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City of Greenville
City Council Strategic Planning Retreat
Day 1 – Friday, January 24, 2014 (4:30 p.m. – 8:30 p.m.)
Day 2 – Saturday, January 25, 2014 (8:30 a.m. – 3:00 p.m.)
3rd Floor Gallery and Conference Room 337, City Hall

Logistics

- Dinner will be served on Friday
- Light breakfast, lunch, and refreshments will be served on Saturday

Objectives

- Develop Vision for City of Greenville
- Develop five-year goals
- Develop Decision Filters
- Identify preliminary one-year opportunities for staff review

Day 1 – January 24

Where we have been

- 4:30 p.m. Orientation to retreat
- 4:45 p.m. Review and add to History Map

Where we are now, Part I

- 5:30 p.m. Results of Citizen Survey
- 6:00 p.m. Context Map – Building on Discussion at Management Team Retreat
- **6:20 p.m. Break for Dinner**

Where we want to be, Part I

- 6:50 p.m. Review the Mission
- 7:20 p.m. Discuss process for developing shared values
- 7:30 p.m. Develop Vision

8:30 p.m. Adjourn Day One



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Day 2 – January 25

Where we are now, Part II

- 8:30 a.m. Welcome and Opening
- 8:35 a.m. Current Year Financials (six-month update)
- 9:05 a.m. Five-year financial projections
- 9:35 a.m. Draft 10-Year Facilities Maintenance Plan
- **9:55 a.m. Break**
- 10:05 a.m. SPOT map – Strengths, Problems, Opportunities, Threats

Where we want to be, Part II

- 11:00 a.m. Goals
- **12:00 p.m. Lunch**
- 12:30 p.m. Goals, continued

How we will get there

- 1:00 p.m. Performance Measures
- 1:15 p.m. Decision Filters
- 1:30 p.m. 2014 Opportunities
- 2:15 p.m. Evaluate opportunities

How we will work together

- 2:50 p.m. Strategic Plan Development and Completion
- 3:00 p.m. Adjourn

Memorandum

To: Honorable Mayor and City Council Members
From: Barbara Lipscomb, City Manager *BL*
Date: January 17, 2014
Subject: 2014 City Council Planning Session

Included with this memorandum are the agendas and materials for the 2014 City Council Planning Session to be conducted on Friday, January 24 and Saturday, January 25, at City Hall. I recommend business casual attire for all who attend.

As you are aware, this year's session has been designed as a true strategic planning retreat. The desired end result of this process is a strategic plan that provides a shared vision for our community's future, a mission statement that describes why the City exists and what it will do to achieve the vision, and strategic goals, performance measures and an action agenda to support that vision and mission.

You have all now had an opportunity to meet and speak with the retreat facilitators Warren Miller and Julie Brenman of FountainWorks, a consulting firm from Raleigh which has a track record in strategic planning facilitation for governmental bodies. Warren and Julie have led a management team strategic retreat for staff on December 20, 2013, interviewed City Council members individually in early January and provided a brief presentation to City Council at your January 13 meeting.

The Friday session will begin at 4:30 p.m. and dinner will be served around 6:20 p.m. We will review and add to a document referred to as the History Map, which was developed during the management team retreat in December. We will build on discussions from that meeting, as well as hear results from the Citizen Survey, review the organizational mission and begin developing the vision for the City.

On Saturday, a continental breakfast will be provided beginning at 8:15 a.m., and the meeting will start at 8:30 a.m. Lunch will be available around 12:00 p.m. (noon) on Saturday. The agenda for Saturday includes an update on City finances to include a current year update and initial presentation of a five year financial projection for the general fund. Staff will also present an initial introduction to the draft 10-year facilities plan which proposes a systematic approach to scheduling and funding various maintenance and repairs associated with City facilities. This report relates to Council's goals of maintaining our existing facilities prior to adding new facilities (Infrastructure Goals # 12 and 22; Parks and Recreation / Greenways / Bond Issues Goal # 6). Work will then shift to developing strategic goals and 2014 opportunities. All of this input will result in a draft strategic plan, with City Council approval tentatively scheduled for March.

Included in this notebook are the following materials:

- Strategic Planning Retreat Agenda
- Memorandum provided in Notes to Council on December 18, 2013, providing a preview of the upcoming Planning Session
- Background information on the retreat facilitators, Warren Miller and Julie Brenman, of FountainWorks

- Management Team Strategic Planning Retreat – Meeting Summary
- Presentation provided to City Council by FountainWorks at your January 13, 2014, meeting
- Major Fund Monthly Financial Report for the first six months of FY 14. This report provides the substantive basis for the Current Year Financial Update
- General Fund Financial Forecast for FY 14 – FY 18. This report provides the substantive basis for the Five Year Financial Projections presentation
- Draft 10-Year Facilities Maintenance Plan

Also included in the notebook as supplemental information are the following:

- Final Update on the 2012-2013 Goals
- Follow-up Report on the 2013 Council Planning Session

It should be noted that results from the Citizen Survey have not been included as they have not yet been received. Staff will present available results on Friday, January 24, as provided in the agenda.

Should you have any questions or comments concerning the agenda or arrangements for the Planning Session, please contact me.

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

Memorandum

To: Honorable Mayor and City Council Members
From: Barbara Lipscomb, City Manager *BL*
Date: December 18, 2013
Subject: 2014 City Council Planning Session

In accordance with the 2014 meeting schedule adopted by City Council last week, the City Council Planning Session is scheduled for January 24th and 25th. The Planning Session has been designed as a true strategic planning retreat, and as indicated in the memo provided to you on December 6th, 2013, Fountainworks will facilitate the retreat. This professional facilitator assisted the City of Fayetteville with a similar process in 2012 and has previously worked with the City of Durham, City of Wilmington, City of Salisbury and numerous other public sector entities.

Strategic planning is used as a management tool to define an organization's mission, vision, values, goals, objectives and priorities. We so often are immersed in the day-to-day tactics of how to get our jobs done and respond to the week's most pressing issues that we do not stop to see the big picture of what we are trying to achieve as a city. We all tend to focus more on tactics and less on strategy. By stepping back and assessing the organization, trends and our environment, the strategic plan assists us in making sure that we are all on the same page, moving in the same direction in an effort to achieve the same goals. Generalized objectives for the strategic planning process include the following:

Primary Objectives of Strategic Plan Document

- Communicates a compelling vision for the City
- Focuses more on strategic issues and vision and less on specific tactics or actions
- Includes a manageable number of priorities
- Includes performance measurements to indicate success
- Guides work throughout the year
- Considers resources required to implement priorities

Secondary Objectives of Strategic Plan Process

- Incorporates input from the public and staff into the plan
- Provides education on best practices in strategic planning; the elements of a robust strategic plan; on what a strategic plan is vs. a work plan; how to be more strategic and less tactical

In general terms, the strategic plan development process proposed for the City this year entails:

- Completion of a professional citizen survey process including compilation of results.
- A senior management team retreat. The senior management team will review major milestones and accomplishments of the City and identify emerging issues and themes to bring forward to City Council. The senior management team will also discuss how the strategic plan ties into the City's upcoming budget process.
- Fountainworks will conduct telephone interviews with each Council member to understand Council priorities for the upcoming year.

Memo to City Council – Planning Session
December 18, 2013
Page 2

- Fountainworks will provide additional information to set the stage for the strategic planning process.
- The City Council will hold a retreat January 24-25. The results of the citizen survey and financial update will be provided. The City's vision and mission will be reviewed and preliminary goals and objectives for 2014-15 will be developed and prioritized.
- Fountainworks will work with the City Manager's Office to draft a strategic plan based on the guidance provided by the City Council. Staff will identify resources required to implement the first year tactics associated with the goals.
- The City Council will review the draft plan, offer feedback and prioritize. The plan will be revised accordingly and brought back to Council for final approval.

The desired end result of this process is a strategic plan that provides a shared vision for our community's future, a mission statement that describes why the City exists and what it will do to achieve the vision, and strategic goals, performance measures and an action agenda to support that vision and mission.

Staff looks forward to supporting City Council during this very important process.

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cc: Dave Holec, City Attorney
Carol Barwick, City Clerk

Firm Background

Fountainworks was founded in 2003 and is a North Carolina corporation with offices in Raleigh, North Carolina.

Fountainworks is a management and public policy consulting firm, specializing in public-sector strategy and visioning solutions for towns, government agencies, educational institutions, and non-profits. With expertise in organizational strategy, qualitative and quantitative research, Fountainworks has worked with public sector organizations across the Southeast. Fountainworks is known for its research and policy dialogue techniques that enable core values and interests to surface and enable groups to move effectively through policy dialogue and decision processes.

Our team of public policy and organizational development experts has years of experience in state and local government.

Warren Miller

Founder & President, Fountainworks

Warren has worked extensively with local, state and federal government agencies, universities and community organizations. Clients include: City of Durham, City of Austin, UNC Chapel Hill School of Government, NC State University, U.S. Department of Homeland Security, Rockefeller Foundation, Procter and Gamble and N.C. Department of Transportation.

Warren is an adjunct professor at the Sanford School of Public Policy at Duke University. He also served as Policy Director to former North Carolina Governor Jim Hunt.

Julie Brenman

Senior Consultant, Fountainworks

Julie has over 15 years of municipal executive experience, and currently works part-time as Adjunct Faculty at the University of North Carolina at Chapel Hill's Master of Public Administration program and as a management consultant to governments and non-profits. Her areas of expertise include city and county management, budget and finance, strategic planning, community involvement, capital improvements, program evaluation, outcome measurement, business operations, and organizational development.

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



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City of Greenville Management Team Strategic Planning Retreat

**Drew Steele Center
December 20, 2013
8:30 am – 2:30pm**

■ Meeting Summary ■

Retreat Participants

Barbara Lipscomb, City Manager
Chris Padgett, Assistant City Manager
Dave Holec, City Attorney
Carol Barwick, City Clerk
Bernita Demery, Financial Services Director
Eric Griffin, Interim Fire/Rescue Chief
Gary Fenton, Recreation and Parks Director
Hassan Aden, Police Chief
Kevin Mulligan, Public Works Director
Leah Futrell, Human Resources Director
Merrill Flood, Community Development Director
Rex Wilder, Information Technology Director
Steve Hawley, Communications Manager / PIO
Ted Sauls, Deputy Police Chief
Brock Davenport, Interim Deputy Fire/Rescue Chief
Angelene Brinkley, Purchasing Manager
Carl Rees, Economic Development Officer
Scott Godefroy, City Engineer
Tom Weitnauer, Chief Planner
Shannon Terry, Fire/Rescue Battalion Chief
Linda McCarthy, Risk Manager

Welcome and Strategic Plan Overview

City Manager Barbara Lipscomb opened the meeting. She indicated one of her hopes for the strategic planning process was to develop clean Mission, Vision and Value statements for the City. These help staff know where they are going. She wants the Council to adopt the vision and have them focus on the policy arena to move the community forward, which is their role in a Council / Manager form of government. The City is currently administering a citizen survey and will feed the information from the survey and staff input into the Council's strategic planning retreat where the Council will be looking forward 10-20 years. Ms. Lipscomb turned the meeting over to Warren Miller from Fountainworks who reviewed the agenda and objectives for the meeting. The objectives were:

- Develop a city history map of key milestones and accomplishments
- Conduct an assessment of current internal and external issues relevant to the city's strategic plan
- Discuss information for the Council retreat
- Review overall strategic plan approach
- Review mission and strategic goals

Julie Brenman from Fountainworks provided an overview of the framework Greenville will be using to develop its strategic plan this year.

The Strategic Plan



Participants were asked what they hoped the strategic planning process would accomplish. The following ideas were generated:

- A clear vision statement
- Everything tied to mission & vision
- Help keep us from getting in weeds
- Has to be actionable and have appropriate timelines
- Creates a culture that institutionalizes the plan
- Vision statement needs to be embraced by all Council members
- Need to tie department visions to city vision
- Link strategic plan with budget planning
- Help Council understand these are their goals – collective
- Tie departments into overall strategic plan
- Tie it to mapping/ visuals
- Plan helps Council look at city as a whole
- Helps guide departments support city goals/vision

Greenville's Milestones

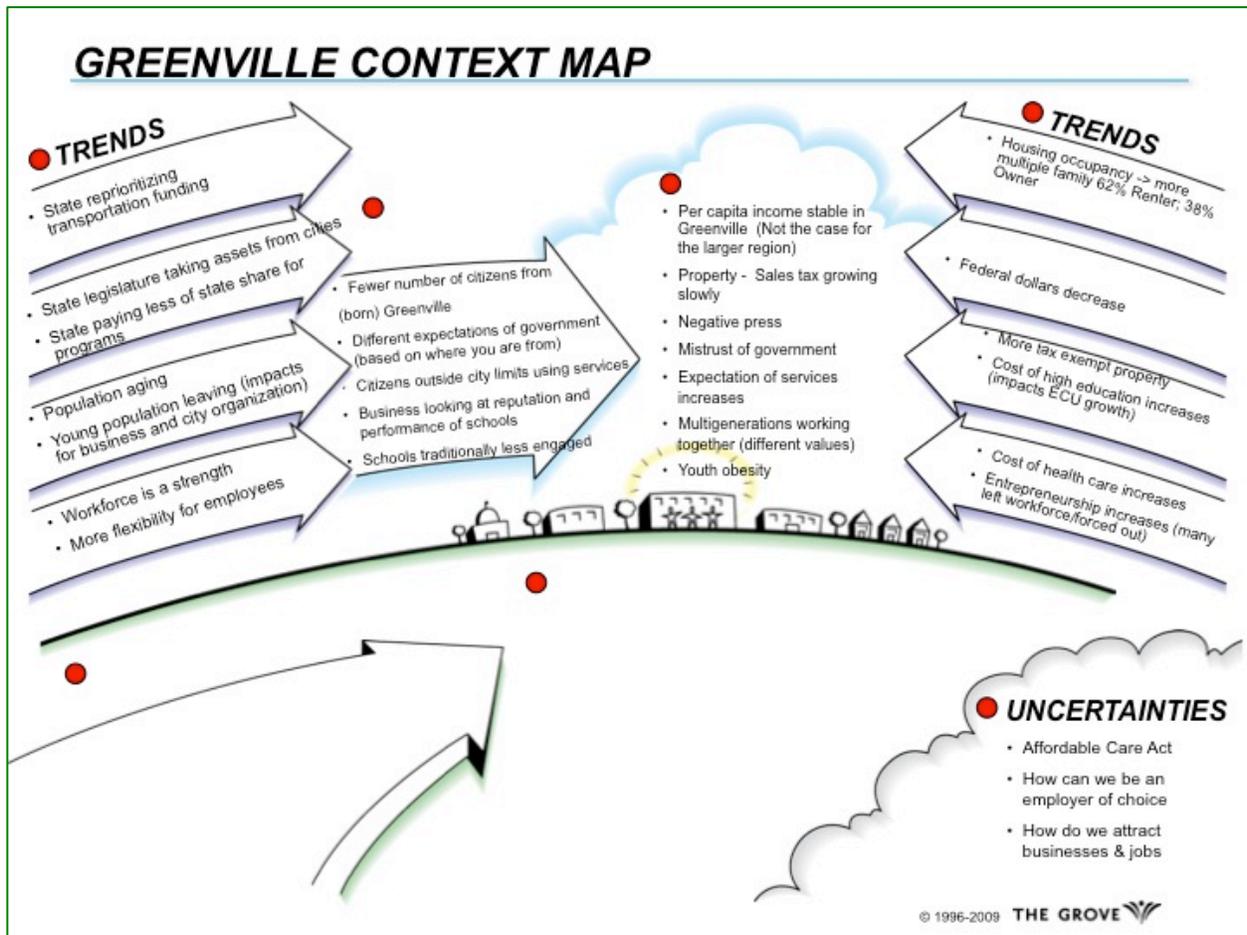
The group reviewed the major milestones for the City of Greenville in the last 10-15 years. The input from the management team will be used to frame the discussion with the City Council. The highlights of the milestones follow.

City of Greenville History

	2000			2005			2010		2013		
Themes	Growth in city (private, medical and higher education growth)						Recession/ Economic Downturn 2008			Starting to see growth again (2012-2013)	
	Federal and Local Economies Strong - Supports growth at edges									State shift in authority for cities	
Projects		Convention Center Opened (2002) PGV (airport) rehabilitated following substantial flood damage (2001)	Sport Town USA Designation (2004) Comp Plan Major Update (2004) Storm water Utility (2004) Greene Street Bridge Relocated (2004)		City Hall and Municipal Building (2006) Intergenerational Center (2007)	New hotels attract larger events (NCLM Conference - 2009) South Tar Greenway (2009)	Comp Plan Minor Update (2010) Firetower Road Widening (2010) Nathaniel Village (2010)	Eppes Recreation Center, Drew Steele, Stallings Stadium Improvements (2011 - 2013) PGV Terminal Reconstruction (2011) South Tar Greenway – Phase II (2011) Regency Blvd. (2012)	Sanitation service plan (2013) Community Policing Plan (2013) Dream Park (2013) Rail switching yard relocated (2011 – 2013)		
Key Events	Hurricane Floyd (1999) Pitt Memorial Hospital becomes non-profit (1998) City purchases Bradford Creek Golf Course (2000)		Tenth Street Connector Partnership city-university-hospital (2003-2004) Bond Referendum for Streets, Stormwater, Center City and West Greenville (2004)	Significant residential development in southwest quadrant of City (2004 – 2007) Center City and West Greenville Redevelopment Plan (2005-2006)	Growth agreement with Winterville (2006) City acquires Aquatics and Fitness Center (2006)	Major employers leave Pitt County (Mohawk Carpet/ Rubbermaid) (2007-2009) River Hills Annexation (2008) Double murder downtown (2009)	Redistricting based on census (2011) Non-profit hospital purchases private practices (2010 – 2013) Federal Stimulus Funding (2009 – 2012)	Hurricane Irene (2011) State Restriction in city authority -tax credit, annexation (2011 – 2013) City office of economic development (2012) Pitt County Revaluation (2012)	Private investment downtown-Georgetown Commons (2013) Vidant Children's Hospital (2012-2013) VA outpatient clinic created (2012-2013)		
People		Population increases 39% (2000 – 2010) City Workforce Growing (2000 – 2008)							Shift in elected leadership and senior management (2012)	Maintained quality workforce	
Lessons/ Impacts	North of the river devastated FEMA program and relocation of many people Focus on recovery	Desire to become a state-wide destination for events	Focus shifts from recovery to urban revitalization / bond funds to support efforts Town-gown relations strengthened	Many voluntary annexations to support residential growth	Improved City facilities Cooperation with adjoining community	Perception of Crime Increases Quality City Facilities	Failing residential and commercial developments Construction industry struggles / less growth and jobs	Improved parks and recreation centers Reduction in valuation / property tax collection	Police more involved “out in the community” (2013) Improved growth rate, but still much less than before recession		

Current Reality and Trends

The group then identified the most important external trends and issues that should be considered as Council develops its strategic goals. The results of their work are depicted graphically below.



Participants then were asked to identify the strengths and problems with the City's organization. The results are depicted below:

SPOT MATRIX

CURRENT/INTERNAL	<p>● STRENGTHS</p> <ul style="list-style-type: none"> + Quality and professional staff + Willing to cooperate + Limited silos + Good service delivery + "Fresh eyes" -> innovation and historical perspective + Willingness to partner with outside entities + Good equipment/technology 	<ul style="list-style-type: none"> + Engaged boards and commissions + Open and transparent + Employee benefits + Good employee retention + Safety and wellness of employees
	<p>● PROBLEMS</p> <ul style="list-style-type: none"> - Low risk tolerance-council (ask for comparisons) (Also a strength) - Low employee engagement - Lack of performance pay program (not able to reward high performer) -- Hard to stop programs/ Staff stretched thin/ Not matching growth (focus on core) -- Technology- keeping up with change (equipment, workforce) (helping those with tech savvy use older tools) 	<ul style="list-style-type: none"> - 2 year election cycle (political uncertainty, direction) - Inability to keep up with maintenance and facilities - Limited capital projects (rehab projects) -> financial sustainability -- Limited revenue growth -- Loss of institutional knowledge -- Telling our story -> how do we get message out -- Duplication of process between departments -- Data driven decision

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Mission, Vision and Values

Participants were asked to review the City's current Vision, Mission and Values.

