit.

## GOAL 3 WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION

### 1. Organizational Optimization

- 1a. Update Personnel Policies—Conduct a comprehensive review and re-write of the City's personnel policies to ensure that they reflect best practices and current legal standards.

The City has engaged the services of a consultant to assist with the comprehensive review and re-write. The Human Resources Director and consultant have met with an employee group with representation from each department to discuss how the existing policies can be improved and the consultant has provided staff with an initial draft for review. It is anticipated that a final draft will be ready for City Council presentation in the late winter-early spring of 2015.

City Council workshop to review the City's revised personnel policies is scheduled for 8/13/2015, with adoption to follow at a regularly scheduled Council meeting.

9/10/15: City Council adopted the revised Personnel Policies which update the City's policies to current laws and incorporate best practices.

October 2015: Information sessions providing an overview of the revised Personnel Policies were held at various City locations for all employees. Training sessions for all supervisors and managers which provided an in-depth review of the revised Personnel Policies were also conducted.

- 1b. Performance Evaluation System—Develop a new performance evaluation system for City employees that is equitable and based on best practices. This system will be used as the foundation for a pay for performance (merit) program.

In December 2014, a RFP was issued for the selection of a consultant to develop and implement a turn-key performance management system. The anticipated contract start date is February 2015 and the process is expected to take approximately four months to complete.

HR staff continues to work with Segal Waters Consulting to develop and implement a turn-key performance management system. Critical steps such as the identification of core and job specific competencies have been completed. The anticipated implementation date is 10/1/15.

10/1/15: The performance management system developed in consultation with Segal Waters Consulting was implemented. Supervisory training regarding the new system has been conducted. A City-wide performance evaluation process will be conducted in May/June 2016 with an effective date of July 1, 2016 for associated pay increases tied to pay for performance.

## GOAL 3 WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION

December 2015: Council briefing sessions regarding pay for performance conducted in preparation for budget discussions.

### 1c. Human Resources and Financial Services Modifications—Implement organizational and operational modifications in the Human Resources and Financial Services Departments based upon the results of the operational evaluations conducted for those departments.

Staff provided City Council with a copy of the consultant report that resulted from the operational reviews conducted for the Human Resources and Financial Services Departments on May 7, 2014.

Changes that have been implemented in the Financial Services Department include:

- (1) Training Officer and Benefits Manager have been transitioned to HR Generalists.
- (2) HR Generalists have received additional training related to compliance and other aspects of new job responsibilities.

Changes that have been implemented in the Human Resources Department include:

- (1) Phased out the central store and moved to a just-in-time ordering system.
- (2) Transitioned an Accounting Tech II position to an Internal Auditor to facilitate improved internal controls. It is expected that this position will be filled in early 2015.
- (3) Expanded the number of months in which departments can purchase items.
- (4) The Purchasing Division has been relocated to the Municipal Building so it is now located closer to other Financial Services functions.
- (5) Transitioned three Accounting Technicians to Accounting Generalists.

The Financial Analyst position in the FS department has been reclassified as Business Analyst to serve as the position primarily responsible for managing business processes in the new City-wide financial system. The Internal Auditor position will report directly to the City Manager's Office.

11/17/15: EFT Vendor Conversion—All vendors were converted to EFT for method of payment. This allowed staff to speed up the receipt of payment for vendors as well as minimize the work and boost internal controls for the staff.

### 1d. City Council Terms—Develop a report outlining the process and potential advantages and disadvantages of pursuing a charter amendment to extend the length of City Council terms for Council's consideration.

A memo was provided to City Council in the August 27, 2014, Notes to Council, which addressed the process for amending the terms of office of City Council. Further discussions related to this topic are scheduled for City Council's upcoming Annual Planning Session scheduled for January 23–24, 2015.

At the 2015 Planning Session, City Council directed that input be sought from citizens. Public forums were held in March and April, 2015, to solicit input. At its June 8, 2015, meeting, City Council determined to not proceed with the proposal to amend City Council terms.

## 2. Fiscal Sustainability

### 2a. Health Insurance Benefits Strategic Plan—Collaborate with GUC to develop a Strategic Plan for health insurance benefits that ensures that these benefits are in line with market and financially sustainable.

2014 Meetings include:

- 3/17 and 4/15: Joint Pay & Benefits Committee meetings
- 4/21: Joint City/GUC meeting
- 8/19: Joint Pay & Benefits Committee meetings
- 9/22: Joint City/GUC meeting—adopted 3 year strategic plan

2015 Meetings include the following:

- 4/2: Joint Pay & Benefits Committee meeting
- 4/20: Joint City/GUC Board meeting. 5-year true-up study completed; presented to Joint Boards
- 8/24 and 9/9: Joint Committee meetings scheduled
- 9/21: Joint City/GUC Board meeting scheduled; anticipate adoption of recommendations of the Joint Pay & Benefits Committee for plan year 2016. The changes will align with the 3-year strategic plan that was adopted on 9/22/14. The Health Insurance Strategic Benefits Plan is now in the second year of implementation.

## GOAL 3 WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION

### 2b. Local Vendor Preference Policy Implementation—Implement first year of policy.

The Local Preference Policy was adopted by Resolution of City Council on November 7, 2013 and became effective on February 1, 2014. Procedures for implementing the policy were developed by the Purchasing Division and a total of 10 training sessions were held with City Staff related to the implementation procedures. Staff plans to provide City Council with a report on the policy's first year results in early spring of 2015.

On June 8, 2015, the Financial Services Department gave a one-year update to City Council on the Local Preference Policy. At that time, the staff recommendation of consolidating the Local Preference Policy and Retention of Professional and Other Services Policy were approved and the changes became effective July 1, 2015.

### 2c. Privilege License Cap Review—Develop a report outlining potential alternative modifications to the current privilege license cap for City Council's consideration.

Staff presented a report on the City's Privilege License Fee structure, including alternative fee structure approaches and comparative information from other communities, at the March 17, 2014 City Council meeting. City Council then adopted an ordinance amending the privilege license fees on April, 7, 2014.

In May of 2014, the General Assembly approved legislation that limited the City's authority related to collecting privilege license fees in FY 15 and eliminated the authority altogether in FY 16. In response to these changes in authority, City Council adopted an ordinance on June 9, 2014, which reversed the actions taken on April 7, 2014.

Since Business Licenses are no longer a revenue source for the City, the fiscal impact was a reduction to the General Fund revenue in the amount of \$1.2 million. The following two Bills, which alter the distribution of sales tax revenue, are in deliberation in the General Assembly:

1. Senate Bill 608 "Simple and Fair Formula for Sales Tax Distribution"
2. Senate Bill 369 "Sales Tax Fairness Act"

### 2d. Sanitation Automation Plan—Continue to implement sanitation automation plan.

The Sanitation Division of the Public Works Department has continued to implement the sanitation automation plan over the past year. Significant milestones accomplished during that period included:

- March, 2014: Memo regarding refuse status sent in NTC.
- May, 2014: Four new automated trucks were received.
- August, 2014: 2nd phase of curbside recycling implemented.
- September, 2014: 6,000 residential recycling carts distributed.
- November, 2014: 5-Year Plan Update presented to City Council.
- December, 2014: Approximately 60% of the City is currently receiving automated service.

2015 milestones include:

- 4/6/15: 2 Knuckle boom and 3 automated side loader trucks approved for purchase by City Council; recycling update presentation to City Council
- 6/11/15: In accordance with the Sanitation 5-Year Plan, City Council approved a refuse fee increase to be effective July 1, 2015.

12/15: Approximately 6,100 recycling carts were delivered in mid-November. The delivery of these carts will signal the final phase of automated conversion. The automation plan has been compressed into a 3-yr plan from the original 5-year plan. The efficiencies being seen in collection have been dramatic. The Division has gone from 550 units per day per truck to about 900-1000 units per day per truck, practically doubling its daily volume.

## 3. Communication and Collaboration

### 3a. City Website—Complete and launch redesign of City Website.

Work on the website began in early spring with the new site going live on September 23, 2014. The site is now more professional looking, user-friendly and easily used on mobile devices.

December 13, 2014: City of Greenville received the Digital City Award, 2nd place (within the population range of 75,000 to 124,999), in a national competition for most digital friendly web sites. Awarded by the Center for Digital Government.

March 2015: Website won first place at NC3C annual conference.

December 8, 2015: Staff continues to work with departments in providing enhancements to the City's web site.

## GOAL 3 WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION (cont'd)

### 3b. City Compass—Facilitate increased use of City Compass through education and promotion to streamline and enhance customer service for citizens.

Staff provided a presentation to City Council on the City Compass on February 10, 2014, and the program went live on the City Website that same week. Use of the City compass has been strong. There has been a 3% increase in use of the app and a 27% increase in the web-based system in the last five months.

PIO staff continues to promote use of City Compass. Use of the software is roughly 68% higher than the initial 6-month introductory period and appears to have leveled off.

### 3c. Collaboration with Partners—Continue development of positive relationships with community partners and actively pursue opportunities for collaborations that will benefit the community.

All City departments strive to develop positive relationships and mutually beneficial collaborations with various community partners. Some of the community partners the City works with regularly include:

Greenville – Pitt Chamber of Commerce

Greenville Housing Authority

Third Street Community Center

Small Business Institute of ECU

Convention and Visitors Bureau

Uptown Greenville

East Carolina University

Greenville Utilities Commission

NCDOT

Lucille Gorham Intergenerational Center

Friends of the Greenville Greenways (FROGGS)

Chamber of Commerce

United Way of Pitt County

Greenville Museum of Art

Greenville Harvest

NC Office of Historically Underutilized Businesses

Pitt-Greenville Airport

Go-Science

Pitt Community College

Vidant Medical Center

Pitt County Government (multiple components)

Habitat for Humanity

Neighborhood Associations and various HOAs

Pitt County Schools

Magnolia Arts Center

ReLeaf

CD: On April 9, 2015, the City Council approved appointments to the 22 person Comprehensive Plan Committee to assist in the development of the preparation of Horizons 2026: Greenville's Community Plan. In addition to appointments made by the Mayor and City Council members and in addition to representatives from 8 City Boards and Commissions, the committee composition includes representatives from the following community partners: ECU, Vidant Medical Center, Uptown Greenville, Home Builders Association, The Committee of 100 and the Pitt-Greenville Chamber of Commerce. The Town of Winterville, Pitt County, GUC and NC-DOT will also be invited to attend and provide needed input into the new Comprehensive Plan. The City also partnered with Uptown Greenville and the United Way for a city playground in uptown.

FS: On November 11, 2014, the City entered an agreement with a local business, Greenville Auto Auction (GAA), to sell its surplus vehicles. As of June 30, 2015, GAA has sold a total of \$115,260 worth of surplus vehicles and equipment for the City.

F/R and HR: On July 25, 2015, the Fire/Rescue Department held its first Career Fair. Through a partnership with the Human Resources Department, Pitt Community College, and Beasley Broadcasting Group, 120 people were provided an opportunity to ask questions and receive information about becoming a fire/rescue employee. Pitt Community College provided information related to WorkKeys assessment training, basic interview skills, and fire/rescue recruit academy expectations. Human Resources provided attendees an opportunity to ask questions about the City's hiring process and benefits, and provided assistance with completion of a job interest card into the City's database.

F/R coordinates and provides the medical response team for the ECU Athletics Department at 6 home football games. This response team is effective because of a collaborative effort between F/R, Vidant Health, Pitt County Emergency Management, Winterville EMS and Edgecombe EMS.

9/15/15: Supported the development of a Fire Science Educational Program at the Go Science Center.

IT: Staff is currently working with GUC to enhance the City's Storm Water and Refuse Billing system to work with GUC's new customer information system.

12/8/2015: Discussions are planned with ECU related to a shared technology cloud environment.

PD: The Police Department implemented the Focused Deterrence Program (Greenville Offender Watch Program) in 2014. This program provides an opportunity for the department to offer offenders a level of service unprecedented in past programs. The department utilizes the High Point Model to notify violent and chronic offenders to cease and desist or suffer swift and certain consequences for future criminal activity. In order to

## GOAL 3 WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION (cont'd)

accomplish the goals of the program the department partners with all law enforcement agencies in Pitt County, the District Attorney's Office, the Drug Enforcement Administration, the U.S. Attorney's Office, the Bureau of Alcohol, Tobacco, and Firearms, and the U.S. Marshal's Service. In addition to the partnerships with these law enforcement agencies the department has multiple community organizations that support the program. Local faith-based leaders provide outreach and support for the offenders, STRIVE provides employment training, Pitt Community College provides educational opportunities, the Pitt County Health Department offers multiple different services for various health care needs, and PORT Human Services offers therapy related to substance abuse. The partnerships have led to a successful program that has provided service to three groups of offenders and continues to hold promise for future growth.

PD: PARTNERSHIP: Koinonia Christian Center Church - \$8,000 was received from Koinonia for the various National Night Out Events, held August 4, 2015.

A Community Action Committee was created during the summer of 2015 in partnership with various minority leaders and pastors to open dialog into the concerns of the minority community. The Civic Liaison Program expanded during 2015 as additional neighborhood associations came online.

PW: PARTNERSHIP: Koinonia Christian Center Church - \$4,000 was provided to the City to be used in purchasing and planting trees. The trees will be planted in Spring 2016.

PARTNERSHIP: American Cancer Society - Annual partners with GRPD to provide Relay for Life event at Boyd Lee Park, the last Friday in April (2016).

PARTNERSHIP: Cal Ripken Sr. Foundation - Continue to provide funds, training and a summer camp in Maryland for Jackie Robinson League, and funding for the Exceptional Community Baseball League.

PARTNERSHIP: Easter Seals- Will again provide inclusion specialists at summer camps and provide financial assistance to some special need participants.

PARTNERSHIP: ECU Biology Department - Continue to work with ECU staff on eradication of invasive species at River Park North and on the greenway.

PARTNERSHIP: Exceptional Community Baseball League - Partnership results in very popular baseball program for youth and adults with special needs, hosted at the Sarah Vaughn Field of Dreams in Elm Street Park.

RP: PARTNERSHIP: FIRST TEE (Pitt County Chapter): This 1st Tee chapter, to be headquartered at Bradford Creek Golf Course, has opened a bank account and representatives will soon return to Greenville for local fundraising. A significant donation is anticipated, and once secured, a press conference will be scheduled. Still anticipating that the chapter will initiate a pilot program in the new school year involving two Pitt County elementary schools.

PARTNERSHIP: Friends of the Greenville Greenways - Partner to improve, expand, enhance and promote the City's greenway system.

PARTNERSHIP: Koinonia Christian Center Church - "Recreation Assistance Fund" A \$1,000 gift is the first donation towards a program to support youth participation in fee-based recreation. Staff will soon begin efforts to establish a fund to provide Greenville children from low income families the opportunity to participate in fee-based recreational activities offered through the GRPD. This will allow area youth to experience recreation activities that help them develop socially, physically, and culturally, by eliminating financial barriers that may hinder participation. We anticipate the program will receive financial support from foundations, businesses, service clubs, churches and individuals. Working toward developing a process that will allow for additional fundraising to begin. Original \$1,000 donation is protected in the meantime.

Greenfield Terrace Playground Program - Koinonia's \$4,000 donation allowed this 4-session, low fee summer program to be enhanced through the addition of off-site trips and participant t-shirts.

Computer Lab at South Greenville Rec Center - The church's \$10,000 donation will allow for the proper equipping of the computer lab during the facility's renovation project. The church's \$10,000 donation towards a computer lab is in a protected account until that money can be utilized, once the renovations at the Recreation Center are complete.

PARTNERSHIP: Greenville Advocates for Public Skateparks (GAPS) - Staff are working with GAPS to develop an M.O.U. for repurposing Extreme Park's inline skating rink into a skatepark. GAPS will raise monies to install skatepark elements at this site. The M.O.U. is close to completion.

12/15: An MOU is in place with GAPS, and the group has installed a skate rail in the old inline skating rink at Extreme Park. A second element has received funding and will be installed by spring. Despite the fact that there is currently only a single element, many skateboarders have been utilizing the facility.

PARTNERSHIP: Greenville Jaycees - Annually partners with GRPD and City to provide the 4th of July Fireworks Celebration

## GOAL 3 WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION (cont'd)

at Town Common.

**PARTNERSHIP: Greenville Babe Ruth** – Provides Babe Ruth baseball program; GRPD provides facility and salary for Program Director (“Commissioner”).

**PARTNERSHIP: Greenville Little Leagues (GLL)** – Uses fields at Elm Street Park and Perkins Complex for Greenville’s Little League baseball program. Hosts numerous annual tournaments, included the prestigious “Tournament of State Champions.” Group provides improvements to the fields at Elm and Perkins; City provides facilities and utilities.

**PARTNERSHIP: Greenville Tennis Association (GTA)** - Provides free group tennis lessons for minority youth and adult participants seasonally at Thomas Foreman Park courts.

**PARTNERSHIP: Love a Sea Turtle (L.A.S.T.) – “STEM” Equipment** - L.A.S.T. recently donated \$12,000 in “STEM” equipment for water quality testing at River Park North (RPN). Pitt County students will test water at several RPN locations weekly, with data forwarded to NC Dept. of Natural Resources (DENR) for monitoring. Allows students to see fluctuations in water quality and determine reasons for these fluctuations.

**Camping Platform** - L.A.S.T. donated \$5,000 for a camping platform to serve as outdoor classroom and a riverside campsite.

**Free Day Camps** - L.A.S.T. provides free day camps at RPN to area youngsters, specifically targeting disadvantaged youth. Have served 1,000+ youngsters. They also store kayak and bike fleets at RPN and both are available for RPN programming. Will again sponsor youth camps for hundreds of youth from local Boys and Girls Clubs, Operation Sunshine, etc., at River Park North.

**Environmental Symposium** - L.A.S.T was the lead partner (among many) for RPN’s Environmental Symposium in April. Attracted more than 250 student participants. Will be a full week in 2016, and include many Pitt County Schools. Will also host the parks’ second Environmental Symposium which run for a full week and include an expanded array of offerings. Starts Saturday, 4/16/16. Environmental Advisory Commission will also be a partner.

**PARTNERSHIP: Leadership Institute** - Working with a group of participants from this Chamber of Commerce program on an improvement project for the Beatrice Maye Park.

**PARTNERSHIP: Jackie Robinson Baseball League (JRBL)** – Partnership between GRPD and JRBL results in annual JRBL program. GRPD provides salary of the program’s director (“League Commissioner”), as well as the fields and lighting.

**PARTNERSHIP: Jack and Jill Corporation of America** – Provided \$9,500 and lots of support towards new “S.T.E.A.M.” computer lab at Eppes Recreation Center.

**PARTNERSHIP: United Way** - Development of a new Born Learning Trail at RPN. Smith Family Foundation also provided support. Development of additional Born Learning Trails at various parks; Grady White Foundation providing support for this as well.

**PARTNERSHIP: Uptown Greenville** – Partner to provide Greenville Gives Holiday Celebration and PirateFest

**PARTNERSHIP: Vidant, United Way, FROGGS, Smith Family Foundation** provided a total of \$13,250 for the development of a Mobile Learning Trailer that will enable staff to take their unstructured play programs “on the road.”

**PARTNERSHIP: Sound Rivers** - Partnered with RPN to host Kids’ River Fest at RPN. Attracted over a thousand participants. Will return in 2016. Also partnering w/ Sound Rivers on a Monarch Butterfly Conservation Program. Sound Rivers is again partnering with GRPD to host Kids’ River Fest at River Park North, scheduled for May 2016.

Also partnering with Sound Rivers for construction of three camping platforms on the Tar River, as well as for our Monarch Butterfly Conservation Program, providing teacher and student trainings and installing milkweed gardens in schoolyards, community sites, and at River Park North.

**PARTNERSHIP: Support Team for Active Recreation (S.T.A.R.)**- An annual partnership with this non-profit results in a variety of services targeted to citizens with special needs (Adapted Recreation & Wellness Day, Beach Trip, Cultural Arts Day, etc.)

**PARTNERSHIP: Trillium Health Resources** –The agency is partnering with GRPD and other eastern NC parks and recreation departments to develop inclusive playgrounds across the area.

**PARTNERSHIP: ReLeaf** - Working with GRPD for significant tree planting project at Dream Park and the Community Shelter property, various parks, and along the greenway.

**PARTNERSHIP: Martin Pitt Partnership for Children and United Way**– Community literacy initiative.

River Park North continues to be represented on the Partnership and be involved in the Community Literacy Initiative.

**PARTNERSHIP: Pitt County Agricultural Extension Office:** Partnered with agency’s Garden Manager and 4-H Extension Youth Development Agent for Summer Playground Program at Greenfield Terrace. Garden Manager provides advice on gardening and teaches participants how to plant, tend and harvest freshly grown spring/summer vegetables; 4-H Youth

## GOAL 3 WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION (cont'd)

Development Agent provides instruction on preparing fresh and healthy snacks and the benefits of maintaining a healthy diet.

PARTNERSHIP: Pitt County Community Schools and Recreation – Jointly sponsor Special Olympics and Senior Games.

PARTNERSHIP: Pitt County Lacrosse – Provide a public Lacrosse League in exchange for use of fields at Bradford Creek Soccer Complex, Evans Park fields and lights and Boyd Lee Park open space.

PARTNERSHIP: Pitt County Schools- Shared use of facilities for GRPD and School sponsored programs. Use of school busses for GRPD summer camps. Schools providing \$600,000 toward South Greenville renovations; when renovations complete, will share some of the operational costs for the “new” South Greenville Recreation Center.

PARTNERSHIP: Pitt County Veterans’ Association - Partner to provide Memorial Day and Veteran’s Day commemoration activities at the Town Common.

PARTNERSHIP: Police Athletic League (PAL) – Utilizes GRPD buildings and fields at no charge for the after school program, summer program, and football league. GRPD staffer serves on PAL Board. PARTNERSHIP: Protown BMX: This partnership enables the provision of BMX instructional clinics at the Extreme Park facility in Jaycee Park. PARTNERSHIP: Recreation Resources Service – Jointly planning and producing a state-wide aquatic conference and Pool Operators certification (CPO) in Greenville in February, 2016.

10/1/15: Staff is currently working with GUC to enhance the City’s Storm Water and Refuse Billing system to work with GUC’s new customer information system.

12/8/2015: Discussions are planned with ECU related to a shared technology cloud environment.

### OTHER GRPD PARTNERSHIPS WITH:

- Big Dawgs Motorcycle Organization - Annually plans and hosts a free community cookout and entertainment at Thomas Foreman Park and Eppes Recreation Center.
- Carolina Panthers – Provides financial support for the Exceptional Community Football League.
- Delta Sigma Theta – Plans and hosts an annual health fair at the Eppes Recreation Center during Black History Month.
- Disabilities Advocates & Resource Center (DARC) – Annually plans and hosts the ADA anniversary celebration at Town Common in connection with a Sunday in the Park Concert.
- ECU Baseball Club - Provides maintenance at Guy Smith Stadium in exchange for facility use.
- Faith Temple – Sponsored South Greenville’s Fall Festival program/Throwback Thursday Event
- First Christian Church - Provides GRPD with first priority use of their baseball field for department’s “Greenie League;” GRPD provides field maintenance.
- Freedom Church – Sponsored South Greenville Rec Center’s MLK Tournament of Champions and provided food and drinks for 150+ attendees. Also hosted a Family and Friends Block Party providing live music, food, horseback riding, and bags of food for residents to take home
- Greenville Area Summer Swim League (GASSL) - GRPD’s Greenville Community Pool partners with nine other area swimming facilities for this summer Swim League
- Pastor Darien Carmen – Plans and hosts an annual October/ Halloween Festival at Eppes, providing live entertainment, food, and treat bags for entire Community.
- Pentecostals of Greenville – Sponsored South Greenville’s Back-to-School Block Party, providing school supplies, food, drinks and games.
- Pitt Community College – Provide program for citizens with special needs at Jaycee Park (oil painting class “Secrets to more realistic paintings”).
- Develop and implement new Greenville “Tool-up” employment training program.

## GOAL 4 INFRASTRUCTURE

### 1. Maintenance and/or Improvement of Existing Infrastructure

#### 1a. Facility Maintenance Plan—Fully implement proposed plan.

The Facilities Improvement Plan (FIP) was presented to City Council during the January 2014 Planning Session. The FIP projects were included within the FY15 Budget and FY16 Financial Plan, and approximately \$1.6M was budgeted to fund these projects each year.

A staff committee consisting of representatives of the Public Works Department, Recreation and Parks Department, Financial Services Department and City Manager's Office has been meeting regularly since June, 2014 to ensure that all funded improvements are moving forward as planned. Staff is scheduled to provide City Council with a detailed report on the current year's progress on the FIP in January, 2015.

During FY15, staff completed projects such as replacing the IGC School roof, replacing the roof at Jaycee Park, painting Sheppard Memorial Library, installing new carpet at Carver Library, and replacing HVAC systems at a number of parks. FY15 projects carried over into FY16 included: plumbing work at GAFC, entrance improvements at Boyd Lee Park, and completion of generator replacement at Police/Fire Rescue.

We are completing or bidding out the last projects remaining for FY 15, and preparing to begin FY16 projects. Sample projects that will be completed during FY16 include:

- a new HVAC system at Police Fire/Rescue Headquarters
- roof work at Eppes Center, Boyd Lee Park, and GAFC
- upgrading the City Fuel Facility at Public Works
- pedestrian bridge replacements at Parkers Creek and on the Green Mill Run Greenway
- HVAC work at River Park North, the Sports Connection, and Eppes Rec Center (PAL and Alumni rooms)
- steps replacement at Elm Street Park
- carpet replacement in the GAFC locker rooms.

Entrance project at Boyd Lee Park is complete. Have developed scope and specifications for the Parker's Creek pedestrian bridge and the bid package is being assembled. HVAC projects at Eppes Recreation Center, River Park North and the Sports Connection have been completed. Carpet replacement at Aquatic Center locker rooms is on hold pending approval of FY17 FIP family restroom proposal. Other projects delayed due to extended vacancy in position responsible for FIP management, but will move forward when position is filled. It is currently being advertised.

The Recreation and Parks and Public Works Departments have together assembled the proposed FY17 and FY18 FIP projects, and are hopeful for approval within the City's FY 17 and FY18 budgets.

#### 1b. Town Creek Culvert Project—Complete design, obtain required permit approvals and begin construction.

- A Public Meeting to collect citizen input on the project and potential design was conducted in February, 2014.
- An engineering report was submitted to and approved by NC Division of Water Infrastructure in June/July, 2014.
- The 0%-interest loan amount was increased to just under \$10M in October, 2014.
- The final design contract was approved by City Council in October, 2014
- 30% design plans were submitted for review in November, 2014.
- The consultant is currently preparing 60% plans which include identifying utility relocation work. These are being coordinated with GUC and scheduled to be complete in February 2015.
- 60% plans have been received and reviewed. Consultant is working toward completion of 90% plans.
- An amendment to the Engineering Report was submitted and approved by the NCDENR-Division of Water Infrastructure. This amendment modified the number and location of BMPs in an effort to maximize efficiency.
- 100% design plans have been submitted to NCDENR (Dec 2015) for their review and approval. Upon approval the City will advertise project for construction bids. The project is expected to be advertised in May 2016 and receive bids in June. Construction is expected to start in October/November 2016. Project loan amount was recently increased to \$13.3 million which is consistent with the estimated construction cost for City.

#### 1c. Street and Sidewalk Improvements—Incrementally increase annual budget allocations for street and sidewalk improvements with the objective of achieving a 20-year resurfacing schedule in the next 5 years and continuing progress on identified sidewalk needs.

On October 6, 2014, City Council approved a resurfacing contract in the amount of \$1,978,650 for the 2014 Street Resurfacing program with the goal of letting another resurfacing project in 2015. This contract will utilize the remaining allocated funds approved for use by City Council. Included with the resurfacing will be ADA improvements, subgrade repairs, storm drainage repairs, and striping. Also, on October 6, 2014, City Council approved an agreement with

## GOAL 4 INFRASTRUCTURE (cont'd)

NCDOT for a Safe Routes to School grant for \$503,000 to construct sidewalks from:

- North side of east 5th St. from 10th St. to Beech St.;
- East side of Memorial Drive from Millbrook St. to Arlington Blvd.;
- North side of Norris St. to east side of South Skinner St.

The FY 15 Street Resurfacing project is complete with the exception of Emma's Place, Martinsborough Road, and Cedarhurst Road. Public Works will be utilizing a process called Full Depth Reclamation (FDR) for Martinsborough and Cedarhurst Roads. Due to the high cost of base repair for these roads, FDR will provide a better product for less cost. FDR is a process that stabilizes the material under the asphalt surface with Portland cement. This process provides stabilization to poor, wet soils that are encountered, thus providing a long life for the finished asphalt surface. Public Works received bids on the 2015 Street Resurfacing project which will be submitted for Council approval in August 2015.

2015 Bond Referendum was approved and includes \$10M for street improvements and \$1.4M for sidewalks.

December 2015: The 2014 and 2015 Street Resurfacing projects are complete with the exception of 8th Street, Cedarhurst Road and final surface on Martinsborough Road. For Martinsborough and Cedarhurst Roads, Public Works is utilizing a process called Full Depth Reclamation (FDR). Due to the high cost of base repair for these roads, FDR will provide a better product for less cost. FDR is a process that stabilizes the material under the asphalt surface with Portland cement, providing a more stable foundation for the asphalt surface. Bamhill Contracting was awarded the contract for resurfacing projects (2015 project awarded in August 2015). The contractor has completed all work in a timely manner but adverse weather conditions have delayed the completion of Martinsborough and Cedarhurst Roads as well as 8th Street. This work will be completed when weather conditions allow.

### 1d. Traffic Signal Timing—Coordinate with NCDOT to initiate optimization of traffic signal timing along Greenville Boulevard between Memorial Drive and 10th Street.

The City continues to work with the NCDOT on the project. The project will consist of collecting new traffic data at 14 signalized locations with a goal to coordinate and optimize peak time-of-day signal plans throughout the corridor. The final product will provide new signal timings that will optimize signal progression through two distinct signal systems within the project limits. Data collection is anticipated to begin in September 2015.

10/15: The City continues to work with the NCDOT and consultant on the project. The project consists of collecting new traffic data at 13 signalized locations with a goal to coordinate and optimize peak time of day signal plans throughout the corridor. The final product will provide new signal timings that will optimize signal progression through two distinct signal systems within the project limits. Data collection has been initiated in September 2015. The balance of the analysis tasks have yet to be scheduled. The study is anticipated to be complete in early 2016.

## 2. New Infrastructure

### 2a. Uptown Parking Deck—Complete design, financing, and construction.

The 4th Street Parking Garage is nearing completion with work underway on the exterior improvements to the surrounding sidewalks and plaza areas. Contractor is completing the interior improvements such as lighting, elevator, and signage. Recently, the City expanded the scope of the plaza work, which will push completion to early 2015.

The 4th Street Parking Garage is now complete and operational including the improvements to the west and south alleys, as well as 423 Evans property. Additional railing was recently installed in front of the coping on the north and east sides of the 4th floor of the parking garage. This was installed as a public safety improvement.

### 2b. Greenville Transportation Activity Center—Complete environmental permitting, obtain additional project funding through FTA/NCDOT and begin property acquisition and final design.

Staff is reviewing submittals received by eight firms responding to a revised Request for Qualifications. The approval of the selected firm is anticipated to be in February 2015. Design should be completed in May 2015 with construction complete by August 2016.

Environmental permitting and additional funding activities are complete. Final design is underway and property acquisition is about to begin. Construction is scheduled to begin in January 2016 and will be completed approximately one year later in 2017.

### 2c. Convention Center Expansion—Complete land acquisition, design, and financing and begin construction on proposed expansion and improvement project.

- Land acquisition was completed in May, 2014 with City Council's acceptance of a property gift.
- On October 6, 2014, City Council approved a budget amendment allowing financing in the amount of \$4.6M
- A groundbreaking ceremony was conducted on November 18, 2014.

## GOAL 4 INFRASTRUCTURE (cont'd)

- The convention center renovations and expansion is currently underway with the improvements scheduled for completion in June 2015.
- In January 2015, the Convention Center Special Revenue Bond, Series 2015 was issued in the amount of \$4.2 million.
- The convention center renovations and expansion is currently underway. Inspection for a certificate of occupancy should be approved very soon.
- In August 2015, Pitt County will host the NCACC Annual conference; the City is a platinum sponsor for this event.
- 1/15/2016: Construction at the structure is complete; however there is still FF&E that needs to be finalized. An updated completion and close date for this project is June 30, 2016.

### 2d. ERP System Replacement—Begin implementation process for new ERP system to include year-one project tasks.

Phase 1 implementation for this project is progressing on schedule. Meetings have been conducted with the ERP team to gather insight into the new system and begin system configuration. Tyler Technologies has conducted several weeks of training sessions with Financial Services staff, IT staff, and other City staff. The project is scheduled for a July 2015 "go-live".

The first phase (Financials) of the Munis ERP system went live on July 1, 2015. Phase II (Human Resources) will begin in August. The IT Project Manager has spent almost three years on this project to get the ERP system to the go-live stage. Additional IT and Financial Services staff members have been dedicated to this project for over a year and will continue to help support the ERP system going forward. Staff has developed standard operating procedures for the different functions that MUNIS encompasses. Numerous meetings have been conducted to stay current on project progress and to strategize the needed steps to minimize system failures. Phase II will require a dedicated IT Project Manager and IT support staff to be engaged in the Human Resources software implementation for the next 9 to 12 months beginning this August.

10/1/15: Phase 1, Financials, went live July 1. Phase 2, Human Resources, has kicked off with HR staff meeting with Tyler staff for training, configuration and best practices. Tyler Cashiering, which is part of Phase 3, has also begun.

10/1/15: Staff is working with City Departments to implement the EnerGov Permitting and Inspections system. Staff is currently working on the Human Resources system which is expected to "go live" Spring 2016.

## 3. Policy and Planning

### 3a. Southwest Bypass Highway Project—Continue due diligence regarding alternative funding opportunity.

- The City received a letter from the Local Government Commission on May 2, 2014, advising that they would not be supportive of the alternative funding solution the City had previously suggested.
- The Draft State Transportation Improvement Program was released in December 2014 depicting the project as fully funded.
- Project has been funded, advertised, and awarded. This design build project was awarded on 5/7/15 for \$160,000,000.

### 3b. "Gig-City" Public/Private Partnership—Bring together public and private entities to discuss the feasibility of creating a public/private partnership for the development of a metropolitan fiber optic backbone resulting in high-speed (1,000Mb/sec or 1 gig) broadband speed internet services and potentially other services. This would be comparable to Google's Gig City projects.

In November 2014 representatives of the City Manager's Office, Information Technology Department, and Economic Development Office met with SuddenLink representatives to discuss the high speed broadband services that they provide. SuddenLink advised that broadband gig internet speeds are currently available in Greenville and are being utilized by some SuddenLink customers. In 2015, gig internet speeds will be available to all SuddenLink customers in Greenville.

April 1, 2015: IT and Economic Development staff met with representatives of the NC Department of Commerce, Digital Information Structure, where they delivered their position on Municipal Broadband and the expansion of it in NC.

May 26, 2015: IT participated in a Broadband discussion with the Rural Broadband Collaboration headed by NCSU focused on the area of Pitt County and surrounding counties.

July 9, 2015: SuddenLink announced that Greenville is a Gig City.

12/8/2015: SuddenLink is providing 1 Gig Internet speeds in some areas of Greenville. CenturyLink has announced they can provide 1 Gig Internet speeds as well.

## GOAL 4 INFRASTRUCTURE (cont'd)

- 3c. LED Street Lights—Collaborate with GUC to develop a cost effective process to transition the City's street lights to LED and report outcomes to City Council.**

A LED lighting rate schedule has been completed and all new street light installations will be LED. Nearly 50 LED street lights have been installed to date.

Approximately 70 LED fixtures, including those within the parking deck, have been installed. Another 37 will be installed as The Boundary project is completed. 10/19/15: Over 263 LED fixtures have now been installed City-wide.

- 3d. Stormwater Basin Modeling and Inventory—Develop hydraulic modeling of the City's watersheds and inventory of stormwater infrastructure to determine required system improvements.**

In August 2014 an inventory of stormwater infrastructure was initiated, the project website was developed, and the citizen survey finalized. The past four months have focused on an extensive public input process including seven public input meetings, attendance at a Neighborhood Advisory Board Meeting, and attendance at two "Sundays in the Park" events and two "Freeboot Fridays."

The inventory is complete, with the exception of difficult access structures. Modeling of primary system is completed and presented to staff for review. Consultant has begun modeling secondary systems and identifying potential BMP locations.

A presentation on the Stormwater Basin Study is anticipated for February 2016.

## GOAL 5 QUALITY NEIGHBORHOODS

### 1. Neighborhood Plans

- 1a. Review Existing Plans—Review all adopted neighborhood plans and develop a report outlining the status of implementation activities.**

The Planning Division consolidated multi-departmental review comments of the status of neighborhood plans' implementation activities into one report and presented it to City Council on December 8, 2014.

- 1b. Develop a New Plan—initiate and complete the South Greenville Neighborhood Plan**

The Planning Division held the first South Greenville neighborhood meeting on July 8, 2014, which was attended by multi-departmental representatives. A neighborhood plan has been drafted. A second meeting will be scheduled in early 2015 with the neighborhood to share the plan. The city's neighborhood ombudsman has participated in the planning process.

Planning Division staff and the city's Neighborhood Ombudsman conducted South Greenville neighborhood meetings and prepared the neighborhood's plan. The City Council approved the South Greenville Neighborhood Plan on April 9, 2015. As part of the Neighborhood Plan, residents have worked with staff to develop a neighborhood association for the South Greenville area.

- 2.** For FY2016, staff is working on a new approach related to neighborhoods which will include a coordinated approach of several divisions as well as departments.

### Neighborhood Associations

- 2a. Provide staff support and expertise to facilitate the establishment of two new neighborhood associations.**

Initiated outreach to three unorganized neighborhoods for new potential associations. The neighborhoods that were identified (Paladin Drive area and South Greenville area) are in the early stages of association formation.

Neighborhood Associations have been developed in South Greenville and Newtown. Rock Springs Neighborhood is in the planning stages.

- 2b. Support Neighborhood Advisory Board efforts related to hosting an annual neighborhood symposium.**

Organized symposium planning committee that has completed the agenda and is finalizing the plans for the 2015 symposium.

The 5th Annual Neighborhood Symposium entitled "Uniting Neighborhoods for Quality of Life" was held on Saturday, May 2, 2015. Topics included smart development in neighborhoods, how citizens can be involved in the planning process, and new technology for citizen engagement.

The 6th Annual Neighborhood Symposium will be presented in May 2016.

**3. Housing Programs**

**3a. Implementation of the adopted Housing Annual Plan (includes efforts related to the down payment assistance program, owner-occupied home rehabilitation, and infrastructure improvements).**

Every year the City provides the community, City Council, and HUD with a CAPER (Consolidated Performance and Evaluation Report). The CAPER is an annual report on how the City administered CDBG, HOME and local funds throughout the program year. In addition the Annual Plan for the 2015-16 CDBG and HOME program was approved in May of 2015. The accomplishments for the 2014-2015 program year were as follows:

- Thirteen (13) owner-occupied home rehabs completed
- Four (4) down payment assistance (deferred loans) were administered
- One (1) Small Business Competition deferred loans were administered
- Five (5) homes were cleared of Lead-Based Paint Hazards
- Five (5) public services grants awarded to public service agencies serving low income clients
- Four (4) substandard properties were acquired
- Eleven (11) substandard units were demolished and removed
- One (1) displaced tenant was relocated
- Two (2) public facility improvements were completed
- Four (4) new single-family homes were constructed

**3b. Expand the University Area Homebuyer Assistance program to West Greenville.**

Staff has made the necessary changes to the program to allow homebuyer assistance in West Greenville. Staff is currently marketing the program via the City website, related public meetings, City sponsored homebuyer workshop presentations, and at the Municipal Building. In 2014, three loans were processed, two closed and one loan is pending closing. In 2015, five loans were completed.

**3c. Continue the Historic Preservation Pilot Loan program.**

The Planning Division continues to administer the Historic Preservation Pilot Loan program within the College View Historic District and among Local Landmarks. In 2014, one loan has been completed in the program.

Two account loans remain open and are being administered. No new loans have been executed during this reporting cycle (Fall 2015).

Staff members from the Community Development Department's Housing and Planning Divisions planned and hosted the Historic Preservation Day on July 30, 2015 which included numerous presentation sessions throughout the day. The event was well attended and allowed Historic Preservation state agencies, local government staff, appointed board members and property owners to learn more about programs, incentives and techniques available to preserve historic structures.

**3d. Develop a strategy to transfer residential City-owned parcels that cannot legally or practically be developed (i.e. too small for a new house to be constructed) to adjacent homeowners.**

City Council approved, as one of its 2014 Legislative Initiatives, seeking a local act which authorizes the City to dispose of lots in residential areas which are nonconforming due to the size of the lot being less than the minimum requirement by private sale to an adjacent property's owner. The local act was ratified by the North Carolina General Assembly on June 26, 2014.

Staff has created a program that was authorized following a bill that was approved by the NC General Assembly that allows deeding of vacant city owned remnant properties to adjacent property owners. In addition, during 2015 staff established a federally designated Neighborhood Revitalization Strategy Area (NRSA). The establishment of this area will provide many benefits; moreover, it will specifically allow properties to be sold to citizens with a wide range of incomes. Additional housing strategies to improve the city continue to be explored and developed.

**3e. Continue efforts to develop new housing in the Lincoln Park neighborhood by partnering with third parties that agree to construct housing on City-owned properties.**

Staff is working with the Greenville Housing Development Corporation to construct two (2) homes along Bancroft Avenue. Furthermore, staff is working on a second Request for Bids to construct additional single-family homes along Bancroft Avenue with HOME funds. Habitat for Humanity has completed and sold a new home in the area in November 2014.

## GOAL 5 QUALITY NEIGHBORHOODS

In 2015, staff worked with the Greenville Housing Development Corporation on the construction of three new single-family homes in West Greenville, two of which are located in Lincoln Park. In addition, approximately 900 linear feet of sidewalks were constructed in the Lincoln Park neighborhood. In March 2015, City Council approved the disposition of property to Metropolitan Housing Development Corporation to construct an additional three single-family homes along Bancroft Avenue.

Plans of the Metropolitan Housing and Development Corporation are to begin construction in the Spring of 2016.

### 4. Neighborhood Aesthetics

#### 4a. Continue minimum housing and nuisance code enforcement efforts.

Code Enforcement continues to proactively patrol neighborhoods to seek out nuisance and other code violations for remediation or mitigation. Additionally, the Division actively seeks to obtain compliance with minimum housing standards for deficient properties. Properties that are severely neglected and cost-prohibitive to repair and/or renovate are being brought to City Council for demolition.

These efforts continue and now include a dedicated focus toward rehabilitation of housing that may be historic in nature or that may provide for affordable housing once repaired. The Code Enforcement Division also now has a Lead Code Enforcement Officer in place to assist other code officers with minimum housing and nuisance abatement. The Code Enforcement Division also now has a Lead Code Enforcement Officer in place to assist other code officers with minimum housing and nuisance abatement. This division will be merged as part of the Building Inspection Division in 2016.

#### 4b. Continue support for the Neighborhood Improvement Grant program overseen by the Community Appearance Commission.

Six neighborhood improvement grants were approved during 2014 for neighborhood improvements. Grants were approved for the Brentwood, Cambridge, Cherry Oaks North, Colonial Heights, Treetops and Windsor Downs neighborhoods. In addition, the Community Appearance Commission presented awards as part of its Biennial Beautification Awards recognition program. Awards to area businesses and locations were made to the following entities:

1. Winslow's (patio garden)
2. Jonathan Bowling (metal sculptures)
3. Elmhurst Elementary School Outdoor Classroom
4. Drew Steele Center
5. WITN
6. Mellow Mushroom
7. Wasabi 88
8. Oakwood School

10/28/15: The Community Appearance Commission made awards to the following area businesses and locations:

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| 1. The Dream Park                    | 2. Wilmardell Apartments            |
| 3. Campus Walks Apartments           | 4. Charles Street Apartments        |
| 5. Kappa Delta Sorority House        | 6. Brookfield Apartments            |
| 7. Carolina Breast Imaging           | 8. Children's World Learning Center |
| 9. Modlin Agency                     | 10. Burton Family Dental            |
| 11. City of Greenville—City Hall     | 12. The Oakwood School              |
| 13. Gordon's Golf, Ski and Snowboard |                                     |

### 5. Neighborhood Marketing

#### 5a. Develop a neighborhoods page on the City's website to include maps, pictures and neighborhood profiles.

Staff developed a comprehensive "neighborhood dashboard" which was presented to City Council on December 11, 2014, and went live in February of 2015. The Neighborhoods page has been recently updated to include a map of active associations, neighborhood story map, registration for neighborhood events, community garden information and pictures, and Improvement Grant information.

#### 5b. Produce and air six "Neighborhood Spotlight" segments for GTV-9.

To date staff has produced and aired five segments for Greenville Heights, Lincoln Park, Englewood, Williamsburg Manor/Sedgefield, and Greenfield Terrace. Additional segments will be produced and aired during the first quarter of 2015.

## GOAL 5 QUALITY NEIGHBORHOODS (cont'd)

GTV9 segments in 2015 have focused on the neighborhood dashboard and the neighborhood symposium. It is anticipated that Neighborhood Spotlights will resume in the fall.

### Staff Resources

6a. Ensure that appropriate staff resources are available to support various neighborhood improvement efforts.

**The City filled the vacant Neighborhood Ombudsman position in April 2014. Additional Community Development staff resources are tasked with neighborhood issues as needed, such as the development of neighborhood plans and improvement initiatives.**

The City filled the vacant Planner II (Historic Preservation) position on March 2, 2015. Primary responsibilities of this position support various neighborhood improvement efforts including: serving as staff liaison to the Historic Preservation Commission; administering the Historic Preservation program in the College View Historic District and throughout locally designated Landmark properties; administering the Historic Preservation Pilot Loan Program; administering the Façade Improvement Grant program in Uptown; and, keeping the City compliant with the Certified Local Government requirements. The Neighborhood Ombudsman, the Planner that develops neighborhood plans and Historic Preservation Planner work collaboratively to address neighborhood issues throughout the city.

The Neighborhood Ombudsman is working with GPD, Code Enforcement, and several other departments on coordinated outreach programs for improving community engagement. The program will be implemented in 2016.

## GOAL 6 SAFE COMMUNITY

### 1. Police Department Three-Year Strategic Plan—Fully implement the first year of the Police Department's Strategic Plan 2014–2016. Current year tactics included in the Plan are provided below.

#### 1a. Community Engagement

- Maximize use of social media to deliver information to citizens city-wide.
- Create periodic Public Service Announcements in partnership with local media outlets.
- Formalize the Adopt-A-School Program in order to assign officers to each school within the city limits.
- Provide multiple aspects of Community Education (i.e. Citizen's Police Academy and Youth Citizen's Police Academy).
- Develop a civic liaison program.

The Police Department PIO has used social media to reach out to the public with great success. Twitter, Facebook and Snapchat are used heavily by the department.

Media outlets have hosted members of the department for various public service announcements and have utilized the mass distribution of press release information to circulate the department's message.

The Adopt-a-School program is formalized and is now well known and utilized.

Two Citizen Police Academy sessions occur each year. The Youth Citizens Academy was changed to a summer program lasting one full week.

Community education efforts have included informational checkpoints conducted by the Traffic Safety Unit and topics of concern that have been shared with establishments open 24-hours a day as well as those that deliver food.

The Civic Liaison Program is thriving. Community members are more familiar now than ever before with the officers assigned to their specific residential areas and work closely with those officers on a monthly basis.

A new police chief was hired in 2015. Chief Holtzman has made efforts to engage the community through a "Coffee with the Chief" along with numerous radio shows and television interviews to deliver his vision for a community oriented policing approach. The fourth Focused Deterrence "Call-in" was planned and held in January 2016.

#### 1b. Crime Reduction

- Adjust law enforcement strategies to address changing City dynamics.
- Increase capacity to offer Crime Prevention Through Environmental Design (CPTED) assessments.
- Utilize Crime Reduction Initiative Area (CR!A) technique also known as Hot Spots Policing.
- Increase bicycle patrol deployment.
- Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program.
- Continue efforts related to Focused Deterrence Program

- The Police Department implemented new Geographic Deployment strategies on May 3, 2014. The department is the first in the country to employ this concept in full and completely eliminate traditional police "beats." This change created a focused approach where supervisors in the three zones, West, East and South, work with the officers assigned to the zone to address crime causes as determined through various data sets.
- Since its inception CPTED has offered citizens a new approach to target hardening. The original officers trained in CPTED have now received advanced training and additional officers have been trained in the basic principles.
- The CR!A concept has proven extremely beneficial in combating root causes of crime within the city limits. Officers are now better aware of the specific areas that require attention and are able to focus enforcement efforts more effectively.
- Cpl. Ben Quick received certification from the International Police Mountain Bike Association [IPMBA] to certify other officers in bicycle patrol techniques. This allowed for increases in the number of officers trained and certified to operate the police bicycles while on duty.
- DDACTS has been successfully implemented. Initial results of using the model to reduce crashes resulted in a 5 percent reduction in crashes in 2013 as compared to 2012.
- The initial phase of Focused Deterrence, with eight initial participants, is well under way. Only two of the original selectees are no longer in the program due to poor choices. The others are taking advantage of the assistance that has been offered to them in some form. Plans are already underway for the second phase of the program as research into appropriate offenders is currently in process.
- Part 1 (serious crimes) are also down 10% as of November from 2014 to 2015. The department also received a grant from the COPS office for four (4) officers to focus on Gun Violence Reduction. The officers will start in early 2016.

## GOAL 6 SAFE COMMUNITY (cont'd)

### 1c. Leadership and Ethics

- Develop and implement a Career Development Program.
- Redevelop supervisor responsibilities and priorities through training and education.
- Update Recruitment Plan.
- Supervisors attend the City's STAR program and utilize training all over the country to bring our department's employees up to speed on nationally accepted best practices in law enforcement.
- The rank of Corporal is being eliminated. As part of the geographic deployment strategy, four Lieutenants were converted to Watch Commanders. In May 2014, the department initiated our geographic deployment strategy. This strategy divided the city into three geographical zones and our Center City. As such, each zone now has a Zone Commander who is responsible for police operations and the implementation of crime reduction strategies in the zone.
- The Recruitment Plan is updated annually in January. It was last updated in January 2014 and 2015 as required by CALEA and department policy. It includes provisions for recruitment of applicants that work to assist our department in mirroring our community.
- Implicit Bias training was conducted for all supervisors in December of 2015. All patrol officers will also receive the training beginning in January of 2016. Implicit Bias training is a Department of Justice (DOJ) recognized program tailored to educate officers and safeguard the community against biased policing.

### 1d. Optimize Organizational Structure

- Review deployment structure.
- Civilianization of applicable positions.
- Reorganization of Code Enforcement Division.
- Access needs for current and future substations.
- Numerous changes have taken place within the structure of the police department. Additional positions have been added to the supervisory hierarchy of the Field Operations Bureau to ensure proper span of control in each of the three newly created zones. Each of the three zones were created using data to determine the appropriate physical size. Officers were then assigned accordingly. Additionally, units were redesigned to ensure the correct numbers of personnel are assigned as needed.
- The Gang Unit was moved into the Field Operations Bureau, the School Resource Officers were moved into the Administrative Services Bureau and the Warrant Unit was moved into the Criminal Investigations Bureau. All of these reallocations were made to ensure proper supervision is in place and that unit responsibilities match unit assignment.
- Three positions were converted from sworn to civilian. These changes were made to provide more efficient and professional services to the residents of Greenville.
- The Accreditation Manager's position was converted from a sworn position to civilian as was the Public Information Officer and the Code Enforcement Coordinator. Each of these positions are now filled by a professional trained in the specifics of the assignment.
- The Code Enforcement Coordinator position was changed from a sworn police lieutenant to a non-sworn director in December 2013. The assignment of Code Enforcement officers was changed to mirror the geographic zones of the police geographic deployment plan with the exception of the code officer that works as part of the City of Greenville/East Carolina University agreement. We have now implemented the new Lead Code Enforcement Officer position which is a first line, working supervisor position in the unit. In 2016, Code Enforcement will be merged with the Building Inspection Division. The assignment of Code Enforcement officers was initially changed to mirror the geographic zones of the police geographic deployment plan. This plan was later expanded to total of five (5) zones, including the code officer that works as part of the City of Greenville/East Carolina University agreement.
- The West 5th St. Substation was formerly only serving as a satellite location. During 2014, and as a direct result of the Geographic Deployment Plan, it became the official West Zone Substation with all personnel assigned to that area working from that location. When the GTAC center is complete, the Center City Unit will move into the included office space and utilize that space as an official substation for that particular unit. Lastly, the addition of an East Zone Substation began in 2014 and is expected to be in full operation in early 2015. All officers assigned to the East Zone will work from this location. A second Police Sub-Station opened in March of 2015 to better engage and service the community in the East Zone, located off 10th

## GOAL 6 SAFE COMMUNITY (cont'd)

Street next to River Bluff neighborhood. In late 2015 span of control was addressed and direction was given to supervisors to improve quality assurance throughout the department with an emphasis on added expectations of supervisors to work more actively in the field.

### 1e. Technology and Infrastructure

- Increase License Plate Recognition System (LPR) infrastructure.
- Increase use of fuel-efficient vehicles in specific assignments.
- Expand the Police Department's rifle program.
- Expand the Police Department's bicycle program.
- Three LPRs are currently in use by the department. These units are costly and require a significant infrastructure. A recent evaluation has sustained that three LPRs are sufficient.
- In 2015 a decision was to prioritize the purchase of Body Worn Cameras (BWC) over the addition of LPR's. Forty additional cameras were purchased in 2015 raising the compliment of BWC's to 80. Plans continue to completely outfit every uniformed officer in 2016 (approximately 125 in total).
- The Department has transitioned from the old 8-cylinder police vehicles to the new, more fuel efficient, 6-cylinder police vehicles. This transition is well underway. Several fuel efficient hybrid vehicles have been assigned to Code Enforcement and Parking Enforcement. Parking Enforcement has recently acquired a new fully electric vehicle. The Department also utilizes an electric motorcycle for uptown and Greenway patrols.
- 70 additional patrol rifles were added to the department complement and put in service during 2014. Originally, the department purchased 20 rifles and have now increased the complement to 90.
- In 2013, 30 new police bicycles were purchased and officers were trained through the International Police Mountain Bike Association. The bicycles are personally assigned to the certified officers and are utilized in hotspots, in the Center City area, and in other neighborhoods throughout the city as needed.
- Two large capacity servers have been added to the FY17 budget CIP for primary and backup requirements with respect to the added technology.

### 1f. Traffic Safety

- Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program.
- Deploy Light Detection and Ranging (LiDAR) Speed Measuring Instruments and License Plate Recognition System (LPRs).
- Host four DWI checkpoints per year.
- Provide periodic Public Service Announcements and Public Awareness Campaigns.
- DDACTS has been successfully implemented. Initial results of using the model to reduce crashes resulted in a 5% reduction in crashes in 2013 as compared to 2012. And a 13% reduction in 2014. On June 1, 2014, East Tenth Street and Southeast Greenville Boulevard, as well as South Memorial Drive and Southwest Greenville Boulevard, were identified as areas where vehicle crashes and crimes overlaid. High visibility patrols and enforcement activity closely matches the DDACTS overlay and reductions in criminal activity and crashes have been observed in these specific locations since implementation.
- Two LIDAR's are in use by the Traffic Safety Unit as well as one LPR. Two additional LPR's are in use by officers in the Field Operations Bureau.
- The Traffic Safety Unit has either hosted or provided mutual aid assistance in more than four checkpoints during 2014.
- The Traffic Safety Unit has completed this action item through delivery of the "Watch-For-Me-N.C." campaign which is a pedestrian crosswalk safety initiative. During all Traffic Safety checkpoints, public service announcements are made via media coverage both before and during the event. Additionally, the GHSP campaigns to include the "Click-it-or-Ticket," "Booze-it-or-Looze-it," "Motorcycle Safety Month," and "Child Passenger Safety Week" have been publicized and participated in by the department as a whole.
- Despite these public safety education campaigns, 2015 has seen a higher than normal fatal crash rate. The department has worked closely with city and state engineers to raise concerns dealing with pedestrian safety and the lack of crosswalks and sidewalks in various locations throughout the city. To be included in the designs for 10th street are among the priorities for the department as we continue to seek permanent solutions to pedestrian safety.

## GOAL 6 SAFE COMMUNITY (cont'd)

### 2. Fire/Rescue Services

#### 2a. Fire/Rescue Department Assessment—Complete ICMA Fire/Rescue Department Assessment and begin implementation.

An ICMA representative presented the final report to City Council in October 2014. Implementation of recommendations has been ongoing. A separate update report will be provided soon. A report on the status of the recommendations was provided in September 2015.

9/15/15: F/R coordinates and provides the medical response team for the ECU Athletics Department at 6 home football games. This response team is effective because of a collaborative effort between F/R, Vidant Health, Pitt County Emergency Management, Winterville EMS and Edgecombe EMS.

9/15/15: Supported the development of a Fire Science Educational Program at the Go Science Center.

#### 2b. Fire Inspection Program—Improve current fire inspection processes and increase efficiencies through the use of Geographic Information Systems.

Staff has worked to refine a master address list that identifies all of the locations that require a fire inspection.

The master address list is complete. Staff is working towards GIS implementation.

12/14/15: F/R Data Analyst is working towards completion of this project.

#### 2c. Educational Programs—Enhance public safety through improved fire and life safety educational programs.

Between January – October, 2014, F/R staff has attended 140 life safety education events where fire and life safety education programs were presented to 11,083 people. GFR has attended 159 life safety education events where fire and life safety education was presented to approximately 12,450 people.

October was Fire Prevention Month: F/R provided life safety education to 1425 people at 29 different locations throughout the City.

#### 2d. Education and Training—Provide CPR and AED training for the public and staff to improve opportunities for survival of patients in cardiac arrest.

Staff has taught hands-on CPR in the community 13 times to a total of 861 attendees. GFR has taught hands-on CPR in the community 18 times with a total of 1025 attendees.

F/R Staff conducted "hands only CPR" training for the Financial Services Department.

#### 2e. Grant Funding—Actively pursue grant funding to support life safety programs.

To date, F/R has received \$26,868 in donations consisting of smoke alarms, community CPR kits, and batteries. GFR received \$1,000 grant for the Jr. Fire Marshal Academy.

#### 2f. Emergency Operations Plan—Review and coordinate the City's Emergency Operations Plan.

On May 6–7, 2014, and June 16, 2015, the City's Management Team participated in an Emergency Operations Center activation exercise.

Updated EOP was distributed to each department in November. F/R is coordinating with each department to ensure National Incident Management training is up to date.

# **Human Relations Office**



*Find yourself in good company*

**TO:** Barbara Lipscomb, City Manager  
**FROM:** Merrill Flood, Assistant City Manager *MF*  
**DATE:** January 19, 2016  
**SUBJECT:** Human Relations Council Peer City Survey

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As instructed, I have completed a peer city review of Human Relations Councils and their functions. On October 8, 2015, the Human Relations Council presented their Strategic Vision to the City Council. Following the presentation, City Council indicated that they would consider the Human Relations Council's request during the City Council retreat.

### **Background**

The Human Relations Council was created by City Council with the adoption of Ordinance number 382 on February 10, 1972. The reasons for establishing the Human Relations Council was to establish a "group of concerned citizens whose primary purpose will be the development of recommendations for actions to be taken in the interest of the betterment of the conditions of association, understanding and harmony among the various segments of society represented in their city." The ordinance also provided for administrative structure and program objectives within the City Manager's appointment structure. Staffing for the Human Relations Council has been carried out by the Human Relations Officer position as assigned by the City Manager.

There have been two (2) amendments to the Human Relations program since adoption;

1. the first on October 4, 1973 which amended the composition of the Human Relations Council by adding a student body representative from East Carolina University and J.H. Rose High School increasing the Council membership to 14 persons, and
2. the establishment of a fair housing plan in accordance with federal grant requirements with the adoption of Resolution number 1221 on June 14, 1990 (the Human Relations Council was given oversight of this process as a result).

On August 11, 2005 the Greenville Youth Council was established by resolution number 05-51. Youth Council programs and meetings are also staffed by the Human Relations Officer with members of the Human Relations Council volunteering to assist with event and meeting supervision.

## **Current Request**

The Strategic Vision of the Human Relations Council, as reported to City Council on October 8, 2015, identified the program activities of the Human Relations Council. The major focus of the Human Relations Council was their request for the creation of a Human Relations Division. The division would consist of 4 staff persons made up of; a Human Relations Director, 2 Human Relations Specialists positions and, 1 Staff Support Specialist. Recommended alignment of the division would be within the Community Development Department under the direction of the Community Development Director. The program as described would carry out the existing programs of fair housing and human relations education and outreach.

On June 11, 2010, Assistant City Manager Thomas Moton provided a report outlining the history of the Greenville Human Relations Council and a summary of programs and structures of other Human Relations Councils across North Carolina via Notes to Council. This information was provided following requests for additional staffing by the Human Relations Council.

The current survey report of the Human Relations program is attached and updates the previous survey provided to City Council in 2010. It summarizes program information of established "peer" communities that are similar in size to Greenville. Its purpose is to demonstrate the similarities and differences in staffing and programs offered. The report is attached along with the Human Relations Council's Strategic Vision as presented to City Council in October of 2015.

At the direction of City Council, this information is being provided for City Council discussion during the planning session.

City of Greenville  
Survey of NC Peer Cities Providing Human Relations Program

City Name/ Entity Name	Name of Entity Providing Service	County or City Population	Jurisdictions Covered	Provides Traditional HRC Functions	Fair Housing Ordinance adopted by City	Provides Youth Council Programming	Investigates Fair Housing/Equal Employment Complaints	Staffing Full- time Equivalent (FTE)
Gastonia (Nanette Da-Shell 704 866-6758)	City Planning Dept. Fair Housing	73,698	City	No	No	No	Advisement and referral of fair housing issues to State of NC Offices, no actions taken on employment issues	1
<b>Greenville</b>	<b>City Community Development Dept.</b>	<b>89,852</b>	<b>City</b>	<b>Yes</b>	<b>No</b>	<b>Yes</b>	<b>Advisement and referral of fair housing issues to State of NC Offices. No action taken on Employment issues</b>	<b>1</b>
*Asheville (Lucia Daugherty 828 252-4713)	Asheville- Buncombe Community Relations Council	87,882	Joint City- County	Yes	No	No	Advisement and referral of fair housing and employment issues to State of NC Offices	2.5 (staff consists of 1 Executive Director, 1 program person and a part time volunteer)
Concord (Della Robinson 704 920 -5151)	City Community Development Dept.	85,560	City	No	No	Yes now staffed by another department recreation	Advisement and referral of fair housing and employment issues to State of NC Offices	1

January 12, 2016

City of Greenville  
Survey of NC Peer Cities Providing Human Relations Program

City Name/ Entity Name	Name of Entity Providing Service	County or City Population	Jurisdictions Covered	Provides Traditional HRC Functions	Fair Housing Ordinance adopted by City	Provides Youth Council Programming	Investigates Fair Housing/Equal Employment Complaints	Staffing Full- time Equivalent (FTE)
High Point (Jerrod Hollis 336 883 8507)	City Human Relations Division.	108,629	City	Yes	Yes	No	Investigates and makes findings on fair housing issues. No actions taken on employment issues	2 (staff consist of 1 program administrator and 1 administrative support person)
Jacksonville (City Clerk's office 910 938-5200 Carmen Miracle)	City Clerk	69,047	City	No	No	No Community Affairs office handles this function	Advisement on and referral of fair housing issues to the State of NC Office. No actions taken on employment issues	Coordination with several departments, (Housing and Community Affairs 2 staff persons)

\*Asheville – Buncombe Human Relations Council is a 501 (c) (3) funded in part by the City of Asheville, Buncombe County and the Land of Sky Council of Governments

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January 12, 2016

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# Greenville Human Relations Council

## 2016 – 2020 Strategic Vision



### Human Relations Council Members

Byung Lee, Chair

Bonnie Snyder, Vice-Chair

Rose Glover, City Council Representative

Cassandra Daniels, Staff Liaison

Lauren Applewhite, Summer Intern

Marvin Arrington, Jr.