The group agreed that the City does not have a Vision statement. A Vision Statement outlines what an organization wants to be or how it wants the world in which it operates to be. Successful vision statements communicate both the purpose and values of an organization. The City Council will develop the components of a Vision statement.

The group agreed that the Values that have been used in the past were developed as norms for a retreat, not organizational values. The City Manager wants to develop organizational values as part of the strategic planning process.

A Mission Statement defines the organization's fundamental purpose and primary objectives, succinctly describing why it exists and what it does to achieve its vision. Its

prime function is internal – to define the key to the organization's success. The Mission Statement is currently:

City of Greenville is dedicated to providing all citizens with quality services in an open, ethical manner, insuring a community of distinction for the future.

Participants were asked to provide “gut reactions” to the current mission statement:

- Says “how” vs. what we do/ our fundamental purpose
- Whose “ethics”?
- Community of distinction- what does it mean?
- What about “now”?
- “Citizens” excludes non-Greenville citizens
 - Citizen -> Resident? Visitor? Business? Customers?
- Services (diverse services, what we provide)
- Needs to frame how we deal internally as well- e.g. “customer”

Goals

Participants then reviewed the current goal areas. Fountainworks noted that *goals should be positive and end state oriented*. The current goals had a mix of goals, strategies and measures in them. The strategies and measures are important, but should be separated from the goals. Participants worked in groups to draft revisions to the goals for City Council’s consideration.

Safe Community

- The city of Greenville will provide citizens, visitors and businesses with a safe community

Quality of life

- The city of Greenville will build upon and enhance the quality of life of all citizens and visitors so that there is variety and equally accessible parks, recreation, entertainment and other activities. (Recreational, cultural, entertainment amenities)

Neighborhood quality

- The city of Greenville will provide an environment that produces and maintains high quality neighborhoods that are attractive, well designed and sustainable providing citizens a variety of housing choices.

City organization

- The city of Greenville will be a preferred employer that will attract, value, and retain a professional, motivated, and well-trained workforce

Economic development

- Develop an economic climate that supports tax base growth and living wage jobs to foster fiscal sustainability for the delivery of city services.

Infrastructure

- Promote a sustainable and accessible city of Greenville through quality, efficient and well-maintained infrastructure

Fiscal sustainability

- Create fiscal sustainability for the city of Greenville by balancing resource allocation for short and long term needs.



Issues for Council & Wrap-up

The Management team was asked to identify issues or topics that might be useful to share with the City Council at their retreat in January. The following list was generated:

- Management Retreat Output
- Citizen survey
- Facility maintenance plan
- Current year financial status
- Financial projections for future years
- Capacity limitations
- Greenville Economy – Macro-
- When & why to use outside consultants
- Need to focus on a few big priorities
- Role they can play in advocacy



Ms. Lipscomb thanked everyone for their active participation during the strategic planning retreat and highlighted the next steps in the process:

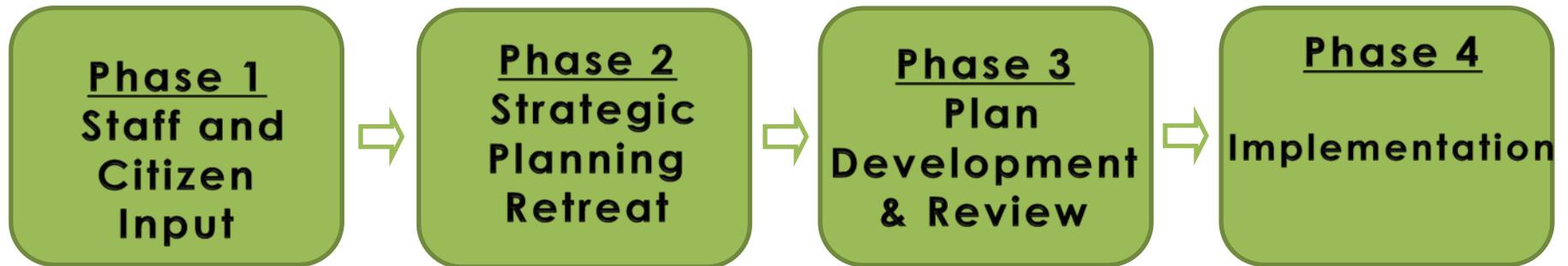
- **Telephone interviews** with Council – early January 2014
- **Set stage** for strategic planning at Council meeting – January 13, 2014
- **City Council retreat** - January 24-25, 2014
- **Draft strategic plan** – February 2014
Staff identify resources required to implement the first year tactics associated with the goals
- **City Council review** draft plan, offer feedback and prioritize
- **City Council approval** in March 2014

The meeting was adjourned and everyone was wished a safe and happy holiday.

City of Greenville Strategic Planning

City Council Meeting
January 13, 2014

The Strategic Planning Process



Timeline

- **Citizen Survey** – preliminary results this week
- **Management Team retreat** – December 20, 2013
- **Telephone interviews** with Council – early January 2014
- **Introduction to Process** for strategic planning – January 13, 2014
- **City Council retreat** - January 24-25, 2014
- **Draft strategic plan** – February 2014
 - Staff identify resources required to implement the first year tactics associated with the goals
- **City Council review** draft plan, offer feedback and prioritize
- **City Council approval** in March 2014

The Strategic Plan



Council
Responsibility

Vision,
Mission

Goals

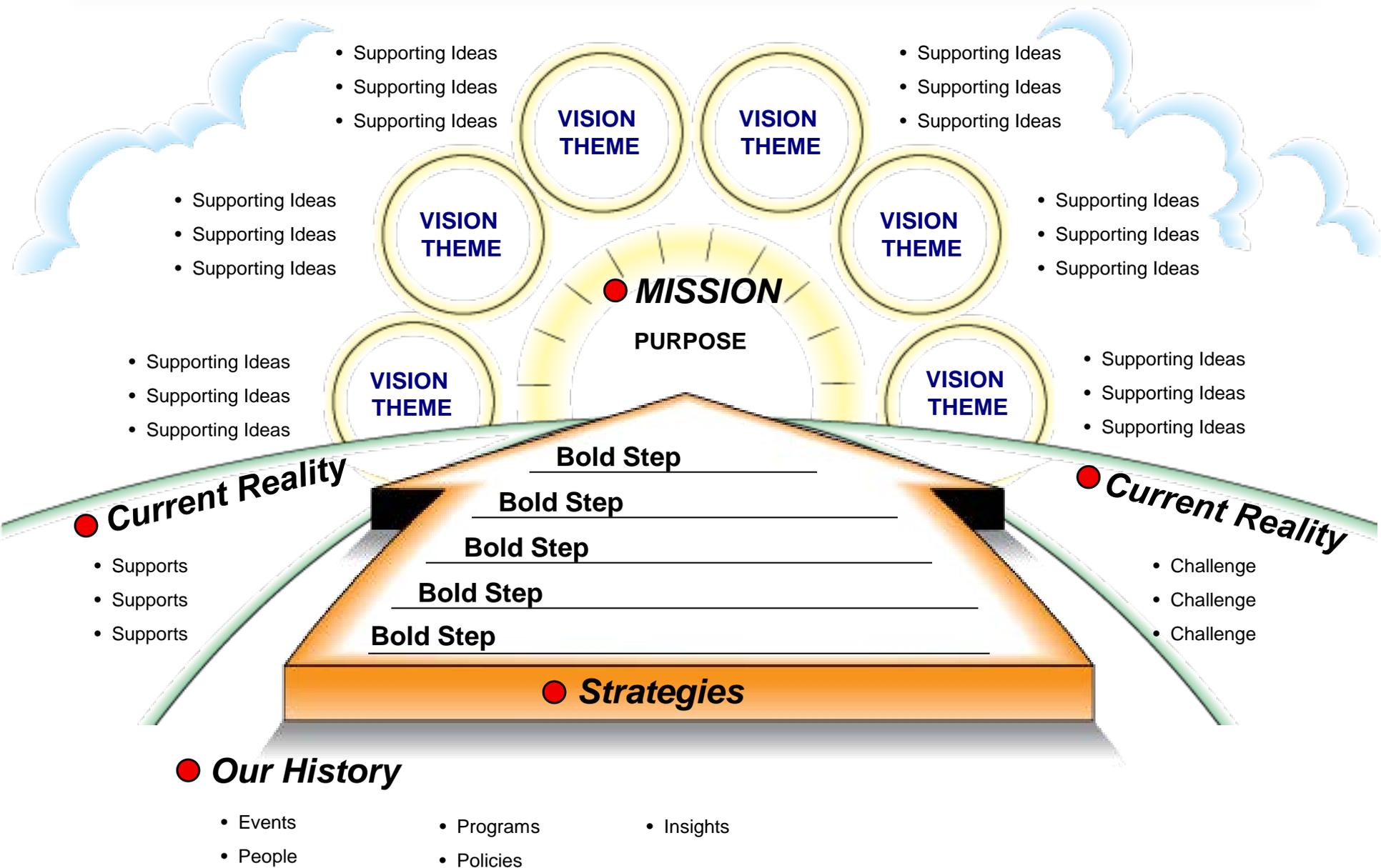
Performance
Measures

Staff
Responsibility

Action Agenda



Greenville Strategic Planning Framework



Goals

Current goal

ECONOMIC DEVELOPMENT

Strategic Goal: Promote economic development by decreasing unemployment rate, increasing median income, and attracting and retaining new and existing businesses.

We would like goals to be positive and end state oriented.

Goals

Current goal

ECONOMIC DEVELOPMENT

Strategic Goal: Promote economic development by decreasing unemployment rate, increasing median income, and attracting and retaining new and existing businesses.

Sample goals

- The City of Fayetteville will have a strong, diverse and viable local economy.
- Durham will maintain and grow a strong and diverse economy through a variety of businesses, industries, and employment.
- Build and maintain a healthy economy. (Albany, OR – ICMA sample)

Goals

Current goal

ECONOMIC DEVELOPMENT

Strategic Goal: Promote economic development **by decreasing unemployment rate, increasing median income**, and **attracting and retaining new and existing businesses**.

Measures:

- Unemployment
- Median Income

Strategy:

- Attracting and retaining new and existing businesses

Goals

Current goal

ECONOMIC DEVELOPMENT

Strategic Goal: Promote economic development **by decreasing unemployment rate, increasing median income, and attracting and retaining new and existing businesses.**

Possible revision to goal

Develop an economic climate that supports tax base growth and living wage jobs to foster fiscal sustainability for the delivery of city services.

Measures:

- Unemployment
- Median Income

Strategy:

- Attracting and retaining new and existing businesses

The Strategic Plan



Memorandum

To: Barbara Lipscomb, City Manager
 Christopher Padgett, Assistant City Manager

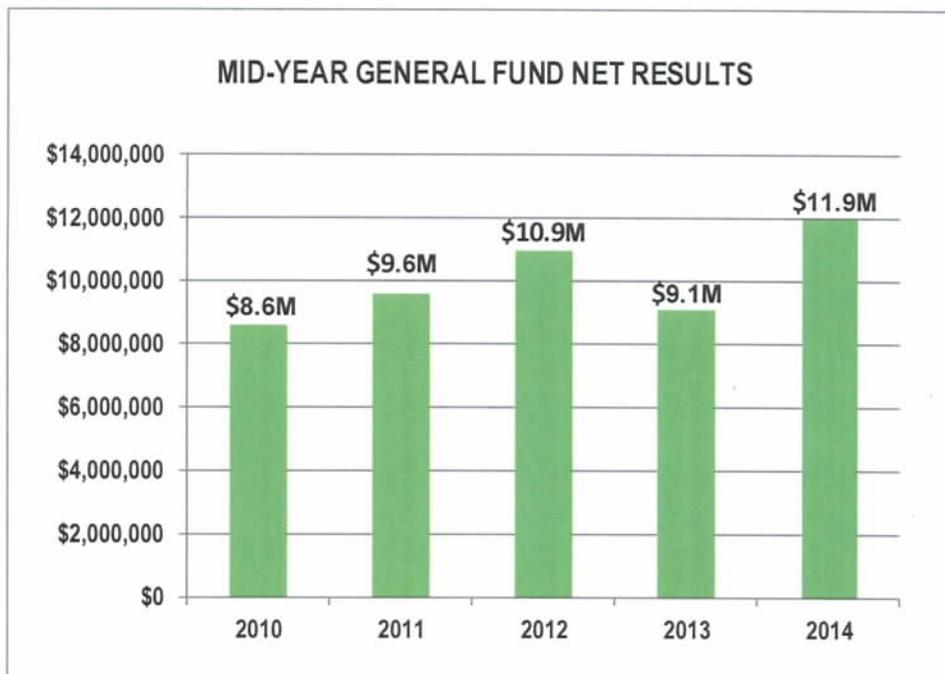
From: Bernita Demery, CPA, MBA, Director of Financial Services *BD*

Date: January 14, 2014

Subject: Major Fund Monthly Financial Report – As of December 31, 2013

Attached is the financial report for the quarter ending December 31, 2013. Report data reflects the first six months (50%) of fiscal year (FY) 2014. Overall, the net results of revenue over expenses indicate an increase of 31% over previous year. This, however, is misleading because of the timing of a higher amount of capital improvements which will be expensed during the second half of the fiscal year. Unexpected and/or significant variances greater than 10% will be noted.

GENERAL FUND SUMMARY AS OF DECEMBER 31, 2013						
	2014 YTD	2013 YTD	\$ CHANGE	% CHANGE	2014 BUDGET	% REC./ SPENT
REVENUES	\$ 44,273,581	\$ 41,224,116	\$ 3,049,465	7%	\$ 87,293,332	51%
EXPENSES	\$ 32,320,059	\$ 32,131,073	\$ 188,986	1%	\$ 87,293,332	37%
NET	\$ 11,953,522	\$ 9,093,043	\$ 2,860,479	31%		



cc: Department Heads

GENERAL FUND REVENUE BY TYPE SUMMARY AS OF DECEMBER 31, 2013						
TAXES & FEES	2014 YTD	2013 YTD	\$ CHANGE	% CHANGE	2014 BUDGET	% REC/ SPENT
PROPERTY	\$23,877,778	\$22,250,893	\$ 1,626,885	7%	\$30,725,377	78%
SALES	4,958,280	4,797,434	160,846	3%	14,910,654	33%
UTILITIES	2,734,653	2,834,862	(100,209)	-4%	5,650,969	48%
MOTOR VEHICLE	304,942	326,906	(21,964)	-7%	947,925	32%
INSPECTION	295,402	323,212	(27,810)	-9%	893,000	33%
RESCUE	1,282,325	1,361,441	(79,116)	-6%	3,109,570	41%
RECREATION	624,924	668,385	(43,461)	-7%	2,122,353	29%
INVESTMENTS	345,223	729,991	(384,768)	-53%	1,416,062	24%
GUC TRANS. IN	2,997,825	2,801,086	196,739	7%	6,443,463	47%
POWELL BILL	2,215,848	2,171,367	44,481	2%	2,190,005	>100%
SUBTOTAL	\$39,637,200	\$38,265,577	\$ 1,371,623	4%	\$68,409,378	58%
ALL OTHER REV.	4,636,381	2,958,539	1,677,842	57%	18,683,954	25%
TRANSFERS	-	-	-	0%	200,000	0%
SUBTOTAL	\$ 4,636,381	\$ 2,958,539	\$ 1,677,842	57%	\$18,883,954	25%
TOTAL	\$44,273,581	\$41,224,116	\$ 3,049,465	7%	\$87,293,332	51%

- Year-to-date, total revenues increased seven percent. This is because of a temporary increase in property tax receipts which are 35% of budgeted revenues and a one-time transfer from the Capital Reserve Fund of \$1.78 million, formerly designated for the City's parking deck. The seven percent increase in Property tax shown above is slightly greater than budget. An outlier in this revenue source this year is the new NCDMV Tax and Tag system. It is estimated that additional revenues will be recognized this fiscal year due to the timing of this change. Sales tax, making up 17% of the budget, is consistent with last year's receipts. Both revenue sources, which combine to make up over 52% of total budget, are projected to meet budget by the end of the fiscal year.
- Year-to-date, Investment Earnings decreased 53% due to the change in coupon payment receipts, losses incurred during investment buy/sale transactions and mainly, a change in the method of accounting. Additionally, there were corrections needed within the previous year's balance. Staff is working towards proposing a future budget amendment for Investment Earnings, based on these indicators. Please refer to the quarterly investment report for a detailed analysis of investments as of December 31, 2013.
- Year-to-date, Other Revenue increased due to the \$1,779,000 transfer, from the Capital Reserve Fund, to support projects that were deemed necessary as a part of the original fiscal year 2014 adopted budget.

GENERAL FUND EXPENSE BY TYPE SUMMARY AS OF DECEMBER 31, 2013				
TYPE	2014 YTD	2013 YTD	\$ CHANGE	% CHANGE
PERSONNEL	\$ 21,446,048	\$ 21,670,475	\$ (224,427)	-1%
OPERATIONS	7,372,090	6,807,412	564,678	8%
CAPITAL OUTLAY	269,109	96,355	172,754	>100%
CAPITAL IMPROVEMENTS	1,655,662	1,372,792	282,870	21%
INDIRECT COST REIMB.	(507,286)	(507,286)	-	0%
TRANSFERS	2,084,436	2,691,325	(606,889)	-23%
TOTAL	\$ 32,320,059	\$ 32,131,073	\$ 188,986	1%

The expenses are relatively flat with an increase of less than one percent. For the past few years, the City has relied on a higher rate of position vacancies (i.e. frozen positions) to assist with the management of personnel cost. The other categories (Operations, Capital Outlay, and etc.) fluctuate year to year due to the timing of payment for various items. A brief explanation is provided below:

- **CAPITAL OUTLAY & IMPROVEMENTS:** These costs will vary depending on department needs, the timing of purchases, and project activity. The Capital Outlay variance is due to the purchase of Police equipment and supplies supported by federal forfeiture and controlled substance funds. The Capital Improvements increase is due to the completion of the Eppes Recreation Center Improvement project.
- **TRANSFERS:** The 23% decrease is primarily due to establishment of the Dream Park Capital Project Fund in the prior fiscal year by transferring \$534,841 from the General Fund during the first quarter.