Rodney Coles

Prudencio Martinez-Mengel

Rajesh Verma

Samar Badwan

Inez Dudley

Franchine Philpot Pena

Ritvik Verma

Isaac Blount

Loyd Horton

Heena Shah

Isaac Chemmanam

Bob Hudak

Jake Srednicki

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October 2015

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## INTRODUCTION

When the Greenville Human Relations Council was established in 1972, our community was polarized by race. This polarization meant barriers to housing, employment, education, etc. Despite multiple laws passed over 50 years ago, the legacy of these barriers remains today.

The strength of our City lies in its people, and one of the greatest strengths of Greenville is its tremendous *wealth of diversity*. The Greenville Human Relations Council's purpose is to provide a means for which all residents of Greenville may be assured equal enjoyment of rights and privileges without regard to race, religion, color, gender, national origin, disability, sexual orientation/gender identity, or family status.

In order to meet the needs of a changing population and economy, Greenville should continue to provide and support efforts of a fully engaged Human Relations Office with additional staffing. Staff and the Council must be allowed to continue to have a voice in the areas of diversity, acceptance and respect for all segments of the community and not condone discrimination of any type. If this community is to continue to grow, prosper and is to become a premiere (All American City), Greenville must become a place where businesses and people of all ages, race, religion, income and abilities can prosper and succeed.

The Human Relations Council strongly believes that serving as a catalyst for change will not only provide every citizen in Greenville with a better understanding and appreciation for their rights, but an understanding and an appreciation for celebrating our differences and similarities in a growing, diverse community.

## OVERVIEW

Presently, the Community Relations Officer of the Community Development Department is responsible for the overall operations of the Greenville Human Relations Council and the Greenville Youth Council. This staff member works under the direction of the Community Development Director and is guided by laws and regulations relevant to the Civil Rights Act of 1964.

The Community Relations Officer performs professional and creative work in planning, promoting, coordinating and implementing programs related to an extensive range of municipal human relationships. Crucial objectives of the initiatives are to pursue eliminating discrimination and to encourage mutual respect and understanding among all racial, religious, differently-abled, generational, gendered, and ethnic groups in the city. The work requires specialized performance on a wide variety of human problems and human relationships, which are generally of a complex social nature.

The following duties, although not all inclusive, are undertaken by the Community Relations Officer and the Human Relations Council:

- ✓ **Prepare and conduct fair housing presentations** to colleges, participants of the Homebuyers Education Workshops, tenants, landlords and the general public.

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- ✓ **Organize and prepare materials for inter-group seminars and programs.**
  - ✓ **Serve the Human Relations Council and the Youth Council and their committees during meetings or other Council activities.**
  - ✓ **Conduct inquiries into complaints received in fair housing and conduct investigations of complaints, and respond as appropriate or as required to those accountable for the resolution of respective complaints.**
  - ✓ **Maintain working relationships with other groups in the city working on human relations programs.**
  - ✓ **Maintain continuing relations with city, state and federal government agencies involved in the areas of human relations.**

### **DESCRIPTION OF PROGRAMS**

**Complaint Resolution:** Receives, investigates, and mediates complaints and unfair treatment in housing based on race, national origin, gender, familial status, disability, and color, and religion, according to state and federal fair housing laws (Tenant/Landlord Complaints and Concerns).

**Education and Outreach:** Sponsors education and outreach efforts that provide seminars and information to residents and others about fair housing, landlord/tenant issues, cultural diversity, disability, and other human and civil rights issues (Fair Housing Seminars, Fair Housing Poster Contest, and Homebuyers Education Workshops, residents, etc.).

**Human Relations and Education:** Sponsors and co-sponsors celebrations, community dialogues, public forums and projects that educate residents, organizations and agencies (Inclusive Community Breakfast, Awards Ceremony and Reception, Senior Citizens Christmas Celebration, Community Dialogues, etc.).

### **HUMAN RELATIONS COUNCIL HISTORY**

The Greenville Human Relations Council was established by Ordinance No. 382 on February 10, 1972. Since its inception, 43 years ago, the work of this resident-driven Council has changed significantly. Requests have increased considerably from residents living in dilapidated or substandard housing, from low-income families, and the elderly and disabled populations seeking affordable decent housing.

The Human Relations Council's role is to address these and other issues. When addressing these concerns, the Council's goal is to promote unity, understanding and equal opportunities for all in Greenville. The Human Relations Council accomplishes these goals by utilizing city staff and the community.

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The duties and responsibilities of the Community Relations Officer and the Council are:

- To **organize and implement** human relations programs dealing with the problems of human relations;
- To **promote understanding, respect and goodwill** among all ethnic groups in the city;
- To **promote equality of opportunity** for all citizens;
- To **provide channels of communication** among all ethnic groups;
- To **encourage the employment of qualified people** of all ethnic groups;
- To **encourage youth** to become better trained and qualified for employment opportunities;
- To **hold such meetings** as the Human Relations Council may deem necessary or proper to assist in carrying out its functions; and,
- To **make recommendations to City Council** for action it deems necessary for the continuance of harmony among racial and ethnic groups in the city.

The Human Relations Council's Mission and Vision Statements are:

- The **Mission** is to serve as advocate for all people in pursuit of human and economic relationships, to promote activities, education and programs that enhance human dignity, equal opportunity, mutual respect and harmony among the many different residents of Greenville.
- The **Vision** is for an inclusive community where trust, acceptance, fairness and equity are community norms.

The goals of the Human Relations Council are to support positive human relations by encouraging and promoting recognition, education, respect, understanding and appreciation of the City's rich diversity; and to continue working to encourage community dialogues to eliminate biases in the community in order to build positive relationships. Goals are accomplished through the programs, events and activities (educational and community outreach) that are sponsored by the Council.

The focus of this strategic vision is based on: (1) the Council's vision and mission statements; (2) the Council's responsibilities; and, (3) the Council's initiatives and their components.

### **INCLUSIVE COMMUNITY INITIATIVE**

In 2007, the City of Greenville joined the National League of Cities "Inclusive Communities Campaign", reaffirming the City's commitment to sustain a community in which the dignity of every individual is respected. The purpose of this initiative is to create an environment where all residents feel respected and regarded as contributing members of the community.

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**The Mission and Vision Statements are:**

The **Mission** is to engage, listen, recognize, welcome and celebrate an inclusive community; and, the **Vision** is to work towards becoming an inclusive and just community.

The Inclusive Community Initiative is comprised of programs and/or activities that provide opportunities for the community to not only embrace the city's diversity; but, also provide occasions for the community to meet someone different and build new relationships. Activities and/or events promoting the City's commitment towards building an inclusive community are: appropriate signage placed at key gateway corridors of the City; signage at the airport welcoming visitors to the area in different languages; and, the city's annual inclusive community breakfast. To create a more inclusive community, there must be trust and understanding between the various groups. This requires a commitment to be open from every individual, group and institution in our community.

The Inclusive Community Initiative has two programs: (1) Dismantling Racism Initiative (DRI) and (2) Building Integrated Communities (BIC). These programs are crucial and paramount to the success of the Inclusive Community Initiative. Both programs have separate vision and missions statements. However, they are designed to serve the same purpose, which is to create a greater welcoming community.

Therefore, they share the same goals, objectives and performance measures.

**Dismantling Racism Initiative (DRI)**

**Mission Statement:** Bringing people together from all walks of life, to gain understanding through dialogue concerning the challenges of racism, to plant seeds of change by building community.

**Vision Statement:** Connecting people matters to dismantle racism.

Fifty-two years after Dr. Martin Luther King's "I Have a Dream" speech, repairing America's racial ills requires a new approach. Dr. King's message was quite simple, based on America's founding promise that "all men are created equal" and has a right to "life, liberty and the pursuit of happiness." In the last couple of years, racism has not only become alive and well but very vivid across the nation. High profile police killings of young black men and the racially-motivated shooting of nine African-Americans in Charleston, South Carolina, the killing of three (3) Muslim students in Texas and North Carolina, the killing of police officers and the on-going debate regarding the removal of the confederate flag have sparked protests and civil unrest in American cities.

Additionally, the exponential growth of diverse cultures and ethnicities, i.e., Hispanics and Asians, among others, in the City of Greenville, challenges traditional views, creating frictions that lead to considerable social tension in our communities. A 2015 poll conducted by CBS News-New York Times, indicates that most Americans believe race relations in this country are tenuous. More than half of whites and more than two-thirds of blacks think so.

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A 2015 poll conducted by CBS News-New York Times, indicates that most Americans believe race relations in this country are tenuous. More than half of whites and more than two-thirds of blacks think so. The poll also suggest that forty (40%) percent of blacks and whites believe race relations is deteriorating. To create and sustain healthy communities and to make progress in our communities, residents from all backgrounds and views/opinions must work together to address racism and inequities.

The Human Relations Council through its *“Connecting People: Planting Seeds to Dismantle Racism” Pilot Project*, has sponsored a series of events providing opportunities for people from a variety of racial, ethnic, religious and cultural backgrounds to explore approaches/methods for creating a greater community; and hopefully, a positive and lasting change for Greenville. The Human Relations Council has sponsored three (3) community events to draw participants from as many parts of the community as possible to exchange information face-to-face, share personal stories and experiences, to honestly express perspectives and to clarify viewpoints. Below is a brief description of each event:

The first community dialogue of the pilot project was held on **Saturday, January 31, 2015** from 8:30 am to 4:00 pm. It was held at City Hall and approximately 41 people participated. The facilitator was Barbara Culmer-Ilaw from Atlanta, Georgia. The event included general discussions on dismantling racism and a number of activities that emphasized the importance of listening in communication, especially when the community is engaged in conversations on race, a topic that is not only difficult but also sensitive when being discussed.

The second community dialogue was offered on **Thursday, May 14, 2015**. The event was held at St. Paul’s Episcopal Church. Facilitators were Rev. Rod Debs and Cassandra Daniels. Participants came to share a meal and to listen to one another’s life experiences in small group settings. They were asked to (1) share an experience of racism that you experienced or observed that you would not want your children to experience and (2) what would elimination of racism look like for our children?

On **Thursday, June 25, 2015**, a third community dialogue was held at St. Paul’s Episcopal Church. More than 50 people attended and Rev. Bill Neely, Pastor of First Presbyterian Church, served as the facilitator. Discussions focused on three questions:

- (1) How have you experienced privilege?
- (2) What statements have you heard that might be considered racist?
- (3) What is one positive step that we might take to continue to build understanding and mutual respect?

The Council is currently preparing to move community dialogues into conversations that will focus on specific topics. The purposes for community dialogues and conversations are to continue the Council’s efforts to:

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- ✓ Improve our neighborhoods by building bridges across racial lines;
  - ✓ Build new relationships;
  - ✓ Better understand all cultures;
  - ✓ Build partnerships between law enforcement and the community; and,
  - ✓ Build partnerships across jurisdictional lines.

While racism may be different things to different people, the infrastructure of racism is deeply rooted in our history and embedded in our culture and no doubt one of the greatest barriers to solving all kinds of problems. Society, the place where fingers are pointed to blame, has many challenges and problems, such as; poverty, hunger, homelessness, education, poor housing, drugs, and prostitution. Challenges and problems that are deeply rooted, i.e. racial divide, racial profiling, injustices, hatred, segregation, discrimination, prejudices, and bigotry, etc., dwells in every state, city and community.

### **Building Integrated Communities Project**

The BIC initiative was launched in May, 2011 to examine the challenges that immigrants experience and to take a look at City's efforts to build a community that welcomes immigrants, and helps them adjust to life. The City of Greenville and the Human Relations Council hosted the following BIC Stakeholders' meetings:

- Tuesday, May 3;
- Wednesday, June 22; (conference call);
- Thursday, October 6;
- Friday, November 18; and,
- Thursday, February 8, 2012.

Those meetings were held to discuss new ideas and innovative strategies to facilitate a greater understanding between existing residents and immigrants in the community.

According to the BIC Communities *Need Survey* conducted by staff of UNC-Chapel Hill and the Focus Group Study conducted by City and Pitt Community College staff, common areas where immigrants experienced the most challenges are (1) access to information and services, (2) transportation, and, (3) lack of communication.

The Immigrant Advisory Ad Hoc Subcommittee (IAAHS) was created from the Building Integrated Communities (BIC) project, a joint venture between the City of Greenville, Human Relations Council and Institute for the Study of the Americas, the School of Government at UNC-Chapel Hill; and a mandate from City Council establishing the subcommittee on May 2, 2013.

Immigrants, who are referred to as "newcomers or others" are often treated differently based on their physical appearance, race, cultural and/or religious differences, characteristics or any combination of these elements.

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Generally, immigrants fear law enforcement because of cultural and language barriers, as well as, the possibility of deportation. Police officers experience difficulty communicating with immigrants who typically under reports crime or provide information on criminal activity in the community. As the number of non-English speaking residents grows, both law enforcement and emergency services staff face language barriers when interacting with suspects and victims of crime that need to be transported to the emergency room. Unfortunately, when law enforcement and emergency services staff encounter someone who does not speak English, there is always the potential for misunderstanding.

In order to promote healthy communities, Greenville needs to continue their efforts to eliminate racism. Racism and gaps among racial and ethnic groups affect education, housing, health care, the justice system and job opportunities. If Greenville is going to make progress in our communities and in our country, people from all backgrounds and views must work together to address racism and inequities.

**Goals and objectives for the Dismantling Racism Initiative and the Building Integrated Communities Programs are:**

**Goal 1:** Provide two (2) opportunities for the community to participate in a dialogue where they feel safe to share their experiences and stories.

**Goal 2:** Provide opportunities for elected officials, community leaders, law enforcement, public safety and the community to support the City's Inclusive Community Initiative.

**Objectives:**

1. To share the vision of the City's Inclusive Community Initiative.
2. To connect residents in the community in an effort to improve relationships and promote diversity.
3. To develop relationships among residents from various, diverse backgrounds through community dialogues.
4. To develop a deeper understanding and awareness about the experiences of those who differ culturally.
5. To collaborate with other agencies, organizations, and schools to disseminate information to bridge the language gap.
6. To organize and implement community dialogues/events that foster open communications between the business communities elected officials and other community organizations.
7. Discuss topics relevant to current issues in the community; carry on meaningful, productive conversations.
8. To bridge the gap between community leaders, elected officials, law enforcement, public safety and the community with events, celebrations, dialogues, forums of the Human Relations Council.

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9. To encourage youth to participate and share their experiences and perceptions.
  10. Identifying issues of importance to the community and to communicate those issues with recommendations to City Council.
  11. Increase education and outreach efforts that will assist in promoting unity, understanding and equal opportunity for all of Greenville residents.

**Performance Indicators:**

- The percentage of previous community members attending community dialogues and/or events.
- The percentage of new participants attending community dialogues and/or events.
- The number of elected officials and community leaders that attend and participate in community dialogues and/or events.
- Exit evaluation and random surveys of participants after the conclusion of the seminars and or workshops.

**FAIR HOUSING INITIATIVE**

The concept of fair housing seems simple. Nevertheless, the day-to-day practical application of fair housing is characterized with misunderstanding and misinformation. Operating under the philosophy that "everyone has a right to safe, decent and affordable housing", staff fulfills requests daily for assistance with housing problems (i.e., evictions, lack of hot water or heat, security deposit issues, rental and utilities assistance, etc.).

The Community Relations Officer received a total of 125 fair housing related requests for last year (2014); an average of 10.42 calls per month. From January through June of this year, staff has received 78 fair housing related requests.

On an average, staff has responded to an average of nineteen (19) requests per month. Inquiries and referrals are received from residents, agencies/organizations, landlords, tenants, pastors, and city departments, including the City Manager's office, City Clerk's office, and City Council members. Affordable and decent housing remains an important challenge for Greenville; and the challenge for persons or families who care for persons with disabilities is even greater.

The Community Relations Officer and city partners provide educational opportunities for tenants and landlords in April to observe and recognize Fair Housing Month. However, there is a greater need to further educate residents. The development of an effective and comprehensive outreach and public education program designed to raise awareness of fair housing laws could further educate the community and protect individuals against housing discrimination. The City's Consolidated Annual Performance and Evaluation Report (CAPER) identify the lack of education as one of the impediments to Fair Housing. Education is an essential part of fair housing opportunities and enforcement regarding the rights and responsibilities afforded by fair housing laws.

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**Goals and objectives:**

**Goal 1:** Raise awareness of fair housing laws for the community, tenants and landlords through educational workshops, seminars, etc.

**Objectives:**

1. To increase the number of participants attending the fair housing seminar for landlords/property managers by an average of 25% in April, 2016.
2. To increase the number of participants attending the fair housing seminar for tenants by an average of 25% in April, 2016.
3. To increase awareness and knowledge of fair housing laws by an average of 50% by offering the poster contest to school age and college students (ECU, Shaw and PCC).

**Performance Indicators:**

- Number of fair housing seminars/workshops offered annually.
- Number of participants attending in fair housing seminars/workshops.
- Number of students participating in the poster contest from previous year.
- Exit Evaluations and random surveys of participants after the conclusion of the seminars and/or workshops.

**Goal 2:** Provide educational opportunities for the community on fair housing laws.

**Objectives:**

1. To provide at least three (3) additional educational workshops for tenants in 2016.
2. Increase the availability of fair housing resources for the community via the city's website.
3. To create a tenant/landlord handbook (English/Spanish).
4. To track demographics at Human Relations Council events.

**Performance Indicators:**

- Number of educational workshops offered to tenants annually.
- Number of participants attending from previous year.
- Number of school age students participating in the poster contest from previous year.
- Number of college students participating in the poster contest.
- Exit evaluation and random surveys of participants after the conclusion of the seminars or workshops

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**Long-term goal(s):**

**Goal 1:** Apply for HUD Fair Housing Grant – FHAP (Education and Outreach Component)

**Objectives:**

1. Increase fair housing education to residents, tenants, and property managers by 25% in 2017.
2. Create a fair housing media campaign for GTV-9 in 2017.
3. Create tenant/landlord handbook (English/Spanish) in 2016.
4. Create fair housing information for City's website.

**EMPLOYMENT INITIATIVE**

Staff and the Human Relations Council are mindful of laws governing employment. Staff and the Council will continue to encourage residents pursuing assistance in any areas of employment to contact the Equal Employment Opportunity Commission (EEOC) that enforces federal laws that prohibit discrimination.

**GREENVILLE YOUTH COUNCIL**

The Greenville Youth Council was established on August 11, 2005. Membership is for high school students (grades 9 – 12) that attend public, private, or home-schooled. The purpose of the Council is:

- to offer an opportunity for Greenville youth to experience the working of city government.
- to develop leadership skills which benefit the community and themselves, and
- to strengthen their communities through volunteer service and implemented projects.

It also serves as an opportunity for young people to practice democracy in order to better prepare themselves for later responsibilities as residents and serve as a line of communication between youth and adults.

The **Mission** of the Greenville Youth Council is to enrich the lives of the youth by encouraging involvement in the community and local government; and the **Vision** is for the voices of the youth in Greenville to be recognized and heard.

Goals and objectives of the Youth Council are:

**Goal 1:** Provide at least three (3) opportunities to attend and observe another board or commission established by City Council to enhance their knowledge of local government.

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**Goal 2:** Work with the Greenville Human Relations Council and our City Council representative to provide at least three (3) opportunities for youth in the community to participate in forums or dialogues where young people can express themselves on a variety of topics.

**Objectives:**

1. To encourage members of the Youth Council and other youth to become more familiar with the workings of local government through education, involvement, and participation.
2. To encourage the youth to become more engaged with the community and events that celebrates the city's rich diversity.
3. To provide valuable insight on issues affecting youth and community.
4. To identify and bring issues before City Council that has an impact on youth that will warrant City Council's consideration.

**Performance Indicators:**

- The number of forums or dialogues sponsored by the Council.
- The number of Youth Council members observing other city board and/or commission meetings.
- The numbers of community events the Council participates in or attends.
- Exit evaluation and random surveys of participants after the conclusion of the seminars and or workshops.

One of the key issues that the Council faces is the challenge of engaging and getting other youth from various backgrounds and communities involved in their programs and projects. Members of the Council and their advisors (Human Relations Council) will prepare marketing materials and develop a plan to recruit more youth participation. Youth in the Greenville/Pitt County communities are our leaders of tomorrow and it is important that they are not simply relegated to the side; but are recognized as an essential part of the community and included in the decision-making process.

Woven throughout this plan is an understanding of our community and the primary goal is to improve our services in order to promote unity, understanding and create equal opportunity for all residents of Greenville.

The Human Relations Council welcomes the challenges we face. We are committed to the principle of fairness that will make our City a place where our children will grow and learn the value of diversity and fairness.

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This is our task and mission for a better Greenville. As we advocate for civil rights and human relations protections, it's important that we build our future from the foundation of our past - by continuing to promote acceptance, understanding, diversity, and equal opportunity for all of Greenville.

In conclusion, we live in times of great opportunities and challenges and both require civic character and conduct that respects and honors the civil and human rights of all our residents. The Council is entrusted with a noble charge of improving the relationships within our city by planting seeds of change, by cultivating an atmosphere of mutual appreciation, and by respecting our diverse community.

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**Section II**  
**Creation of a Human Relations Division**



## Survey of NC Cities Providing Human Relations Programs

City Name/ Entity Name	Name of Entity Providing Service	County or City Population	Jurisdictions Covered	Provides Traditional HRC Functions	Fair Housing Ordinance adopted by City	Provides Youth Council Programming	Investigates Fair Housing/Equal Employment Complaints	Staffing Full- time Equivalent (FTE)
Greensboro	City Human Relations Dept.	263,268	City	Yes	Yes	Yes	Yes/No	7
Winston-Salem	City Human Relations Dept.	228,362	City	Yes	Yes	Yes	Yes/No	4
Greenville	City Human Relations Council	90,233	City	Yes	No	Yes	*Yes/No	1
Raleigh	City Human Relations Commission	377,353	City	Yes	Yes	Yes	Fair Housing Review Board Yes/No	1.5
Goldensboro	City Community Affairs Dept.	37,661	City	Yes	No	Yes	*Yes/No	3
Wilson	City Human Relations Dept.	50,643	City	Yes	No	Yes	*Yes/No	4
Rocky Mount	City Human Relations Dept.	59,228	City	Yes	No	Yes	*Yes/No	4
Fayetteville	Fayetteville- Cumberland Human Relations Dept.	316,914	Joint City- County	Yes	Yes	No	Yes/No	4
High Point	City Human Relations Dept.	100,645	City	Yes	Yes	Yes	Yes/No	3

**\*Note:** While these cities are not a HUD substantially equivalent program, fair housing investigations are completed at a “basic” level.



**RESOLUTION NO. 05-51  
ESTABLISHING THE GREENVILLE YOUTH COUNCIL**

WHEREAS, the Greenville City Council recognizes the importance of involving area youth, grades 9 through 12, in municipal government as an aspect of promoting good citizenship and thereby improving quality of life for the citizens of Greenville; and

WHEREAS, the implementation of a Youth Council in order to foster and encourage input to the Greenville City Council requires the establishment of a Council designed to advise and direct the Council upon issues unique to the area of concern to the youth of the City of Greenville;

NOW, THEREFORE BE IT RESOLVED BY THE GREENVILLE CITY COUNCIL that there is hereby created and established the Greenville Youth Council in accordance with the following:

**Membership; Appointment; Terms; Compensation**

- I. The Greenville Youth Council shall be composed of twenty (20) members as follows:
  - (a) three (3) representatives from each of the Pitt County public high schools: J. H. Rose, D. H. Conley, South Central, North Pitt and Farmville Central;
  - (b) one (1) representative from each of the private schools located in Pitt County: Trinity Christian School, Greenville Christian Academy, and The Oakwood School, and
  - (c) two (2) youth members from the Human Relations Council.
2. Students wishing to serve on the Greenville Youth Council shall submit an application to their school principal. The school principal will nominate students from his school to City Council. City Council makes the appointment. City Council has the right to reject any nomination and to request additional nominations.
3. Appointments will be for one (1) year terms, and a student may be re-appointed for an indefinite number of terms, so long as the student continues at the school for which the appointment was made.

Terms of the initial members shall commence on the first day of the month of the initial meeting of the Greenville Youth Council and shall expire on September 30, 2006.

Terms of the subsequent Greenville Youth Council members shall commence on the first day of October and shall expire on the last day of September of the following year.

4. Upon occurrence of a vacancy in the office of a Greenville Youth Council member due to resignation, graduation, removal, death, or other cause, a successor Greenville Youth Council member shall be appointed by City Council and shall represent the same high school as the original appointment.
5. Greenville Youth Council members may be removed from office by the City Council for cause, including neglect of duty or malfeasance in office.
6. Each successor Greenville Youth Council member shall, without any further act or instrument or conveyance, become fully vested with all rights, powers, duties and obligations of his or her predecessor.
7. Members of the Greenville Youth Council shall serve without pay, but may be reimbursed for actual expenses incidental to the performance of their duties within the limits of funds available to the Greenville Youth Council and the policies of the City of Greenville.
8. Greenville Youth Council members must attend the school they are appointed to represent.

#### **Organization; Meetings**

1. The Greenville Youth Council, within thirty (30) days of its appointment, shall meet and elect a chairperson and such other officers as authorized herein.
2. The Greenville Youth Council shall maintain a public record of its members' attendance, its actions, findings and recommendations.
3. A quorum of eleven (11) members shall be necessary to take any official action of the Greenville Youth Council.
4. The Greenville Youth Council shall meet, as it deems necessary, but at least once a month. All meetings shall be open to the public and conducted pursuant to the North Carolina Open Meetings Law.
5. The Greenville Youth Council shall adopt bylaws to govern the conduct of its business, and may be amended as necessary. Such bylaws may prescribe requirements for meetings of the Greenville Youth Council, duties of officers and other matters normally prescribed in bylaws in accordance with the provisions of state law.
6. The Chairperson shall preside at all meetings and perform other duties designated by the Greenville Youth Council.
7. All action by the Greenville Youth Council shall be approved by an affirmative vote of at least a majority of the Greenville Youth Council members present and voting.
8. The Greenville Youth Council shall also elect a Vice-Chairperson, who shall act in the place of the Chairperson during the latter's absence or incapacity to act.

9. The Greenville Youth Council shall make the annual presentation of the Greenville Youth Council's funding request to the City Council on a date determined by the City Council.
10. The Greenville Youth Council shall elect one member of the Greenville Youth Council as Secretary to the Greenville Youth Council. The Secretary shall keep minutes of all meetings and maintain complete and accurate records of all their actions. All minutes and records will be on file in the Human Relations office. All minutes and records are available for inspection and copying at the Human Relations office.
11. The Greenville Youth Council is not authorized to contract any indebtedness either in its own name or on behalf of the City of Greenville.
12. No member of the Greenville Youth Council shall have the power or authority to bind or obligate any other member of the Greenville Youth Council or the City.

### **Duties**

The Greenville Youth Council shall have the following rights, powers, duties, authority, discretion and privileges, all of which may be exercised by them:

- (a) To make recommendations to City Council regarding issues affecting the City of Greenville, emphasizing those issues of particular interest to youth.
- (b) To provide leadership and guidance in matters relating to the youth of the City of Greenville, to individuals, to public and private organizations and agencies.
- (c) To comment on requests made to the City Council related to the areas of particular interest to young people.

### **Contributions**

The Greenville Youth Council may receive contributions from private agencies, foundations, organizations, individuals and state or federal government, or any other source upon approval by the City Council, to be used and accounted for as directed by the City Council.

This the 11th day of August, 2005.

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Robert D. Parrott, Mayor

ATTEST:

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Wanda T. Elks, City Clerk

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Amended Ordinance No. 382

ORDINANCE NO. 462  
AN ORDINANCE AMENDING ORDINANCE NO. 382 ESTABLISHING  
THE HUMAN RELATIONS COUNCIL OF THE CITY OF GREENVILLE

THE CITY COUNCIL OF THE CITY OF GREENVILLE DO ORDAIN THAT:

Section 1. Human Relations Council Organization.

Section 2, titled "Organization" of Ordinance No..382 is hereby deleted in its entirety and the following substituted in place thereof:

"Section 2. Organization. The Greenville Human Relations Council shall consist of fourteen (14) members appointed by majority vote of the Greenville City Council. Ten (10) members shall be appointed for three (3) year terms and the remaining four (4) members shall be appointed for one (1) year terms. Members serving one (1) year terms shall be appointed as representatives of the student bodies of East Carolina University and J. H. Rose High School from nominations submitted by the Student Government Associations of the institutions. The one (1) year terms shall commence on October 1st of each year. The Human Relations Council shall meet no less than once each month and shall provide the City Council with copies of the minutes of each meeting and copies of other pertinent actions taken by it."

Section 2. All ordinances and clauses of ordinances in conflict with this ordinance are hereby repealed.

Section 3. This ordinance shall take effect upon its adoption.

ADOPTED this the 4th day of October, 1973.

S. Eugene West, Mayor

ATTEST:  
W. N. Moore, City Clerk

# **Sanitation and Transit Funds**

## **Review**

## NONMAJOR ENTERPRISE FUNDS

## COMBINING STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET POSITION

YEAR ENDED JUNE 30, 2015

	Transportation Fund	Stormwater Utility Fund	Sanitation Fund	Total
<b>Operating Revenues:</b>				
Changes for services	\$ 319,129	\$ 4,354,309	\$ 7,111,323	\$ 11,784,761
Other operating revenues	83,067	-	92,912	175,979
Total operating revenue	402,196	4,354,309	7,204,235	11,960,740
<b>Operating Expenses:</b>				
Administrative and general	60,869	-	-	60,869
Operations and maintenance	3,038,609	5,436,126	6,783,089	15,257,824
Depreciation and amortization	305,234	127,641	-	432,875
Total operating expenses	3,404,712	5,563,767	6,783,089	15,751,568
Operating income (loss)	(3,002,516)	(1,209,458)	421,146	(3,790,828)
<b>Non-Operating Revenues (Expenses):</b>				
Investment earnings	-	-	-	-
Federal grants	804,118	-	-	804,118
Loss on disposal of capital assets	(939)	(88,655)	(144,892)	(234,486)
Interest expense	-	(184,257)	(12,991)	(197,248)
Total non-operating revenue (expenses)	803,179	(272,912)	(157,883)	372,384
Income (Loss) Before Contributions and Transfers	(2,199,337)	(1,482,370)	263,263	(3,418,444)
<b>Transfers In (Out) and Capital Contributions:</b>				
Capital contributions	2,239,551	255,858	7,500	2,502,909
Transfers to other funds	-	(10,000)	-	(10,000)
Transfers from other funds	711,443	-	-	711,443
Total transfers in (out) and capital contributions:	2,950,994	245,858	7,500	3,204,352
Change in net position	751,657	(1,236,512)	270,763	(214,092)
Net position, beginning of year – July 1, previously reported	933,630	6,694,579	(1,043,245)	6,584,964
Restatement	(127,642)	(191,464)	(319,106)	(638,212)
Net position, beginning of year – July 1, as restated	805,988	6,503,115	(1,362,351)	5,946,752
Net position, end of year – June 30	\$ 1,557,645	\$ 5,266,603	\$ (1,091,588)	\$ 5,732,660

City of Greenville

Sanitation Fund

Change in Net Position and Fund Balance for Fiscal Years 2011 Through 2015

As Included in Comprehensive Annual Financial Report (i.e. audit)

	FY2011	FY2012	FY2013	FY2014	FY2015
<b>Sanitation Fees (per month)</b>					
Curbside / Multifamily	9.60	9.60	11.75	13.25	14.50
Backyard	26.00	26.00	40.80	42.30	43.55
<b>Income / (Loss)</b>					
Operating Revenue	5,431,768	5,407,569	6,630,456	6,814,386	7,204,235
Operating Expenses	(5,960,993)	(6,642,899)	(6,791,739)	(7,358,342)	(6,783,089)
Non Operating Revenues	1,071	4,917	-	20	(157,883)
Transfers In (Out) and Capital Contributions	130,926	131,414	54,530	339,301	7,500
Income / (Loss)	(397,228)	(1,098,999)	(106,753)	(204,635)	270,763
<b>Change in Fund Balance</b>					
Beginning Fund Balance	764,370	367,142	(731,857)	(838,610)	(1,043,245)
Financial Audit Restatement	-	-	-	-	(319,106)
Income / (Loss)	(397,228)	(1,098,999)	(106,753)	(204,635)	270,763
Ending Fund Balance	367,142	(731,857)	(838,610)	(1,043,245)	(1,091,588)

**State Statute Violation**

North Carolina General Statutes preclude governmental units from having funds that operate in a deficit.