GENERAL FUND EXPENSE BY DEPARTMENT SUMMARY AS OF DECEMBER 31, 2013						
	2014	2013	\$	%	2014	% REC/
	YTD	YTD	CHANGE	CHANGE	BUDGET	SPENT
MAYOR & COUNCIL	\$ 188,541	\$ 185,410	\$ 3,131	2%	\$ 388,957	48%
CITY MANAGER	458,588	429,139	29,449	7%	1,307,015	35%
CITY CLERK	113,157	106,589	6,568	6%	273,769	41%
CITY ATTORNEY	195,162	204,770	(9,608)	-5%	453,843	43%
HUMAN RESOURCES	1,059,986	997,548	62,438	6%	2,632,937	40%
INFORMATION TECH.	1,293,218	1,152,618	140,600	12%	3,089,753	42%
FIRE/RESCUE	5,631,291	5,972,932	(341,641)	-6%	13,486,568	42%
FINANCIAL SVCS.	1,206,984	1,224,034	(17,050)	-1%	2,390,652	50%
CONTINGENCY	-	-	-	0%	646,175	0%
OPEB CONTRIBUTION	350,000	300,000	50,000	17%	350,000	100%
POLICE	10,687,184	10,026,331	660,853	7%	23,424,520	46%
RECREATION & PARKS	3,409,886	3,398,730	11,156	0%	7,672,280	44%
PUBLIC WORKS	3,510,169	3,424,671	85,498	2%	9,371,288	37%
COMM. DEVELOPMENT	983,081	1,151,471	(168,390)	-15%	2,745,039	36%
SUBTOTAL	\$29,087,247	\$28,574,243	\$ 513,004	2%	\$68,232,796	43%
CAPITAL IMPROV.	1,655,662	1,372,791	282,871	21%	7,057,812	23%
TRANSFERS	2,084,436	2,691,325	(606,889)	-23%	13,017,296	16%
INDIRECT COST	(507,286)	(507,286)	-	0%	(1,014,572)	50%
TOTAL	\$32,320,059	\$32,131,073	\$ 188,986	1%	\$87,293,332	37%

Overall, departmental spending was within the expected limit as a percentage of budget. Also, compared to prior year, total expenses have increased by one percent. Departmental variances greater than +/- 10% are noted below:

- **Information Technology:** The increase of 12% is due to timing difference in payment of contracted services for software support.
- **OPEB:** The increase in OPEB is in line with the original approved Budget per direction of the City Council. This expense will increase \$50,000 annually until the annual contribution reaches \$500,000 in FY 2017.
- **Community Development:** The decrease of 15% is primarily a result of personnel vacancies.
- **Capital Improvements and Transfers:** These variances have been discussed above.

Mid-Year Projection

As a recap to the aforementioned items, one has to project results for this fiscal year in an effort to measure how results line up with the budget for the year. Below illustrates a summary of projections on significant revenue and expenditures for the General Fund based on results through December 31, 2013. Subsequently, this detail will be updated monthly to determine if statutory guidelines will be met as of June 30, 2014. Because December is 50% of the fiscal year, projections will become more accurate as additional month end results become available.

	Budget 2014	Actual 2014	Projection 2014	Budget vs. Proj. Variance
Revenues				
Property	\$ 30,725,377	\$ 23,877,778	\$ 31,067,622	\$ 342,245
Sales	14,910,654	4,958,280	14,910,654	-
Utilities	5,650,969	2,734,653	5,650,969	-
Motor Vehicle	947,925	304,942	1,041,700	93,775
Inspection	893,000	295,402	711,600	(181,400)
Rescue	3,109,570	1,282,325	3,025,000	(84,570)
Recreation	2,122,353	624,924	1,952,905	(169,448)
Investments	1,416,062	345,223	558,265	(857,797)
GUC Trans. In	6,443,463	2,997,825	6,020,177	(423,286)
Powell Bill	2,190,005	2,215,848	2,215,848	25,843
Other Revenue	18,683,954	4,636,381	7,998,399	(10,685,555)
Transfers In	200,000	-	200,000	-
Subtotal	\$ 87,293,332	\$ 44,273,581	\$ 75,353,139	\$ (11,940,193)
Expenditures				
Personnel	\$ 48,989,840	\$ 21,446,048	\$ 48,957,137	\$ (32,703)
Operating	18,326,826	7,372,090	15,700,013	(2,626,813)
Capital	7,057,812	1,924,771	4,234,687	(2,823,125)
Reimbursement Indirect Cost	(1,014,572)	(507,286)	(1,014,572)	-
Transfers Out	13,017,296	2,084,436	12,234,252	(783,044)
Other Expenditures	916,130		350,000	(566,130)
Subtotal	\$ 87,293,332	\$ 32,320,059	\$ 80,461,517	\$ (6,831,815)
Net \$	-	\$ 11,953,522	\$ (5,108,378)	\$ (5,108,378)

Although from a mid-year snapshot, revenues exceed expenses by \$11.9 million, please note the following:

1. The majority of the General Fund revenue is from Property and Sales Taxes. During the first half of the year, most of property taxes are received due to the January 6th deadline prior to any penalties (i.e. interest) being imposed. Therefore, the second half of the year, revenue results decline, while expenses are up to complete operations and capital for the year.
2. During the current year, the City Council elected to respond to some of the city's capital needs by appropriating fund balance (AFB) to support street improvements and new ERP system expenses.

At this point, the General Fund is projected to end the year with an approximate deficit of \$5.1 million dollars. This is considering the unknown, at this time, of how much in capital projects the city completes. As the year goes on, these answers come to light as staff winds down on the completion of various projections.

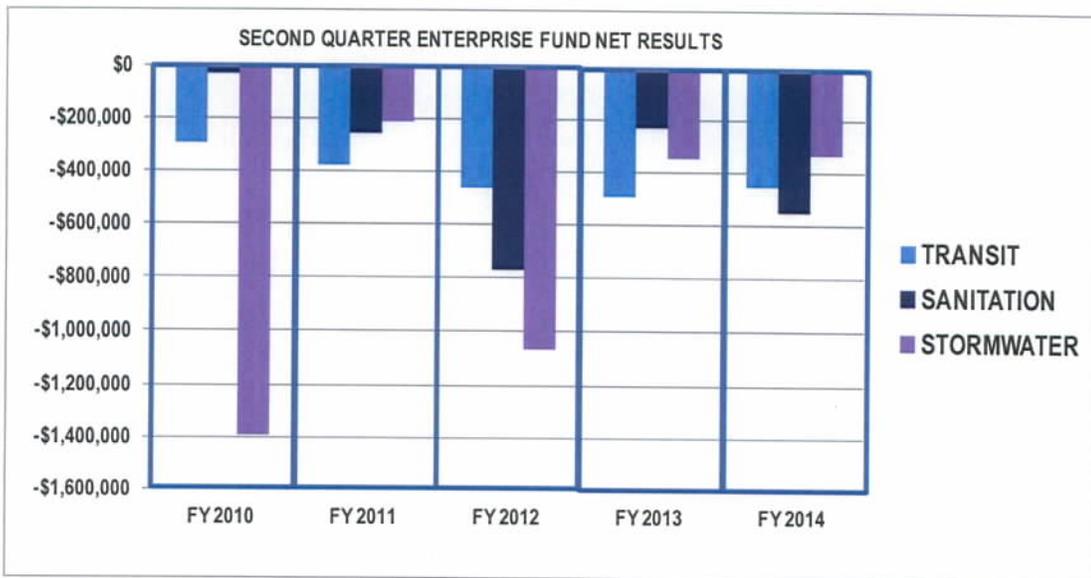
While the City has budgeted \$9.5 million of fund balance to be used, the final amount used will be determined by the results of operational and capital activity for the remainder of the fiscal year. Based on the estimated results, there will be a need for \$5.1 million in fund balance as of June 30, 2014. That estimate includes spending 60% of the budgeted capital and 100% of budgeted transfers. The budgeted fund balance is a part of the "Other Revenue" Category above. Fund Balance is used only if expenses exceed revenues in any given year (i.e. ending the year with a deficit). Therefore, Appropriated Fund Balance is only a budgeted number. Other explanations for the current projected results are:

Revenues

- Property Taxes – are expected to exceed the budget by \$342,245. This exceeds the expectations mainly due to the implementation of the NCDMV tax and Tag System. During the time when budget was estimated, there was no history available or definite schedule for implementation of this system.
- Inspection – Inspection revenues are down 20% when compared to budget but are currently projected to exceed prior year's revenues. Some of the variance in the Inspections revenues is based on the timing of the permits for the Georgetown Commons Project. Inspections Division personnel anticipate many of those permits to be reflected in the second half of the fiscal year 2014.
- Recreation – Recreation revenues are down across the board for all services. The single largest drop in revenues is in Aquatics and Fitness memberships which are down approximately 14%. Currently memberships are projected to end the fiscal year at approximately \$60,000 below budget. Some revenues will pick up the second six months of the fiscal year. Revenues for Recreation and Parks have been flat with an average of less than ½% growth for the past five years.
- Investments – As briefly discussed above, investment income shows a sharp decline from the prior year. This decline is related to booking investments at current value monthly, versus at year end. It is projected that the true value of the city's portfolio will be \$857,797 lower than budgeted. Annually, per GASB 31, all investments are to be marked to current value at year end. A budget amendment will be proposed to address this shortfall.
- GUC Transfers In – Annually, GUC reviews the fixed asset balances and debt outstanding to calculate the amount to be transferred to the city. Based on June 30, 2013 results, the transfer amount is approximately \$423,000 lower than budget. There will also be a budget amendment required for this category.

Expenses

Nothing unusual/significant stands out when reviewing the expense projections. The fiscal year end projection is estimated to be \$6.8 million dollars under budget, which indicates a spending of approximately 92% of budget. This percentage is consistent with historical spending patterns. The projection above assumes that 100% of budgeted transfers are completed by year end.



TRANSIT FUND SUMMARY AS OF DECEMBER 31, 2013						
	2014 YTD	2013 YTD	\$ CHANGE	% CHANGE	2014 BUDGET	% REC./ SPENT
REVENUES						
INTERGOVT	\$ 344,559	\$ 233,183	\$ 111,376	48%	\$ 1,927,627	18%
SALES AND SERVICES	168,189	159,981	8,208	5%	280,221	60%
TRANSFERS IN	-	-	-	0%	214,889	0%
APPRO. FUND BAL.	-	-	-	0%	1,308,451	0%
TOTAL REVENUES	\$ 512,748	\$ 393,164	\$ 119,584	30%	\$3,731,188	14%
EXPENSES						
PERSONNEL	\$ 415,779	\$ 439,453	\$ (23,674)	-5%	\$ 957,392	43%
OPERATIONS	228,517	209,963	18,554	9%	802,537	28%
CAPITAL OUTLAY	187,522	238,613	(51,091)	-21%	501,935	37%
CAPITAL IMPROV.	135,128	-	135,128	100%	1,469,324	9%
TOTAL EXPENSES	\$ 966,946	\$ 888,029	\$ 78,917	9%	\$3,731,188	26%
NET	\$ (454,198)	\$ (494,865)	\$ 40,667	-8%		

- The overall net loss of the Transit fund improved by eight percent when compared to prior year results. The Transit fund normally has a negative net result during the fiscal year since the expenses are reimbursed quarterly from the Federal Transit Administration and the State Department of Transportation.
- The Capital Outlay variance is due to the purchase of miscellaneous equipment and supplies from the American Recovery Reinvestment Act (ARRA) funds in the prior year. The Capital Improvement variance is due to the development of a short range transit plan for the Greenville Area Transit (GREAT) system in the current fiscal year.

SANITATION FUND SUMMARY AS OF DECEMBER 31, 2013						
	2014 YTD	2013 YTD	\$ CHANGE	% CHANGE	2014 BUDGET	% REC./ SPENT
REVENUES						
INTERGOV'T	\$ 3,124	\$ -	\$ 3,124	100%	\$ -	0%
REFUSE FEES	2,670,865	2,574,891	95,974	4%	7,153,568	37%
SALES / SERVICES	79,208	101,387	(22,178)	-22%	155,000	51%
OTHER INCOME	30,070	34,339	(4,269)	-12%	150,745	20%
TRANSFERS IN	-	-	-	0%	252,597	0%
APPRO. FUND BAL.	-	-	-	0%	264,426	0%
TOTAL REVENUES	\$ 2,783,266	\$ 2,710,616	\$ 72,650	3%	\$ 7,976,336	35%
EXPENSES						
PERSONNEL	\$ 1,439,483	\$ 1,545,584	\$ (106,101)	-7%	\$ 3,397,911	42%
OPERATIONS	1,315,944	1,009,269	306,675	30%	2,903,578	45%
CAPITAL IMPROV.	205,612	7,417	198,195	>100%	655,931	31%
TRANSFERS OUT	374,521	374,521	-	0%	1,018,916	37%
TOTAL EXPENSES	\$ 3,335,560	\$ 2,936,791	\$ 398,769	14%	\$ 7,976,336	42%
	\$ (552,294)	\$ (226,175)	\$ (326,119)	144%		

- The Sanitation fund has a negative net result during the first two quarters, as there is a one-month lag in receiving Sanitation revenues. This fiscal year Intergovernmental revenue was received from the NC Mosquito Control program. The increases in Refuse Fees are in line with projections based on the new rates and estimated premise count. The Sales & Services decrease is due to reduction in Cart and Dumpster receipts. This receipt was higher last fiscal year due to the adoption of increased rates, causing many citizens to convert from backyard to curbside service. Other Income decreased because of a timing difference in receipt of Solid Waste tax revenue this fiscal year. This tax is measured and reported as items are disposed at the Pitt County landfill.
- Implementation of the new Sanitation plan has resulted in a reduction in Personnel costs and an increase in Operational expenses, primarily related to Fleet Service Cost – Fixed. The new automated trucks are more expensive than the rear loader trucks. This increase in Operational cost is in line with the total amended budget.
- The increase in Capital Improvements is due to the resurfacing and redesign of the parking and storage area at the Public Works yard. This variance is also affected by construction of new multi-family recycling centers and the purchase of new carts that comply with the new sanitation vehicles. Capital Improvements activity depends on the capital projects as approved by City Council during the budget process.

STORMWATER FUND SUMMARY AS OF DECEMBER 31, 2013						
	2014 YTD	2013 YTD	\$ CHANGE	% CHANGE	2014 BUDGET	% REC./ SPENT
REVENUES						
STORMWATER FEES	\$ 1,458,262	\$ 1,281,736	\$ 176,526	14%	\$ 3,710,491	39%
TRANSFER IN	-	-	-	0%	976,000	0%
APPRO. FUND BAL.	-	-	-	0%	119,797	0%
BOND PROCEEDS	-	-	-	0%	5,300,000	0%
TOTAL REVENUES	\$ 1,458,262	\$ 1,281,736	\$ 176,526	14%	\$ 10,106,288	14%
EXPENSES						
PERSONNEL	\$ 718,393	\$ 830,857	\$ (112,464)	-14%	\$ 1,881,667	38%
OPERATIONS	166,110	118,106	48,004	41%	534,763	31%
CAPITAL OUTLAY	-	-	-	0%	157,963	0%
CAPITAL IMPROV.	11,907	444,834	(432,927)	-97%	4,633,029	0%
TRANSFERS OUT	228,806	232,967	(4,161)	-2%	2,898,866	8%
TOTAL EXPENSES	\$ 1,125,216	\$ 1,626,764	\$ (501,548)	-31%	\$ 10,106,288	11%
NET	\$ 333,046	\$ (345,028)	\$ (325,022)	94%		

- The Stormwater fund has a positive net result at the end of the second quarter, despite experiencing a one-month lag in receiving revenues. As of December 31, 2013, there has been an improvement to the net results by 94%. The revenue increase of 14% is due to approved rate increases effective July 1, 2013 from \$2.85/ Equivalent Residential Unit (ERU) to \$3.35/ERU and activation of a new large commercial account.
- Stormwater expenses vary largely according to the amount of Stormwater maintenance activity. The Personnel expense has decreased because of the reallocation of two positions between the Stormwater Fund and the General Fund in the ratio of 70%-30% and 85%-15%, respectively. These allocations are based on the fund's work on specific projects. Operating expenses have increased due the higher cost of Contracted Services and Supplies and Materials for upcoming street drainage related projects. Capital Improvements project timing varies from year to year.

GENERAL FUND FINANCIAL FORECAST

Fiscal Years 2014 - 2018



FINANCIAL SERVICES DEPARTMENT

January 2014

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General Fund Financial Forecast Fiscal Year 2014 – 2018

INTRODUCTION

The purpose of developing a financial forecast over a five-year period is to take a long-term view of financial planning for the General Fund. The financial forecast is not to be viewed as a multi-year budget as the forecast projects gaps between projected revenues and expenses that cannot exist for actual operating budgets. 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.

Economic conditions affect both revenues and expenses and the impact of the widespread economic downturn continues to impact the financial forecast. The funding gaps presented will require careful planning and management to ensure a sound financial environment for future years. The five-year forecast is a tool to plan for the City's continued financial health by facilitating the development of long-term 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 five years into the future. The list below highlights significant assumptions that impacted the projected revenues and expenses for the General Fund.

- 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, potential fee increases, or bond referendums/issuances. Additionally, this frame for projecting does not include amounts to "catch-up" on matters such as deferred maintenance and/or replacement of equipment beyond historic trends. Therefore, this should be viewed as a living document that will be updated annually and monitored monthly as revenue and expense totals are received.
- The Aquatics and Fitness Center was added to the General fund in 2009 and Bradford Creek Public Golf Course was added in 2013. All historical revenues and expenses have been adjusted to include these changes.

GENERAL FUND REVENUES

Revenue Assumptions

The following are those revenues that are considered key contributors to the City's overall performance:

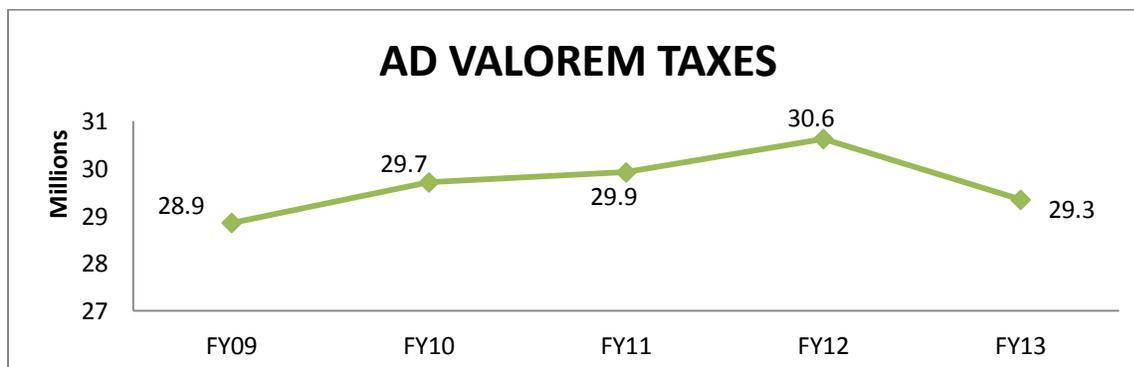
Ad Valorem Taxes

Ad Valorem tax revenues show a five-year average growth of 3.27%; however, the trending in property taxes has been heavily affected by both the 2008 and 2012 revaluations. The 2008 revaluation resulted in increased property values of 14.76%. The City adopted a revenue neutral tax rate. The 2012 revaluation reduced property values, but the City did not set a revenue neutral tax rate, resulting in revenues being reduced by 3.83% for Fiscal Year 2013. The normal growth rate is two percent when the adjustments for revaluation are not considered. An additional adjustment for Fiscal Year 2014 revenues is that current year tax revenues for real and personal property will be impacted by the implementation of the NCDMV Tax and Tag System. There will be a three month overlap in the first fiscal year of receipts from NCDMV. Individuals who need to renew their tags in April, May, and June of 2013 will pay taxes under the old system with property taxes due three months following their registration. The same individuals will receive a notice of renewal to be paid nine months after their 2013 registration with property taxes due at that time for 2014. The receipts through the Tax and Tag Collections System for subsequent years would be expected to result in 25% less revenue than generated in current year for all registered personal property. In Fiscal Year 2013, registered vehicles represented approximately 11% of the levy.

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 six percent. Development, and particularly residential development, within the city limits has not returned to pre-2008 levels, therefore, revenues are projected forward for the years 2014 through 2018 at a steady growth rate of two percent compounded in each of the outlying years.