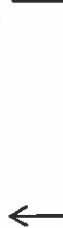
The Sanitation Fund is in violation of State Statute due to the fund ending the year with a deficit.

City of Greenville  
Stormwater Fund

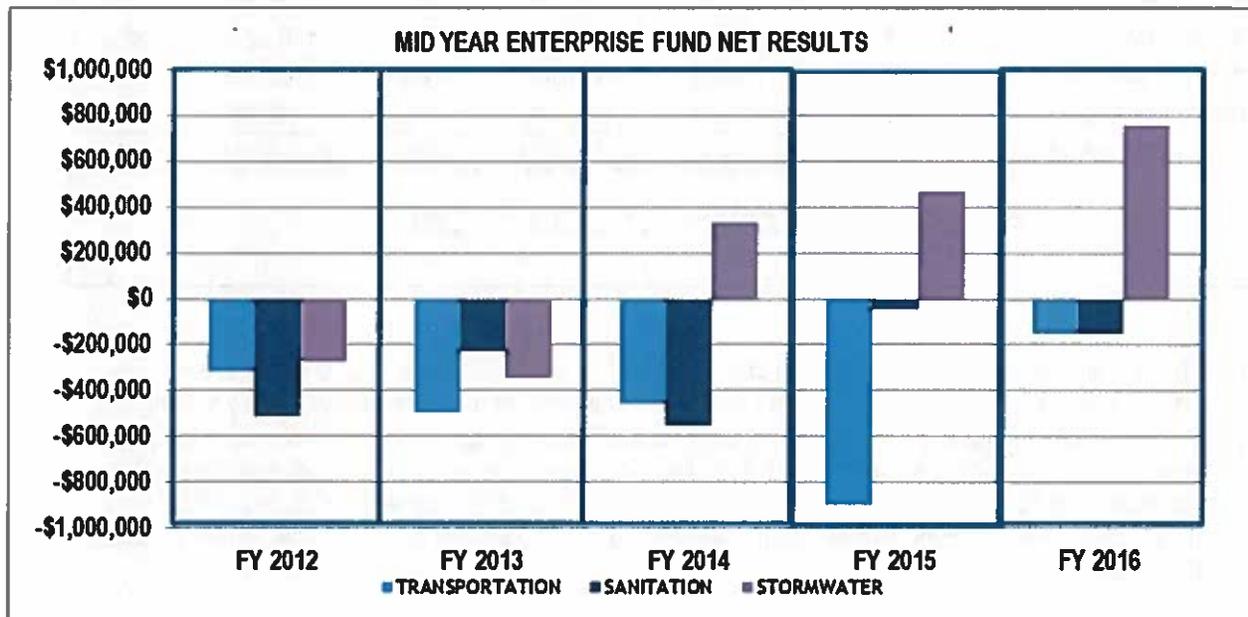
Change in Net Position and Fund Balance for Fiscal Years 2011 Through 2015

As Included in Comprehensive Annual Financial Report (i.e. audit)

	FY2011	FY2012	FY2013	FY2014	FY2015
<b>Stormwater Fees (per Month)</b>					
Stormwater Fees (per Month)	2.85	2.85	3.35	3.35	3.85
<b>Income / (Loss)</b>					
Operating Revenue	3,065,890	2,961,631	3,117,169	3,670,013	4,354,309
Operating Expenses	(2,653,941)	(2,911,600)	(2,736,759)	(2,752,871)	(5,563,767)
Non Operating Revenues	(243,138)	(205,371)	(165,859)	(191,028)	(272,912)
Transfers In (Out) and Capital Contributions	(55,300)	(64,873)	400,000	-	245,858
Income / (Loss)	113,511	(220,213)	614,551	726,114	(1,236,512)
<b>Change in Fund Balance</b>					
Beginning Fund Balance	5,460,614	5,574,125	5,353,912	5,968,463	6,694,579
Financial Audit Restatement	-	-	-	-	(191,464)
Income / (Loss)	113,511	(220,213)	614,551	726,114	(1,236,512)
Ending Fund Balance	5,574,125	5,353,912	5,968,463	6,694,577	5,266,603



## MAJOR ENTERPRISE FUNDS



## Transit

TRANSIT FUND SUMMARY AS OF DECEMBER 31, 2015						
	2016 YTD	2015 YTD	\$ CHANGE	% CHANGE	2016 BUDGET	% REC/ SPENT
<b>REVENUES</b>						
INTERGOV'T	\$ -	\$ 704,729	\$ (704,729)	-100%	\$ 1,937,379	0%
SALES AND SERVICES	136,699	250,454	(113,755)	-45%	376,712	36%
TRANSFERS IN	683,784	-	683,784	-	570,101	>100%
APPRO. FUND BAL.	-	-	-	-	99,982	0%
<b>TOTAL REVENUES</b>	<b>\$ 820,483</b>	<b>\$ 955,183</b>	<b>\$ (134,700)</b>	<b>-14%</b>	<b>\$2,984,174</b>	<b>27%</b>
<b>EXPENSES</b>						
PERSONNEL	\$ 541,292	\$ 478,982	\$ 62,310	13%	\$ 1,059,314	51%
OPERATIONS	301,272	295,702	5,569	2%	1,078,220	28%
CAPITAL OUTLAY	119,679	166,325	(46,646)	-28%	423,745	28%
CAPITAL IMPROV.	7,765	911,421	(903,656)	-99%	422,895	2%
<b>TOTAL EXPENSES</b>	<b>\$ 970,008</b>	<b>\$1,852,431</b>	<b>\$ (882,423)</b>	<b>-48%</b>	<b>\$2,984,174</b>	<b>33%</b>
<b>NET</b>	<b>\$ (149,526)</b>	<b>\$ (897,248)</b>	<b>\$ 747,722</b>	<b>83%</b>		

- The overall net loss of the Transit fund changed by 83% when compared to prior year results. The Transit fund normally has a negative net result during the first half of the fiscal year, as the majority of the fund revenues are FTA and NCDOT grant reimbursement based. During the first half of the prior year, the Transit fund was reimbursed 80% for two buses that were purchased, resulting in the increased activity in both Intergovernmental Revenue and Capital Improvement during 2015. The transfer from General Fund typically came at year end in the past, but now will come earlier in each fiscal year.
- Personnel variances are due to the extra pay period occurring in FY 2016, while the Capital Outlay and Capital Improvements variances are due to the timing of these expenses. Over the course of this year, these amounts should become more consistent, when reviewing year over year. The Capital Improvement variance is directly related to the timing of payments for new buses in 2015 that did not occur in 2016.

## Sanitation

SANITATION FUND SUMMARY AS OF DECEMBER 31, 2015						
	2016	2015	\$	%	2016	% REC./
	YTD	YTD	CHANGE	CHANGE	BUDGET	SPENT
<b>REVENUES</b>						
INTERGOV'T	\$ -	\$ -	\$ -	-	\$ 12,000	0%
REFUSE FEES	2,951,989	2,799,271	152,718	5%	7,116,078	41%
SALES / SERVICES	60,173	79,642	(19,469)	-24%	140,000	43%
OTHER INCOME	29,262	26,747	2,515	9%	203,500	14%
BOND PROCEEDS	425,000	360,000	65,000	18%	425,000	100%
APPRO. FUND BAL.	-	-	-	-	228,965	0%
<b>TOTAL REVENUES</b>	<b>\$ 3,466,424</b>	<b>\$ 3,265,660</b>	<b>\$ 200,764</b>	<b>6%</b>	<b>\$ 8,125,543</b>	<b>43%</b>
<b>EXPENSES</b>						
PERSONNEL	\$ 1,404,334	\$ 1,347,106	\$ 57,228	4%	\$ 3,249,568	43%
OPERATIONS	1,299,721	1,150,721	149,000	13%	4,043,188	32%
CAPITAL IMPROV.	479,164	376,214	102,950	27%	727,500	66%
TRANSFERS OUT	431,079	435,063	-	-	105,287	>100%
<b>TOTAL EXPENSES</b>	<b>\$ 3,614,297</b>	<b>\$ 3,309,104</b>	<b>\$ 305,193</b>	<b>9%</b>	<b>\$ 8,125,543</b>	<b>44%</b>
	<b>\$ (147,874)</b>	<b>\$ (43,444)</b>	<b>\$ (104,429)</b>	<b>&lt;100%</b>		

- The net for this fund has continued to improve since the onset of Sanitation's 5-Year plan. The 24% decrease in Sales and Services is due to the continued decrease in cart and dumpster receipts. The adoption of increased rates caused many citizens to convert from backyard to curbside service. The 18% increase in bond proceeds is due to the difference in the amount received for round 3 of roll out sanitation carts.
- The current year's operations expense shows an increase due to the timing of various maintenance and repair payments in the department. The increase in Capital Improvements activity is a result of the purchase of a new sanitation truck.

## Stormwater

STORMWATER FUND SUMMARY AS OF DECEMBER 31, 2015						
	2016 YTD	2015 YTD	\$ CHANGE	% CHANGE	2016 BUDGET	% REC./ SPENT
<b>REVENUES</b>						
STORMWATER FEES	\$ 1,978,178	1,722,280	\$ 255,898	15%	4,903,758	16%
INVESTMENTS	-	582	(582)	-100%	2,000	0%
APPRO. FUND BAL.	-	-	-	-	324,925	0%
<b>TOTAL REVENUES</b>	<b>\$ 1,978,178</b>	<b>\$ 1,722,862</b>	<b>\$ 255,316</b>	<b>15%</b>	<b>\$ 5,230,683</b>	<b>38%</b>
<b>EXPENSES</b>						
PERSONNEL	\$ 617,279	\$ 697,540	\$ (80,260)	-12%	\$ 1,402,917	44%
OPERATIONS	277,726	344,414	(66,688)	-19%	2,448,004	11%
CAPITAL OUTLAY	57,097	89,953	(32,856)	-37%	305,082	19%
CAPITAL IMPROV.	65,435	34,248	31,187	91%	707,720	9%
TRANSFERS OUT	203,028	91,126	111,902	>100%	366,960	55%
<b>TOTAL EXPENSES</b>	<b>\$ 1,220,566</b>	<b>\$ 1,257,281</b>	<b>\$ (36,715)</b>	<b>-3%</b>	<b>\$ 5,230,683</b>	<b>23%</b>
<b>NET</b>	<b>\$ 757,612</b>	<b>\$ 465,581</b>	<b>\$ 292,031</b>	<b>63%</b>		

- Effective fiscal year 2014, this fund has also experienced a turnaround in results based on a 7- year plan. Over the course of the plan, this fund will implement annual fee increases in an effort to allow the fund to cover future expenses. The current year's increase in revenues is a result of increasing the Stormwater fee by an additional \$.50 per ERU.
- Stormwater expenses vary largely according to the amount of Stormwater maintenance activity and timing of capital projects. Decreased personnel costs are due to vacant positions within the department during the year. Increased Capital Outlay purchases in FY 2015 were the cause of the 37% decrease. Operating expenses fluctuate based on timing differences of when items are paid. The more than 100% increase for indirect costs is due to an increased charge by the General Fund for the current year's reimbursement.

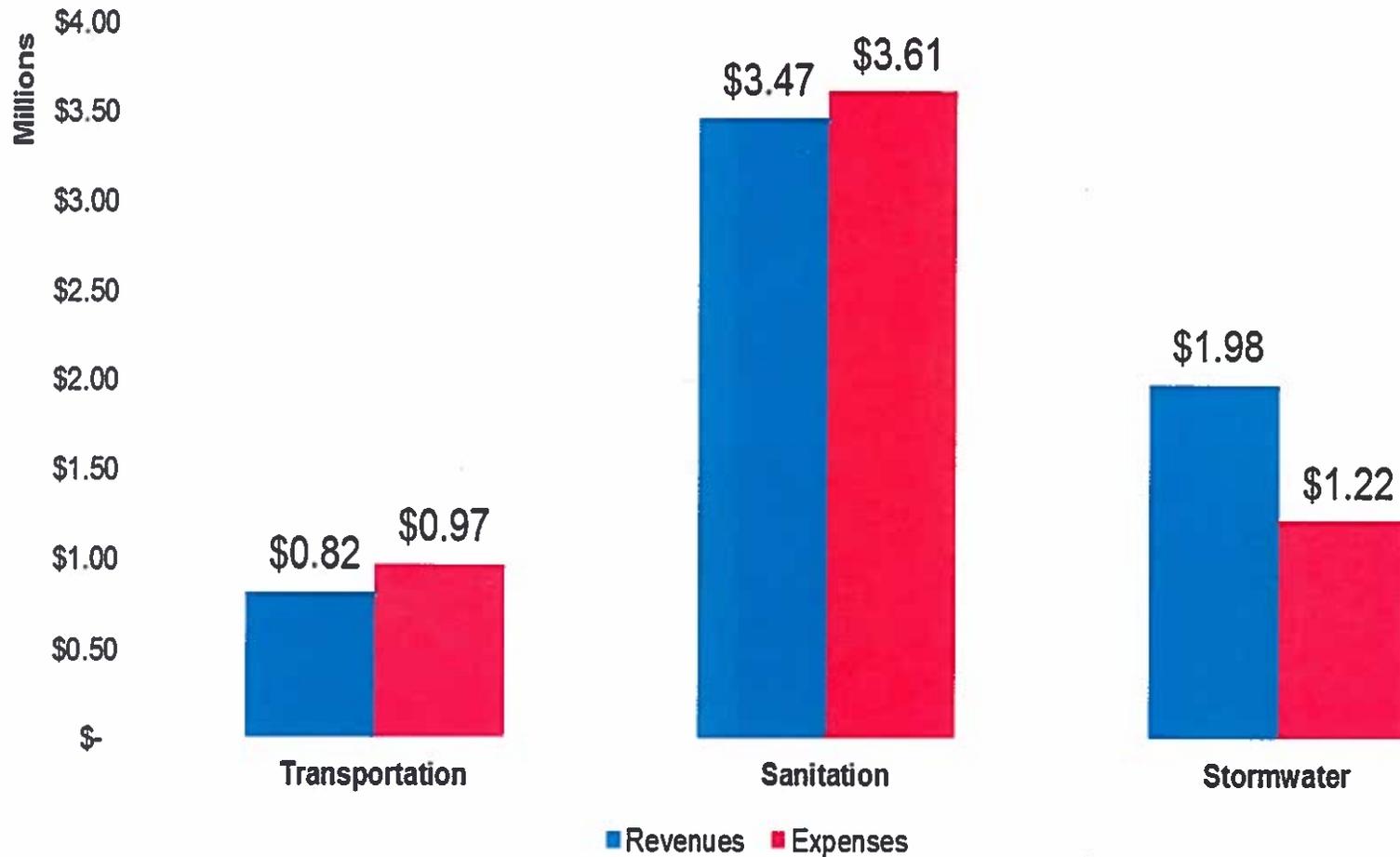
# **Fiscal Year 2016**

## **Current Year Financials**

### **Major Enterprise Fund**

**(Six Month Update)**

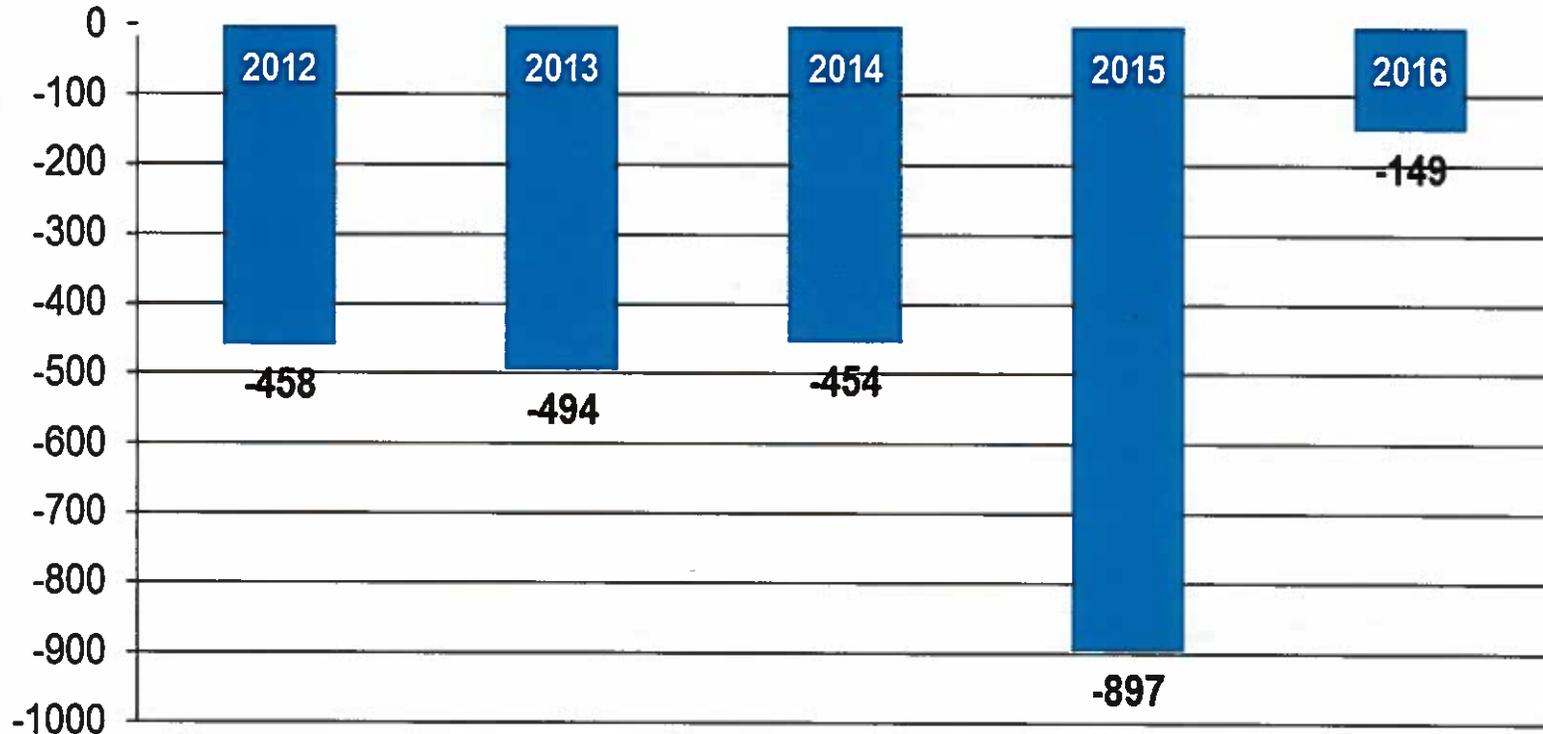
# Enterprise Funds Net Results



*Find yourself in good company*

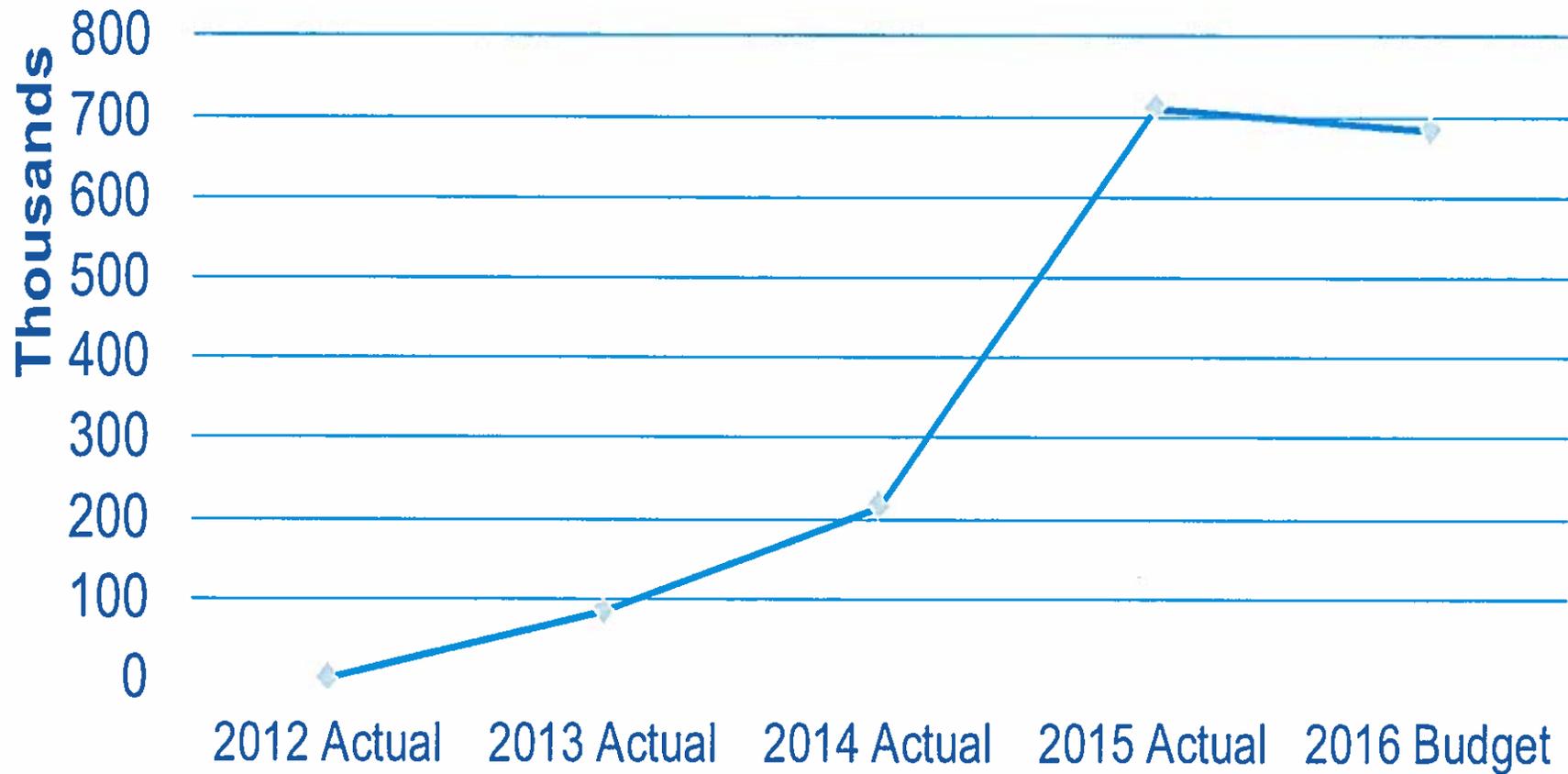


# Transit Fund Net Results



- Federal and State Funded via the Federal Transit Administration. Net results are influenced by the timing of grant reimbursement.

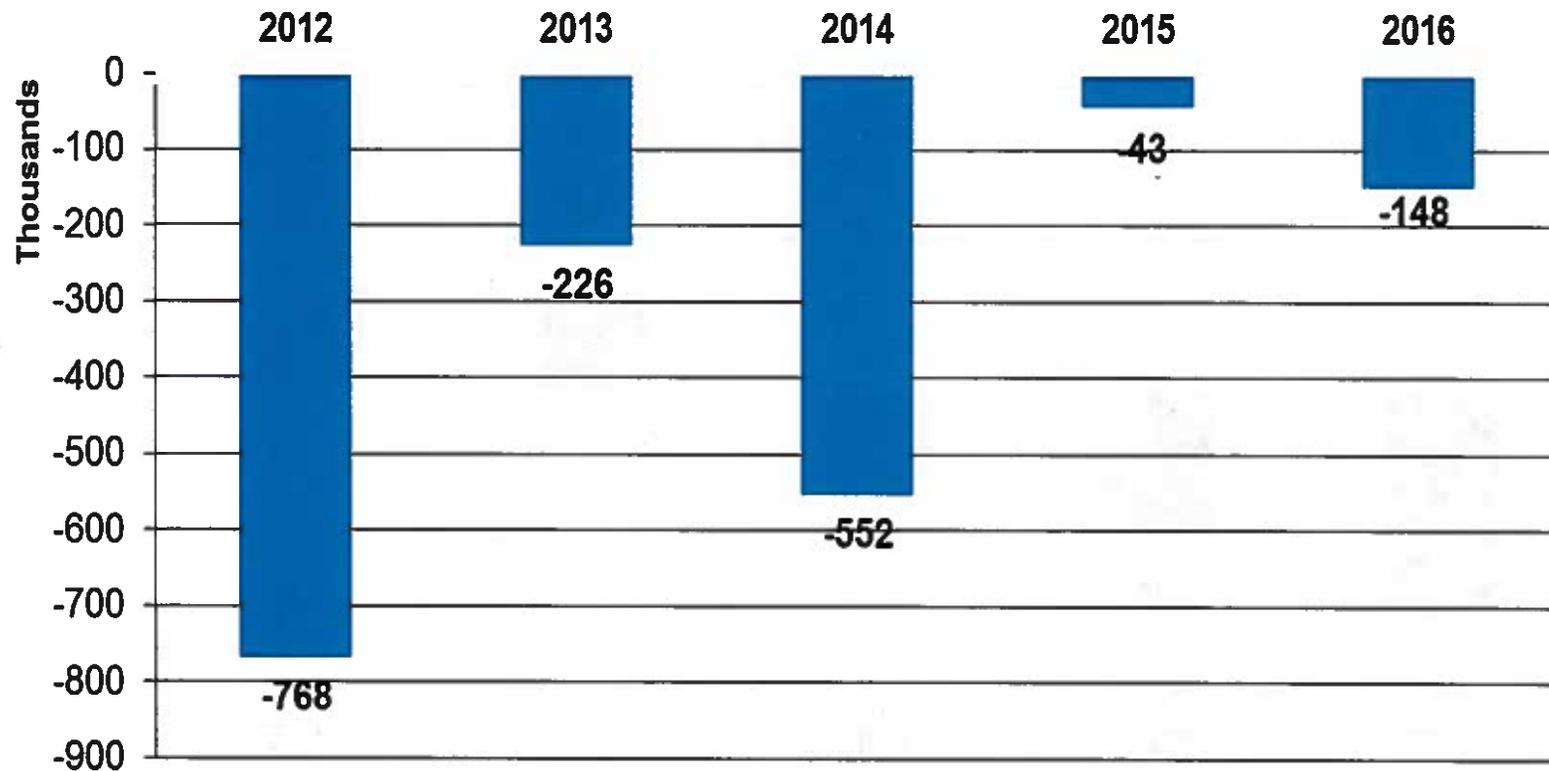
# Transfer to Transit



*Find yourself in good company*

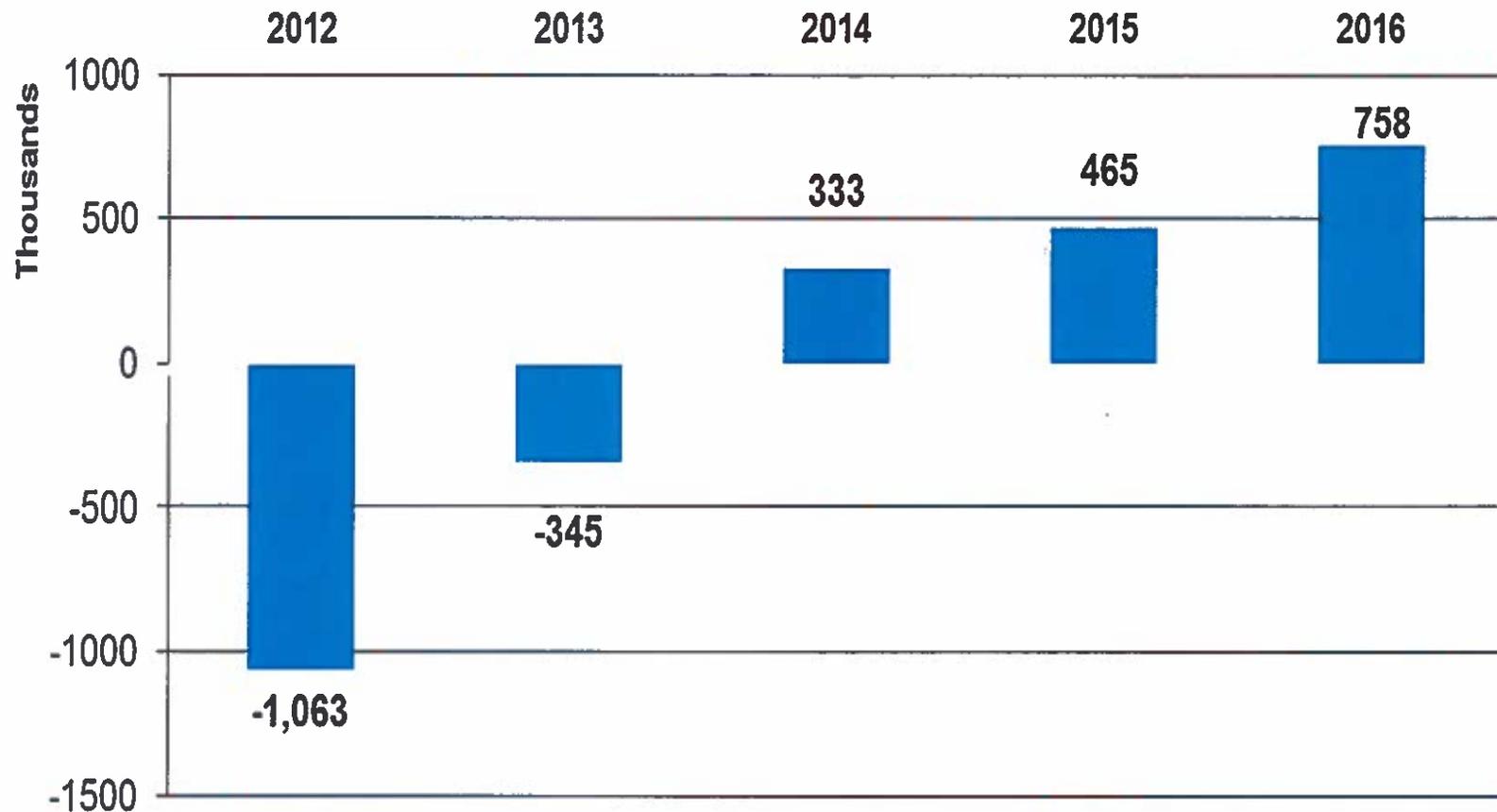


# Sanitation Fund Net Results



- Net results for fiscal year end 2015 showed a net income of \$270,763 prior to accounting for State mandated changes to pensions.
- Current year's deficit was anticipated based on the approved seven year plan.