A significant unknown variable that could substantially impact revenue projections is the next county-wide property revaluation, which is scheduled for Calendar Year 2016 with financial impact in Fiscal Year 2017. Below shows a historic picture of Ad Valorem taxes:

Table 1. Ad Valorem Tax Revenue – FY 09 – FY 13



Governmental Revenues

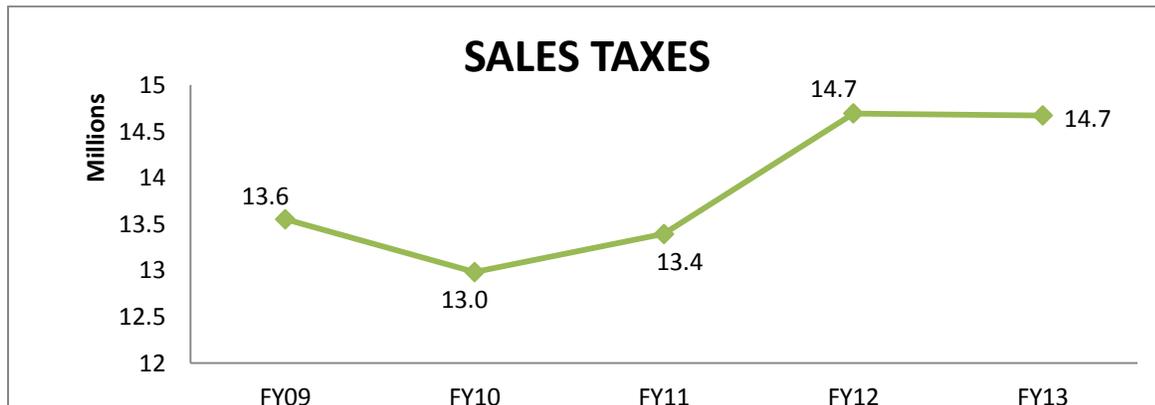
- **Sales Taxes**

Greenville receives a total sales tax distribution of 2.5 % of applicable sales. The first one percent of the sales tax, referred to as Article 39, is distributed to the City based on sales tax monies originating within Pitt County, the point of sale, and distributed back to each municipality based on population. The one percent made up by the Article 40 and Article 42 distributions, are returned to Greenville based on statewide collections and per capita distribution for ½% and a distribution based on point of sale for the remaining ½%. The last ½% 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 five-year growth rate for sales tax for the City is relatively flat at .63%. The flat growth for sales tax has been affected by the drop in sales tax collections in both 2010 and 2011 Fiscal Years following the recession. Additionally, a number of variances within the normal distribution pattern caused by errors at the State level further complicate the ability to project a normal growth pattern.

Since the recession, trends show a return to modest growth with Fiscal Year 2014 projected to be a 1.62% increase over Fiscal Year 2013. With the erratic history of sales tax and the sales tax distribution pattern, growth for Fiscal Year 2015 and the outlying years through 2018 is estimated at one percent, or just above the five-year average, 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 2013 legislative session.

The General Assembly passed a number of exchanges or swaps involving sales tax revenues during the 2013 legislative session. The State advises that these changes should not have a negative fiscal impact on municipalities, but without collection history, there remains some degree of uncertainty regarding their impact. Changes for sales tax beginning in late Fiscal Year 2014 and fully impacting Fiscal Year 2015 and beyond 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. Legislation also eliminates 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 swaps the currently received Franchise Taxes for sales tax on electricity and natural gas.

At this time, there are no major retail projects under construction that would indicate substantial changes in retail sales fueling increases in the local option collections. As the population of Greenville grows, it provides potential for some increases in the state-wide collections distributed on a per capita basis. Below shows a historic picture of sales taxes:

Table 2. Sales Tax Revenue – FY 09 – FY 13

- **Utility Franchise Taxes**

As previously stated, the 2013 Tax Reform law eliminates the state and local franchise taxes on electricity and natural gas and applies the combined general sales tax rate of seven percent to sales of 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 will get a quarterly distribution equal to the amount of electricity and natural gas franchise taxes it receives for the same quarter during Fiscal Year 2014. After such distribution, any remaining money would be divided among cities and towns on a percentage of Ad Valorem bases. The outcome of this swap combined with the changes in sales taxes discussed above is estimated by the NC League of Municipalities to net in current year, Fiscal 2014, additional revenues of \$87,000. In Fiscal Year 2015 and beyond, the swap and the increase in the taxable base, will provide additional revenues of approximately \$200,000 annually.

Before the 2013 Tax Reform law, Franchise Taxes were based on actual receipts from electric service within the City's boundaries. This revenue increases with consumption and/or increases in the rates charged to customers. Over the past five years, Utility Franchise taxes have experienced a five-year average increase of 3.65%. However, some of the average increase has been driven by increases in rates. In Fiscal Year 2009, there was a 13.7% increase over 2008 due to rate increases. This skews the five-year average. Because rate increases are not an annual event, projections are to meet budget for Fiscal Year 2014 and for growth in Fiscal Year 2015 through 2018 at a two percent rate compounded annually.

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

Intergovernmental restricted revenues vary greatly from year-to-year depending upon the specific grants and special funds that are available. These revenues consist generally of the following: Federal Forfeiture and Controlled Substance, Police and Fire/Rescue grants, State Maintenance Agreements, State and Local Planning Grants, and Powell Bill Distribution. During the past five years, revenues of this type have ranged from a 23% increase to a 19% decrease. Overall, for the five year period, these revenues have averaged a 2.95% increase in growth. 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 2014, these rates are \$20.16 per capita and \$1,596 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 flat for future years.

- **Motor Vehicle Taxes**

Improvement in the collection rate of property taxes on motor vehicles is expected as a result of the implementation of the State of North Carolina Tax and Tag System initiated in Fiscal Year 2014. Fiscal Year 2015 will be the first full year of implementation. Tax and Tag collections by NCDMV will affect current year collections, but not prior years. Collections for prior years will continue to be collected through the County Tax Collectors Office. Current Year Motor Vehicle tag collections have a five year average growth rate of two percent. This revenue is projected with growth to continue at two percent compounded each year in the outlying years. Similar to the previously discussed motor vehicle property taxes, a current year windfall will result from the overlapping of the taxes paid at the time of plate renewals and will result in additional revenue in the current fiscal year.

- **Video Programming and Supplemental Peg Fees**

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. Changes in the distribution formulas for Video Programming and Supplemental Peg fees in 2008 resulted in an increase in 2009 of 47.07% over 2008. This has caused a five-year average growth rate resulting at 10%. However, if you factor out the impact of the 2009 increase, growth rates have been flat in the last four years. As such, growth in revenues for Fiscal Year 2015 and beyond is expected to be flat.

- **Business License Taxes**

Business License revenues have a five-year growth rate of 1.85%. Fiscal Year 2014 revenues are expected to exceed 2013 by a minimum of one percent or approximately \$45,000. There are several factors that could have a significant impact on the business license revenue stream. The health of the economy and economic development within the City of Greenville will affect future revenues. Additional revenue could be realized by an increase at the City level of the maximum charges for each business license type where not prohibited by State law. Typically each \$1M increase in the gross receipt cap yields \$500 in revenue from a business at the maximum rate. An additional unknown is the review of the statutes that govern the collection of business license taxes initiated by the NC State Legislature and slated to be resumed in 2014. The outcome/impact of the State's review is an unknown at this time; therefore, modest growth of one percent is projected for the outlying years, compounded 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. Although the five-year average percentage shows to be 29%, 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 214%. When these two years are factored out, revenue growth calculates to be approximately two percent. The distribution for Beer and Wine taxes will not be received for Fiscal Year 2014 until May of 2014. Based on recommendations from the NC League of Municipalities, the City is anticipating modest growth from this revenue source. As such, a growth rate of one percent is projected for the current fiscal year and outlying years.

- **Vehicle Gross Receipts Taxes**

Vehicle Gross Receipts have a five year average growth rate of three percent. 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. In Fiscal Year 2014, projections are for a three percent increase over Fiscal Year 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 2014 through 2018 are expected to show some growth, which has been calculated at two percent compounded in each of the outlying years. The two percent growth is to adjust for the erratic trend that has been the pattern over the last five to six years.

Fees, Services, and Other Revenue

- **Permits and Fees**

Prior to the 2008 economic recession and the collapse of the housing market, Inspection Division related permits and fees experienced high growth. Fiscal Year 2009 displayed a reduction in revenues generated by permitting fees by more than 50% over prior year. In the years since 2009, growth has been up and down with a Fiscal Year 2010 gain that showed a seven percent recovery from the losses in 2009. Permitting revenues were up in 2012 over 2011 by 21% only to drop again in 2013 below 2012 by 21%. Over the five year period, Fiscal Years 2009 to 2013, the revenue average growth was down nine percent. Due to the startup of several large projects in the city, Fiscal Year 2014 revenues are expected to be up nine percent over Fiscal Year 2013 or approximately \$60,000. However, this is still more than \$100,000 less than the average annual revenue collected in the last five years. The Georgetown Commons project has a positive influence on current year revenues and projected revenues for Fiscal Year 2015. Although marginal increases in construction are expected to continue, no additional projects of this scope are anticipated in the immediate future. Therefore, projections for outlying years are to regain modest growth of 2.5% annually. This growth rate will not equal the annual revenues generated prior to 2009.

- **Police**

Revenues from Police fees, permits, citations, and miscellaneous services have seen marginal increases over the past five years averaging 1.79% growth overall. The most significant component of the revenue growth has been revenue from contracted services for Police and from code enforcement activity. Fiscal Year 2014 activity is projected to be a 16% increase over Fiscal Year 2013; however, this is primarily due to the full reinstatement of a contract with the Pitt County Board of Education for services. The Pitt County Board of Education contract and the projection for Off Duty compensation create a 14% increase in the planned revenue for Fiscal Year 2015. However, increases should remain at no more two percent for outlying years.

- **Fire/Rescue**

Revenues from Fire/Rescue have averaged five percent growth over the past five years. Revenues are projected to increase for Fiscal Year 2015 by eight percent due to anticipated growth in the calls for EMS Dedicated Standbys. These revenues are increasing because the University and other community planned events are more frequently requesting EMS Dedicated Standby for their events. After the initial adjustment of the EMS standbys, revenues in general have a growth rate of approximately one percent in the outlying years.

EMS Rescue service transports have a five-year average growth of 5.39%; 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. A projected growth rate of one percent is used for outlying years.

- **Public Works**

Public Works revenues have remained flat over the prior five years. Growth is projected at one percent 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. Due to outsourcing of some of the utility cut repairs, this revenue will drop in 2014 and beyond.

- **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 five-year average for these revenues is flat at .37%. The largest sources of revenue within the Recreation and Cultural Services area are Bradford Creek Public Golf Course and Aquatics and Fitness Center revenues. Revenue increases are not projected for 2015. A nominal growth of one-half percent is projected for outlying years. In projecting 2015 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. All historical financial data has been adjusted to include both Funds.

- **Other Fees & Services**

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

Parking revenues include parking tickets, leased parking and meter monies. Leased parking and meter monies have a five year average growth of four percent. Some of this is attributed to the implementation of the parking pay stations. Additionally, there have been increases in the leased parking rental rates. With these considerations, and the expected completion of an Uptown Parking Deck, revenues are projected to increase in Fiscal Year 2015 and beyond by two percent per year compounded in each of the outlying years.

Parking ticket revenues are down in the past five years by two percent. Revenues are projected to grow at one percent in outlying years. Implementation of eight additional handheld ticket writing devices and software that will identify vehicles with delinquent tickets is driving the expected increase in revenue.

Investment Income

This revenue stream has been very volatile since the economic downturn in 2008. 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. Fiscal year 2013 has a skewed amount for investment income due to cash adjustments that had to be made, and market entries that were necessary in light of the sharp rate increases in the later part of the year. Based on current investments and a new way of keeping investments in line with market throughout the year, it is estimated that current year investments will yield approximately \$558,000. Also, impacting investment income is a reduction in the actual dollars available for investment; less cash on hand. Until rates are more stabilized, projections include one-half percent for outlying years.

Transfers In

Part of this category includes the annual turnover amount that is transferred to the City from Greenville Utilities Commission. This transfer is determined based on a predetermined formula that includes the Commission's fixed assets net their debt obligations. This amount is updated annually after the completion of audit. Because this amount varies from year to year depending, in particular, on the debt issuance plans of the Commission, a modest two percent growth has been included within the projection for outlying years.

For future years, there are no estimated transfers into the General Fund, as this category depends on what projects are underway or closing at any given time. Once these projects are identified, corresponding amounts will be included within the projection.

GENERAL FUND EXPENSES

Expense Assumptions

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 with a continued level of service.

In response to the economic downturn, in Fiscal Year 2010, departments were asked to reduce their discretionary operational requests by 10% in order to mitigate costs. Additionally, there was a heightened review over the Capital Improvements activity. The reduction from Fiscal Year 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 three percent 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 two percent margin from year-to-year.

Projections for the current year were calculated two ways, "by department" and "by category". The difference between the two methods was less than one percent. An adjustment was made to mirror these two depictions of expenses for this report. The 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 are when no trends can be generalized, the projections are based on rolling averages (depending on any patterns that can be identified). Below will highlight those significant departments/categories that play a major role in this five-year forecast.

Expenses By Department

The departments that will be discussed are: Mayor and City Council, Information Technology, Financial Services, Fire/Rescue, Police, and Public Works. For the remaining departments, the historic average was calculated and used or a growth rate was used to address inflation. Overall, every department's adjustment should cover any other normal increases that may be incurred (i.e. inflation, new positions, etc.).

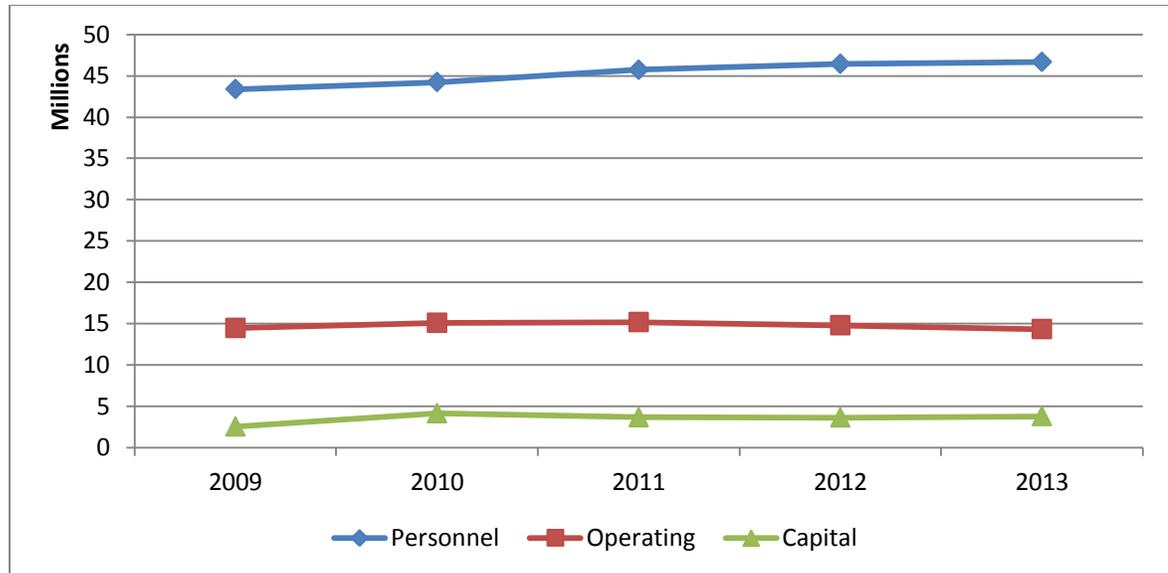
- **Mayor and City Council** - There is no consistent trend that can be determined when reviewing this department. Activity for this department may vary depending on the goals and objectives that are adopted by City Council in any given year. For fiscal year 2014 (current year), it is assumed that this department will meet budget. To project years out an adjustment was made to the actuals every other year for estimated elections costs. No formal growth has been taken into consideration on items other than the anticipated growth in cost to administer an election.
- **Information Technology (IT)** - This department is one that fluctuates from year-to-year, depending on what activity could be going on with other departments (i.e. new systems, upgrades, etc.).

Because this activity is not routine in nature, it is difficult to determine a consistent trend that can be used annually. Hardware and software has been decentralized to various departments; however, there are still some items that are housed within IT. This department is in charge of equipment replacements citywide. Due to limitations on the City's budget in recent years, the replacement cycle is behind schedule. An eight percent increase has been included for Fiscal Year 2015 to include some hardware replacements. Subsequently, a five percent increase has been included to allow for the fluctuations mentioned above and any increase in costs that may be incurred.

- **Financial Services** - This department is responsible for any fees paid to Pitt County for the Collection of Property Taxes. The four-year average growth has hovered around one percent. Beginning this fiscal year and running into Fiscal Year 2015, the City is transitioning to a new ERP Financial System that will replace a 20-year old system. This transition yields increased maintenance fees that will become normal operating costs. As such, an eight percent increase has been included in Fiscal Year 2015 and four percent thereafter to cover increased maintenance fees and any other inflation that will be incurred.
- **Fire/Rescue** - Fire/Rescue has remained within a one percent fluctuation over the past five years. A one percent variance has been included as the projection rate beginning with Fiscal Years 2016 through 2018. Fiscal Year 2015 includes a growth factor of three percent to account for any increased costs that will occur in the first year. Currently, there are discussions ongoing about the timing for an additional station. This addition would increase the operational costs for this department and thus 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 aging equipment. The average from 2009 to 2013 was two percent. However, the mandated upgrade of the viper system will cause an increase in the cost of maintenance. The police department is a technology driven department due to the nature of its purpose and costs will only increase over time. A minimum increase of four-to-five percent will be needed annually for the next five years. It may need to be adjusted higher should costs increase above expectations.
- **Public Works** - Public Works shows a four-year average of two percent for its services in the General Fund. However, per review of the historical data, there were a few years that have significant changes, which skew the historical average. Additionally, the City recently entered into a Guaranteed Energy Savings contract with Schneider Electric to minimize utility costs. As such, with the expected reduction in utility costs, the projected one percent should allow for cost inflation.

Expenses By Category

Expenses over the past five years have remained relatively flat from year to year, fluctuating on average of no more than two percent.



Personnel - There are several components that make up personnel. Over the past five years, this category has remained within 1.85%. The major items that trigger fluctuations in this category are the timing of raises for City staff and the timing of health insurance and retirement costs. Within the past five years, across the board pay increases have been distributed three times (Fiscal Years 2009, 2012 and 2013). Health Insurance has seen annual increases of approximately six to eight percent. Additionally, please note that the largest component of this category, salaries, has remained relatively stagnant due to the decision to hold five positions vacant in response to challenging economic conditions and the impact of the most recent property revaluation, which reduced revenues. Below are some expenses that have additional explanation:

- **Permanent Salaries** - This category alone is approximately 39% of the overall expenses. The average growth rate of .98% was used to calculate this Fiscal Year (2014) projection. Additionally, future year projections are based on the assumption that the previously frozen positions (mentioned above) have been filled in fiscal year 15 and five new positions have been projected to be added to the total City personnel allocation annually, beginning fiscal year 2016. In an attempt to keep employee salaries in line with the market, an adjustment of two percent has been included per year in the projection. The rationale for this increase was based on a combination of the Consumer Price Index (CPI) of 1.6% and the Capital Associated Industry Index (CAI) of 2.5%, the average of which equals 2.2% over the past five years.
- **Health Insurance** - This is a category that has experienced significant increases over the past few years. As such, to better monitor and manage these costs management

authorized a separate fund for these costs. During the past five years, the employer's contributions have increased on average almost seven percent, annually. Therefore, for Fiscal Years 2014 through 2018, an increase of eight percent has been used to estimate costs.