# Stormwater Fund Net Results



*Find yourself in good company*

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**City of Greenville**  
**Five Year Plan to Provide More Efficient and**  
**Cost Effective City Sanitation Service**

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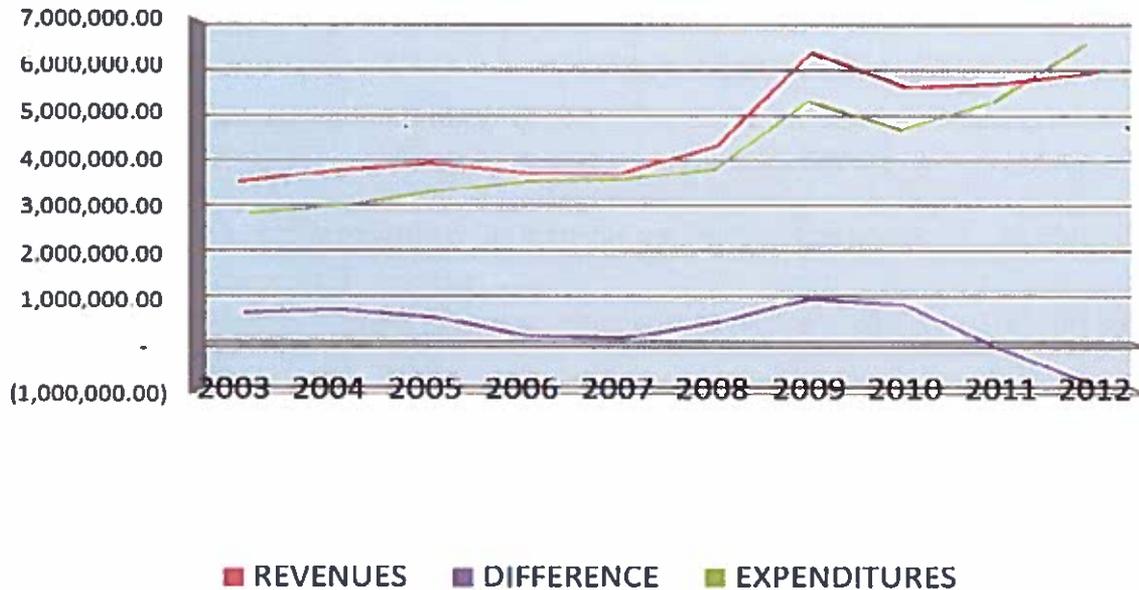
**Contents:**

- Section I. Report Purpose – Page 1
- Section II. Current Sanitation Operations – Page 3
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- Section IV. Employee Transition Plan – Page 24
- Section V. Fiscal Analysis – Page 26
- Appendix A: Performance and Cost Comparison Data from North Carolina  
Local Government Performance Measurement Project (i.e.  
Benchmarking Study)
- Appendix B: Survey of Refuse Fees from Select Cities (November 2012)
- Appendix C: Draft Voluntary Early Retirement Incentive Program

**Report Updated by the City of Greenville**  
**City Manager's Office, Public Works Department,**  
**Financial Services Department and Human Resources Department**  
**March 5, 2013**

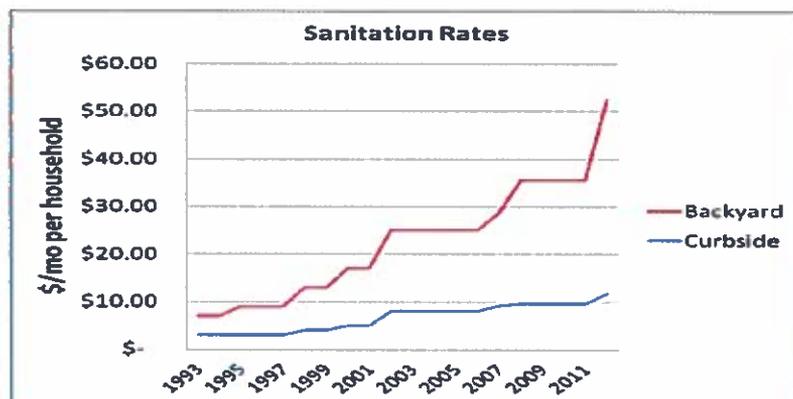
## Section I. Report Purpose

The City's Sanitation Fund is designated as an enterprise fund and, as such, it is intended to be fiscally self supporting. The fund has operated at a deficit, as depicted below, the past two fiscal years with a loss of \$86,915 in FY 10-11 and a loss of \$844,383 in FY 11-12.



During the FY 12-13 and FY 13-14 biennial budget development process, the City identified two primary reasons for the fund's operational deficits. First, the rates had not been adjusted during the previous four

years, while the cost for service provision had risen substantially during the same period. Second, the City continues to utilize an inefficient service delivery system (i.e. backyard service and manual collection) at a time when many of our peer



communities have implemented, or are in the process of implementing, automated service delivery systems. As a result of these circumstances, the need for substantial rate increases in FY 12-13 and FY 13-14 to ensure that the fund's revenues would cover expenses was recognized.

City Council approved a limited rate increase for FY 12-13 and no additional Increase in FY 13-14 (see Table 1 for approved Sanitation Rates). The approved budget included an operational subsidy in the form of a transfer from the General Fund totaling \$139,163 in FY 12-13 and \$439,200 in FY 13-14. In addition to this transfer, the General Fund will absorb an estimated \$749,000 in indirect costs that are not charged to the Sanitation Fund.

**Table 1. Sanitation Rates**

<b>Service Type</b>	<b>FY 12 Rate (Per Month)</b>	<b>FY 13 Rate (Per Month)</b>	<b>*FY 14 Rate</b>
Curbside (Basic)	\$9.60	\$11.75	\$11.75
Backyard (Premium)	\$26.00	\$40.80	\$40.80
Multi-Family	\$9.57	\$11.75	\$11.75

\*FY 14 rate based on approved financial plan.

It was the general consensus of City Council during this year's budget development process that changes are needed in how sanitation services are provided so as to avoid substantial future rate increases and continued subsidies from the General Fund. To this end, it was determined that an evaluation of sanitation services be conducted and that a plan for providing more efficient and cost effective sanitation service be developed and presented to City Council.

As such, the purpose of this report is to outline a five-year plan that transitions the City's current manual collection processes to automated and semi-automated processes that will result in a service delivery system that will:

1. Continue providing high levels of customer service while utilizing industry best practices which will increase operational efficiencies and minimize injuries to City personnel;
2. Ensure that the Sanitation Fund operates as an enterprise fund, requiring no direct subsidy from the General Fund;
3. Better define service levels for various sanitation services;
4. Provide mechanisms for customers that need service levels greater than the defined service levels to pay additional fees for additional services; and
5. Ensure that the costs of services for customers are minimized to the greatest extent practicable.

There are inherent advantages to automated collection of solid waste for both residents and municipalities:

#### For Residents

- Convenient and easy method for residents to dispose of trash.
- Wheeled containers are safer, easier and more maneuverable for residents because there is no lifting of heavy trash cans.
- The containers keep rodents and pets out of trash cans as a result of the lids. Trash is less susceptible to being wind-blown due to the lids as well.
- Cleaner neighborhoods with no litter on streets after pickup.

#### For Municipality

- Reduced Employee injuries and less time missed by injured employees
- Lower turnover rate of employees
- Reduced Workmen's Compensation Claims
- Improved collection and efficiency which will lead to reduced costs
- Cleaner neighborhoods with no litter on streets after pickup.

## **Section II: Current Sanitation Operations**

The Sanitation Division provides residential refuse services to the citizens of Greenville. The array and frequency of services are delivered in a manner that ensures public health risks are minimized, the City remains aesthetically pleasing, rules and regulations are abided by, and meets the Division's service goals.

The Sanitation Division has 72 full time positions authorized. Currently, 68 of those positions are filled. The Division has a Superintendent, three route Supervisors, seven Crew Leader II's, 17 Crew Leader I's, 38 Refuse Collectors, one Recycling Coordinator and a Pest Control Officer.

The Sanitation Division has 46 pieces of equipment. The fleet is comprised of 18 rear loaders, seven front loaders, six knuckle booms, six leaf collectors, eight pick-up trucks, and one car. Only diesel and gasoline fuels are used to power the Division's vehicles. All of the Division's vehicles and equipment were in compliance with federal exhaust emissions guidelines at their time of purchase. Compliance with emission standards has resulted in higher equipment cost. The fleet consists of equipment that is less than ten years old and is used to provide services described in this report.

Four of the pick-up trucks are assigned to the supervisors for various field services including supervision of route collect, one is assigned to the Pesticide Officer for mosquito and rodent

control activities, one is assigned to a Refuse Collector for roll out cart delivery, and one is used to pull the Division's two recycling trailers to special events and used in the Christmas parade. One pick-up serves as back-up and for picking up missed collections.

The Sanitation Division's only car is assigned to the Recycling Coordinator. It is used for Keep Greenville Beautiful activities and other recycling duties.

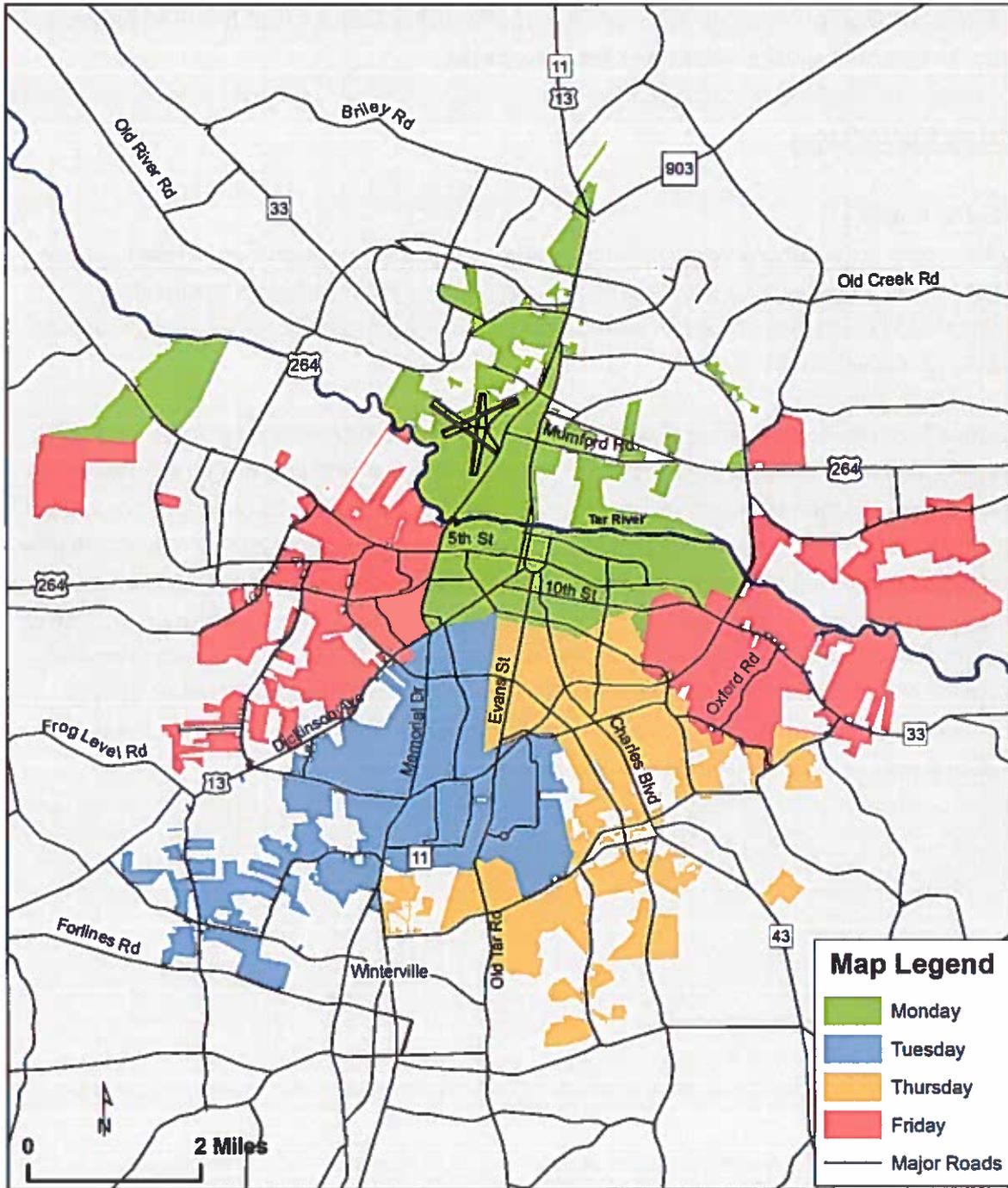
## **Refuse Collection**

### **Collection Routing**

Regular refuse collection, recycling collection, and yard waste collection occurs four days per week (Monday, Tuesday, Thursday and Friday). Multi-family bulky item collection and additional yard waste services are provided city-wide on Wednesdays. Figure 1 below depicts the daily routes within the city.

Sanitation has traditionally offered two service options for single family residences premium (backyard) and basic (curbside). City Council modified the service provisions by eliminating the option for new customers to choose premium service effective July 1, 2012, and by requiring all existing premium service customers to switch to basic service by July 1, 2017. As such, all new customers are required to have curbside service and must purchase a roll-out cart for the basic (curbside) refuse service. The Sanitation Division currently provides weekly refuse collection to approximately 3,154 premium (backyard) service customers, 14,595 basic (curbside) service customers, and 20,242 multi-family customers. These account numbers are reported as of December 2012. The number of premium services has decreased from 5,425 to 3,154 in the course of a year or approximately a 42% reduction.

Figure 1. Regular Sanitation Collection Routes



Greenville is the last of North Carolina’s ten largest cities that still offers backyard collections. Since manual collection processes are utilized, the City has a high number of Sanitation employees per collection points compared to the other municipalities participating in the North Carolina Local Government Performance Measurement Project (See Appendix A). Additionally the predominantly manual collection service leads to more frequent injuries (back and slips/trips/falls) and higher occurrences of workman’s compensation.



Example of Excessive Refuse – Premium (backyard)

### Single Family Refuse Collection

There are currently eight rear loaders and twenty-four employees assigned to this collection sector on Monday, Tuesday, Thursday, and Friday. They provide the basic (curbside) collection, premium (backyard) collection, and curbside bulky trash collection on a weekly basis. The basic (curbside) customers utilize curbside carts that are purchased from the City and that fit the rear loaders’ cart tipper. Premium (backyard) service customers are allowed to have up to three 32- gallon containers located in their backyard. Refuse collectors travel to the rear of the homes pulling a crew cart to empty the resident’s garbage cans and then transporting the garbage back to the truck. The City also offers a special service option to customers that provide documentation that they are physically unable to transport their container(s) to the curbside. The City provides backyard collection to these customers at the basic (curbside) rate.

### Identified Inefficiencies in the Current Single Family Refuse Collection System

- Labor intensive / manual collection process currently employed (three-man crews);
- Combination of collection points (rear yard and curbside);
- Lack of standardization for collection containers;
- No limitation on the volume (number of containers) for curbside customers;
- Fee for service is not tied to volume (number of containers) and



Example of Excessive Refuse – Basic (curbside)

- Weekly collection of bulky items using labor intensive / manual collection process (three man crews).

The Federal Government reported in 2012 that the waste/recycling collection workers have the 4<sup>th</sup> highest injury rate in the United States. This increased by 30% in 2010 and 2011. The proposed modifications will layout a collection plan that will not only increase operational efficiencies but greatly reduce the occurrence of injuries associated with lifting and slip/trips and falls. Figure 2 presents the injuries sustained, missed days as a result as well as the cost to the department for these workplace injuries.

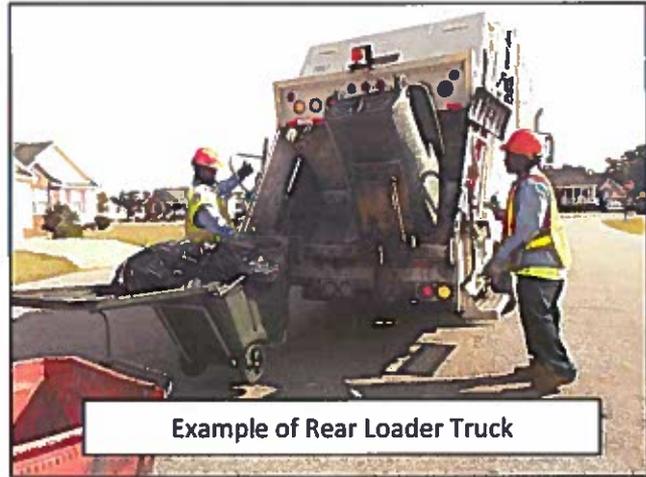


Figure 2 – Sanitation Injuries

**Public Works - Sanitation Division**

Workmen's Compensation Claims and Injuries

	Year	Total # of cases w/ job restrictions	Total # days away from work	Total # days of restricted duty	Total # Injuries	% Claims Belonging to Sanitation	Incurred	% Cost Belonging to Sanitation
Sanitation	2012	6	119	239	16	52%	\$168,979.00	76%
PW Dept	2012	9	208	285	31		\$222,683.44	
Sanitation	2011	6	17	125	11	38%	\$7,356.93	20%
PW Dept	2011	11	47	211	29		\$37,589.29	
Sanitation	2010	6	7	57	13	52%	\$5,653.71	48%
PW Dept	2010	7	20	61	25		\$11,699.81	
Sanitation	2009	8	3	107	14	48%	\$59,040.91	85%
PW Dept	2009	15	3	154	29		\$69,113.74	
Sanitation	2008	6	3	370	13	42%	\$13,016.88	12%
PW Dept	2008	14	113	746	31		\$110,720.23	

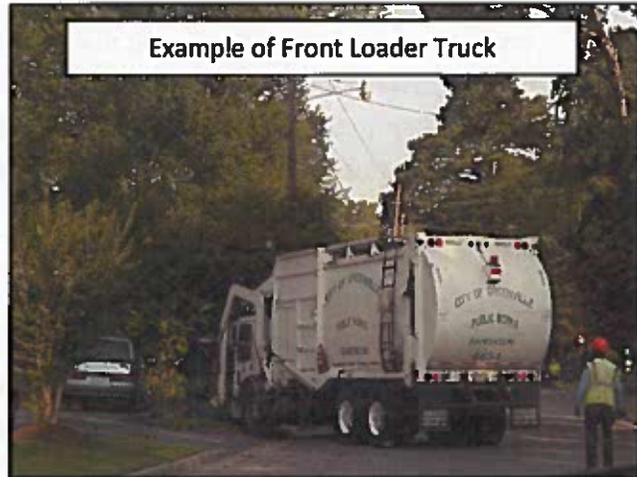
## Multi-family Refuse Collection

Multi-family units use dumpsters for refuse disposal. Front loader trucks with two person crews are used to empty multi-family residential dumpsters, City facilities and Greenville Utility Commission (GUC). The trucks have a 40 cubic yard capacity.

The City's multi-family refuse collection is provided by eight employees using four front loader dumpster trucks. This service is provided using two person crews. The refuse collector assigned to the crew is responsible for backing assistance and the disposal/pick-up of discarded items left on dumpster pads. The current fleet of front-end loaders has some front loaders equipped with rear view cameras. These mechanisms assist with backing, exiting, and servicing urban areas and traditional neighborhoods which typically have more narrow streets/alleys and can be more difficult to maneuver. Most dumpster collections in other municipalities, both private and public, are performed by the driver only. City standards require that all discarded items be placed inside the dumpster and not left on the dumpster pad. The standard practice has traditionally been for the refuse collectors to manually pick-up any items left around the dumpster and put them in the dumpster.

### Identified Inefficiencies

- Utilization of two person crews.
- City allows debris to be placed around the dumpster.



Example of Front Loader Truck



Example of Items Left Outside of Dumpster

## Recycling

General recycling collection uses three person crews and 25 cubic yard rear loader trucks. Recycling is collected from single family residences, multi-family residential properties, three City recycling drop off sites, schools within the City limits, and other City buildings.

Recycling collection for white goods (i.e. appliances) and electronics (i.e. computers, televisions, etc.) is collected on a call-in basis, and no fees are charged for collection. All white goods with refrigerants are taken to the Allen Road Transfer Station. Non-refrigerant containing appliances are disposed of at a local metal recycler. Pick-up trucks are used for white good collection, electronic recycling, and missed service calls.

The City's recycling collection service has twelve employees and uses four rear loader trucks. Premium (backyard) refuse service includes backyard recycling collection. The City collects comingled recycling materials on the same day as refuse collection. Increased recycling participation, coupled with the city's population growth, has led to significantly greater volumes of recyclable collections than in previous years. This increased work load has placed great demands on current crews, and it is anticipated that a fifth rear loader truck and three additional employees will be needed within the next two years unless a more efficient collection system is implemented.

### Identified Inefficiencies

- Labor intensive collection process currently employed (three man crews using rear loader trucks).
- Combination of collection points (rear yard and curbside).
- Lack of standardization for collection containers.

## Yard Waste

The knuckle boom trucks operate with two person crews and are used to collect yard waste from single family homes and multi-family units. Truck bodies range between 22 and 30 cubic yard capacity.

Loose leaf collection services are provided weekly November – February (the peak loose leaf season). Part-time drivers and temporary employees are utilized for loose leaf collection. Residents are allowed to place loose leaves behind the curb for collection. These leaf trucks utilize vacuum apparatus to collect the loose leaf piles.



The Sanitation Division uses twelve employees and six knuckle boom trucks, operating as two person crews, to collect yard waste from city residences. Yard waste is scheduled to be collected the same day as refuse and recycling. The use of knuckle boom trucks has encouraged residents to put out enormous piles of yard waste, typically consisting of limbs, logs and brush. Additionally, many private landscape contractors perform large projects and leave excessive amounts of yard waste debris by the curb for the City to collect.

Currently, if a resident containerizes yard waste, the crew must dump the container or bag contents on a hard surface and use the grapple to collect the yard waste. The trucks are not made for the collection of containerized yard waste. Knuckle boom trucks also have limited compaction ability, and having no restrictions on the amount of yard waste a resident places at the curb makes the planning of routes and workloads



very difficult. This results in residents often complaining about the timeliness of scheduled yard waste collection. Once yard waste service levels become better defined, improved planning will allow more predictable and efficient service delivery.

#### Identified Inefficiencies

- Lack of limitations on volumes to be collected.
- No standard for how debris should be placed at the curb (customers are permitted to leave debris in any manner they desire).
- Knuckle boom trucks do not allow for compaction, leading to increased trips to the landfill for emptying.
- Current system does not allow for the efficient collection of containerized yard waste.
- Current practice requires staff time to rake area after collection by knuckle boom.

Each of the City's identified inefficiencies has led to a higher cost of performing the work associated with sanitation collection and disposal. The City of Greenville is the 10<sup>th</sup> largest City in North Carolina and is the last of the 15 largest cities to convert to an automated collection system. By not converting our system to an automated collection system the City will incur a deficit in the enterprise fund of nearly \$19 million by the year 2020. With this in mind the City is proposing a more efficient means of collecting and disposing of residential and multi-family waste and recycling.



### **Section III: Proposed Automated Waste Collection**

Automated side-load trucks were first implemented in the 1970s. The goal of automation was to minimize worker injuries associated with the repetitive and strenuous nature of residential solid waste collection. Since this time thousand of public agencies have moved from the traditional rear-load method of waste collection to an automated system.

In an automated collection system, residents have a standardized container where they place their waste. The container is then placed at the curb by the resident on their collection day. During waste collection the driver will position the collection vehicle beside the cart. From inside the temperature controlled cab, the driver will use the controls to maneuver a side-mounted collection arm to pick up the container and place the



contents into the vehicle. The driver then uses the arm to return the container to its original location. The entire collection route can be serviced by the driver. This eliminates the manual labor that leads to frequent injuries, employee turnover as well as extra costs. Additionally crew productivity is increased. An automated system will allow the City to make twice as many stops in a day with one-third the manpower.

The following modifications are proposed for the City's waste collection system:

#### **Single Family Refuse Collection**

Replace the eight rear loader trucks utilizing three-man crews with three single operator fully automated trucks and two semi-automated trucks utilizing two man crews. The net result of this modification will include three fewer trucks and 16 fewer personnel assigned to weekly routes. Operational modifications proposed to accommodate and/or supplement this transition include:

## 1. Standardized Roll-Out Carts

The City will purchase and issue roll-out carts to basic customers that do not currently have carts compatible for automated collection. There are many types and styles of carts being used throughout the City. As such not all carts currently being used for basic (curbside) refuse service can be utilized for automated collection. Carts purchased from the City within the last 10 years are compatible with automated collection. Carts previously purchased from the City and in good working order will be replaced by the City. It is estimated that the City will provide 4000 carts, suitable for automation, to our customers. Cart performance affects the speed and efficiency of collection routes, the safety of sanitation employees, and the ability to prevent litter. Technology has improved the information that can be gathered from carts through Radio Frequency Identification (RFID) tags and web-based software management.

Refuse collectors will walk to the backyard for premium (backyard) customers until this service is discontinued on June 30, 2017. It should be noted that the transition of premium (backyard) accounts to basic (curbside) accounts is occurring more quickly than originally anticipated. In 2012 there was a 42% reduction in premium customers.

The residents of Greenville purchase their roll out cart for basic (curbside) refuse service and special services.

Most of North Carolina's cities provide their residents with roll-out carts for both recycling and garbage disposal.



### Benefits / Rationale

- Standardized carts are critical to transitioning to automated and semi-automated collection;
- Allows Public Works to optimize the collection routes as the current configuration was based on historical backyard collection locations.

- Eliminates heavy lifting currently required to service premium (backyard) customers, thus reducing work-related injuries and their associated costs (June 30, 2017):
- Eliminates the injuries associated with crew cart use;
- Ensures that all carts have appropriate lids attached which, when used properly, will reduce water infiltration and litter spilling onto the streets and private property;
- Saves time as the refuse collectors would no longer be required to remove and replace lids or lift and empty different styles of containers.

## 2. Volume-Based Pricing

The City will define the amount of refuse to be collected during a scheduled weekly collection as one roll-out cart (96-gallon capacity). If the customer generates additional refuse, they will need to purchase one or more additional roll-out carts (\$75 each) and pay an additional monthly fee for this additional service (\$5.00 per month). The City currently charges a single rate regardless of the amount of refuse generated (i.e. the same basic rate whether the customer uses one 96-gallon roll-out cart or if they use four 96 gallon roll out carts).

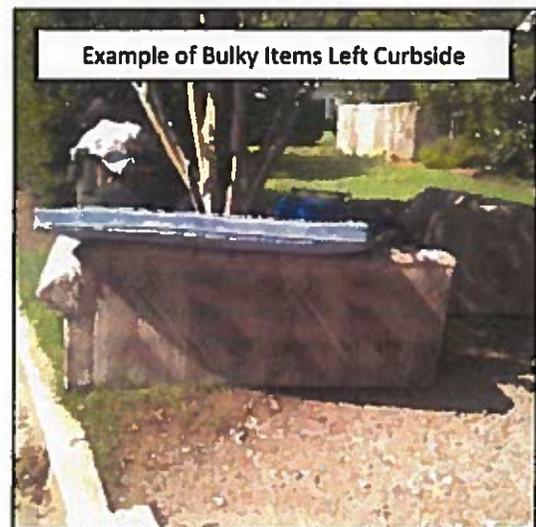
### Benefits/Rationale

- Fees are more aligned with the customer's service usage;
- Average consumers are not subsidizing those that generate the most refuse;
- Provides Incentive to recycle;
- Potential for additional revenues.

## 3. Bulky Item Collection / Sofas, Mattresses, Furniture

Currently, bulky refuse is placed at the curb for collection every week. Most collections are performed manually and with rear loader trucks. This current practice is not compatible with automated side loaders; thus, a separate collection method is needed.

The City proposes to utilize knuckle-boom trucks for bulky item collection on a call-for-service



basis. The service day for bulky item pick-up will be Wednesday. Residents will be required to call and schedule bulky item pick-up prior to that Wednesdays. Residents will be allowed 4 cubic yards of bulky items (about the size of a regular pick-up truck bed or approx. 6-ft L by 6-ft H by 4-ft W container) at no additional cost. Collection of more than 4 cubic yards will require a special collection fee of \$25.00 for each additional 4 cubic yards.

**Benefits / Rationale**

- Fees are aligned with the customer’s service usage (volume based pricing);
- *Use of knuckle-booms will reduce heavy lifting by employees;*
- Citizens can always utilize the Allen Road Transfer Station in addition to City service for no additional charge.

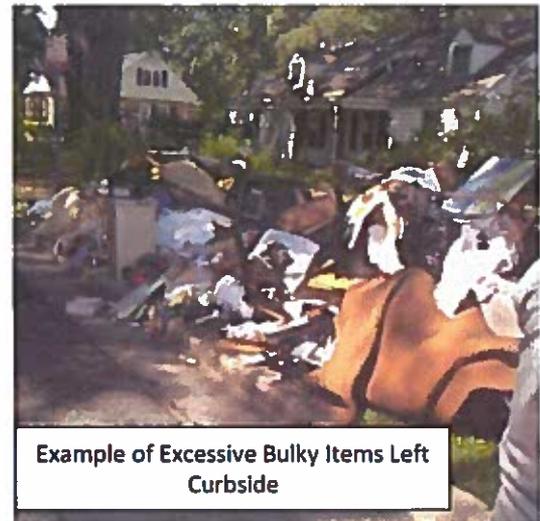


Table 2 presents the implementation plan for automated single family refuse collection. The chart below provides a summary of that table.