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 remained consistent, showing an average decrease of less than one percent. This reduction is directly related to management's response to the economic downturn that began to surface in 2009. The "new normal" of doing business was initiated in Fiscal Year 2010 with a reduction of 10% in the discretionary budget lines. For the next five years, the average growth is projected at two percent, to keep up with inflation. The annual projections, for all of the subcategories, are based on the historical averages, if a consistent trend can be assessed. If historical averages result in a negative growth, in most cases, a modest flat rate increase was used for projection purposes (i.e. 1.5%, 2.5%, etc.). In other cases, when there was no consistent trend from year-to-year, a projection was made on a rolling average amount for a set determined year. Below are some expenses that require additional explanation:

- **Street Lighting** - This is a cost that is provided for appropriation by the Greenville Utilities Commission (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. The City used three percent in outlying years as recommended 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. Since no consistent rate was determined from historical activity, a rolling five year average amount has been used for the outlying years.
- **Fuel** - This has also been an area for discussion in past years, as fuel fluctuates almost simultaneously with the market. During the past five years, this cost has increased on average 14%; however, that is largely due to a significant jump during "one" of the previous years, Fiscal Year 2011. The base used for the five-year projections was already increased based on Fiscal Year 2014 budget with 22% growth. Outlying years fluctuate between 12% and a decrease of three percent 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 of vehicles a department has within their fleet. Historically, this cost has changed on average by 2.53%. Based on this history and knowing that the biennial calculation includes an amount for inflation, generally around three percent, the projections for the next five years are based on a three percent growth factor to be included every other year.

Other Post Employment Benefit (OPEB) – This cost and its projection is consistent with City Council’s decision to increase this payment to the State Treasurer Trust Fund to the amount of \$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, and the transfer to the Library that has been agreed upon via a local agreement to cover two-thirds of the operational costs. 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 new significant debt being issued within the past five years. As such, the debt service projection is based on the debt that the City currently has outstanding. Additionally, for budgeting purposes there is an estimate for a debt payment on the \$4,000,000 that has already been approved for funding an Uptown Parking Deck.
- *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. Additionally, \$90,000 has been included for Fiscal Year 2017 to recognize the City’s share for the Greenville Transportation and Activity Center (GTAC).
- *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 one and two percent. The assumption would be in the years where two percent was the growth; the City approved an additional amount for capital. The five years going forward are based on increasing annual amounts by one percent.

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. These amounts have been incorporated into the City’s biennial budget process; however, not at 100% cost recovery. Currently, the Enterprise Funds reimburse the General Fund at a rate of 50% of the calculated amount. Recently, the City received the results from a cost allocation, using Fiscal Year 2012 results. This data is proposed to be used for Fiscal Years 2015 and 2016 budget.

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. For Fiscal Years 2015 and 2016 75% of the calculated costs, are projected for Sanitation and Stormwater. These allocations have been increased to 100% for Fiscal Years 2017 and 2018.

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 one percent increase has been embedded as an annual increase.

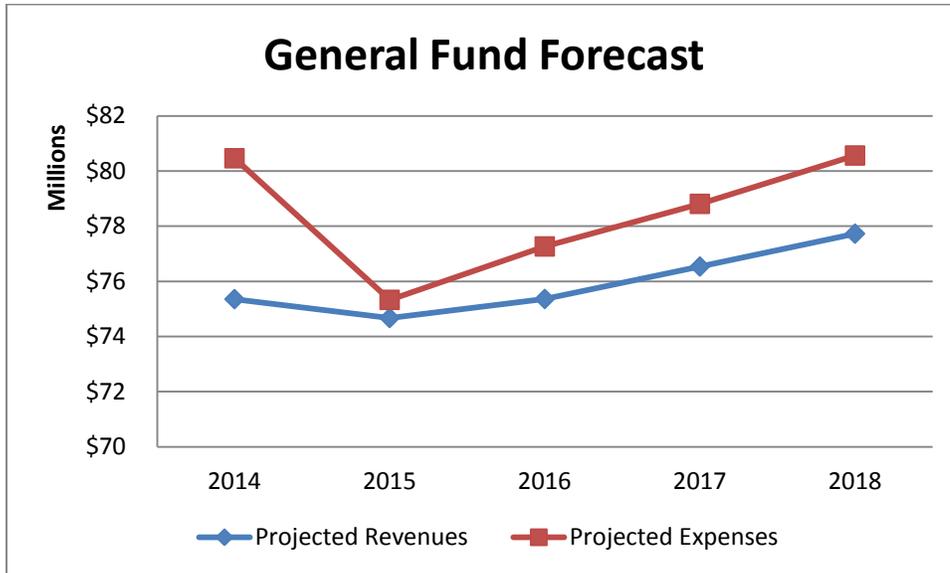
GENERAL FUND SUMMARY

As a recap of the above information, 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. Based on continuing operations at existing levels with a few outliers, this would be the estimated result at this time. Overall, actual revenues for General Fund and Powell Bill combined 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.

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

- Street and sidewalk improvements;
- Facility maintenance needs;
- Increased capital spending;
- Staffing for new or increased levels of service (proposed staffing increases are intended to maintain service levels as the City continues to grow).

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
	Actual	Actual	Actual	Actual	Actual	Projection	Projection	Projection	Projection	Projection
Total Revenue	78,324,898	70,948,475	71,546,079	74,729,491	70,306,853	75,353,139	74,666,998	75,358,745	76,534,587	77,726,613
	-9%	1%	4%	-6%	7%	<-1%	1%	2%	2%	
Total Expenses	76,245,817	69,756,153	71,121,677	71,921,355	71,407,353	80,461,517	75,326,459	77,263,231	78,807,273	80,561,294
	-9%	2%	1%	-1%	13%	-6%	3%	2%	2%	
Net	2,079,081	1,192,322	424,402	2,808,136	(1,100,500)	(5,108,378)	(659,461)	(1,904,486)	(2,272,686)	(2,834,681)



* For FY 2014, City Council budgeted to use Fund Balance to fund deferred street maintenance (\$4M) and a new ERP system (\$2.5M). This budgeted fund balance will be used to cover the gap between projected revenues and expenses for 2014, depicted above.

City of Greenville, North Carolina
 Financial Services Department
 General Fund Revenues and Other Financing Sources

Appendix A

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Actual	5-Year Average Growth	FY14 Adjusted Budget	FY14 Projection	FY15 Projection	FY16 Projection	FY17 Projection	FY18 Projection	FY19 Projection
Current Year Taxes	\$ 28,838,385	\$ 29,652,573	\$ 29,868,760	\$ 30,425,540	\$ 29,258,868	3.27%	\$ 30,625,127	\$ 30,248,923	\$ 30,853,901	\$ 31,470,979	\$ 32,100,399	\$ 32,742,407	\$ 33,397,255
DMV Tax Collections	-	-	-	-	-	0.00%	-	836,600	844,966	853,416	861,950	870,569	879,275
Prior Years Taxes	375,104	411,431	382,138	519,143	444,458	3.03%	468,250	382,500	386,325	390,188	394,090	398,031	402,011
Penalties and Interest	180,040	175,360	183,813	185,311	184,568	1.65%	144,000	156,000	157,560	157,718	159,295	160,888	162,497
Discounts and Refunds	(537,898)	(530,332)	(514,594)	(505,758)	(545,475)	0.00%	(512,000)	(556,401)	(561,965)	(567,584)	(573,261)	(578,993)	(584,783)
Ad Valorem Taxes	\$ 28,855,631	\$ 29,709,032	\$ 29,920,117	\$ 30,624,236	\$ 29,342,419	3.05%	\$ 30,725,377	\$ 31,067,622	\$ 31,680,787	\$ 32,304,716	\$ 32,942,473	\$ 33,592,902	\$ 34,256,255
Sales Tax	\$ 13,552,575	\$ 12,983,004	\$ 13,393,038	\$ 14,694,475	\$ 14,672,441	0.63%	\$ 14,910,654	\$ 14,910,654	\$ 15,059,761	\$ 15,210,358	\$ 15,362,462	\$ 15,516,086	\$ 15,671,247
Utility Franchise Fees ¹	5,206,917	5,449,402	5,575,851	5,488,817	5,441,125	3.65%	5,650,969	5,650,969	5,763,988	5,879,268	5,996,854	6,116,791	6,239,126
Motor Vehicle Taxes	859,522	871,804	828,526	943,082	933,412	2.13%	947,925	1,041,700	1,062,379	1,083,458	1,104,956	1,126,883	1,149,247
Business License	582,672	564,347	615,943	551,249	601,388	1.85%	635,694	645,000	648,225	654,707	661,254	667,867	674,546
Video Programming	861,496	897,801	877,594	887,032	855,515	9.31%	936,360	842,000	842,000	842,000	842,000	842,000	842,000
Supplemental Peg	36,382	38,347	35,283	66,155	63,672	24.79%	52,000	52,000	52,000	52,000	52,000	52,000	52,000
Payment In Lieu of Taxes	7,814	8,284	24,666	-	91,335	28.74%	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Vehicle Gross Receipts	97,136	95,161	108,065	121,759	118,679	3.15%	124,554	122,000	124,440	126,929	129,467	132,057	134,698
Wine and Beer	345,500	115,658	363,923	368,940	343,423	29.29%	363,609	363,609	367,245	370,918	374,627	378,373	382,157
State Fire Protection	356,706	356,706	356,706	395,352	396,706	2.24%	395,352	395,352	397,000	397,200	399,186	401,182	103,188
Restricted Intergovernmental	3,022,860	3,440,564	4,228,788	4,253,067	3,437,279	2.95%	3,590,079	3,562,553	3,387,760	2,882,944	2,883,862	2,884,784	2,885,711
Governmental Revenues	\$ 24,929,580	\$ 24,821,078	\$ 26,408,383	\$ 27,769,928	\$ 26,954,975	1.7%	\$ 27,622,196	\$ 27,600,837	\$ 27,719,798	\$ 27,514,782	\$ 27,821,668	\$ 28,133,023	\$ 28,148,920
Inspection Division Permits	\$ 670,157	\$ 719,552	\$ 711,910	\$ 864,695	\$ 683,851	-9.15%	\$ 893,000	\$ 711,600	\$ 875,550	\$ 945,350	\$ 968,946	\$ 993,132	\$ 1,017,923
Recreation and Parks Fees	1,941,554	1,908,792	2,000,588	2,181,639	2,032,002	0.37%	2,122,353	1,952,905	1,948,900	1,958,645	1,968,438	1,978,280	1,988,171
Planning Fees	120,471	96,327	78,694	111,002	82,388	-14.69%	122,405	88,690	134,200	140,248	141,650	143,065	144,495
Police Fees, Fines and Citations	1,001,614	685,654	789,592	803,884	951,183	1.79%	1,133,050	1,104,877	1,241,914	1,259,458	1,278,683	1,298,232	1,318,112
Engineering Fees	36,482	19,764	13,979	12,338	9,955	-22.46%	14,200	12,200	10,400	11,900	12,018	12,137	12,258
Fire Rescue Fee	175,330	167,167	184,740	184,983	195,169	5.00%	184,700	180,400	200,150	203,305	204,948	206,611	208,294
Rescue Service Transports	2,873,649	2,845,735	3,061,073	2,875,125	3,237,867	5.39%	3,109,570	3,025,000	3,055,250	3,085,803	3,116,661	3,147,827	3,179,305
Parking Tickets	243,241	279,416	197,435	174,679	192,902	-2.45%	200,000	200,000	210,000	212,100	214,221	216,363	218,527
Leased Parking and Meter Fees	90,525	85,892	94,494	105,109	111,688	4.18%	120,760	153,806	220,650	223,500	232,501	236,655	240,409
Public Works Sales and Services	727,934	534,384	534,016	484,064	402,623	-0.70%	594,405	321,250	479,577	484,577	489,411	494,293	499,224
Miscellaneous Revenues	(66,466)	369,892	195,993	383,494	(188,911)	-172.79%	373,049	261,590	197,269	196,833	198,011	199,198	200,395
Other Functional Revenues	\$ 7,814,491	\$ 7,712,575	\$ 7,862,514	\$ 8,181,012	\$ 7,710,717	-3.09%	\$ 8,867,492	\$ 8,012,318	\$ 8,573,860	\$ 8,721,719	\$ 8,825,488	\$ 8,925,793	\$ 9,027,113
Investment Earnings	\$ 2,258,732	\$ 1,429,141	\$ 897,136	\$ 951,911	\$ 62,362	-29.52%	\$ 1,416,062	\$ 558,265	\$ 552,750	\$ 555,514	\$ 558,291	\$ 561,083	\$ 863,888
GUC Transfers In	\$ 5,313,551	\$ 5,224,846	\$ 5,481,707	\$ 5,763,630	\$ 5,761,460	2.77%	\$ 6,482,380	\$ 6,020,177	\$ 6,139,802	\$ 6,262,014	\$ 6,386,668	\$ 6,513,812	\$ 6,643,496
Other Transfers In	9,152,913	2,051,803	976,222	1,438,774	474,920		2,713,687	2,083,920	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	0	9,466,138	-	-	-	-	-	-
All Other Financing Sources	\$ 9,152,913	\$ 2,051,803	\$ 976,222	\$ 1,438,774	\$ 474,920	118.06%	\$ 12,179,825	\$ 2,083,920	\$ -	\$ -	\$ -	\$ -	\$ -
Total Actual/Budgeted/Projected	\$ 78,324,898	\$ 70,948,475	\$ 71,546,079	\$ 74,729,491	\$ 70,306,852	1.2%	\$ 87,293,332	\$ 75,343,139	\$ 74,666,998	\$ 75,358,745	\$ 76,534,587	\$ 77,726,613	\$ 78,939,672

Note 1: Projections as of December 31, 2013

¹ - Becomes Sales Tax in 2015

City of Greenville, North Carolina
 Financial Services Department
 Expense By Department - General Fund

Appendix B

Description	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	4-Year Average	2014 Projection	2015 Projection	2016 Projection	2017 Projection	2018 Projection
Mayor & City Council	\$ 387,465	\$ 400,607	\$ 355,104	\$ 366,777	\$ 297,960	-6%	\$ 388,957	\$ 328,957	\$ 394,957	\$ 367,200	\$ 439,200
City Manager	1,000,290	976,717	964,054	1,004,025	1,003,757	0%	1,066,483	1,109,143	1,142,417	1,176,690	1,211,990
City Clerk	259,859	273,257	244,254	230,830	232,301	-3%	251,459	256,488	261,618	266,850	272,187
City Attorney	419,617	420,502	418,229	431,687	444,253	1%	453,843	462,920	472,178	481,622	491,254
Human Resources	1,998,726	1,895,089	2,153,306	2,153,506	2,147,259	2%	2,304,317	2,350,404	2,397,412	2,445,360	2,494,267
Information Technology	2,761,921	2,844,418	2,402,788	2,758,250	2,781,371	1%	3,089,753	3,336,933	3,503,780	3,678,969	3,862,917
Fire/Rescue	12,256,953	12,119,319	12,549,309	12,791,728	12,518,984	1%	12,677,374	13,057,695	13,188,272	13,320,155	13,453,356
Financial Services	2,131,192	2,124,163	2,189,029	2,154,877	2,228,036	1%	2,271,119	2,384,675	2,480,062	2,579,265	2,682,435
Police	20,489,783	22,109,584	22,160,843	21,649,549	22,226,337	2%	23,424,520	24,595,746	25,579,576	26,602,759	27,630,223
Recreation & Parks	6,653,286	6,816,250	6,993,358	7,445,655	7,111,553	2%	7,442,112	7,665,375	7,818,682	7,975,056	8,134,557
Public Works	7,728,869	7,692,802	8,872,739	8,562,137	8,360,722	2%	8,033,633	8,194,306	8,358,192	8,622,464	8,794,913
Community Development	1,745,452	1,636,311	1,573,707	1,668,823	1,633,906	-2%	2,470,535	2,519,946	2,570,345	2,621,752	2,674,187
Total Per Departments	\$ 57,833,413	\$ 59,309,019	\$ 60,876,720	\$ 61,217,844	\$ 60,986,439	1%	\$ 63,874,106	\$ 66,262,588	\$ 68,167,491	\$ 70,138,141	\$ 72,141,488
OPEB	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	5%	\$ 350,000	\$ 400,000	\$ 450,000	\$ 500,000	\$ 500,000
Indirect Costs	(528,486)	(559,846)	(373,081)	(601,354)	(1,014,572)	26%	(1,014,572)	(1,268,214)	(1,268,214)	(1,690,952)	(1,690,952)
Total GF/PB Transfers Out	16,161,867	6,623,626	6,721,142	7,428,789	7,349,834	-12%	13,017,296	5,655,051	5,594,149	5,497,082	5,204,126
Total GF/PB Capital Improvements	2,529,023	4,133,354	3,646,896	3,626,076	3,785,652	14%	4,234,687	4,277,034	4,319,804	4,363,002	4,406,632
Total Expenses	\$ 76,245,817	\$ 69,756,153	\$ 71,121,677	\$ 71,921,355	\$ 71,407,353	-2%	\$ 80,461,517	\$ 75,326,459	\$ 77,263,231	\$ 78,807,273	\$ 80,561,294