Single Family Criteira	2012 Current Program	2017 Automated Program
Staffing	24	7
Vehicles	8	5
Collection Frequency	1 x week	1 x week

**Table 2: Implementation Plan for Single Family Refuse Collection Modifications**

FY 2012 – 2013	FY 2013 - 2014	FY 2014 – 2015	FY 2015 - 2016	FY 2016 - 2017
<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>
<ul style="list-style-type: none"> <li>8 rear loader trucks utilizing 3-man crews</li> </ul> <p>Note: Reduction of 1 Crew/Truck by April 1, 2013 is expected</p>	<ul style="list-style-type: none"> <li>5 rear loader trucks utilizing 3 man-crews</li> <li>2 single-operator automated trucks</li> </ul> <p>Note: 2 automated trucks to be in service effective January 2014.</p>	<ul style="list-style-type: none"> <li>3 rear loader trucks utilizing 3-man crews</li> <li>4 single-operator automated trucks</li> </ul> <p>Note: 2 automated trucks to be in service effective July 2014.</p>	<ul style="list-style-type: none"> <li>1 rear loader truck utilizing 3 man crew</li> <li>2 automated 2-person crew side-loader trucks</li> <li>3 single-operator automated trucks</li> </ul>	<ul style="list-style-type: none"> <li>2 automated 2-person crew side-loader trucks</li> <li>3 single-operator automated trucks</li> </ul>
<b>Route Personnel</b>	<b>Route Personnel</b>	<b>Route Personnel</b>	<b>Route Personnel</b>	<b>Route Personnel</b>
<ul style="list-style-type: none"> <li>7 Crew Leaders (Drivers)</li> <li>14 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>7 Crew Leaders (Drivers)</li> <li>10 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>7 Crew Leaders (Drivers)</li> <li>6 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>6 Crew Leaders (Drivers)</li> <li>4 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>5 Crew Leaders (Drivers)</li> <li>2 Refuse Collectors</li> </ul>
<b>Action</b>	<b>Action</b>	<b>Action</b>	<b>Action</b>	<b>Action</b>
<ul style="list-style-type: none"> <li>Issue RFP and accept formal bids for 1 single-operator automated truck and 1 automated 2-person side-loader truck (March 2013)</li> <li>Hire consultant to maximize sanitation routes (March 2013)</li> <li>Incorporate Mobile 311 to assist with bulky item collection (Jan. 2014)</li> <li>Proposed refuse fee adjustment for single family residences</li> </ul>	<ul style="list-style-type: none"> <li>Put into service 2-single operator automated trucks (January 2014)</li> <li>Issue RFP and accept formal bids for 2-single operator automated trucks (July 2013)</li> <li>Implement new routing to accommodate automated trucks (January 2014)</li> <li>Purchase and deliver roll-out carts that are compatible with automated collection (January 2014)</li> <li>Proposed refuse fee adjustment for single family residences</li> </ul>	<ul style="list-style-type: none"> <li>Put into service 2 single-operator automated trucks (July 2014)</li> <li>Issue RFP and accept formal bids for 2 automated 2-person side-loader trucks (July 2014)</li> <li>Proposed refuse fee adjustment for single family residences</li> </ul>	<ul style="list-style-type: none"> <li>Put into service 2 automated 2-person crew side-loader trucks (July 2015)</li> <li>Issue RFP and accept formal bids for 2 single-operator automated trucks to be placed in the reserve fleet (July 2015)</li> <li>Proposed refuse fee adjustment for single family residences</li> </ul>	<ul style="list-style-type: none"> <li>Notify remaining premium (backyard) service customers that all service will be curbside effective July 1, 2017</li> <li>Proposed refuse fee adjustment for single family residences</li> </ul>
<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>
<b>Anticipated Costs</b>	<b>Anticipated Costs</b>	<b>Anticipated Costs</b>	<b>Anticipated Costs</b>	<b>Anticipated Costs</b>
<ul style="list-style-type: none"> <li>Purchase of 2 automated trucks (\$520,000)</li> <li>Routing software consultant (~\$30,000)</li> </ul>	<ul style="list-style-type: none"> <li>Purchase of 2 automated trucks (\$550,000)</li> <li>Refuse cart purchase, assembly and delivery (6,000 carts \$300,000)</li> </ul>	<ul style="list-style-type: none"> <li>Purchase of 2 automated trucks (\$550,000)</li> </ul>	<ul style="list-style-type: none"> <li>Purchase of 2 automated trucks as back-up vehicles (\$550,000)</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>Anticipated Savings/Revenues</b>	<b>Anticipated Savings/Revenues</b>	<b>Anticipated Savings/Revenues</b>	<b>Anticipated Savings/Revenues</b>	<b>Anticipated Savings/Revenues</b>
<ul style="list-style-type: none"> <li>Reduction of 3 FTE for 1/4 year @ 43,900 per year (\$32,925)</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of 3 FTE for full year and 4 FTE for ½ year @ \$43,900 per year (\$219,500)</li> <li>Surplus 2 rear loader trucks (\$15,000)</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of 11 FTE for full year @ \$43,900 per year (\$482,900)</li> <li>Surplus 2 rear loader trucks (\$15,000)</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of 14 FTE for full year @ \$43,900 per year (\$614,600)</li> <li>Surplus 2 rear loader trucks (\$15,000)</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of 17 FTE for full year @ \$43,900 per year (\$746,300)</li> <li>Surplus 2 rear loader trucks (\$15,000)</li> </ul>

## Multi-Family Refuse Collection

### Proposed Modifications

Actively enforce the requirement that all refuse be placed into the dumpster. Utilize four single-operator front loader dumpster trucks for collection. Also make available one refuse collector that will float among the four trucks to assist with backing in more urban areas. The net result of this modification will include three fewer personnel assigned to weekly routes.

### Benefits / Rationale

- Increased collection efficiency;
- Costs savings due to workforce reduction.

Table 3 presents the implementation plan for automated single family refuse collection. The chart below provides a summary of that table.

<b>Multi Family Criteria</b>	<b>2012 Current Program</b>	<b>2017 Automated Program</b>
Staffing	8	5
Vehicles	4	4
Collection Frequency	1 x week	1 x week

**Table 3: Implementation Table for Multi-Family Refuse Collection Modifications**

FY 2012 – 2013	FY 2013 - 2014	FY 2014 - 2015	FY 2015 - 2016	FY 2016 – 2017
<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>
<ul style="list-style-type: none"> <li>• 4 Front loaders utilizing 2-person crews</li> </ul>	<ul style="list-style-type: none"> <li>• 4 front loaders with single operators and one floating Refuse Collector</li> </ul>	<ul style="list-style-type: none"> <li>• 4 front loaders with single operators and one floating Refuse Collector</li> </ul>	<ul style="list-style-type: none"> <li>• 4 front loaders with single operators and one floating Refuse Collector</li> </ul>	<ul style="list-style-type: none"> <li>• 4 front loaders with single operators and one floating Refuse Collector</li> </ul>
<b>Personnel</b>	<b>Personnel</b>	<b>Personnel</b>	<b>Personnel</b>	<b>Personnel</b>
<ul style="list-style-type: none"> <li>• 4 Crew Leaders</li> <li>• 4 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>• 4 Crew Leaders</li> <li>• 1 Refuse Collector</li> </ul>	<ul style="list-style-type: none"> <li>• 4 Crew Leaders</li> <li>• 1 Refuse Collector</li> </ul>	<ul style="list-style-type: none"> <li>• 4 Crew Leaders</li> <li>• 1 Refuse Collector</li> </ul>	<ul style="list-style-type: none"> <li>• 4 Crew Leaders</li> <li>• 1 Refuse Collector</li> </ul>
<b>Action</b>	<b>Action</b>	<b>Action</b>	<b>Action</b>	<b>Action</b>
<ul style="list-style-type: none"> <li>• Develop Routes with Routing software</li> <li>• Education and notice to all multi-family property managers / owners that all refuse (bags, clothes) is required to be in the dumpster for collection (April 2013 through January 2014)</li> <li>• Bulky items will be collected weekly by call-in for service appointments</li> <li>• Address site distance / backing issues associated with dumpster locations where feasible</li> <li>• Proposed refuse fee adjustment for multi-family residences</li> </ul>	<ul style="list-style-type: none"> <li>• Shift from 4 two-person crews to 4 single operators with one Refuse Collector to float among routes to assist with backing maneuvers</li> <li>• Continue education efforts</li> <li>• Proposed refuse fee adjustment for multi-family residences</li> </ul>	<ul style="list-style-type: none"> <li>• Study alternative fuels for savings</li> <li>• Proposed refuse fee adjustment for multi-family residences</li> </ul>	<ul style="list-style-type: none"> <li>• Study alternative fuels for savings</li> <li>• Proposed refuse fee adjustment for multi-family residences</li> </ul>	<ul style="list-style-type: none"> <li>• Study alternative fuels for savings</li> <li>• Proposed refuse fee adjustment for multi-family residences</li> </ul>
<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>
<b>Anticipated Costs</b>	<b>Anticipated Costs</b>	<b>Anticipated Costs</b>	<b>Anticipated Costs</b>	<b>Anticipated Costs</b>
<ul style="list-style-type: none"> <li>• Printing education materials, direct mailing and dumpster stickers (\$1,000)</li> </ul>	<ul style="list-style-type: none"> <li>• (\$0)</li> </ul>	<ul style="list-style-type: none"> <li>• (\$0)</li> </ul>	<ul style="list-style-type: none"> <li>• (\$0)</li> </ul>	<ul style="list-style-type: none"> <li>• (\$0)</li> </ul>
<b>Anticipated Savings/Revenues</b>	<b>Anticipated Savings/Revenues</b>	<b>Anticipated Savings/Revenues</b>	<b>Anticipated Savings/Revenues</b>	<b>Anticipated Savings/Revenues</b>
<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of 3 FTE for 1/2 year @ \$43,900 (\$65,850)</li> <li>• Fuel savings from routing efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of 3 FTE for 1 year @ \$43,900 (\$131,700)</li> <li>• Fuel savings from routing efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of 3 FTE for 1 year @ \$43,900 (\$131,700)</li> <li>• Fuel savings from routing efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of 3 FTE for 1 year @ \$43,900 (\$131,700)</li> <li>• Fuel savings from routing efficiency</li> </ul>

## **Recycling Collection**

### **Proposed Modifications**

Replace the four rear loader trucks utilizing three-man crews with three single operator fully automated trucks and two semi-automated trucks utilizing two-man crews. The net result of this modification will include five fewer personnel assigned to weekly routes. Operational modifications proposed to accommodate and/or supplement this transition include:

**1. Standardized Roll-Out Carts**

The City will purchase and issue recycling roll-out carts to all customers.

**2. Require That All Recycling be Collected at Curbside**

Curbside recycling collection is mandated by all of the other benchmark cities and is recognized throughout the solid waste industry as a best management practice. Currently, the City collects recycling for all premium (backyard) service customers in the backyard. The proposed approach



requires that all customers except special service customers bring recycling material to the curbside for automated / semi-automated collection.

### **Benefits / Rationale**

- Helps maintain recycling collection without additional personnel;
- Standardized carts are critical to transitioning to automated and semi-automated collection;
- Provides an avenue for the City to own all carts used in collection process ensuring compatibility with collection equipment;
- Allows the City to apply for grants to help pay for residential curbside recycling carts. The Sanitation Division has applied for a \$75,000 grant from the State of North Carolina for curbside recycling carts.
- Eliminates the need for approximately 12 crew carts and associated modifications required to rear loader tipping mechanisms which are currently needed to service premium (backyard) customers;
- Eliminates injuries associated with crew cart use;

- Many cities have reported increased recycling participation when roll-out carts are provided to residents and this is supported by state government's grants to provide roll out carts for curbside collection.

Table 4 presents the implementation plan for automated single family refuse collection. The chart below provides a summary of that table.

<b>Recycling Criteria</b>	<b>2012 Current Program</b>	<b>2017 Automated Program</b>
Staffing	12	7
Vehicles	4	5
Collection Frequency	1 x week	1 x week

**Table 4: Implementation Table for Recycling Collection Modifications**

FY 2012 – 2013	FY 2013 - 2014	FY 2014 - 2015	FY 2015 - 2016	FY 2016 - 2017
<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>
<ul style="list-style-type: none"> <li>• 4 rear loader trucks utilizing 3-man crews</li> </ul>	<ul style="list-style-type: none"> <li>• 3 rear loader trucks utilizing 3-man crews</li> <li>• 2 single operator automated trucks</li> <li>• Note: 2 automated trucks to be in service effective January 2014</li> </ul>	<ul style="list-style-type: none"> <li>• 3 rear loader trucks utilizing 3-man crews</li> <li>• 2 single-operator automated trucks</li> </ul>	<ul style="list-style-type: none"> <li>• 1 rear loader truck utilizing 3-man crew</li> <li>• 4 single-operator automated trucks</li> <li>• Note: 2 automated trucks to be in service effective January 2015</li> </ul>	<ul style="list-style-type: none"> <li>• 2- 2-person side loader trucks</li> <li>• 3 single-operator automated trucks</li> <li>• Note – 1 2-person side loader automated truck to be in service effective July 2016</li> </ul>
<b>Personnel</b>	<b>Personnel</b>	<b>Personnel</b>	<b>Personnel</b>	<b>Personnel</b>
<ul style="list-style-type: none"> <li>• 4 Crew Leaders (Drivers)</li> <li>• 8 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Crew Leaders (Drivers)</li> <li>• 6 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Crew Leaders (Drivers)</li> <li>• 6 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Crew Leaders (Drivers)</li> <li>• 2 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Crew Leaders (Drivers)</li> <li>• 2 Refuse Collectors</li> </ul>
<b>Action</b>	<b>Action</b>	<b>Action</b>	<b>Action</b>	<b>Action</b>
<ul style="list-style-type: none"> <li>• Issue RFP and accept formal bids for 1 single operator automated trucks and 1 2-person crew side loader truck January 2014 (March 2013)</li> <li>• February 2013 submitted application for State Recycling roll out cart grant (\$75,000)</li> <li>• Issue RFP and accept formal bids for assembly and delivery of 17,000 recycling carts (95/65-gallon) (delivery prior to October 2013)</li> </ul>	<ul style="list-style-type: none"> <li>• Issue RFP and accept formal bids for 1 single operator automated truck and 1 2-person crew side loader truck (July 2013 reserve fleet)</li> <li>• Implement automated routes</li> <li>• Reduction of 2 Refuse Collectors and addition of one Crew Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Issue RFP and accept formal bids for 1 single operator automated truck and 1 2-person crew side loader truck January 2014 (\$550,000)</li> </ul>	Promote recycling	<ul style="list-style-type: none"> <li>• Promote recycling</li> </ul>
<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>
<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>• Purchase, assemble and delivery of 17,000 recycling carts (\$890,000)</li> <li>• Purchase of 2 automated trucks (\$520,000)</li> </ul>	<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>• Purchase of 1 single operator automated truck and 1 2-person crew side loader truck (\$550,000)</li> </ul>	<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>• Purchase of 1 single operator automated truck and 1 2-person crew side loader truck (\$550,000)</li> </ul>	<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>• None</li> </ul>	<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>• \$ (0)</li> </ul>
<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>• City to accept cart maintenance and replacement</li> <li>• Refuse fee adjusted for single family residences</li> </ul>	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>• Reduction of 1 FTE for ½ year @ \$43,900 per year (\$21,950)</li> <li>• Surplus 1 rear loader truck (\$7,500)</li> </ul>	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>• Reduction of 1 FTE for full year @ \$43,900 per year (\$43,900)</li> </ul>	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>• Reduction of 4 FTE for ½ year @ \$43,900 per year (\$87,800) and 1 FTE for 1 year @ \$43,900 per year (\$43,900)</li> <li>• Surplus 2 rear loader trucks (\$15,000)</li> </ul>	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>• Reduction of 5 FTE for full year @ \$43,900 per year (\$219,500)</li> <li>• Surplus 2 rear loader trucks (\$15,000)</li> </ul>

## **Yard Waste Collection**

### **Proposed Modifications**

A common yard waste collection practice among the benchmark cities is to limit the amount of yard waste collected on the resident's service day. Staff recommends limiting residential yard waste collection to 4 cubic yards (regular bed of a pick-up truck) per week for a single family residence. The 4 cubic yards limit will not apply to leaves during yard waste collection from November to February.

Encourage residents to use biodegradable bags for yard waste, to bundled limbs, and require limbs be placed at the curb not exceed six feet in length. The City will collect 4 cubic yards (6 ft x 6 ft x 4 ft container or standard size pick-up truck bed) of yard waste per week from a single family home. Yard Waste in excess of 4 cubic yards will require a special collection fee of \$25 for each additional 4 cubic yards of yard waste. Residents should call and schedule collection of yard waste in excess of 4 cubic yards. The modifications to this collection are presented in Table 5.

### **Benefits / Rationale**

- Increased ability to maintain service schedule;
- Fuel savings;
- Greater efficiency;
- Reduced equipment maintenance cost.
- Potential for increased revenue.

### **Loose Leaf Collection**

The City's loose leaf collection operates from November to February each year. The City uses up to 18 temporary employees to provide this service utilizing leaf vacuum trucks during this peak period. Outside of the peak leaf season, loose leaves are either collected using knuckle boom trucks or special trips are made with leaf vacuum trucks.

### **Proposed Modifications**

Continue loose leaf collection using vacuum trucks during peak months (November through February). During non-peak months, encourage loose leaves and grass clippings be bagged in biodegradable bags for collection.

### **Benefits / Rationale**

- Makes yard waste collection more efficient during the months that loose leaves are not collected with vacuum truck.

**Table 5: Implementation Table for Yard Waste / Bulky Item Collection Modifications**

FY 2012 – 2013	FY 2013 - 2014	FY 2014 - 2015	FY 2015 - 2016	FY 2016 - 2017
<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>	<b>Collection Mechanism</b>
<ul style="list-style-type: none"> <li>7 Knuckle boom trucks utilizing 2 person-crews</li> </ul>	<ul style="list-style-type: none"> <li>7 Knuckle boom trucks utilizing 2 person-crews</li> </ul>	<ul style="list-style-type: none"> <li>7 Knuckle boom trucks utilizing 2-person crews</li> </ul>	<ul style="list-style-type: none"> <li>7 Knuckle boom trucks utilizing 2-person crews</li> </ul>	<ul style="list-style-type: none"> <li>7 Knuckle boom trucks utilizing 2-person crews</li> </ul>
<b>Personnel</b>	<b>Personnel</b>	<b>Personnel</b>	<b>Personnel</b>	<b>Personnel</b>
<ul style="list-style-type: none"> <li>7 Crew leaders (Drivers)</li> <li>7 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>7 Crew leaders (Drivers)</li> <li>7 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>7 Crew leaders (Drivers)</li> <li>7 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>7 Crew Leaders (Drivers)</li> <li>7 Refuse Collectors</li> </ul>	<ul style="list-style-type: none"> <li>7 Crew Leaders (Drivers)</li> <li>7 Refuse Collectors</li> </ul>
<b>Action</b>	<b>Action</b>	<b>Action</b>	<b>Action</b>	<b>Action</b>
<ul style="list-style-type: none"> <li>Citizen education for biodegradable bagging, bundling of yard waste and bulky item collection by call-in for Wednesday collection (GTV, newspapers, direct mail flyers)</li> <li>Set new parameters for yard waste quantities</li> <li>Yard Waste Recycling Promotion</li> <li>Use Mobile 311 system to enhance collection efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Citizen education</li> <li>Incorporate residential bulky item collection within the yard waste system</li> <li>Implement standards for yard waste quantities</li> <li>Issue RFP and accept formal bids for 1 knuckle boom truck (Reserve Fleet) (July 2013)</li> </ul>	<ul style="list-style-type: none"> <li>Citizen education</li> <li>Knuckle boom for residential bulky item collection</li> <li>Yard Waste / Composting Recycling Promotion</li> </ul>	<ul style="list-style-type: none"> <li>Citizen education</li> <li>Yard Waste / Composting Recycling Promotion</li> </ul>	<ul style="list-style-type: none"> <li>Citizen education</li> <li>Yard Waste / Composting Promotion</li> </ul>
<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>	<b>Fiscal Impact</b>
<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>Printed Material (\$500)</li> </ul>	<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>Purchase of 1 knuckle boom truck for reserve fleet (\$150,000)</li> </ul>	<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>(\$0)</li> </ul>	<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>(\$0)</li> </ul>	<u>Anticipated Costs</u> <ul style="list-style-type: none"> <li>(\$0)</li> </ul>
<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>Fuel savings by routing to specific collection points resulting from call-in for collection of bulky items</li> </ul>	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>Fuel savings by routing to specific collection points for bulky item collection on Wednesday</li> </ul>	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>Fuel savings by routing to specific collection points</li> </ul>	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>Fuel savings by routing to specific collection points</li> <li>Yard waste special collection fee</li> </ul>	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> <li>Fuel savings by routing to specific collection points</li> <li>Yard waste special collection fee</li> </ul>

## **Section IV: Employee Transition Plan**

Automated sanitation collection utilizes technology to provide greater efficiency to the collection process. As such, changing from a manual collection process to an automated / semi-automated collection process will result in the Sanitation Division needing 25 fewer Refuse Collectors over the next five years (See Section III, herein). Recognizing that the City organization's greatest asset is its human capital / employees, staff has evaluated how best to address this proposed reduction in staffing.

Sanitation Division	2012	2017
	Current Program	Automated Program
Staffing	68 (72 authorized)	47
Vehicles	46	40
Collection Frequency	1 x week	1 x week

Historic personnel trends for employees of the Sanitation Division and for other positions requiring similar skill sets to Refuse Collectors have been reviewed. Staff has also reviewed the division's personnel service records to identify those employees with the requisite combination of years of service and age to qualify for retirement. Based on this analysis, staff estimates that the following opportunities will exist to address the proposed reduction in staffing:

1. **Full Retirement**

Staff estimates that four sanitation employees will retire with full benefits over the next five years. This estimate includes Refuse Collector, Crew Leader I, and Crew Leader II positions.

2. **Early Retirement**

Staff estimates that five sanitation employees will take early retirement with the incentive plan outlined in Appendix C of this report. This estimate assumes that just less than 50% of those eligible for early retirement will do so with the proposed incentive plan. This estimate includes Refuse Collector, Crew Leader I, and Crew Leader II positions.

3. Reassignment to other City Positions

It is estimated that there will be the opportunity to reassign twelve sanitation employees to other vacant City positions over the next five years. This estimate includes Refuse Collector, Crew Leader I, and Crew Leader II positions.

4. Freezing Vacant Positions

The Sanitation Division currently has four Refuse Collector positions unfilled. These positions will remain unfilled to assist in implementing the proposed reduction in staffing.

The approach outlined above would accommodate all Sanitation personnel without any being terminated due to personnel reductions; however, there is no guarantee that:

- Those eligible for full retirement will do so;
- Those eligible for early retirement will utilize the proposed incentive and do so;
- Attrition within the division and for other positions requiring similar skill sets will continue at historic rates.

## **Section V: Fiscal Analysis of Automated Collection**

The greatest cost associated with transitioning to an automated/semi-automated collection system comes in the form of vehicles. Automated/semi-automated vehicles cost approximately \$260,000 each. Rear loader trucks traditionally utilized for single family refuse and recycling collection cost approximately \$145,000 each.

The plan to transition to an automated/semi-automated collection system is based on a five-year implementation schedule; however, fleet modifications will occur over eight-years to accommodate the purchase of back-up vehicles. The difference between the budgeted contributions to the Vehicle Replacement Fund over the eight-year period and the increased cost of the modified fleet totals \$1.4 million. Staff recommends that the Vehicle Replacement Fund cover this deficit as it has sufficient funds to do so with a current balance of \$7.2 million, has increased fund balance each year since it was created in 2007, and includes an Initial General Fund contribution of \$2.5 million. This is a one-time contribution from the Vehicle Replacement Fund as future Sanitation Fund budgets will be adjusted to pay the increased "rent" for the more expensive vehicles.

While the transition to an automated/semi-automated collection system will provide greater efficiency and lead to cost savings, it will not, in and of itself, balance the Sanitation Fund. It will significantly reduce the deficit in the Sanitation fund but the fund will still be operating with a deficit. As illustrated in Table 6 a 7-yr rate increase is requested with a total amount of four dollars and seventy-five cents over that time frame.

Tables 7, 8 and 9, below, depict financial projections for the Sanitation Fund through FY 2020 under three different scenarios. Table 7 projections assume no changes in service delivery and no rate increases. This scenario will result in a cumulative operational loss of approximately \$18.1 million from 2013 to 2020. Table 8 presents projections assuming changing to an automated system while holding the monthly rate steady through 2020. This shows that the cumulative deficit will be approximately \$11.2 million without a rate increase. This represents a savings of nearly \$7 million from the current plan but is still not sustainable. Table 9 projections assume implementation of the service delivery modifications proposed by this plan with the rate increases as depicted in Table 6, below.

When the County's tipping fee is added to the rate a resident will be paying about \$22.50/month for solid waste collection in 2020 as presented in the Automated Waste Collection section (Section III) of this report and as presented in Table 9.

**Table 6. Proposed Rate Increases Through 2020**

<b>Fiscal Year</b>	<b>Proposed Rate Increase</b>	<b>% Increase (Based on Basic and Multi-Family)</b>	<b>Proposed Monthly Rate</b>
2014	\$1.50	12.8%	\$13.25
2015	\$1.25	9.4%	\$14.50
2016	\$.75	5.2%	\$15.25
2017	\$.50	3.3%	\$15.75
2018	\$.25	1.6%	\$16.00
2019	\$.25	1.6%	\$16.25
2020	\$.25	1.5%	\$16.50

\* FY 13 monthly rate is \$11.75 for basic (curbside) and multi-family customers.

**Table 7. Sanitation Fund Financial Projections Through 2020: No Changes in Service Delivery and No Rate Increases**

SANITATION FUND REVENUE HISTORY AND PROJECTIONS

No Change in Process and No Change in Fee

	2012	2013	2013 Projection Based on 1/31/2013	2014	2015	2016	2017	2018	2019	2020
	ACTUAL	ADJUSTED BUDGET	No new trucks	ADJUSTED PLAN Based on Projections for FY 2013	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS
<b>TOTAL REVENUES</b>	5,789,597	7,335,212	6,528,879	6,441,622	5,993,686	5,866,273	5,861,364	5,909,243	5,947,656	5,996,099
Operating-	6,214,703	6,926,678	6,608,573	7,317,405	7,539,004	7,794,500	8,034,924	9,172,742	9,417,261	9,679,310
Capital Improvement-	192,593	303,614	303,614	320,000	-	-	-	-	-	-
Transfer Out (Debt/Other)-	226,586	104,920	104,920	104,920	-	-	-	-	-	-
<b>TOTAL EXPENSE</b>	\$ 6,633,982	\$ 7,335,212	\$ 7,017,107	\$ 7,742,325	\$ 7,539,004	\$ 7,794,500	\$ 8,034,924	\$ 9,172,742	\$ 9,417,261	\$ 9,679,310
<i>Total Annual Net (Loss)/Income</i>	\$ (844,384)	\$ -	(488,228)	\$ (1,300,702)	\$ (1,545,318)	\$ (1,928,227)	\$ (2,173,560)	\$ (3,263,499)	\$ (3,469,605)	\$ (3,683,212)
<i>Total Cumulative Net (Loss)/Income</i>	\$ (214,522)		(702,750)	(2,003,452)	(3,548,770)	(5,476,997)	(7,650,557)	(10,914,056)	(14,383,662)	(18,066,873)

Table 7, above, demonstrates that the continued use of the current collection system with no rate increases would result in increasing large annual deficits from FY 14 – FY 20, with a FY 20 net loss of \$3.7 million and a total cumulative fund loss of \$18.1 million. Cost will take a noticeable increase in fiscal year 2018, when the full allocation of indirect costs will be charged to the fund to illustrate full costs for the Sanitation Fund.

**Table 8. Sanitation Fund Financial Projections Through 2020: Includes Implementation of Proposed Service Modifications and No Rate Increases**

SANITATION FUND REVENUE HISTORY AND PROJECTIONS  
Change in Process No Fee Change

	2012	2013	2013 Projection Based on 1/31/2013	2014	2015	2016	2017	2018	2019	2020
	ACTUAL	ADJUSTED BUDGET	No new trucks	ADJUSTED PLAN Based on Projections for FY 2013	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS
<b>TOTAL REVENUE</b>	\$ 5,783,597	\$ 7,335,212	\$ 7,793,079	\$ 6,455,674	\$ 5,950,366	\$ 5,819,901	\$ 5,691,067	\$ 5,736,557	\$ 5,781,145	\$ 5,808,513
Operating	6,214,783	6,926,678	6,687,148	7,062,858	6,873,458	6,909,572	6,830,236	7,295,271	7,555,685	7,751,305
Capital Improvement	192,593	303,614	1,493,614	150,000	-	-	-	-	188,000	-
Transfer Out (Debt/Other)	226,686	104,920	-	269,875	166,608	168,279	169,966	171,670	173,391	175,129
<b>TOTAL EXPENSE</b>	\$ 6,633,982	\$ 7,335,212	\$ 8,100,762	\$ 7,482,733	\$ 7,040,066	\$ 7,077,851	\$ 7,000,202	\$ 7,466,941	\$ 7,909,076	\$ 7,926,434
<b>Total Annual Net (Loss)/Income</b>	\$ (844,384)	\$ -	\$ (306,883)	\$ (1,027,059)	\$ (1,089,701)	\$ (1,257,950)	\$ (1,308,135)	\$ (1,730,384)	\$ (2,127,931)	\$ (2,097,921)
<b>Total Cumulative Net (Loss)/Income</b>	\$ (214,522)		\$ (521,405)	\$ (1,548,464)	\$ (2,638,165)	\$ (3,896,114)	\$ (5,204,449)	\$ (6,934,833)	\$ (9,062,763)	\$ (11,160,684)

Table 8, above, demonstrates the recommended combination of service delivery modifications with no rate increases would result in increasing large annual deficits from FY 14 – FY 20, with a FY 20 net loss of \$2.1 million and a total cumulative fund loss of \$11.2 million. With no fee increases the Sanitation fund will continue to be in debt to the General Fund by the 11.2 million mentioned above. With the service modifications, costs will take a noticeable increase in fiscal year 2018, when the full allocation of indirect costs should be charged to the fund to illustrate full costs for the Sanitation Fund. However, these projected costs have been reduced by approximately 34% based on personnel changes.

**Table 9. Sanitation Fund Financial Projections Through 2020: Includes Implementation of Proposed Service Delivery Modifications**

SANITATION FUND REVENUE HISTORY AND PROJECTIONS  
Change in Process - Recommended Fee Increase

This model will illustrate what it will take to breakeven by year 2020, while maintaining a reserve of 8%

			2013 Projection Based on 1/31/2013	1.50	1.25	0.75	0.50	0.25	0.25	0.25
	2012	2013	2013 Projection Based on 1/31/2013	2014	2015	2016	2017	2018	2019	2020
	ACTUAL	ADJUSTED BUDGET	No new trucks	ADJUSTED PLAN Based on Projections for FY 2013	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS
TOTAL REVENUES	\$ 5,789,597	7,335,212	7,793,879	7,842,633	7,219,580	7,847,846	7,566,886	7,744,324	7,923,590	8,107,620
Operating	6,214,703	6,926,678	6,607,340	7,067,858	6,873,458	6,909,572	6,830,236	7,295,271	7,555,685	7,751,305
Capital Improvement	192,593	303,614	1,493,614	150,000	-	-	-	-	180,000	-
Transfer Out (Debt/Other)	226,686	104,920	184,925	269,875	166,606	168,279	189,966	171,670	173,391	175,129
TOTAL EXPENSE	\$ 6,633,982	\$ 7,335,212	\$ 8,285,862	\$ 7,487,733	\$ 7,046,666	\$ 7,877,851	\$ 7,800,202	\$ 7,466,941	\$ 7,909,676	\$ 7,926,434
Total Annual Net (Loss)/Income	\$ (844,384)	\$ -	\$ (411,803)	\$ (340,128)	\$ 179,514	\$ 369,995	\$ 566,684	\$ 277,383	\$ 14,514	\$ 181,186
Total Cumulative Net (Loss)/Income	\$ (214,522)		\$ (626,325)	\$ (966,453)	\$ (786,931)	\$ (416,936)	\$ 149,749	\$ 427,132	\$ 441,646	\$ 622,832

Table 9, above, demonstrates the recommended combination of service delivery modifications and rate increases. This projection would result in manageable annual deficits through 2014, with the fund recognizing annual surpluses from FY 15 through FY 20. It is anticipated that the cumulative fund balance would be positive beginning FY 17. This cumulative fund balance is expected to increase to a reserve of approximately one month (8%) of operations by FY20. The Sanitation Fund will have a cumulative debt owed to the General Fund of \$966,445, of which the fund can begin to pay back in FY2015.

## **Potential Opportunities**

It should be noted that other communities that pay tipping fees at landfills have decreased costs by encouraging and /or incentivizing recycling. Based upon this model, increased recycling leads to less waste sent to the landfills, resulting in less tipping fees paid by the cities. In most instances, cities receive revenues from their recycling partners based upon the volume of recyclable material transferred. The City will continue to look into this potential revenue source. It should be understood that these opportunities will be limited unless Pitt County and/or ECVC, the City's depositories for refuse and recycling materials, modify their current arrangements with the City (i.e. the City does not pay tipping fees at the landfill because the County bills all County households directly for this service and ECVC does not pay the City for the volume of recyclable materials transferred to their facility).

**Pay-As-You –Throw** - In communities with pay-as-you-throw programs (PAYT) also known as unit pricing or variable-rate pricing, residents are charged for the collection of solid waste based on the amount they throw away. This creates a direct economic incentive to recycle more and to generate less waste.

Traditionally, residents pay for waste collection through property taxes or a fixed fee, regardless of how much—or how little—trash they generate. Pay-As-You-throw (PAYT) breaks with tradition by treating trash services just like electricity, gas, and other utilities. Households pay a variable rate depending on the amount of service they use.