Description	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	4-Year Average	2014 Projection	2015 Projection	2016 Projection	2017 Projection	2018 Projection
Permanent Salaries	\$ 29,455,801	\$ 29,434,403	\$ 30,398,678	\$ 30,567,326	\$ 30,615,184	0.98%	\$ 30,914,809	\$ 31,883,465	\$ 32,878,503	\$ 33,900,589	\$ 34,950,408
Overtime	1,517,325	1,737,541	1,218,038	994,507	1,036,457	-7.38%	959,969	979,169	979,169	979,169	979,169
Off-Duty	208,621	244,925	263,168	223,609	302,497	11.27%	336,602	319,549	319,549	319,549	319,549
Car Allowance/ Uniform Allowance	384,160	414,910	357,476	339,893	388,977	0.92%	392,560	396,176	394,368	394,368	394,368
FICA Expense	2,304,866	2,528,070	2,357,385	2,373,904	2,408,968	1.28%	2,439,744	2,513,991	2,590,112	2,668,302	2,748,613
Group Life	80,094	79,101	85,510	78,112	89,643	3.24%	92,550	95,552	98,651	94,051	101,851
Retirement	1,479,395	1,514,708	2,010,634	2,163,398	2,127,340	10.26%	2,345,705	2,586,484	2,638,214	2,690,978	2,680,303
Health Insurance	5,426,039	5,622,318	6,435,890	6,962,179	7,452,811	8.33%	8,659,350	9,352,098	10,100,266	10,908,287	11,780,950
Workers Comp	692,915	687,063	536,300	570,688	657,438	-0.29%	655,507	662,062	668,683	675,370	682,124
Educ/Train Assist Prog	37,740	30,019	36,653	26,833	23,365	-9.52%	21,141	35,150	35,150	35,150	35,150
401 Regular Employees	901,929	930,373	944,452	916,038	828,170	-1.98%	811,744	819,861	828,060	836,340	844,704
Personnel	\$ 43,378,453	\$ 44,231,757	\$ 45,712,974	\$ 46,435,037	\$ 47,133,491	1.85%	\$ 48,957,137	\$ 50,419,645	\$ 51,530,725	\$ 53,502,153	\$ 55,517,188
Printing	\$ 70,425	\$ 75,178	\$ 64,838	\$ 76,059	\$ 64,947	-1.08%	\$ 64,247	\$ 69,054	\$ 67,829	\$ 68,427	\$ 66,901
Travel/Training	303,073	342,077	293,312	369,012	321,341	2.88%	330,583	333,889	337,228	340,600	344,006
Professional Services	51,105	49,039	35,784	32,602	31,801	-10.61%	28,428	32,154	32,154	32,154	32,154
Equipment Maintenance	158,836	197,493	162,496	221,817	208,532	9.28%	227,891	230,170	232,472	234,796	237,144
Vehicle Maintenance	430,042	434,255	513,128	524,023	554,435	6.77%	591,955	597,875	603,854	609,892	615,991
Building Maintenance	228,995	287,012	284,951	259,302	298,449	7.68%	321,365	324,579	327,824	331,103	334,414
Fleet Labor	-	-	572,482	532,046	525,201	-4.17%	662,064	688,013	694,994	701,944	708,964
Supplies and Materials	1,585,767	1,450,066	1,414,106	1,555,091	1,074,763	-7.99%	988,903	1,018,570	1,269,141	1,181,294	1,106,534
Public Works General Expenses	272,072	241,725	269,691	235,601	293,122	3.05%	302,055	306,585	315,783	320,520	325,327
Street Lighting	1,118,270	1,250,927	1,285,118	1,289,067	1,414,354	6.16%	1,319,502	1,359,087	1,399,860	1,441,855	1,485,111
Fire/Rescue General Expenses	143,029	184,252	137,150	171,625	155,710	4.78%	163,153	165,601	168,085	170,606	173,165
Grants/Donations	551,550	743,682	744,416	665,293	702,626	7.48%	755,176	681,513	691,736	702,112	712,644
Computer Software	87,542	52,997	68,725	112,325	314,230	58.35%	497,590	312,669	517,359	525,119	532,996
Computer Hardware	328,644	494,879	227,904	216,775	193,534	-4.74%	184,356	329,218	332,511	335,836	339,194
Contracted Services	2,172,055	2,300,993	2,801,463	2,469,767	2,254,788	1.79%	2,865,000	2,893,650	2,922,587	2,951,812	2,939,196
Radio Maint - Citywide	99,047	65,199	106,764	110,074	111,318	8.45%	120,727	130,385	140,815	152,081	164,247
Copier Maintenance - Citywide	79,812	77,175	62,578	57,090	53,596	-9.28%	48,624	49,353	50,094	50,845	51,608
Dues and Subscriptions	144,156	142,299	147,801	152,137	176,710	5.42%	186,281	164,424	166,890	169,393	171,934
Elections	44,070	55,982	-	58,330	-	N/A	60,000	-	66,000	-	72,600
Advertising	72,729	94,714	86,585	81,034	81,264	3.88%	84,417	83,265	85,603	83,313	83,117
Postage	84,736	92,631	80,996	123,466	66,702	0.80%	67,238	86,207	86,896	86,897	87,592
Telephone	278,801	232,928	331,868	327,282	320,142	5.61%	338,118	326,545	329,810	333,108	336,439
Utilities	999,154	1,017,230	1,074,141	1,017,722	950,488	-1.11%	939,902	1,011,747	999,897	998,800	983,951
Fuel	562,337	595,011	799,665	949,559	948,135	14.70%	1,155,265	1,155,591	1,295,672	1,256,335	1,268,898
Laundry and Cleaning	31,139	24,915	14,346	13,419	27,431	8.89%	29,869	27,980	28,259	28,542	28,827
General Insurance Liab.	544,480	412,760	421,877	425,925	456,257	-3.48%	440,400	452,260	456,782	461,350	465,964
Uniforms	206,327	206,278	192,678	195,222	147,941	-7.38%	137,025	160,063	148,343	148,477	148,477
Property & Casualty Loss	197,281	401,980	199,597	403,182	437,104	40.96%	616,126	635,000	635,000	641,350	647,764
Fleet Service Cost Fixed	979,123	961,533	1,099,591	1,087,981	1,073,089	2.53%	1,100,284	1,133,292	1,144,625	1,178,964	1,190,754
Other Expenses	2,630,363	2,592,051	1,669,686	1,049,979	1,062,842	-18.23%	1,073,471	1,084,206	1,088,664	1,098,462	968,386
Total Operating Expense	\$ 14,454,960	\$ 15,077,261	\$ 15,163,737	\$ 14,782,807	\$ 14,320,852	-0.19%	\$ 15,700,013	\$ 15,842,943	\$ 16,636,766	\$ 16,635,988	\$ 16,624,300
OPEB	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	5.00%	\$ 350,000	\$ 400,000	\$ 450,000	\$ 500,000	\$ 500,000
Transfers	\$ 16,161,867	\$ 6,623,627	\$ 6,721,142	\$ 7,428,789	\$ 6,881,930	-12.02%	\$ 12,234,252	\$ 5,655,051	\$ 5,594,149	\$ 5,497,082	\$ 5,204,126
Reimbursement for Indirect Costs	\$ (528,486)	\$ (559,846)	\$ (373,081)	\$ (601,354)	\$ (1,014,572)	25.62%	\$ (1,014,572)	\$ (1,268,214)	\$ (1,268,214)	\$ (1,690,952)	\$ (1,690,952)
Total Capital Improvements	\$ 2,529,023	\$ 4,133,354	\$ 3,646,896	\$ 3,626,076	\$ 3,785,652	13.87%	\$ 4,234,687	\$ 4,277,034	\$ 4,319,804	\$ 4,363,002	\$ 4,406,632
Total Expenses	\$ 76,245,817	\$ 69,756,153	\$ 71,121,668	\$ 71,921,355	\$ 71,407,353	-1.536%	\$ 80,461,517	\$ 75,326,459	\$ 77,263,230	\$ 78,807,273	\$ 80,561,294



CITY OF GREENVILLE

10-YEAR FACILITIES MAINTENANCE PLAN

January 2014



10-Year Facilities Maintenance Plan Executive Summary

The City provides a safe and productive environment for the public and staff as well as meeting spaces for City Council, committees, and commissions. The maintenance of City of Greenville buildings and facilities is presently performed by Public Works and Recreation & Parks Departments. **Appendix 1** of the 10-Year Facilities Maintenance Plan is a spreadsheet listing all of the existing City buildings/facilities and the department responsible for maintenance or repair. The 10-Year Facilities Maintenance Plan includes all existing City-maintained facilities for all departments of the City. Examples of the components within this plan are as follows:

- Office buildings/facilities - Interior and exterior of the building, parking lots, fencing, outdoor plumbing/electrical, and landscape renovation.
- Parks - Includes the core building, picnic shelters, ADA improvements, ball field fences, ball field lighting, pool systems, playground equipment, landscape upgrades, irrigation, parking lots, gates, exterior electrical/plumbing, batting cages, tennis courts, and other sports surfaces.
- Golf course - Includes the core building, maintenance buildings, storage facilities, fencing, pumps, pond bank stabilization, cart path replacement, parking lots, greens, driving range, fairway drainage repairs, ADA improvements, bulkhead replacements, and irrigation replacement.
- Operational facilities (i.e. Public Works Complex) - Includes all buildings of the complex, fuel island, fencing, gates, fuel tanks, parking lots, exterior plumbing, and exterior lighting/electrical.

An inventory of each of the buildings/facilities has been performed and will be available for staff to utilize while implementing the 10-Year Facilities Maintenance Plan. Public Works maintains 34 buildings/facilities totaling approximately 345,000 square ft. of structures, and Recreation and Parks maintains 34 buildings/facilities totaling approximately 205,000 sq. ft. of structures. The total sq. ft. of structures maintained by both building staffs is 550,000 sq. ft., has an estimated value of over 75 million dollars, and averages 33.5 years of age. The City also owns additional buildings that are leased and maintained by others.

The lack of a planning process and funding has resulted in a backlog of major repair needs for our structures. The average annual request for CIP/Capital building plan related costs, not including the Guaranteed Energy Savings Performance Contract, has been \$2.3 million over the last six years. The average annual funding amount has been \$1 million. This funding shortfall has created a backlog of major repair needs. The proposed 10-Year Facilities Maintenance Plan

requests and costs are detailed in Appendix 2 and 3 of the attached Plan. Establishing a Facilities Maintenance Plan will provide the funds necessary to protect and maintain our substantial building investments. This plan will be updated annually during the budget preparation process.

Preventive and predictive maintenance in conjunction with timely replacement of aging systems is the process that will reduce the overall cost of facility management and sustain each building's value. This plan will ensure the City's facilities remain well maintained and meet the continual needs of our citizens and City of Greenville employees.

Presently, funds for building maintenance, repair, and renovation are included in several departments' operating budgets or within the City's Capital Improvement Fund. In past budget processes, each department prepared a list of building needs and submitted those needs during the budget process for consideration.

Staff recommendation is for the proposed Facilities Ten Year Plan to be funded in one of the two methods presented below:

Option 1-

Provide \$5 million to address deferred maintenance problems now and transfer all \$1.65 million annually into Facilities Maintenance Fund. The \$5 million will cover most of the deferred maintenance and allow the existing annual allotment of \$1.6 million to address facility needs.

Option 2-

Increase operating budget annually by \$630,000 for the 10-Year Facilities Maintenance Plan over the next 10 years. The annual allotment would increase from \$1.65 million to \$2.28 million. This option would cost the City an extra \$1.3 million over 10 years. This \$1.3 million is the cost of not addressing the immediate needs in the first 2-3 years. This equates to a little more than a penny increase per \$100/assessed property value.

Staff recommends City Council approve the concept of the 10-Year Facilities Maintenance Plan beginning with FY 2015 and give staff feedback on methods of funding the plan in the future. Staff will bring back to City Council the 10-Year Facilities Maintenance Plan as part of the proposed FY 2015 and FY 2016 budget for consideration.

City of Greenville 10-Year Facilities Maintenance Plan

PURPOSE

City Council's 2012 adopted goals included in the infrastructure section, Action Item #12, which is to develop a ten (10)-year plan for major maintenance, renovation, and repair needs for City of Greenville maintained buildings, facilities, and structures. This plan includes an inventory as well as other information regarding City buildings, facilities, and structures. The plan provides recommendations and proposed schedules for major maintenance, renovation, and repair needs for the period of FY 2015 through FY 2024 at existing and approved structures and facilities. This report also develops a cost projection for each of these years. The plan will be updated every two years in the future within the same timeframe as the two-year budget cycle.

A long-range building assessment provides for a planned approach for managing properties and assures funds are appropriated strategically to perform necessary maintenance or projects. The plan also provides common objectives for staff by defining goals for the City toward which individual staff members strive.

The majority of maintenance needs or projects are associated with the need for safety, asset protection, and life-cycle assurance. Additionally, many types of regulations mandate operations, including Fire Code, Building Code, Occupational Safety and Health Administration regulations, and the Americans with Disabilities Act.

The City's buildings/facilities are an investment, and the purpose of this 10 year facility plan is to develop a long-term plan for ensuring our buildings are maintained properly and future renovations are strategically planned.

BACKGROUND OF EXISTING BUILDING MAINTENANCE AND RENOVATION FUNDING

The City provides a safe and productive environment for staff and the public and meeting spaces for City Council, committees, and commissions. The maintenance of City of Greenville buildings and facilities is presently performed by the Public Works and Recreation & Parks Departments. **Appendix 1** is a spreadsheet listing all existing City of Greenville buildings and the department that maintains each building. An inventory of each building has been performed and will be available for staff to utilize while implementing the Building Maintenance Plan. Public Works maintains 34 buildings/facilities totaling approximately 345,000 square ft. of structures, and Recreation and Parks maintains 34 buildings/facilities totaling approximately 205,000 sq. ft. of structures. The total sq. ft. of structures maintained by both building staffs is approximately 550,000 sq. ft. The City also owns buildings that are leased and maintained by others.

Presently, funds for building maintenance, repair, and renovation are included in several departments' operating budgets or within the City's Capital Improvement Fund. Each department is responsible for preparing a list of building needs and submitting those needs during the budget process in the appropriate format for consideration.

The City departments managing our building and facility assets categorize their work into the following areas:

Preventive Maintenance - The benefit of preventive maintenance is that it assures the reliability and extends the life of building systems by providing an opportunity to catch system deficiencies early, which saves money on major repairs. Systems that need to be routinely maintained have been identified and short-term schedules developed for a full preventive maintenance program.

Predictive or Planned Maintenance - When a component or part needs to be replaced, the equipment is scheduled for corrective maintenance. This is a proactive approach to equipment care that recognizes parts break down from wear but allows the maintenance effort to be managed through early detection and the ability to schedule resources.

Emergency Repair - Equipment or systems can fail or need repair without warning and need to be repaired immediately. In cases where heating or air conditioning has failed, lights have gone out, or toilets have backed up, staff must respond immediately to ensure services that are provided in the building can continue. The goal is to reduce the occurrence of this type of work through preventive and corrective maintenance.

NEED FOR CHANGE

The City of Greenville buildings have an estimated value of over \$75 million and have a total square footage of approximately 550,000 sq. ft. This is an investment that we need to establish funds for preventive maintenance and repairs that will protect this investment for the long term. The short-term planning process and seeking prioritization of needed maintenance on a yearly basis have resulted in a backlog of maintenance and major repair needs for our structures. This plan will establish a process to continually plan ahead for a decade on necessary maintenance needs to protect our investment and reduce costs of neglected maintenance.

PROPOSED BUILDING FUND PLAN

The proposed building fund will be funded in one of the two methods presented below:

Option 1-

Provide \$5 million to address deferred maintenance problems now and transfer all \$1.65 million annually into Facilities Maintenance Fund. The \$5 million up-front funding will cover most of the deferred maintenance and allow existing annual allotment to address facility needs.

Option 2-

Increase operating budget annually by \$630,000 for the 10-Year Facilities Maintenance Plan over the next 10 years. The annual allotment would increase from \$1.65 million to \$2.28 million. This option would cost the City an extra \$1.3 million over 10 years ($\$630,000 \times 10 \text{ years} = \$6.3 \text{ million} - \$5 \text{ million} = \1.3 million). This \$1.3 million is the cost of not addressing the immediate needs in the first 2-3 years.

Each of the two options above equates to about a penny increase per \$100/assessed property value.

LIST OF MAINTENANCE, REPAIR, RENOVATION NEEDS FOR FY 2015-FY 2024

Appendix 2 is a spreadsheet entitled City of Greenville Building Maintenance Needs Assessment that lists all building and facility major and repetitive maintenance needs recommended for the proposed budgets for FY 2015-FY2024.

BUDGET IMPACT

Attached is Appendix 3 which is a spreadsheet with the total estimated impact on the proposed budgets for FY 2015- FY 2024 related to the Building Fund. The maintenance lists are separated by departments.

The projected cost of Facilities Maintenance Plan implementation is \$2,930,500 during FY 2015 and \$2,709,000 during FY 2016. The average for the first five years of the plan is \$2,190,000, and the full ten years within the Plan is \$1,632,000. The initial years of the plan cost more as a result of previously deferring rehabilitation due to budgetary limitations. Adjustments to the total amount of the proposed 10-Year Plan will occur annually based on approved new structures, approved additions/modifications, material cost adjustments, and regulatory changes.

FUNDING PLAN

As mentioned above, there are several options of funding this Facilities Maintenance Plan going forward. However, in recognizing the initial two-year costs are inflated largely due to the amount of deferred rehabilitation over the year(s), the City should establish a practice to fund the initial costs to offset the future burden of funding rehabilitation projects.

The timing of the implementation of this "Plan" is effective July 1, 2014. The first two years' estimated cost for catching up on maintenance for City facilities total \$5 million. Most debt proceeds are required to be spent down within three years, and based on the attached appendix, this borrowing schedule will be in compliance with debt instrument regulations. The debt service on this at a conservative rate of approximately 4% would be approximately \$630,000, annually.

BUILDING AND FACILITY DISPOSAL PLAN

Staff's recommendation is that all City buildings/facilities that are declared surplus will be sold, and the proceeds from each sale will be placed in the Building Fund. These funds will allow future improvements and maintenance of our utilized buildings/facilities.

CONCLUSION

The City of Greenville's investment in the buildings, facilities, and structures must be protected. These facilities need to remain in good condition for continued safe/effective utilization as intended and to prevent greater cost of future repair. Preventive and predictive maintenance in conjunction with timely replacement of aging systems will reduce the overall cost of the facility, lower energy costs, and sustain each building's value. This plan, if approved, will ensure that the City's buildings will be maintained and meet the continual needs of our citizens and City of Greenville employees.

APPENDICES

Appendix 1

Inventory of all City Buildings and Facilities

Appendix 2

List of Ten Year Building and Facility Maintenance Needs

Appendix 3

Summary of Yearly Funding Needs for Maintenance Projects

DRAFT

25	PW Street Department Building	1500 Beatty Street	1979	7,400	Street	PWD	\$313,954.00
26	PW Signs & Paint Building	1500 Beatty Street	1979	8,460	Traffic Services	PWD	\$759,270.00
27	PW Sanitation Building	1500 Beatty Street	1979	2,520	Sanitation	PWD	\$580,618.00
28	PW Fleet Maintenance Shop	1500 Beatty Street	1979	16,730	Fleet Maintenance	PWD	\$1,074,538.00
29	PW Building /Grounds & Purchasing Bdg.	1500 Beatty Street	1979	10,240	B&G and Purch	PWD	\$580,618.00
30	Fleming House - Chamber of Commerce	302 S. Greene Street	1905	Leased	Chamber	Leased	\$433,229.00
31	River Park North Science & Nature Center	1000 Mumford Road	2004	10,000	Parks	Parks	\$1,157,205.00
32	River Park North Picnic Shelter	1000 Mumford Road	2005	1,470	Parks	Parks	\$18,391.00
33	Aquatics & Fitness Center	921 Staton Road	1983	35,000	A/F Ctr	Parks	\$2,635,772.00
34	Teen Center	1703 E. 14th Street Ext	1978	Leased	Parks	Leased	\$231,196.00
35	Perkins Ball Field Center	1703 E. 14th Street Ext	1978	1,200	Rec	Parks	\$84,072.00
36	Fire/Rescue Station #3	2400 Charles Blvd.	1991	8,600	Fire	PWD	\$704,098.00
37	Barnes-Ebron-Taft Community Center	120 Park Access Road	2005	2,000	Parks	Parks	\$ 100,000*
38	Fire/Rescue Station #4	114 Staton Road	1993	5,912	Fire	PWD	\$599,009.00
39	Police/Fire Rescue Headquarters	500 South Greene Street	1995	47,956	Fire & Police	PWD	\$4,738,214.00
40	Convention Center & CVB Office	303 SW Greenville Blvd.	2003	Leased	CVB and EHM	Conv/PWD	\$8,545,855.00
41	Fire/Rescue Station #2	2490 Hemby Lane	2000	6,151	Fire	PWD	\$783,195.00
42	Fire/Rescue Station #5	255 Rollins Drive	2000	6,365	Fire	PWD	\$945,315.00
43	Boyd Lee Park Complex	5184 Corey Road	2001	17,000	Parks	parks	\$2,101,786.00
45	West Meadowbrook Park - Restroom	900 Legion Street	1983	144	Parks	Parks	\$24,302.00
46	Homestead Memorial Gardens Cemetery	4251 East 10th Street	1986	1,767	other	PWD	\$744,930.00
47	City Hall	200 West 5th Street	2006	48,057	multi	PWD	\$10,815,000.00
48	Sports Connection	1701 E. 14th St.	2000	15,463	Rec	Parks	\$547,358.00
49	Fire Rescue Station # 6 (EOC)-New	3375 East 10th Street	2013	4,111	Fire	PWD	\$950,000.00
50	Fire Rescue Station #6 (Building Station)	3375 East 10th Street	2004	7,314	Fire	PWD	\$978,500.00
51	Fire Rescue Station #6 (Storage Building)	3375 East 10th Street	2004	3,000	Fire	PWD	\$199,820.00
52	Fire Rescue Station #6 (Drill Tower)	3375 East 10th Street	2004	3,800	Fire	PWD	\$669,500.00
53	Intergenerational Center-Community Ctr.	Fifth and Ward Streets	1941	1,600	SGC	PWD	\$107,120.00
54	Intergenerational Center - School	Fifth and Ward Streets	1955	11,752	SGC	PWD	\$786,796.00
55	Intergenerational Center - Lessie Bass Bdg.	Ward and White Streets	1956	4,380	SGC	PWD	\$650,000.00
56	Intergenerational Center - Little Willie 1	Fifth and Ward Streets	1941	1,612	SGC	PWD	\$107,923.00
57	Intergenerational Center - Little Willie 2	Fifth and Ward Streets	1946	1,300	SGC	PWD	\$87,035.00
58	Police Substation	Fifth and White Streets	2007	1,568	Police	PWD	\$120,389.00
59	Hooker Road Warehouse	100 Hooker Road	1950	11,800	multi	PWD	\$476,718.00

60	Greenwood Cemetery Buildings (2)	E. 2nd Street	1970	1,700	PWD	PWD	\$ 30,000*
61	Town Common and Amphitheatre	E. 1st Street	1977/2004	4,250	Parks	Parks	\$2,392,794.00
62	Bradford Creek Golf Course Clubhouse	4950 Old Pactolus Rd.	1997	14,000	Parks	Parks	\$283,420.00
63	Bradford Creek G. C. Maintenance Shop	4950 Old Pactolus Rd.	1997	10,000	Parks	Parks	\$250,000.00
64	Bradford Creek Soccer Complex	4523 Old Pactolus Rd.	Purchased 1998	1,500	Parks	Parks	\$232,910.00
65	Andrew Best Freedom Park	315 Oakdale Road	Purchased 1986	1,100	Parks	Parks	\$169,870.00
66	Marvin's Mini Mart	1055 S. Elm Street	2008	1,800	Parks	Parks	\$100,000.00
67	Dream Park	1710 Chestnut Street	2013	2,400	Parks	Parks	\$889,000.00
68	Stallings Stadium	1055 S. Elm Street	2012	2,700	Parks	GLL/Parks	\$1,200,000.00
69	Greenville Greenways			0	NA	Parks	TBD
70	Off Leash Dog Area			0	Parks	Parks	\$ 50,000*
71	Kristen Drive Playground			0	Parks	Parks	\$ 62,000 #
TOTAL				550,782			\$77,318,170.00
Total Sq. ft. of Buildings Maintained by Public Works Department				345,729			
Total Sq. ft. of Buildings Maintained by Recreation and Parks Department				205,053			
Note: Leased Buildings Sq. Ft. not included							
* - Estimated Value							
#- Equipment Value							
					Document 953285		

Appendix 2

	<u>Systems</u>	Replace HVAC System			FY 2015	15	15+	\$18,000
	<u>Exterior</u>	Building Envelope Repair, Paint and Caulk Expansion Joints			FY2024	10	1	\$6,500
		Replace Roof			FY 2021	15	10	\$70,000
		Replace Windows			FY 2024	30	30+	\$12,000
		Resurface or Seal Parking Lot			FY 2021	20	30+	\$5,000
Greenville								
Convention Center								
	<u>Exterior</u>	Replace Roof			FY 2018	15	10	\$300,000
		Repair Exterior Electrical			10+	20	10	\$0
		Building Envelope Repairs			FY 2019	15	10	\$75,000
		Reseal and Paint Parking Lot			10+	20	10	0
		Repair of exterior sidewalks and Hardscape			10+	30	10	0
		Repair Exterior Plumbing			10+	20	10	0
	<u>Systems</u>	Replace HVAC Systems			FY 2018 & FY 2020	15	10	\$400,000
		Note: Items listed are based on City Agreement for Lessor responsibilities with Convention Center tenant						
Greenville								
Transportation and Activity Center								
	<u>Interior</u>	Renovate Restrooms			10+	20	0	\$0
		Replace Carpet in Facility			10+	15	0	\$0
		Replace Tile in Facility			10+	25	0	\$0
		Shelter Repairs			10+	10	0	\$0
	<u>Exterior</u>	Exterior Electrical and Plumbing Renovation			10+	20	0	\$0
		Interior Electrical and Plumbing Renovation			10+	30	0	\$0
		Roof Replacement			10+	15	0	\$0
		Resurface Parking and Bus Area			10+	20	0	\$0
		Building Envelope Repair			10+	15	0	\$0
		Lighting Repair and Renovation			10+	20	0	\$0
		Canopy Repairs			10+	10	0	\$0
		Facility Fence Renovation and Major Repair			10+	20	NA	\$0.00
		Caulk exterior expansion joints and other areas as needed			FY 2023	6	0	\$5,000
	<u>Systems</u>	HVAC Replacement			10+	15	0	\$0
Intergenerational Center (IGC)								
	<u>Interior</u>	Carpet Replacement in School			10+	15	3	\$0
		Carpet Replacement in Community Center			10+	15	3	\$0
		Flooring and Carpet Replacement in Lessie Bass Building			10+	15	3	\$0
		Interior Lighting Repair/ Renovation of all buildings			FY 2017	20	Unknown	\$20,000
		Repair Electrical to Window units of School Building			FY 2015	NA	NA	\$10,000

Appendix 2

Police F/R Bldg. and Stations 1-6										
	<u>Interior</u>	Paint all Interior Walls of Police Fire HDQ			FY 2022		12	5	\$50,000	
		Paint interior of Station 3 and 4			FY 2017		12	21	\$15,000	
		Paint interior of Station 2 and 5			FY 2018		12	12	\$15,000	
		Paint interior of Station 6			FY 2019		12	6	\$20,000	
		Carpet Replacement FS 3 and 4			FY 2017		20	21	\$25,000	
		Interior Lighting Upgrade for Station 3 and 4			FY 2017		20	21	\$8,000	
		Interior Lighting Upgrade for Station 2 and 5			FY 2021		20	12	\$8,000	
		Interior Lighting Upgrade at Station 6			10+		20	6	\$0	
		Carpet Replacement Police Fire Headquarters			10+		20	2	\$0	
		Carpet Replacement at FS 2 and 5			FY 2020		20	12	\$25,000	
		Bathroom Renovation at Firestation 3 and 4			FY 2021		20	21	\$15,000	
		Bathroom Renovation at Firestation 2 and 5			10+		20	12	\$0	
		Bathroom Renovation at Firestation 6			10+		20	6	\$0	
		Bathroom Renovation at Police Fire Rescue 1			FY 2019		20	21	\$50,000	
		Electronic Lock Upgrade at Station 1			FY 2021		20	21	\$20,000	
	<u>Exterior</u>	Repair and Seal Building Roof	Police Fire HDQ		FY 2016		20	17	\$125,000	
		Roof Replacement at FS#5			FY2017		15	12	\$10,000	
		Roof Replacement at FS#2			FY 2019		15	12	\$10,000	
		Roof Replacement at FS#3			10+		15	3	\$0	
		Roof Replacement at FS# 4			10+		15	2	\$0	
		Roof Replacement at FS# 6			10+		15	6	\$0	
		Replace all Fire Side Bay Roll Up Doors at Station 1			FY 2016		20	17	\$150,000	
		Replace Station 3 and 4 Roll Up Doors			FY 2015		20	21	\$50,000	
		Replace Station 2 and 5 Roll Up Doors			FY 2022		20	12	\$50,000	
		Caulk all Expansion Joints at Police Fire HDQ			FY 2015		10	NA	\$5,000	
		Caulk all Expansion Joints at Station #2-6			FY 2018		10	7	\$10,000	
		Exterior Lighting Repair at Police Fire HDQ			FY 2015,2019, 2023		5	NA	\$5,000	
		Exterior Lighting Replacement in Parking Lot Police/Fire HDQ.			FY 2023		30	21	\$30,000	
		Exterior Lighting Replacement at Station 3 and 4			FY 2019		30	21	\$30,000	
		Exterior Lighting Replacement at Station 2 and 5			10+		30	Various	\$0	
		Exterior Electrical Renovation/Repair Station 3 and 4			FY 2022		30	21	\$5,000	
		Exterior Electrical Renovation/Repair Station 2 and 5			10+		30	12	\$0.00	
		Exterior Electrical Renovation at Station 6			10+		30	6	\$0	
		Resurface/Reseal Parking Lots at Stations 1 and 4			FY 2023		30	7	\$50,000	
		Resurface/ Reseal Parking Lots at Station 6 and 3			10+		30	12	\$0	
		Resurface/Reseal Parking Lots at 2 and 5			10+		30	12	\$0	
		Repair Exterior Drainage Issue at Station 6			FY 2015		NA	7	\$20,000	
		Building Envelope Major Repair to Stations 5			10+		20	12	\$0	
		Building Envelope Major Repair to Stations 3-4			FY 2024		20	21	\$30,000	
		Building Envelope Major Repair to Station 6			10+		20	6	\$0	
		Building Envelope Repair to Station 1			FY 2020		20	17	\$30,000	
		Replace Exterior Ground lights with Wall Pack Lights PFR HDQ			FY 2015		20	17	\$20,000	
		Repair,Seal, and Repave Parking Lot at FS#2			FY 2016		30	21	\$35,000	
		Pressure Wash and Paint Exterior of Station 1			FY 2019		10	21	\$15,000	
		Pressure wash and Paint exterior of Stations 2-6			FY 2016		15	Various	\$40,000	
		Landscape Upgrade Station 2 and 5			FY 2022		15	12	\$15,000	

Appendix 2

	Landscape Upgrade	FS#3 and 4			FY 2016	15	21	\$15,000
	Landscape Upgrade at Station #6				FY 2024	15	6	\$10,000
Systems	HVAC Replacement at Station 3 and 4				FY 2020	20	21	\$30,000
	Boiler and Furnace Upgrade	Police/Fire Headquarters			FY 2018	20	21	\$60,000
	HVAC Replacement at Station 2 and 5				FY 2021	20	12	\$20,000
	HVAC Replacement	on FS # 1			FY 2017	20	21	\$175,000
	Replace Generator at Station # 2				10+	20	10	\$0
	Replace Generator at Station #3				10+	20	1	\$0
	Replace Generator at Station # 4				10+	20	5	\$0
	Replace Generator at Station # 5				10+	20	10	\$0
	Replace Generator at Station # 6				10+	20	1	\$0
	Replace Generator	Station 1			FY 2015	20	17	\$700,000
	Bay Heating System Replacement at FS 3 and 4				FY 2017	20	21	\$20,000
	Station 3 and 4 Hot Water Tank Replacement				FY 2020	20	21	\$5,000
	Station 2 and 5 Hot Water Tank Replacement				10+	20	10	\$0
	Replace Backflow Preventer at PFR Headquarters				FY 2018	20	6	\$20,000
	HVAC Replacement at Station 6				FY 2023	15	6	\$50,000
	Exhaust System Replacement at all Firestations				FT 2019	15	Various	\$80,000
	HVAC Maintenance Contract- HDQ				Yearly	NA	NA	\$20,000
	Replace Elevator				10+		21	\$0
	Electronic Lock Upgrade				10+	20	21	\$0
Police Substation 5th St.								
	Systems:	Replace HVAC			10+	20	5	\$0
	Interior	Interior plumbing and Electrical Renovation			10+	20	5	\$0
		Replace Carpet and Vinyl Flooring			FY 2019	10	5	\$20,000
		Paint Interior and exterior			FY 2018	10	5	\$5,000
		Repair or renovate restrooms			FY 2024	15	5	\$5,000
	Exterior	Building Envelope Repair and Exterior Upgrade			FY 2024	15	5	\$10,000
		Parking Lot Resurfacing			10+	30	5	\$0
		Replace Roof - Shingles			FY 2024	15	5	\$7,000
		Exterior plumbing and Electrical Renovation			10+	20	5	\$0
		Repair or Replace facility fencing			10+	30	5	\$0
Public Works Dept. Complex								
	Interior	Paint Interior Walls of Administrative Building			FY 2018	10	11	\$10,000
		Replace Carpet in Administrative Building			FY 2016	15	11	\$30,000
		Paint Interior Wall of Building D (Streets)			FY 2019	12	11	\$5,000
		Interior Electrical and Plumbing Renovation			10+	20	11	\$0
		Paint Interior Walls of Building E (Traffic)			FY 2020	12	11	\$10,000
		Paint Interior Walls of Building C (B&G)			FY 2017	12	10+	\$10,000
	Exterior	Caulk all Expansion Joints			FY 2018	12	11	\$10,000

		Paint exterior of all buildings at PWD Complex			FY 2022		20	11	\$30,000
		Repair Roof at Building B,C,D,E			FY 2015		20	15+	\$75,000
		Replace Yard Lights with LED fixtures			FY 2018		20	33	\$75,000
		Fence Upgrade for Public Works			FY 2021		30	33	\$75,000
		Resurface Parking Lot and Yard Asphalt Areas			FY 2016		30	33	\$300,000
		Building Envelope Repairs			FY 2017		10	11	\$50,000
		Repair/Renovate Exterior Plumbing			FY 2022		15	33	\$50,000
		Repair/Renovate Exterior Electrical			FY 2024		30	11	\$20,000
	<u>Systems</u>	Generator Replacement			10+		25	11	\$0
		Replace HVAC Units at Administrative Building Front			FY 2020		15	11	\$40,000
		Replace HVAC Units at Administrative Building Assembly Room			10+		15	1	\$0
Public Works Dept									
Sanitation (Storage Building)									
	<u>Exterior</u>	Repair and Apply Coating to Sanitation Building roof			10+		25	11	\$0
		Building Envelope Repair			10+		25	11	\$0
		Repair roof of Sanitation Storage building			10+		30	11	\$0
	<u>Interior</u>	Paint interior of Storage Building			10+		20	11	\$0
	<u>Systems</u>								
		Replace Gas Heaters			10+		20	11	\$0
Public Works Dept									
Fleet Maintenance									
	<u>Interior</u>	Resurface Fleet Building Flooring			FY 2023		20	11	\$30,000
		Paint Fleet Interior			10+		20	1	\$0
		Renovate Restrooms			FY 2019		30	33	\$12,000
		Repair/Renovate Interior Plumbing			10+		30	33	\$0
		Repair/Renovate Interior Electrical			10+		30	33	\$0
		Repair Paint Shop Systems			FY 2021		20	15	\$100,000
	<u>Exterior</u>	Retrofit Bus Wash			FY 2022		8	1	\$100,000
		Repair Gas Canopy and upgrade pumps			FY 2017		30	33	\$350,000
		Building Envelope Repair			FY 2022		15	15+	\$20,000
		Repair /Renovate exterior Electrical			10+		30		\$0
		Paint Fleet Exterior			FY 2022		20	11	\$5,000
	<u>Systems</u>	Replace Fuel Tanks/UST's			10+		30	15	\$0
		Replace HVAC Units (3)			10+		15	1	\$0
		Replace Gas Heaters			FY 2016		15	15+	\$75,000
	Public Works Dept.	Upgrade Transit Fleet Maintenance Bays			FY 2023		30	33	\$50,000
	Transit								
	Public Works Dept	Renovate Restrooms			10+		20	1	\$0

B&G		Replace HVAC Units			10+		15	5	\$0
		Replace Shop Heaters			FY 2021		20		\$10,000
Public Works Dept.		Renovate Restrooms			FY 2019		20	33	\$5,000
Traffic Services		Replace HVAC			10+		15	1	\$0
Public Works Dept.		Renovate Restrooms			10+		20	11	\$0
Street Division		Paint Storage Room spaces			FY 2019		15	3	\$5,000
		Replace HVAC			FY 2023		15	10	\$6,000
Public Works Dept									
Hooker Warehouse									
	<u>Interior</u>	Paint Interior of Building			10+		12	1	\$0
	<u>Exterior</u>	Roof Coating			10+		15	1	\$0
		Building Envelope Repair			10+		15	15+	\$0
		Paint Exterior of Building			10+		10	4	\$0
		Replace Flat Roof with EPDM			10+		15	1	\$0
		Replace Facility Fencing			10+		30	20	\$0
		Repair and Upgrade Facility Electrical			10+		20	1	\$0
		Repair and Upgrade Facility Plumbing			10+		20	1	\$0
		Parking Lot Resurfacing			FY 2020		20	30+	\$35,000
	<u>Systems</u>	Replace Shop Gas Heaters			10 +		20	1	\$0
		Replace HVAC			10+		15	1	\$0
Public Works-									
Cemeteries									
		Resurface Roads at Homestead			FY 2019		30	26	\$75,000
		Resurface Entrance to Greenwood			FY 2017		30	30+	\$40,000
		Replenish Stone in Cemetery Paths			10+		10	2	\$0
		Repair roof of Homestead Mausoleum			10+		15	6	\$0
		Paint Homestead Mausoleums			FY 2022		10	3	\$9,000
		Replace Fence of Greenwood Cemetery			FY 2020				\$75,000
		Repair Building Envelope of Greenwood Storage Building			FY2018				\$50,000
		Replace Cherry Hill Cemetery Fence			FY 2023				\$40,000
		Replace Brown Hill Cemetery Fence			10+				\$0
Public Works-		Replace Roof of Facility			10+		30		\$0
Police Storage and		Replace HVAC			10+		15		\$0
Evidence Facility		Repair Building Envelope			10+		15		\$0
Sheppard Mem.									