Most communities with PAYT charge residents a fee for each bag or can of waste they generate. In a small number of communities, residents are billed based on the weight of their trash. Either way, these programs are simple and fair. The less individuals throw away, the less they pay. The proposal to convert to an automated collection system does incorporate PAYT methods into the refuse and recycling aspects of collection. There are over 60 PAYT communities in North Carolina presently.

**Compressed Natural Gas** - As fuel prices continue to rise, our costs associated with solid waste collection will also rise. The City has met with Greenville Utilities Commission and other vendors to discuss the potential of locating a Compressed Natural Gas (CNG) facility at the Public Work's location. Locating a facility here would enable the City to begin to convert our fleet to CNG vehicles and enjoy the benefits of significantly lower fuel rates.

**Yard Waste** – The City will continue to evaluate potential savings in the collection of yard waste and look to move towards an automated collection system that incorporates the elements of PAYT.

**APPENDIX A: Performance and Cost Comparison Data from North Carolina Local Government Performance Measurement Project (i.e. Benchmarking Study)**

Greenville, like many other North Carolina municipalities, is continually looking for ways to improve efficiency and effectiveness related to the delivery of municipal services. To this end, the city has participated in the North Carolina Local Government Performance Measurement Project over the past several years. As part of this collaborative project with the UNC School of Government and 13 other municipalities, performance and costs data for multiple municipal service have been compiled.

Portions of the data provided in the project’s most recent report, including data for fiscal year 2010 – 2011, are summarized below. This data provides the opportunity for quantitative comparisons of performance measures associated with residential refuse collection, household recycling, and yard waste / leaf collection.

**Table 1. Benchmark Community Profiles**

<b>City or Town</b>	<b>City / Town 2010 Census Population</b>	<b>State Population Rank</b>	<b>County / Primary County</b>
<b>Apex</b>	<b>37,486</b>	<b>22</b>	<b>Wake</b>
<b>Asheville</b>	<b>83,393</b>	<b>11</b>	<b>Buncombe</b>
<b>Burlington</b>	<b>49,963</b>	<b>17</b>	<b>Alamance and Guilford</b>
<b>Cary</b>	<b>135,234</b>	<b>7</b>	<b>Wake</b>
<b>Charlotte</b>	<b>731,424</b>	<b>1</b>	<b>Mecklenburg</b>
<b>Concord</b>	<b>79,066</b>	<b>12</b>	<b>Cabarrus</b>
<b>Greensboro</b>	<b>269,666</b>	<b>3</b>	<b>Guilford</b>
<b>Greenville</b>	<b>84,554</b>	<b>10</b>	<b>Pitt</b>
<b>Hickory</b>	<b>40,010</b>	<b>21</b>	<b>Catawba</b>
<b>High Point</b>	<b>104,371</b>	<b>9</b>	<b>Guilford</b>
<b>Salisbury</b>	<b>33,663</b>	<b>24</b>	<b>Rowan</b>
<b>Wilmington</b>	<b>106,476</b>	<b>8</b>	<b>New Hanover</b>
<b>Wilson</b>	<b>49,167</b>	<b>18</b>	<b>Wilson</b>
<b>Winston-Salem</b>	<b>229,617</b>	<b>4</b>	<b>Forsyth</b>

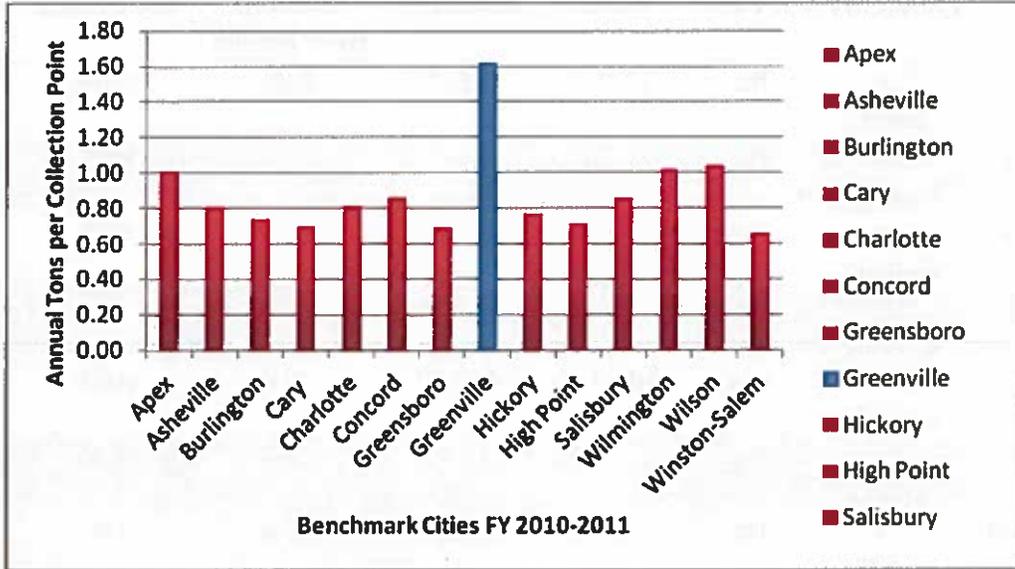
**Table 2: Residential Refuse Collection Data**

City or Town	Normal Coll. Location	Coll. Pts	Tons Collected	Weekly Routes	% Contracted	Crew Size	City FTE Positions	Packers	Automated Trucks
Apex	Curbside	11,432	11,580	13	100%	Contracted	N/A	N/A	N/A
Asheville	Curbside	29,150	23,734	33	0%	1&3 person	13.5	1	7
Burlington	Curbside	17,854	13,285	27	0%	1&2 person	8.9	1	5
Cary	Curbside	43,637	30,562	48	0%	1&4 person	29	2	10
Charlotte	Curbside	211,613	172,111	310	0%	1&2 person	77	7	55
Concord	Curbside	27,676	23,757	38	100%	Contracted	1.9	(Contracted) 8	N/A
Greensboro	Curbside	80,251	55,698	86	0%	1&2 person	26.17	3	23
Greenville	Curbside & BY	17,431	28,287	32	0%	3 person	27	8	0
Hickory	Curbside	12,100	9,306	15	0%	1&2 person	4.25	2	3
High Point	Curbside	35,544	25,490	38	0%	1&3 person	26	1.5	8
Salisbury	Curbside	10,817	9,320	15	0%	1&2 person	10	7	0
Wilmington	Curbside	28,371	28,834	36	0%	2&3 person	34	13	0
Wilson	Curbside	17,900	18,545	17	0%	1&3 person	11	2	5
Winston-Salem	Curbside	76,064	50,269	128	0%	3 person	96	29	3

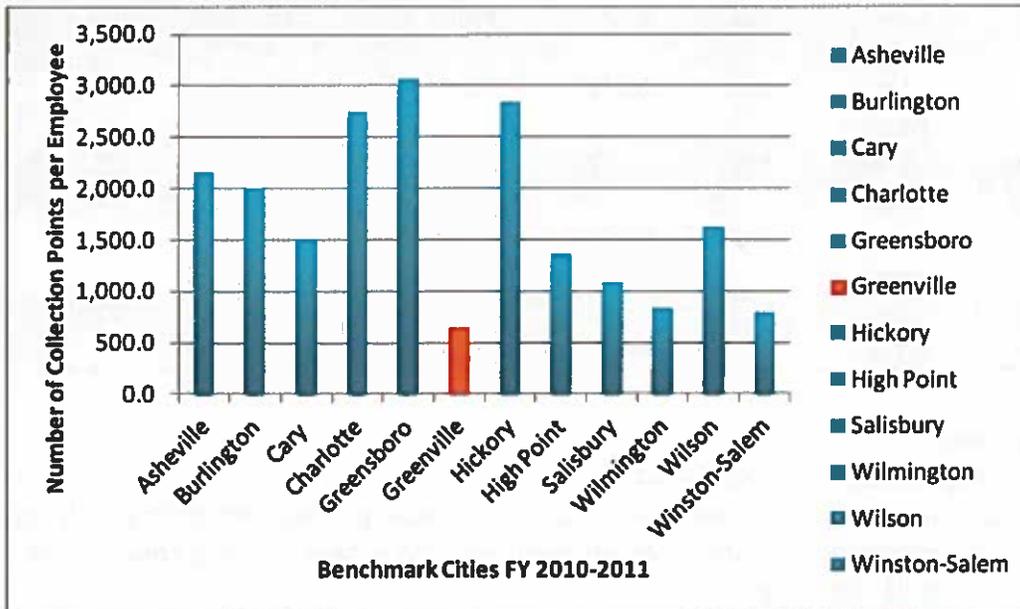
**Table 2 Notes:**

1. Data provided for FY 2010 – 2011.
2. Data includes regularly scheduled collection of household refuse from residential premises and other locations, including small businesses, using containers small enough that residents and/or workers can move or lift them manually. The service excludes collection of waste from dumpsters. Transportation of refuse to a landfill or transfer station is included, but the disposal of refuse and tipping costs are excluded.

**Figure 1. Tons Collected per Collection Point**



**Figure 2. Collection Points per FTE**



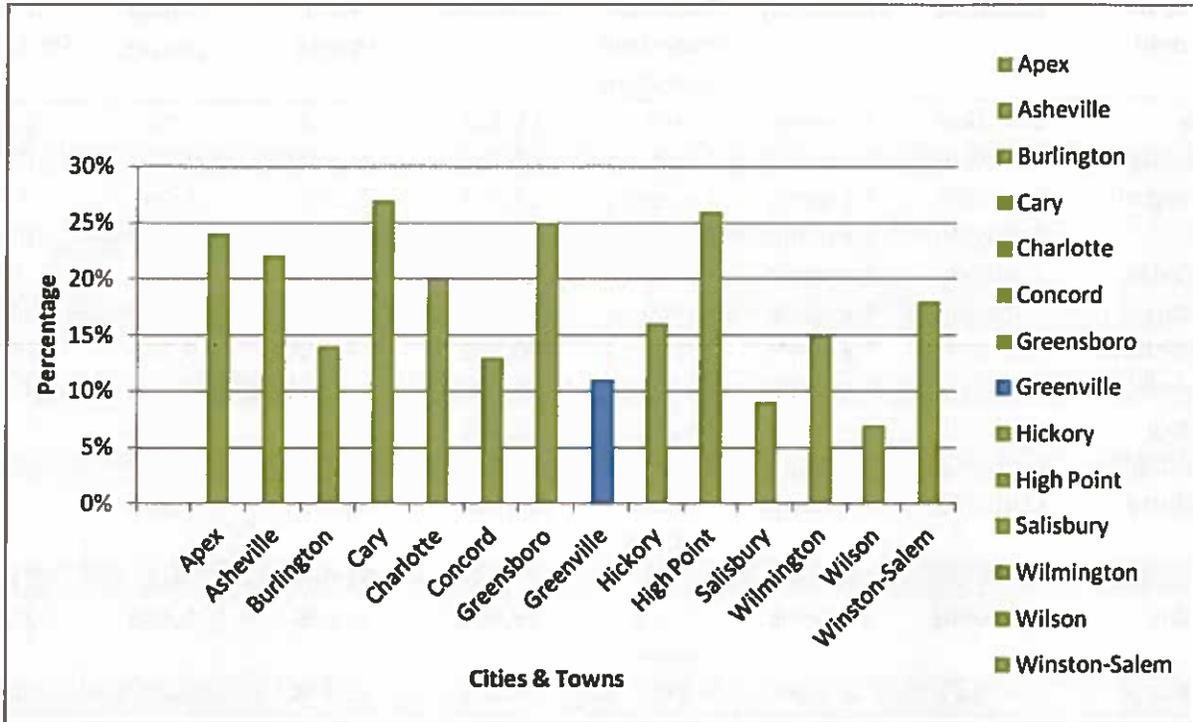
**Table 3. Household Recycling Collection Data**

City or Town	Collection Frequency	Sorted at curb	Collection Points	Tons Collected	% waste diverted from landfill	% Contracted	FTE Positions
Apex	1 x week	No	12,082	3,634	24%	100%	0
Asheville	1 x 2 weeks	Yes	27,597	6,662	22%	98%	0
Burlington	1 x 2 weeks	Yes	17,854	2,084	14%	99%	0
Cary	1 x 2 weeks	Yes	44,754	11,154	27%	0%	12
Charlotte	1 x 2 weeks	Yes	207,738	41,770	20%	100%	0
Concord	1 x week	No	27,676	3,579	13%	100%	1.5
Greensboro	1 x 2 weeks	No	80,251	18,269	25%	0%	15
Greenville	1 x week	No	17,431	3,599	11%	0%	15
Hickory	1 x week	Yes	12,100	1,787	16%	70%	0.5
High Point	1 x 2 weeks	No	35,544	8,816	26%	0%	3
Salisbury	1 x week	Yes	10,427	929	9%	100%	0
Wilmington	1 x week	No	16,974	5,253	15%	0%	10.25
Wilson	1 x week	No	19,900	1,468	7%	0%	6
Winston-Salem	1 x week	Yes	76,064	10,947	18%	100%	0

**Table 3 Notes:**

1. Data provided for FY 2010 – 2011.
2. Data includes both curbside collection and processing of household recyclable materials from residences and other drop-off locations. The service excludes collection of commercial recycling.

**Figure 3. Percentage of Waste Diverted from Landfill by Recycling Collection**



**Table 4. Yard Waste / Leaf Collection Data**

City or Town	Yard Waste Collection			Collection Points	Tons Collected		FTE Positions
	Location	Frequency	Seasonal Loose Leaf Collection		Yard Waste	Loose Leaves	
Apex	Curbside	1 x week	NA	11,337	4,944	NA	10.25
Asheville	Curbside	2 x month	2 sweeps	29,150	6,364	2,502	17.8
Burlington	Curbside	1 x week	4 sweeps	17,854	5,292	2,998	14.32
Cary	Curbside	1 x week	2 sweeps	43,637	13,394	3,160	26.9
Charlotte	Curbside	1 x week	NA	207,738	51,503	NA	77
Concord	Curbside	1 x week	3 sweeps	27,676	6,489	1,767	24.6
Greensboro	Curbside	1 x week	2 sweeps	80,251	15,568	9,306	41.2
Greenville	Curbside	1 x week	1 x week	20,000	21,000		20.75
Hickory	Curbside	1 x week	2 sweeps	12,100	3,522	2,903	9.75
High Point	Curbside	1 x week	2 sweeps	35,544	5,407	1,700	15.5
Salisbury	Curbside	1 x week	1 x 3 weeks	12,000	4,650	4,890	7
Wilmington	Curbside	1 x week	NA	27,583	11,598	NA	21.6
Wilson	Curbside	1 x week	1 x 3 weeks	19,900	6,958	1,435	15.5
Winston-Salem	Curbside	1 x week	Yard Waste Cart 1 x week; Brush every 10 days	14,040 for yard waste cart; 76,064 for other	23,544	13,450	84.96

**Table 4 Notes:**

1. Data provided for FY 2010 – 2011.
2. Data includes both regularly scheduled and special collection of yard waste and leaves. Yard waste and leaves may be bagged, placed in containers, or loose.
3. City of Greenville data related to tons collected is provided for combined collection (yard waste and loose leaves). Separate data on tons collected is not available.

**APPENDIX B: Survey of Refuse Fees from Select Cities  
(November 2012 / Updated February 2013)**

<b>Municipality</b>	<b>Rate / Frequency</b>	<b>Collection Method</b>	<b>Recycling Rate / Frequency</b>	<b>Yard Waste Rate / Frequency</b>	<b>Bulky Items Rate / Frequency</b>	<b>Enterprise / Subsidized</b>
<b>Pitt County</b>						
Greenville*	\$11.75/month (\$17.67 including annual fee) Collected weekly	Semi-automated Manual	Included Collected weekly	Included Collected weekly	Included Collected weekly	Enterprise, but subsidized by GF
Ayden*	\$11.50/month (\$17.42 including annual fee) Collected weekly	Semi-automated	Included Collected weekly	Included Collected weekly	Included Collected weekly	Subsidized by GF
Farmville* (contracts w/Waste Ind)	\$18.00/month (\$23.92 including annual fee) Collected weekly	Semi-automated	Included Collected bi-weekly	N/C (if fits in cart) Collected weekly	\$15 1 <sup>st</sup> load \$50 2 <sup>nd</sup> load pre-pay; call schedule	Subsidized by GF
Winterville* (contracts w/Waste Ind)	\$11.50/month per container (\$17.42 including annual fee) Collected weekly	Semi-automated	Included Collected weekly	Included Collected weekly	Included Collected weekly	Subsidized by GF
<b>Eastern NC</b>						
Goldensboro	\$22.00/month Collected weekly	Automated	Included (mandatory) Collected bi-weekly	Included Collected bi-weekly	\$5: up to 3 items \$10: 4 to 6 items Call to schedule	
Winston-Salem	\$22.50/month Collected weekly	Automated	Included Collected monthly	Included Collected weekly	Included Collected weekly	100% Enterprise
Rocky Mount	\$9.75/month Collected weekly	Semi-automated	\$2.25(SF) \$1.25(MF) Collected bi-weekly	Included Collected weekly	Included Collected weekly	Subsidized by GF
Wilson	\$17.50/month Collected weekly	Automated	Included Collected weekly	Included Collected weekly	Included Call to schedule	Subsidized by GF
<b>Other NC Towns</b>						
Asheville	N/C (taxes) Collected weekly	Automated	\$3.50/month Collected bi-weekly	Included Collected 2x month	Included Call to schedule	General Fund
Burlington	\$3.71/month Collected weekly	Automated	\$2.29/month Collected bi-weekly	Included <3cu yds Collected weekly	Included <3cu yds Collected weekly	Subsidized by GF
Cary	\$14.00/month Collected weekly	Automated	Included Collected bi-weekly	Included Collected weekly	\$13 1 <sup>st</sup> item \$7 ea adtl. item Call to schedule	Subsidized by GF
Gastonia	\$4.00/cart/month (max 4 carts) Collected weekly	Automated	Included Collected bi-weekly	Included Collected weekly	\$15 < 99 lbs. \$25 > 100 lbs. Call to schedule	General Fund
Hickory	\$14.00/month Collected weekly	Automated	Included Collected weekly	Included Collected weekly	Included Collected weekly	General Fund and Enterprise

\*All rates provided include collection and disposal (landfill) fees except those located in Pitt County. Pitt County residents pay \$71 annually to Pitt County for the disposal component of the service. As such, the total monthly municipal cost to customers is provided as well as the rate including the prorated share of the \$71 fee (\$5.92 monthly).

## **APPENDIX C: Draft Voluntary Early Retirement Incentive Program**

### **PURPOSE**

The purpose of the Early Retirement Incentive Program is to provide a retirement incentive to eligible employees who are eligible to retire under the North Carolina Local Governmental Employees' Retirement System (LGERS) with either unreduced or reduced service retirement benefits.

This Program is completely **voluntary**. Eligible employees will not be coerced or pressured to retire or to take advantage of this benefit. Employees with concerns relating to this process are encouraged to contact the Director of Human Resources.

### **PROCEDURE**

#### **Eligibility Requirements:**

To be eligible for the Voluntary Early Retirement Incentive Program, participants must meet all requirements listed below:

- Be a regular, full-time employee in the job classification of Refuse Collector, Sanitation Crew Leader I, or Sanitation Crew Leader II;
- Meet the qualifications for service retirement (unreduced benefits) or early retirement (reduced benefits) under the LGERS;
- Elect to retire under the LGERS with an effective date of no later than January 1, 2014;
- Complete and sign the election and release form and submit to the Human Resources Department by October 1, 2013. Eligible employees who voluntarily elect to participate in the Program are required to execute and submit the election and release form to the Human Resources Department and have seven calendar days to revoke their election and release and withdraw from the Program, resulting in the eligible employee not being qualified for program incentive;
- Make an appointment and meet with Human Resources before September 1, 2013 to complete the LGERS retirement application.

#### **Eligibility Requirements under LGERS:**

To qualify for service retirement (unreduced benefits) under LGERS, local government general employees must have:

- Attained at least age 65 and completed at least 5 years of creditable service,
- Attained at least age 60 and completed at least 25 years of creditable service, or
- Completed 30 years of creditable service, at any age.

To qualify for early retirement (reduced benefits) under LGERS, local government general employees must have:

- Attained at least age 50 and completed 20 years of creditable service, or
- Attained at least age 60 and completed 5 years of creditable service.

Creditable service determination may include current accumulated sick leave and other service which is allowed as creditable service under LGERS such as time purchased/carried from prior system employment and purchase of military service credit.

**Program Incentive:**

Eligible employees who are eligible to retire under the LGERS and elect to retire with an effective date of no later than January 1, 2014 shall receive a one-time lump sum payment of \$25,000. The lump-sum payment will be paid as a separate check within thirty (30) days following the effective date of retirement and will be subject to normal statutory deductions. Such payment will not be considered in the final compensation amount used for the calculation of retirement benefits as LGERS rules do not allow this type of lump sum payment to be included in the benefits calculation formula to increase monthly retirement benefits.

Payment for accrued vacation and longevity will be handled in accordance with City policy and procedures and will be in addition to the lump sum payment. Eligible employees who retire under this Program will be eligible for group health and hospitalization insurance in accordance with applicable City policy.

**Other Provisions:**

- Employees will be given at least 45 days written notice of the program prior to the initial deadline to submit an election and release form.
- Employees are advised and encouraged to consult with their private attorney and/or financial consultant before participating in this Program and signing the form. This Program does not set a maximum age limit for participation, nor are any incentives based upon age.
- This Program does not alter any benefits or requirements of the LGERS.
- Participating retiring employees will not be eligible for rehire into regular, full-time positions with the City.
- This Program may be modified or terminated by the City at any time. In the event of a modification or termination of this Program, existing agreements with participants will be honored.

**Safety Improvements  
to the University Area**



POLICE DEPARTMENT

## Memorandum

To: Barbara Lipscomb

From: Mark Holtzman  
Chief of Police

Date: January 20, 2016

Subject: Safety Summit, Phase 1 – Councilmember Godley

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The first of three "Safety Summits" related to the Uptown District and TRUNA is scheduled for 6:00 p.m. tonight. During orientation with our two newest Councilmembers I learned that Councilmember Godley has a strong desire to garner input from the community in this area. Our discussion included how to make walking safer for patrons visiting the District, specifically during the nighttime hours, general pedestrian safety with regard to crosswalks and sidewalks, and lighting.

I have reviewed the list of stakeholders who have been invited for the discussion this evening. Staff members have discussed some of the particular aspects of the meeting with Councilmember Godley and are prepared to answer questions and discuss what we as a department have already implemented in the Districts in question. Below are a list of talking points that I can cover if specific inquiries are made from those in attendance. Staff members will also be present to answer specific program-related questions that might arise:

- Walk-Safe Corridors.....these would be the direct routes along East 5<sup>th</sup> Street and 1<sup>st</sup> Street.
- Lighting Upgrades.....these predominately follow the walk-safe corridors and involve changing lights to brighter and more efficient LED lighting. Much of this has already been accomplished.
- Property Protection Initiatives.....these approaches have been very successful in the past and will be utilized in future endeavors to address property damage, break-in and burglaries.
- Saturation Patrols.....used during times when residents are away for extended periods.
- Defining an Area of Focus.....there are several different variances of what TRUNA actually is. I would like to define the area of focus and agree to a phased approach designed to address the concerns we discuss tonight.

- Calls for Service and Type of Offenses.....it is important to understand the types of crimes that are occurring in the district to allow for better education of the walking public and help prevent crimes when possible.
- Major Arrests and Case Closures.....there have been several major arrests in this District which have led to multiple arrests and cases being closed/cleared.
- Public Safety Camera Placement.
- "Blue-Light" Phones Along the Walk-Safe Corridors.
- Mutual Aid with E.C.U. Police Department.
- Staffing Plans for both Day and Night in Uptown.

Many of the aspects of safety in the Uptown and TRUNA District have been, are currently being, or are planned for the immediate future to be addressed. This District has been a work in progress and the department has worked steadily to maintain a safe environment for residents and visitors. I will also be prepared to discuss these ideas in full if needed and I will prepare maps that will illustrate lighting and camera placement as well as aid in defining the area of focus.

**Implementing the  
Tar River Legacy Plan**

# Memo

**To:** Barbara Lipscomb, City Manager  
**From:** Gary Fenton, Director of Recreation and Parks *GFF*  
**Date:** January 22, 2016  
**Re:** Tar River Legacy Plan – Implementation

The Tar River Legacy Plan contains a variety of recommendations regarding proposed actions that should be taken in order to implement the plan over time. Such actions are labeled “Immediate,” “Short-term,” “Short to Mid-term,” “Mid-term,” and “Long Term.”

Most actions have an associated cost, and each has a suggested funding source, or perhaps several: public funding, grants, sponsorships, donations, public-private partnerships (PPP), or various combinations of these funding options. They relate to various city departments.

In practically all cases, these steps require some level of funding and a significant amount of staff time. However, in a few instances, funding has already been provided, as \$200,000 for Tar River Legacy Plan initiatives was provided in the FY16 budget.

Those dollars will be utilized for camping platforms and riverside shelter, engineering for a riverside overlook, plus no rise certifications for all of these items. Additional improvements can be considered if any funds remain after these projects are completed.

Each of the Legacy Plan’s recommended actions fall within one of the following areas:

1. Identifying Potential Partners and Forming the Greenville Tar River Alliance
2. Exploring and Implementing Elements of the Riverfront Focus Areas
3. Promoting Interaction with the Tar River
4. Expanding Recreational use of the Lakes
5. Reassessing the Implementation of the Town Common Master Plan
6. Making the River Visible
7. Fostering Activation of the Riverfront
8. Enhancing Physical Connections Along and to the River
9. Protecting Special Places
10. Building on Existing Local and Regional Branding Efforts
11. Encouraging Strategic Development
12. Pursuing and Encouraging Both Public and Private Funding

The proposed action steps follow, and are found on pages 87 – 89 of the Legacy Plan. For items that are not feasible, an explanation is offered. In addition, pages 77 to 84 of the Implementation Section of the Legacy Plan are enclosed.

Please let me know if you have any questions.

## **Implementation of the Tar River Legacy Plan Proposed Action Steps**

### **IDENTIFY POTENTIAL PARTNERS AND FORM GREENVILLE TAR RIVER ALLIANCE**

- Identify potential partners and champions at all levels, from state and federal partners that may provide funding or guidance, to local and regional partners that may have large volunteer bases or other resources, to private investors and developers. (*Immediate – Sponsorships, donations, public funding, volunteerism*)
- Develop a Greenville Tar River Alliance to champion funding and implementation of the Legacy Plan. Carefully consider representatives from the business community, environmental groups, the University, the medical community, and other community leaders. (*Immediate – Sponsorships, donations, public funding, volunteerism*)

### **EXPLORE AND IMPLEMENT ELEMENTS OF THE RIVERFRONT FOCUS AREAS**

- Evaluate City-owned land viable for leasing for recreation-based development or development that is supportive of other elements of the Legacy Plan. This evaluation should include the large parcel of land at the former landfill and the City-owned land north of the River in East Greenville. (*Immediate / Public Funding*) -
- Reach out to other City, county, and federal branches of government to discuss and demonstrate the benefit of establishing a Riverfront Entertainment District that includes the reuse of some buildings currently occupied by public agencies. Discuss the feasibility of reuse of county and state owned land along the south side of 1st Street to support mixed-use redevelopment. (*Immediate / Public Funding*)
- Hold informal conversations with operators and potential investors to understand Adventure Park design requirements and market considerations. Conversations should include discussion of the public funding and assistance that would be necessary. If informal conversations indicate interest in an Adventure Park, continue the process of designating and rezoning land, exploring incentives (if discussions indicate that this would be needed), and writing an RFP (*Short term / Public funding, PPP*)
- Hold informal conversations with operators to understand design requirements and market considerations for extreme sports parks (including BMX, motocross, and skate parks). Conversations should include discussion of the public funding and assistance that would be necessary. If informal conversations indicate interest, continue the process of designating and rezoning land, exploring incentives (if discussions indicate that this would be needed), and writing an RFP. (*Short term / Public funding, PPP*)
- Hold informal conversations with City agencies and developers to gauge interest in the Riverfront Entertainment District, including elements such as the stream daylighting,

streetscape enhancements, and land use changes. Conversations should include discussion of the potential public funding mechanisms and assistance that would be necessary, as well as potential redevelopment locations. If informal conversations indicate feasibility and developer interest, continue with formalizing a design for the district and writing an RFP for specific sites. (*Short term / Public funding, PPP*)

- Implement a River District to regulate design and development characteristics within a designated area in the developed part of the Legacy Plan study area. (*Mid-term / Public funding*)

## **PROMOTE INTERACTION WITH THE TAR RIVER**

- Improve the Town Common boat access ramp and consider Town Common as the first location for a boat rental location. Boat launch should be equipped with pamphlets or signage that provides users with River use guidelines and rules. (*Short-term / Usage fees, Public funding, PPP*)
- Organize and advertise Tar River clean-up events, including local events and regional events (e.g., River Cup Challenge). (*Short-term / Public funding, grants, volunteerism*)
- Explore formation of a rowing club. (*Short-term/grants, Public funding, PPP*)
- Evaluate current practices regarding River debris removal. If necessary, consider a municipal policy for removing large debris from the River following storm events. (*Short-term / Public funding*)
- Increase awareness of the River using enhanced signage and gateway installations at strategic points along the greenway and at River crossing points. As a first step, consider installations on the bridges that advertise River-based opportunities. (*Short-to Mid-term/ Donations, Sponsorships*)
- Utilize the riverfront as a outdoor classroom that can be tapped by local schools, universities, and colleges. (*Short-to Mid-term / Public funding*)
- Investigate environmentally-sound dredging options to create a wider, safer waterway (*Mid-term / Public funding*)

## **EXPAND RECREATIONAL USE OF THE LAKES**

- Assess City-owned lakes for possible changes in use, based on the ideas presented in the Legacy Plan (e.g., lake beaches, boardwalks, paddle boating, fishing, etc.). (*Short-term / Public funding*)

- Consider acquiring lake property (including through land donations and easements), where feasible, to expand recreational opportunities. *(Mid-term/Public funding, grants)*

**TWO PROMINENT PIECES OF RIVERSIDE ‘LAND LANDS’ HAVE BEEN APPRAISED AND RESEARCH REGARDING FUNDING OPTIONS IS UNDERWAY.**

- Explore ways to connect the lakes through formation of a lakeway trail, especially as activity areas develop. The GUC easement, for example, could provide space for a large portion of the connection, and boardwalk trails could connect particularly marshy areas. *(Mid-term / Public funding, grants)*
- Encourage an exploration of a greater variety of active and passive uses on privately-owned lakes. Consider holding an informational meeting or roundtable discussion to share information. *(Mid-term / PPP)*

**REASSESS THE IMPLEMENTATION OF THE TOWN COMMON MASTER PLAN**

- Revisit the park’s design to maximize catalytic potential. Consider including more spaces for events. *((Short-term /Public funding, donations)*

**NOTE: THIS ITEM HAS BECOME PART OF THE CONSULTANT’S EFFORTS ASSOCIATED WITH THE DESIGN-DEVELOPMENT CONTRACT FOR PHASE I OF THE TOWN COMMON IMPROVEMENTS. HOWEVER, NO FORMAL REASSESSMENT PROCESS HAS BEEN ESTABLISHED.**

**MAKE THE RIVER VISIBLE**

- Clear vegetation in selected areas along the greenway and close to bridges to make the River more visible to pedestrians, bicyclists, and drivers. Start with strategic areas along existing greenway along Tar River/University area as well as at dead-end streets or where streets terminate at the riverfront within West Greenville *(Short-term / grants, public funding)*

**NOTE: THERE ARE RIPARIAN BUFFER PROTECTION PROGRAMS IN PLACE ON THE TAR-PAMLICO RIVER, ESTABLISHED BY THE NC DIVISION OF WATER RESOURCES. OTHER THAN TREES IN DANGEROUS CONDITION, INVANSIVE SPECIES, AND POISON IVY AND OTHER SUCH PLANTS, REMOVAL OF PLANTS WITHIN 30 FEET OF THE RIVER WITHOUT A VARIANCE IS PROHIBITED.**

- Continue creating new viewing areas onto the riverfront at West Greenville and the Tar River / University Neighborhoods where streets terminate at the riverfront and have extending rights-of-way to the River. These locations should occur at River overlook locations identified in the Legacy Plan. *(Mid-term / donations, grants, PPP, public funding)*
- Construct observation towers for residents and visitors to view the River, City, and surrounding natural areas. Several observation towers and River overlook locations are

identified in the Legacy Plan. As a start, develop a signature observation tower at River Park North. *(Mid-term / donations, PPP, public funding)*

## **FOSTER ACTIVATION OF THE RIVERFRONT**

- Provide opportunities for mobile commerce such as food trucks and other non-permanent vendors in activity hubs along the River, especially in areas where permanent retail installations are difficult or impossible due to floodplain restrictions. Remove barriers (e.g., zoning and permitting barriers) and streamline the process for establishing these businesses. Consider holding an open house event to advertise and explain these opportunities. *(Short-term / Sponsorships, PPP)*
- Expand activities and programming to a broader segment of the Riverfront, starting at the urban core. Continue popular current programs (e.g., Sunday in the Park) and create new, varied offerings. *(Short-term / ticket sales, food sales)*

## **ENHANCE PHYSICAL CONNECTIONS ALONG AND TO THE RIVER**

- Consider branding the greenway as a cultural heritage trail that includes art and interpretation of local history. *(Short-term / grants, public funding., donations)*
- Initiate and continue other greenway improvements such as installation of play areas, picnic areas, wayfinding, seating areas, lighting, river access areas, and exercise equipment. Seek and encourage sponsorship for these elements. *(Short-term / grants, public funding., donations)*
- Create north-south connections across the River, with priority placed on providing signature pedestrian crossings from Uptown to River Park North and in West and East Greenville. *(Short-to Mid- term/ grants, public funding)*
- Install riverfront camping pods at the Phil Carroll Nature Preserve as well as the Future Eastside Park. *(Short-to-Mid-term / donations, public funding, grants)*
- Implement trailhead areas in key locations as defined by the Legacy Plan. Begin with creating trailhead areas at the Phil Carroll Nature Preserve. *(Mid-term /Sponsorships, donations, public funding, grants)*
- Extend existing greenway system in key locations, including along the River in the west part of the study area and near the Future Eastside Park. *(Mid-term / grants, public funding)*
- Utilize digital technology (e.g., a smartphone app or a website) to provide an interactive way for people to obtain and share information on River conditions such water depth, cleanliness, weather-related conditions, etc. *(Mid-term / public funding, grants)*
- Look for additional ways to provide physical access to the River and Riverfront (including additional boat launches and camping pods) as well as other natural areas. *(Long-term / grants, donations, private leases)*

- Establish a parkway system on key gateway streets as identified in the plan. This system should provide signage, streetscape, and roadway improvements that become signature gateway elements of the City and riverfront. *(Long-term / public funding)*
- Enhance ‘green’ street connections to the River, including green infrastructure and other innovative stormwater management to help manage runoff and growing the canopy of street trees. *(Long-term / grants, public funding)*
- Assess the feasibility of converting one-way streets to two-way streets and calming traffic in the urban core. *(Long-term / public funding)*
- Develop partnerships and regional cooperation strategies with other riverfront communities to establish a trail network that connects cities and towns along the Tar River. *(Long-term /public funding, grants)*

### **PROTECT SPECIAL PLACES**

- Explore opportunities to convert key City-owned properties that are not currently dedicated for public use but are programmed in the Legacy Plan as conservation areas, open space, or parkland. *(Mid-term / public funding, grants)*
- Explore partnership opportunities and the feasibility to develop an arboretum on FEMA properties identified in the Legacy Plan. *(PPP, public funding)*
- Develop a regional flood management strategy in partnership with other communities along the River. *(Mid-to-Long-term / public funding, grant)*
- Develop a strategy to conserve lands with special scenic, recreational, historic, and/or ecological value. Consider creation of conservancies and/or land trusts. *(Long term / public funding, grant)*

### **BUILD ON EXISTING LOCAL AND REGIONAL BRANDING EFFORTS**

- Assess the feasibility of installing a major sports complex by examining available City-owned land, funding strategies, and market demand for a new regional sports complex. *(Short-to-Mid-term / public funding, sponsorships)*
- Embrace the City’s existing branding strategy. Extend and adapt it for the greenway or other River-centric features as they develop and grow. *(Mid-term / public funding)*
- Enhance Greenville’s role in regional branding efforts by hosting or helping to coordinate another regional ecotourism retreat. *(Mid-term / Sponsorships)*
- Plan and execute a series of regional sports events centered on BMX or River sports. *(Long-term / sponsorships, PPP, ticket sales, food sales)*

## **ENCOURAGE STRATEGIC DEVELOPMENT**

- Create an information kit and/or interactive website for those who might fund or partner to implement elements of the plan. This should include information on how to sponsor, for example, a River overlook or a camping pod. *(Short-term / public funding)*
- As part of the City's Horizons Plan Update, implement a River District to regulate development characteristics within the nine redevelopment opportunity areas identified in the Plan. *(Short-to-Mid-term / public funding)*
- Encourage commercial and retail development that complements recreational uses and invites visitors to stay in Greenville and continue exploring. This could include an exploration of ideal locations (possibly including City-owned properties) for a performing arts venue, restaurants, bars, or other nightlife areas. *(Mid-term / PPP, public funding)*
- Gauge interest in private development of low-impact uses such as solar and urban research farms on underutilized City-owned properties identified in the Legacy Plan. *(Mid-term / PPP, public funding)*
- Create incentives to encourage development of low-impact uses such as solar and urban research farms on underutilized City-owned properties identified in the Legacy Plan. *(Mid-term / public funding)*

## **PURSUE AND ENCOURAGE BOTH PUBLIC AND PRIVATE FUNDING**

- Consider the feasibility of a bond referendum to provide funding for select elements of this plan. In particular, funding for a signature pedestrian bridge with a connection from Uptown to River Park North; neighborhood River overlooks in both West and East Greenville; camping platforms; extensions of the greenway system; and visual enhancement of existing greenways (including art and improved vistas to the River). *(Short-to-Mid-term / public funding)*
- Explore grant opportunities that could provide funding for elements of the Legacy Plan. *(Short-to-Mid-term / public funding)*

# IMPLEMENTATION



*This chapter describes the recommended implementation actions that will make the Legacy Plan a reality. There are many strategies described in the Plan, and this section discusses a feasible approach to phasing these strategies over time. The Implementation of this large-scale Legacy Plan will require a high amount of cooperation between different communities and sectors.*

# 1. IMPLEMENTATION FRAMEWORK

The **Tar River Legacy Plan** sets forth a set of recommendations to meet the goals of the plan and realize the community's vision for the Tar River.

Balancing the imperatives of economic development, natural resource conservation, and equitable treatment of neighborhoods during implementation of the plan may be best effected by using the framework of prioritized objectives described in this chapter.

The Plan's economic impact is largely a function of the totality of its vision. Urban open spaces create economic value as a function of the goals established for them and the success of their design and operations in achieving the goals. Planning for urban spaces tends to be concerned with fostering downtowns, strengthening neighborhoods, creating real estate value, building tourism, creating regional celebration spaces, and/or building a city's profile or "brand." It is very difficult for any but the very largest urban spaces to be able to achieve more than a few of those goals. Greenville's riverfront, although large and capable of serving multiple objectives over time, should first and foremost be conceived of as an opportunity to rebrand the City as a great place for young professionals and families to live, work, and play. The breadth of vision of the Plan is its greatest strength, as it provides for immediate actions as well as longer-term opportunities.

Initial public and private investment in Uptown is required to establish the Plan's credibility. Significant private investment will be required to drive the Plan's goals. Private investors are already engaged in opportunities in the Uptown area, but they require gap funding to develop the range of mixed use and urban amenity projects that Greenville could support. Public investment is a plausible source of this funding. Houston's Discovery Green, Cincinnati's Fountain Square, and Charlotte's Romare Bearden Park (among many other recent public space initiatives from across the country) demonstrate that every \$1 of public investment is capable of attracting \$3 to \$15 of private funding. The private sector responds to public investment in the urban public realm by building new housing and relocating jobs to adjacent areas.

A strong and virtually simultaneous focus on community development is also required. North Carolina has pioneered the creation of trails and other open spaces that provide not only community recreational value but also monetary value. National studies suggest that well-designed, well-maintained trails and open spaces can add 5-12% to adjacent real estate values.

Fostering a tourism industry is an important goal that will likely be achieved by first strengthening Greenville's brand as a great place to live, work, and play. Robust tourist economies require a multitude and diversity of visitor experiences. Over time, Uptown and the riverfront as a whole (along with other neighborhoods in Greenville) could provide those experiences. In the short term, riverfront projects seeking to build the tourist economy should be evaluated to determine their potential to become regional attractors that contribute to the city's brand and establish Greenville as the place to be in the region on a Saturday evening or Sunday afternoon, or for a weekend stay.

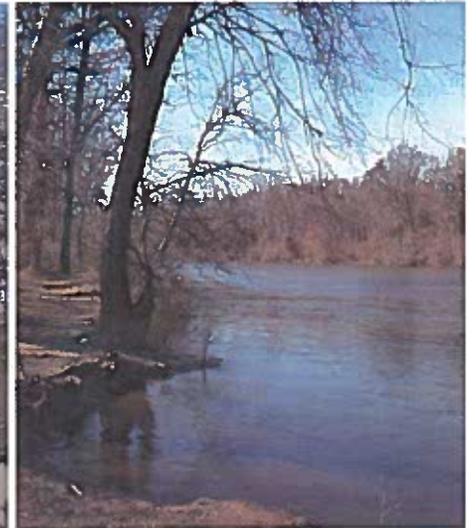
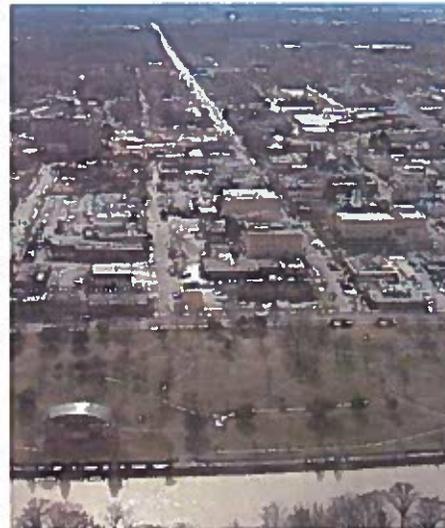
## IMPLEMENTATION OF THE VISION

The Legacy Plan is a long-term, visionary plan that will be implemented over a period of 30 years. The steps outlined in the following chapter provide a phased strategy for the implementation of the Legacy Plan, which is built on the crucial foundation of a collaborative process.

Implementation steps include a variety of undertakings, from minimal cost improvements to large capital expenditure projects. The strategies provide an ambitious menu of elements. Over time, the City will choose to implement projects from the Plan as funding becomes available.

### Tar River Legacy Plan Implementation Steps:

- 1 Identify Local Partners & Champions
- 2 Establish a Greenville Tar River Alliance
- 3 Jumpstart the Legacy Plan
- 4 Implement the Riverfront Focus Areas
- 5 Continue Implementation of the Legacy Plan
- 6 Tackle On-Going & Sustaining Projects



# 2. RECOMMENDATIONS

## STEP 1 - IDENTIFY PARTNERS & CHAMPIONS

The Legacy Plan cannot be realized by one person or one agency. Implementation must comprise many coordinated efforts working toward short- to long-term strategies to achieve the goals of the Plan.

There are many different types of partnerships that should be explored in the Implementation of the Tar River Legacy Plan, from state and federal partners that may provide funding or guidance to local and regional partners that may have large volunteer bases or other resources to private investors and developers.

- Local**
  - Eastern Carolina University (ECU): Center for Sustainable Tourism & ECU Campus Recreation
  - A Time for Science Nature and Science Learning Center
  - GO-Science
  - Pitt County Schools
  - Friends of Greenville Greenways (FROGGS)
  - ProTown BMX
  - Uptown Greenville, Inc.
  - Pitt County Arts Council at Emerge
- Regional**
  - Pamlico-Tar River Foundation
  - Neighboring cities: Washington/Tarboro
  - NC East Alliance
  - Homegrown Handmade
  - NC Mid-East Commission
  - Greenville Urban Area Metropolitan Planning Organization
  - NC Coastal Land Trust
- State**
  - NC Paddle Trail Association
  - Get Going NC
  - NC State Parks (North Carolina Trails System)
  - NC Community Development Association (NCCDA)
  - NC Recreation Resources Services
  - NC Dept. of Environment and Natural Resources (DENR): Albemarle-Pamlico National Estuary Partnership; Natural Heritage Program
  - NC Wildlife Resources Commission
  - NC Birding Trail
  - NC Dept. of Cultural Resources (NC Historic Sites)
  - NC Association of Festivals and Events
- National**
  - National Wild and Scenic Rivers System (includes recreational rivers with some development)
  - National Park Service Rivers, Trails, and Conservation Assistance Program
  - US Forest Service
  - US Fish & Wildlife Service
  - USA BMX
  - America Rows
  - Corps of Engineers

5.1: POTENTIAL PARTNERS



## STEP 2 - ESTABLISH A GREENVILLE TAR RIVER ALLIANCE

Just as the Tar River Legacy Plan could not have been completed without close coordination among the many stakeholders with an interest in the future, the implementation of the Plan will rely on the continued coordination between a large number of groups and individuals. These stakeholders include:

- City of Greenville elected officials, staff, and citizens
- Pitt County elected officials, staff, and citizens
- Local champions (including philanthropists, business and community groups, and active citizens)
- East Carolina University
- North Carolina Department of Environmental and Natural Resources (NCDENR)
- NC State Historic Preservation Office
- The U.S. Army Corps of Engineers
- NC Department of Transportation

Added to this complexity are the multiple layers of the Legacy Plan itself, which will require long-term shepherding and stewardship to accomplish the vision defined for the Tar River corridor in terms of both planning and design implementation as well as corridor management. These layers include: resource protection, recreation resource enhancement (passive and active recreation), circulation improvements (including pedestrian amenities and linkages,



The first step in the implementation process will entail the creation of a non-profit entity that will assume leadership in identifying and creating effective partnerships, raising funds, shepherding projects, and, in general, overseeing the realization of the Plan. The Alliance should be comprised of representatives from all of the stakeholder groups that need to play key decision making roles in getting projects identified, funded, and constructed.

The Greenville Tar River Alliance would assume the following responsibilities:

- Ongoing Actions to Implement the Legacy Plan – including the management of project phasing and implementation, fundraising, design and construction oversight, and ongoing public outreach.
- Continued Coordination with City of Greenville Elected Officials and Staff – to ensure that all actions taken within the Tar River Legacy Plan area are compatible with, and beneficial to, other planning efforts near the River corridor.
- Coordination with Other Public and Private Sector Efforts – the Alliance will keep abreast of major City planning efforts that impact the study area including the Horizon Plan Update and City-driven small area planning. Along with public sector planning initiatives, private sector zoning change requests and development petitions that impact the Legacy Plan area should be followed to ensure consistency with Legacy Plan recommendations.
- Provision of Ongoing Programming of Events and Activities Along the Riverfront – including festivals, performances, educational and interpretive sessions, and other strategies that will bring people to the riverfront.

### CASE STUDY: BRANCH BROOK PARK ALLIANCE

The Branch Brook Park Alliance (BBPA), in partnership with Essex County, has led the revitalization and restoration of Branch Brook Park for over a decade. When the Alliance was formed in 1999, the 360 acre county park in New Jersey had been neglected for many years. BBPA has helped to raise \$50 million to help restore the park using programming initiatives and restoration projects that retain the original design of the historic park, which was designed by the Olmstead firm.

The Branch Brook Park Alliance represented a diverse group of civic leaders—residents of Newark, representatives of local corporations and businesses, members of the Women's Association of the New Jersey, the Boys and Girls Club of Newark, employees of the Passaic Valley Sewerage Commission, and other community stakeholders. The Branch Brook Park Alliance is currently transferring oversight of future park improvements to the newly established Care of the Park Legacy Initiative, which will steward the park into the future with the help of staff and volunteers.





### STEP 3 - JUMPSTART THE LEGACY PLAN!

These recommendations and the actions within will kick-start vital elements of this plan, both large and small. They will begin expanding and reorganizing the City's relationship and perceptions of the River.

The Greenville Tar River Alliance will work closely with the City to implement feasible projects as outlined below as funding and resources become available.

#### PROMOTE INTERACTION WITH THE RIVER

- Improve the Town Common boat access ramp and add a boat (kayak & canoe) rental location. This boat launch will be equipped with pamphlets or signage that provides users with River use guidelines and rules. Also, consider this site for a water taxi dock location to connect the City to Washington, NC.
- Install riverfront camping pods at the Phil Carroll Nature Preserve as well as near the Future Eastside Park.
- Clear vegetation in selected areas along the greenway and close to River crossings to make the River more visible to pedestrians, bicyclists, and drivers. Start with strategic areas along the existing greenway in the Tar River/University Neighborhood.
- Organize and advertise for Tar River clean-up, including local events and regional events (e.g., establishing a River Cup Challenge).
- Create a River Rowing Club.
- Evaluate current practices regarding River debris removal. If necessary, adopt a municipal policy for removing large debris from the River following storm events. Continue discussions with the US Army Corps of Engineers to explore environmentally-sound dredging options to create a more navigable river-way.
- Provide opportunities for mobile commerce such as food trucks and other non-permanent vendors to expand at activity hubs along the River, especially in areas where permanent retail installations are difficult or impossible due to floodplain restrictions.



#### CONNECT NORTH GREENVILLE AND THE CENTER-CITY

- Create a north-south connection across the River, with priority placed on providing a signature pedestrian crossing from Uptown to River Park North.

#### EXPAND RECREATIONAL USE OF THE LAKES

- Assess City-owned lakes for changes in use, based on the ideas presented in the Legacy Plan (e.g., lake beaches, boardwalks, paddle boating, fishing areas, etc.).
- Hold informal discussions with landowners of privately-owned lake property identified in the Plan, to learn of future land use plans for the properties and to present ideas recommended in the Plan. Encourage an exploration of a greater variety of active and passive uses on privately-owned lakes.

#### ENCOURAGE STRATEGIC DEVELOPMENT

- As part of the City's Horizons Plan Update, implement a River District to regulate development characteristics within the nine development focus areas identified in the Plan.
- Develop a marketing information kit and/or interactive website to encourage financial investment and partnerships in implementing specific Plan elements.
- Gauge interest in private development of low-impact uses such as solar and urban research farms on underutilized City-owned properties identified in the Plan.

#### PURSUE PUBLIC AND PRIVATE FUNDING

- Consider the feasibility of a bond referendum to provide funding for select elements of this plan. In particular, neighborhood River overlooks in both West and East Greenville, camping platforms; extensions of the greenway system; visual enhancement of existing

Initiation of jumpstart action item implementation should occur within the first **12 months** of Plan adoption

#### Potential Jumpstart Projects include:

- Open Views to River in select locations along the existing Greenway.
- Infuse the existing greenway trails with interactive art and signage.
- Improve the Boat Launch at Town Common and add a kayak/canoe rental kiosk.
- Explore the feasibility of developing a Signature Bridge from Center City to River Park North.
- Assess the feasibility of River-accessible camping pods at the Phil Carroll Nature Preserve and in East Greenville near the future Eastside Park.
- Construct a River overlook at the West Greenville (at Ford or Tyson St.) and Tar River/University (at Elm St.) Neighborhoods.
- Develop a trailhead at the Phil Carroll Nature Preserve and open the Park to the Public. Construct a trail/boardwalk around the lake.
- Connect East Greenville to the Center-City through a utility-easement greenway trail.
- Initiate River Clean-Up Events.
- Form a River Rowing Club.
- Encourage mobile commerce at Town Common / 1st Street and along the existing Greenway.
- Consider the feasibility of a Bond Referendum to help fund jumpstart projects

greenways (including art and improved vistas to the River), and funding for a signature pedestrian bridge with a connection from Center City to River Park North.

## STEP 4 - EXPLORE & IMPLEMENT ELEMENTS OF THE RIVERFRONT FOCUS AREAS

There are three Riverfront Focus Areas outlined in the Legacy Plan. Programming for these areas include major, transformative, destination-oriented projects that will require intergovernmental cooperation as well as public-private partnerships. The following steps should be taken to gauge interest and to begin implementation of programming in the Riverfront Focus Areas:

### RIVERFRONT ENTERTAINMENT DISTRICT

1. Reach out to other branches of government (county and federal) to discuss and demonstrate the benefit of establishing a Riverfront Entertainment District that includes the reuse of some buildings currently occupied by public agencies. Benefit may be proven through use of case studies already provided by HR&A and/or through additional analytical work to demonstrate potential real estate value increases and fiscal benefit to the City and County.
2. Organize a multi-governmental space assessment within the boundaries of the Riverfront Entertainment District, especially along 1st Street, in order to understand current space usage and required space within different buildings if relocation is to occur. Begin dialogue with the owners of the underutilized properties along the south side of 1st Street.
3. Reassess the Town Common Master Plan. Before spending scarce public resources on redevelopment, revisit the park's design to maximize catalytic potential. Consider including more spaces for events and programming, including an amphitheater and a food/beverage program. Re-assessing the Plan should include input from the public. Fund and implement the revised Town Common Master Plan.
4. Rezone 1st Street as Downtown Commercial.
5. Collaborate with Pitt County to release a Request for Proposals (RFP) for County-owned land. With the County, develop and publish the RFP to ground lease and/or develop the County-owned land and/or buildings, establishing a set of public goals and objectives as the method of selection. Vacate or consolidate the County-owned buildings on 1st Street, relocating tenants if necessary.
6. Work with ECU to develop an agreement as it redevelops its existing properties. Encourage public-private partnerships to increase the tax base in Uptown Greenville.

**Local Public Cost to implement the Riverfront Entertainment District:** Public investment will likely be required to attract significant new private investment. Examples of the type of public investment that could spur additional private investment include the implementation of the Town Common Master Plan (estimated to cost up to \$13M) or some revision of that plan, and streetscape improvements, which are not yet currently cost-estimated. Regardless, the aim should be the introduction of green spaces, capable of being appropriately maintained and actively programmed as described elsewhere in this Plan, as well as development of new entertainment opportunities.

### EXTREME SPORTS HUB

1. Gauge interest from local and national operators. Hold informal conversations with operators to more deeply understand park design requirements and market considerations for development.
2. With acquired knowledge from Step 1, identify specific public land available for BMX track development.
3. Visit other successful BMX tracks to determine other key BMX track amenities and components needed.
4. Based on Steps 1, 2, and 3, determine the size and scale of the BMX track to be developed.
5. RFP the opportunity. Publish a Request for Proposals to develop the BMX track. The proposal should include draft terms for a ground lease and revenue sharing if either or both are to be proposed as terms of the deal. As an example term, a BMX park in California shares 10% of income from riders with the City (which is its form of paying rent) but keeps all of its net earnings from concessions.

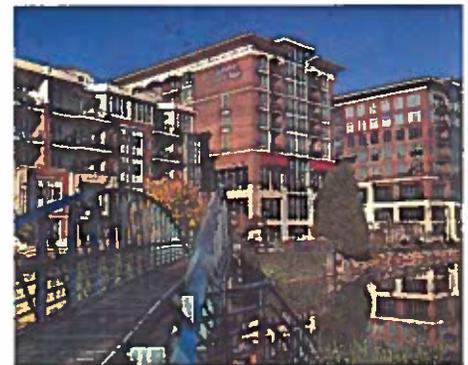
**Local Public Cost to Develop a Extreme Sports Hub:** There could be minimal cost to the City of developing an extreme sports hub beyond possible donation of the land and a relatively modest financial contribution towards the attraction of a major event.

### NORTH GREENVILLE ADVENTURE PARK

1. Gauge interest from local and national operators. Hold informal conversations with operators to understand park design requirements and market considerations for development.
2. Visit other successful adventure parks to determine their positioning and the types of amenities that tend to co-locate with these parks.
3. With acquired knowledge on park design and requirements from Step 1, identify specific public land available for Adventure Park development.
4. RFP the opportunity. Publish a Request for Proposals to develop the park. The proposal should include draft terms for a ground lease and revenue sharing if either or both are to be proposed as terms of the deal. Results from informal conversations in Step 1 should inform these terms (i.e. if recruitment seems like it will be difficult, the City should ask for less or zero earned income). Then, send the RFP to a list of known local and national adventure park developers. Some developers include Canopy Tours ([www.canopy-tours.com](http://www.canopy-tours.com)) and Adventure Mas ([www.adventuremas.com](http://www.adventuremas.com)).

**Local Public Cost to Develop the North Greenville Adventure Park:** There could be minimal cost to the public sector of developing an Adventure Park in North Greenville. The majority of the cost of developing the park would be borne by the park developer and/or operator and, in general, depends on the activities planned for the park. Major theme parks generally require about \$100 in capital cost for each visitor expected in the first year. Lower-quality, more regional parks require less capital funding. Assuming about 13,600 visitors in the first year and \$40 per expected first year visitor (to account for a lack of economy of scale) yields a total estimated capital cost of about \$500,000.

*Measures to develop the Riverfront Focus Areas should begin within the first 24 months of Plan adoption*



## STEP 5 - CONTINUE IMPLEMENTATION OF THE LEGACY PLAN!

As the riverfront increases in activity, the items below should be implemented in order to continually add new and exciting programming opportunities to the riverfront. These recommendations capitalize on and expand ongoing riverfront improvements - many of which do not require significant investment, at least in the early stages. Projects identified below can be selected incrementally as funding is identified.

### INCREASE RIVER VISIBILITY

- Continue creating new viewing areas onto the riverfront at West Greenville and the Tar River / University Neighborhoods where streets terminate at the riverfront and have extending rights-of-way to the River. These locations should occur at River overlook locations identified in the Legacy Plan. Ensure safe access to these new viewing areas.
- Increase awareness of the River using enhanced wayfinding signage and gateway installations at strategic trailhead locations along the greenway and at roadway River crossing points.
- Construct observation towers for residents and visitors to view the River, City, and surrounding natural areas. Several observation towers and River overlook locations are identified in the Legacy Plan. As a start, develop a signature observation tower at River Park North.

### INCREASE RIVERFRONT ACTIVITY

- Initiate and continue greenway activity programming improvements such as the installation of play areas, picnic areas, wayfinding signage, seating areas, lighting, River access areas, and exercise equipment. Seek and encourage sponsorship to help fund the implementation of these elements as health and wellness activities.
- Strive to connect the lakes through formation of a lakeway trail, especially as activity areas on the riverfront develop. The east-west GUC easement traversing north of the River could become a major pedestrian/bike lake connector. As a start, upgraded utility access roads should be used as pedestrian/bike connectors.

- Implement trailhead areas in key locations as defined in the Legacy Plan. Construct trailheads at North Greenville to access the riverfront.
- Utilize digital technology (e.g., a smartphone QR code or a website) to provide an interactive means for riverfront visitors to easily obtain and share information on River conditions, such as water depth, cleanliness, weather-related conditions, etc.
- Look for additional ways to provide physical access to the River and riverfront (including additional boat launches, camping pods, and bridge connections) as well as other natural areas as identified in the Plan.
- Develop partnerships and regional cooperation strategies with other riverfront communities to establish a trail network that connects cities and towns along the Tar River.
- Utilize the riverfront as an outdoor classroom that can be tapped by local schools, universities, and colleges.

### PROTECT SPECIAL PLACES

- Explore opportunities to convert key City-owned properties that are not currently dedicated for public use but are programmed in the Legacy Plan as conservation areas, open space, or parkland. As a start, consider the proposed Extreme Sports Hub site at East Greenville as a future park.
- Develop a strategy to conserve lands with special scenic, recreational, historic, and/or ecological value.

### BUILD ON EXISTING LOCAL AND REGIONAL BRANDING EFFORTS

- Brand the Greenway system as a Cultural Heritage Trail that includes art and interpretation of local history.
- Enhance Greenville's role in regional branding efforts by hosting a regional ecotourism conference.

### ENCOURAGE STRATEGIC DEVELOPMENT

- Create incentives to encourage development of low-impact uses such as solar and urban research farms on underutilized City-owned properties identified in the Legacy Plan.
- Encourage commercial and retail development that complements recreational uses and invites visitors to stay in Greenville and continue exploring. This could include an exploration of ideal locations (possibly including City-owned properties) for a performing arts venue, restaurants, bars, and other nightlife areas.



*Start implementing ideas from Step 5 within the first 24-36 Months of Plan adoption*

#### Potential Implementation Projects Include:

- Include interpretative art and signage along existing/future greenways at River Park North.
- Continue implementation of the Town Common Master Plan.
- Establish a "lakeway" greenway connection at North Greenville to connect the lakes.
- Update the Horizons Plan to include a River District based upon the nine Redevelopment areas outlined in the Plan.
- Increase programming at the Phil Carroll Nature Preserve including swamp tours and additional trail access on the property.
- Add additional River overlooks with connections to the greenway system at West Greenville and the Tar River University Neighborhoods.
- Explore the feasibility of constructing a signature observation tower at River Park North.
- Construct a signature bridge connection from West Greenville and the Tar River University Neighborhoods to North Greenville.
- Increase riverfront programming along the South Tar River Greenway. Construct a playground near Elm Street.
- Construct a sculpture/healing garden along the South Tar River Greenway.
- Add seating areas and wayfinding signage along the greenway to increase activity.
- Encourage agricultural research and energy production opportunities at FEMA buyout properties.

## STEP 6 - TACKLE ON-GOING & SUSTAINING PROJECTS



As indicated by its name, the Tar River Legacy Plan presents a large undertaking and the total vision will take several decades to realize. Each project achieved in steps one through four will move the community closer to realizing its vision for a healthy and sustaining riverfront.

There are several projects that will require ongoing attention to fully realize the Legacy Plan. These projects include:

### ENHANCING PHYSICAL CONNECTIONS ALONG AND TO THE RIVER

- Continue the extension of the existing greenway system.
- Establish a parkway system on key gateway streets as identified in the Plan, by providing signage, streetscape, and roadway improvements that become signature gateway elements to the City and riverfront.
- Enhance 'green' street connections to the River, including green infrastructure and other innovative stormwater management to help manage runoff and increase the canopy of street trees in the City.
- Assess the feasibility of converting one-way streets to two-way, and consider other traffic calming elements in the urban core to support redevelopment efforts. This should be done as part of a Master Plan for Uptown.

### PROTECTING SPECIAL PLACES

- Create conservancies and land trusts for protection.
- Develop a regional flood management strategy in partnership with other communities along the River.

### BUILDING ON EXISTING LOCAL AND REGIONAL BRANDING EFFORTS

- Assess the feasibility of installing additional riverfront venues including a City-wide sports complex and possible water park by examining available land locations, funding strategies, and market demand for these special land uses.

*On-Going & Sustaining Projects are **long-term** efforts that will require continual exploration and should be implemented over time.*

### Potential Major Implementation Projects Include:

- Continue expansion of the riverfront greenway system.
- Promote active recreation programming and events including the development of a major sports venue
- Establish a parkway system including major streets identified in the Plan.
- Construct "green streets" as capital improvement projects are identified.
- Convert one-way streets to two-way streets in Uptown Greenville.
- Continue implementation of Legacy Plan components including additional signature observation towers at River Park North; additional boat launches in North, West, and East Greenville.
- Embrace the City's existing branding strategy. Extend and adapt it for the greenway or other River-centric features as they develop and grow.
- Plan and execute a series of regional sports events centered on BMX or river sports.