Appendix 2

Library System									
	<u>Interior</u>	Replace Carpet at Sheppard Library				FY 2017		15	\$40,000
		Replace Carpet at East Branch Library				FY 2020		15	\$20,000
		Replace Carpet at Carver Library				FY 2015		15	\$45,000
		Paint exterior and interior of Carver Library				FY 2020		15	9 \$15,000
		Paint interior (spots) and exterior of Sheppard Memorial Library (Seal brick)				FY 2015		12	6 \$95,000
		Paint interior and exterior of East Branch Library				FY 2022		12	7 \$7,000
		Upgrade Lighting at Carver Library				10+		20	7 \$0
		Complete upgrade Lighting at Sheppard Library				FY 2017		20	20+ \$15,000
		Upgrade Lighting at East Branch Library				10+		20	1 \$0
		Interior Plumbing Repair and Upgrade at Sheppard				10+		30	\$0
		Interior Plumbing Repair and Upgrade at Carver				10+		30	\$0
		Interior Plumbing Repair and Upgrade at East Branch				10+		30	\$0
	<u>Exterior</u>	Replace Roof at East Branch Library				FY 2020		15	\$100,000
		Resurface Parking Lot of East Branch Library				10+		30	\$0
		Resurface Parking Lot of Carver Library				10+		30	7 \$0
		Resurface Parking Lot of Sheppard Memorial Library				10+		30	5 \$0
		Replace Section B of Roof at Sheppard Library				FY 2019		15	13 \$100,000
		Replace Section A of Roof at Sheppard Library				10+		15	1 \$0
		Replace Roof A at Sheppard Library				10+		15	1 \$0
		Replace Roof at Carver Library				10+		15	1 \$0
		Replace Roof at East Branch Library(Jaycee Park)				10+		15	\$0
		Building Envelope Repair at East Branch Library				FY 2018		15	10 \$10,000
		Building Envelope Repair at Carver Library				FY 2023		15	7 \$5,000
		Exterior lighting Repair and Upgrade at Sheppard, Carver, and East Branch				FY 2024		30	\$50,000
	<u>Systems</u>	HVAC Replacement at Sheppard				10+		Contract	\$0
		HVAC Replacement at East Branch				10+		Contract	\$0
		HVAC Replacement at Carver Library				FY 2023		Contract	7 \$0
		Replace Boiler at Sheppard Library				10+		20	\$0
		Replace Hot Water Heater at Sheppard Library				10+		15	\$0
		Replace Hot Water Heater at Carver Library				10+		15	\$0
		Upgrade Sprinkler System at Sheppard Library				10+		20	\$0
		Elevator Replacement (2)				10+		30	\$0
	Uptown Parking								
	Deck	Electrical Renovation				10+		20	0 0
		Lighting Repair and Renovation				10+		15	0 0
		Landscape Renovation				10+		15	0 0
		Caulk Expansion Joints and other areas as needed				FY 2021		6	1 \$5,000
	Vietnam Veterans								
	Building	Leased with no maintenance responsibilities at this time							0

Recreation and Parks									
Andrew Best	Resurface Parking Lot		925 sq. ft.		FY 2024		30		\$6,000
Freedom Park	Replace roof on Picnic Shelter- 1,104 sq. ft.				FY 2023		15	6	\$7,000
	Paint amenities of facility				FY 2023		10		\$5,000
	Replace or Repair facility fencing				10+		30		\$0
Bradford Creek									
Golf Course									
	<u>Systems</u>	Replace HVAC Units- (2) 2Ton	1,2		FY 2015		15	12	\$20,000
		Replace HVAC Units- (2) 2Ton	3,4		FY 2024		15	2	\$20,000
	<u>Exterior</u>	Reseal and Stripe asphalt support areas	3,488 sq. yds.		FY 2017		20	13	\$55,000
		Reseal and Stripe Parking Lot,	4778 sq. yards		FY 2016		20	13	\$60,000
		Hole #6 Pond Bank Stabilization			FY 2016			14	\$45,000
		Hole # 12 Pond Bank Stabilization			FY 2016			14	\$28,000
		Irrigation System Replacement			FY 2019		12	14	\$750,000
		Paint exterior of facility			FY 2018		15		\$15,000
		Bunker Renovation			FY 2015		10	14	\$80,000
		Fairway Modifications with Landscaping			FY 2015		10	14	\$10,000
		Repair and Replace Driving Range Lighting Fixtures			FY 2021		20	13	\$28,000
		Renovate Greens with Hybrid Bermuda			FY 2018		12	14	\$345,000
		Replace PVC fencing bordering Golf Course			FY 2020		20	14	\$80,000
		Bulkhead Replacement in Pumphouse			FY 2016		15	14	\$15,000
		Exterior ADA Required Repairs, adjustments, and renovation			FY 2015				\$38,000
		Cart Path Repairs			FY 2015		10	14	\$14,000
		Paint exterior of Maintenance Shop and Club House /caulk			FY 2013		15		\$12,000
		Fairway Drainage Repairs			FY 2016		15	14	\$45,000
		Replace roof of Clubhouse	14,500 sq. ft.-Shingle		10+		15	2	0
		Repair roof of Maintenance Shop 1 & 2			10+		30	17	0
		Lighting Repair and Replacement			10+		20		\$0
		Building Envelope Repairs			FY 2018		15		\$10,000
	<u>Interior</u>	Paint interior of Maintenance Shop			FY 2023		15		\$15,000
		Renovate Restrooms of Maintenance Shop			FY 2019		20		\$5,000
		Paint interior of facility			FY 2021		10		\$30,000
		Replace carpet- 7651 sq. ft.			FY 2016		15	13	\$40,000
		Repair and Renovate Restrooms			10+		20		\$0
Bradford Creek									
Soccer Complex	Replace Picnic Shelter Roof		480 sq. ft.		FY 2022		15	11	\$8,000
	HVAC Unit (1)- 3 Ton				10+		15	2	0
	Replace Athletic Field Lighting				FY 2022		20	12	\$100,000
	Irrigation System Repair				FY 2024		20	10	\$32,000
	Replace PVC fencing				FY 2024		20	10	\$25,000
	Replace or repair facility fencing				10+		30		0
	Replace Water Fountain and exterior plumbing				FY 2021		10	2	\$5,000

Appendix 2

		Paint interior and exterior of facilities			FY 2020		10		\$5,000
		Replace metal roof of restrooms		1,280 sq. ft.	10+		30	2	0
		ADA required renovations			FY 2015				\$12,000
Community Pool		Reseal and Stripe Parking Lot 1814 sq. ft.			FY 2023		30		\$17,000
		Replace Roof of Bathhouse- 2,700 sq. ft.			10+		20	1	\$0
		Paint interior and exterior of facilities			FY 2020		10		\$5,000
		ADA Required Renovations/Repair			FY 2015				\$31,000
		Pool Systems Repair and Replacement (Resurface Pool, Micellaneous)			FY 2017				\$32,000
		Caulk exterior, interior, and structure			10+		10		\$0
		Repair or renovate restroom and bathhouse			10+		20		\$0
		Replace or Repair Facility Fencing			10+		30		\$0
		Exterior Plumbing Repair and replace main line from meter			FY 2015		20		\$8,000
		Exterior Electrical renovation or repair			10+		20		\$0
		Interior Electrical and Plumbing Repair or Renovation			10+		20		\$0
Dream Park		Large Shelter Roof Replacement- 1,104 sq.ft.			10+		30	1	0
		Small Shelter Roof Replacement- 480 sq. ft. Metal			10+		30	1	0
		Pool House Roof Replacement- 784 sq. ft.			10+		30	1	0
		Paint facilities structures and amenities			FY 2024		10	1	\$5,000
		Lighting Renovation or repair			10+				0
		Repair or replace facility fencing			10+		30	1	0
		Repair or renovate exterior electrical			10+		20	1	0
		Repair or renovate Water Park			10+		15	1	\$0
		Playground Equipment and Amenity replacements			10+				\$0
		Fence Replacement			10+				\$0
		Replace Sprayground Components			10+				\$0
Drew Steele Center									
	<u>Systems</u>	Replace HVAC Units-(2) 5 ton and (1) 2.5 Ton split			10+		15	1	\$0
	<u>Interior</u>	Paint interior of facilities			FY 2023		10		\$10,000
		Renovate restrooms of the facilities and water fountains			10+		20		\$0
		Replace Gym Floor			10+		15	1	\$0
		Replace Carpet 2,236 sq. ft.			10+		15	1	\$0
	<u>Exterior</u>	Building Envelope Repairs			10+		15		\$0
		Replace Roof of Drew Steele Center			10+		30	1	\$0
		Seal Parking Surface and repaint lines			10+		20	1	\$0
Elm St. Center and Park									
	<u>Systems</u>	Replace HVAC Units- 4 Ton- Elm Center			FY 2015		15	14	\$10,000
	<u>Interior</u>	Tile Replacement 2,723 sq. ft.			FY 2017		15	15	\$25,000
		Center Restroom Renovation			10+		20	1	\$0

Appendix 2

		Replace HVAC System- 5 Ton	Unit 3		FY 2019	15	10	\$8,500
		Replace HVAC System- 5 Ton	Unit 4		FY 2021	15	8	\$8,500
		Replace HVAC System	(2) 15 Ton- Units 1,2		10+	15	2	\$0
		Replace HVAC System #5	15 Ton for Multi Purpose Room		FY 2021	15	12	\$20,000
	<u>Interior</u>	Carpet and Tile Replacement	3078		10+	15	1	\$0
		Carpet and Tile Replacement	1816		FY 2021	15	8	\$19,000
		Carpet and Tile Replacement	3900		10+	20	15	\$0
		Synthetic Gym Floor Replacement	11200 sq. ft.		10+	15	1	\$0
		Complete interior repairs in former weight room			10+	10		\$0
		Rubber Weight Room Floor	805 sq. ft.		10+	15	1	\$0
		Paint interior of facility			10+	10	1	\$0
		Repair and Renovate Restrooms			10+	20		\$0
		Interior Electrical Repair and Renovation			10+	30		\$0
		Interior Plumbing Repair and Renovation			10+	30		\$0
		Interior Lighting Replacement and Repair			10+	20		\$0
	Evans Park							
	<u>Exterior</u>	Resurface Parking Lot	5488 sq. Ft.		FY 2017	30		\$60,000
		Replace Restroom roof- 146 sq. ft.			FY 2024	15	6	\$5,000
		Renovate/Repair exterior plumbing and irrigation			10+	20		\$0
		Replace softball athletic field poles/lights, 2 fields			FY 2016	15	20	\$290,000
		Replace tennis court lights @ Arlington blvd. Courts			FY 2016	15	20	\$88,000
		Renovate/Repair exterior electrical			10+	20		\$0
		Replace Shelter Roof- 960 sq. ft.			FY 2017	15	14	\$14,000
		Repair or replace facility fencing			10+			0
		Resurface Tennis Court			FY 2015			\$18,000
	<u>Interior</u>	Paint facility restroom building and amenities			FY 2018	10		\$6,500
		Repair or renovate restroom facilities			FY 2022	20		\$15,000
	Parks General							
		Door and Key Standardization			FY 2015			\$40,000
	Greenfield Terrace;	Replace HVAC	(2) 5 Ton		FY 2016	15	10	\$15,000
	BET Center	Carpet and Tile Replacement			10+	15		\$0
		Replace roof at Center	5280 sq. ft. Metal		10+	30	8	0
		Replace Roof of Shelter	1056 sq. ft. Metal		10+	30	2	0
		Paint interior of facility			10+	10		0
		Building Envelope Repair			10+	15		0
		Renovate interior electrical and plumbing			10+	20		0
		Renovate Exterior plumbing			10+	20		0
		Paint exterior of facility			10+	10		0
		Caulk exterior, interior, and structure			10+	10		0
		Renovate facility restrooms			10+	20		0
		Replace or Repair facility fencing			10+	30		0
		Field Backstop Replacement			FY 2017			\$12,000
		Playground replacement			10+			\$0
		Gates Bollard Replacement			10+			\$0

Appendix 2

		Basketball Court Resurfacing			10+				\$0
		ADA renovations and repairs			FY 2015				\$18,000
Green Mill Run									
Greenway		Replace Bridge Rail and Deck			FY 2015		15	14	\$25,000
		Greenway Resurfacing			FY 2020				\$40,000
Green Springs									
		Replace Shelter Roof - 900 sq. ft.			FY 2016		15	16	\$10,000
Park		Paint facility amenities			FY 2018		10		\$5,000
		Replace or Repair facility fencing			10+		30		0
Greenville Aq. and Fitness Center									
	Systems								
		HVAC ; 4 Units weight rm, aerobics, fitness,, Rm B; 4 ton			FY 2018		15	9	\$30,000
		HVAC Unit # 5- Fitness Room 15 ton			FY 2018		15	6	\$28,000
		HVAC Unit 2	Offices 6 ton		FY 2020		15	9	\$8,500
		HVAC Friedrich Wall Unit # 7			FY 2023		15	5	\$18,000
		HVAC 15 ton for Gym			10+		15	1	\$0
		HVAC Kids play area; 4 ton			FY 2019		15	6	\$7,500
		HVAC Units 3- (1)15 ton- Gym			FY 2022		15	2	\$30,000
		Hot Water Boiler Replacement			FY 2020		20	20+	\$140,000
		Dehumidifier Replacement			10+		15	1	\$0
	Exterior	Resurface Asphalt Parking Lot	3110 sq. yds.		FY 2017		30		\$20,000
		Paint exterior of facility			FY 2021		10		\$10,000
		Landscape Upgrade of facility			FY 2020		15		\$10,000
		Roof A	EPDM 7,500 sq. ft.		10+		15	1	\$0
		Exterior Lighting Replacements/Repair			FY 2023		20		\$5,000
		Building Envelope Repair			FY 2021		30		\$50,000
		Roofs C,D,E,F	EPDM 19,000 sq. ft.		FY 2016		15	14	\$305,000
		Replace EIFS on front of building			FY 2018				\$35,000
	Interior	Paint interior of facility			FY 2018		10		\$35,000
		Synthetic Rubber Gym Floor Replacement- 8,000 sq. ft.			FY 2024		17	6	\$120,000
		Synthetic Rubber Weight Rm Floor Replacement- 1526 sq. ft.			FY 2017		8	6	\$20,000
		Carpet, Flooring System and Tile Replacement- 2175 sq. ft.			FY 2015		15	30	\$20,000
		Carpet, Flooring System and Tile Replacement- 9409 sq. ft.			FY 2020		15	6	\$92,000
		Interior Lighting Replacements/Repair			10+		20	1	\$0
		Interior Electrical Renovation			10+		30		\$0
		Interior Plumbing Renovation			FY 2015		30		\$35,000
		ADA Renovations/Repairs			FY 2015				\$102,000
		Renovate Shower and Restroom			FY 2015		20	25	\$28,000
		Resurface pool			FY 2017		8	8	\$48,000
Guy Smith Stadium									
	Exterior	Repair Stadium Roof- 6700 sq. ft.			FY 2016		15	21	\$120,000
		Replace Roof on Prep Field Concession roof-704 sq. ft.			FY 2017		15	18	\$11,000
		Replace LL Shelter Roof	375 sq.ft.		FY 2015		15		\$5,000

Parks Maintenance Center	Note: This facility will be surplusd after FY 13/14									
Peppermint Park										
		Replace Shelter Roof	960 sq. Ft.		FY 2017	15	18	\$12,000		
		Replace or Repair Facility fencing			10+	30		0		
		Playground Equipment Replacement and paint amenities			FY 2016	14	8	\$91,500		
Perkins Complex										
	<u>Exterior</u>	Resurface Parking Lot	2418 sq. ft.		FY 2016	30		\$15,000		
		Repair of replace facility fencing			FY 2022	20	10	\$32,000		
		Building Envelope Repairs			FY 2017	15		\$10,000		
		Replace or repair Roof of Perkins Building- 2430 sq. ft.			FY 2018	20	18	\$14,000		
		Renovate/Repair exterior plumbing and irrigation			FY 2023	20	10	\$30,000		
		Renovate/repair exterior electrical			10+	20		\$0		
	<u>Interior</u>	Renovate Perkins restrooms to ADA standard			FY 2016			\$30,000		
		Paint Interior of facility			FY 2017	10		\$5,000		
River Birch										
Tennis Center										
	<u>Systems</u>	Replace HVAC Unit	5 Ton		FY 2015	15	14	\$10,000		
		Replace HVAC Unit	5- Ton for Locker Rooms		FY 2023	15	2	\$9,000		
	<u>Exterior</u>	Reseal and Stripe Parking Lot	685 sq.ft.		FY 2019	20	14	\$5,000		
		Building Envelope Repairs			FY 2018	15	14	\$10,000		
		Replace Exterior Doors			FY 2015			\$6,000		
		Repair or Replace Sports Lighting			10+	30	14	\$0		
		Repair or replace facility fencing			10+	30	14	\$0		
		Exterior Plumbing Renovation			FY 2020	15	14	\$5,000		
		Exterior Electrical Renovation			10+	30	14	0		
		Replace Roof	5,925 sq. ft.		FY 2018	15	14	\$95,000		
		Paint exterior of facility			FY 2018	15	14	\$8,000		
		ADA Renovations/Repairs			FY 2015			\$20,000		
		Resurface Tennis Courts			FY 2017			\$18,000		
	<u>Interior</u>	Paint interior of facility			FY 2018	10	14	\$5,000		
		Replace Carpet or Tile in facility	865 sq. ft		FY 2018	15	12	\$8,650		
		Repair and renovate restrooms			FY 2021	20	14	\$5,000		
		Interior Plumbing Renovation			FY 2020	20	14	\$5,000		
		Replace Ice Machine			10+	20		\$0		
		Interior Electrical Renovation			10+	30	14	0		
River Park North										
	<u>Systems</u>	Replace HVAC Units 4-Ton	Unit 2		10+	15	2	\$0		
		Replace HVAC Units 4-Ton	Unit 5		FY 2024	15	5	\$7,500		
		Replace HVAC Unit (3) 4- ton	Units 1,3,4		FY 2016	15	8	\$25,000		
		Replace HVAC Chiller Unit (1) 3- ton			FY 2018	15		\$8,000		

City of Greenville Ten Year Building Maintenance Needs Total Cost Summary per Fiscal Year													
												Appendix 3	DRAFT
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Average
City Hall			\$0	\$10,000	\$10,000	\$0	\$60,000	\$150,000	\$35,000	\$10,000	\$8,000	\$95,000	\$37,800
Municipal Building			\$2,000	\$35,000	\$0	\$50,000	\$0	\$0	\$0	\$5,000	\$10,000	\$45,000	\$14,700
Police Fire-Rescue HDQ.			\$750,000	\$295,000	\$243,000	\$60,000	\$110,000	\$50,000	\$40,000	\$70,000	\$110,000	\$20,000	\$174,800
Firestations 2-6			\$78,000	\$50,000	\$70,000	\$65,000	\$110,000	\$59,000	\$43,000	\$70,000	\$100,000	\$40,000	\$68,500
Public Works Complex (GF)			\$75,000	\$330,000	\$60,000	\$95,000	\$5,000	\$50,000	\$75,000	\$80,000	\$0	\$20,000	\$79,000
Public Works Complex (San)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Works Complex (Trans)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$5,000
Public Works Complex- Fleet			\$0	\$75,000	\$350,000	\$0	\$12,000	\$0	\$100,000	\$125,000	\$30,000	\$0	\$69,200
Public Works Complex- (B&G)			\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$1,000
Public Works Traffic Services			\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$500
Public Works Complex- Street			\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$6,000	\$0	\$1,100
Hooker Rd. Warehouse			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$3,500
City Cemeteries			\$0	\$0	\$40,000	\$50,000	\$75,000	\$75,000	\$0	\$9,000	\$40,000	\$0	\$28,900
Gardner Training Center			\$18,000	\$0	\$0	\$0	\$0	\$0	\$95,000	\$0	\$5,000	\$18,500	\$13,650
Intergenerational Center			\$195,000	\$0	\$150,000	\$39,000	\$23,000	\$132,500	\$8,000	\$0	\$0	\$0	\$54,750
5th St. Police Substation			\$0	\$0	\$0	\$5,000	\$20,000	\$0	\$0	\$0	\$0	\$22,000	\$4,700
Greenville Transportation Ctr.			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$500
Uptown Parking Deck			\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$500
Sheppard Memorial Library			\$100,000	\$0	\$55,000	\$0	\$100,000	\$5,000	\$0	\$0	\$0	\$30,000	\$29,000
Carver Library			\$40,000	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$10,000	\$7,000
East Branch Library			\$0	\$0	\$0	\$10,000	\$0	\$120,000	\$0	\$7,000	\$0	\$10,000	\$14,700
American Legion Building			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vietnam Veterans Building			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fleming House			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Convention Center			\$0	\$0	\$0	\$500,000	\$75,000	\$200,000	\$0	\$0	\$0	\$0	\$86,111
Skinner Fire Training Tower			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks Maintenance Complex			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Elm St. Park			\$37,000	\$0	\$227,000	\$100,000	\$37,000	\$0	\$21,000	\$0	\$174,000	\$0	\$59,600
Drew Steele Center			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$1,000
Jaycee Park			\$170,000	\$0	\$283,500	\$0	\$63,000	\$51,500	\$0	\$7,500	\$25,000	\$5,000	\$60,550
Guy Smith Stadium			\$281,000	\$143,000	\$54,000	\$0	\$0	\$41,000	\$0	\$0	\$10,000	\$40,000	\$56,900
S. Greenville Recreation Center			\$58,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,800
City Pool			\$39,000	\$0	\$32,000	\$0	\$0	\$5,000	\$0	\$0	\$17,000	\$0	\$9,300

2014 City Council Strategic Planning Session

PRESENTATION OF PROPOSED 10-YEAR FACILITIES MAINTENANCE PLAN

AGENDA

- Overview of Existing Facilities Maintenance
- Overview of City-Maintained Buildings
- Why Do We Need a 10-Year Facilities Maintenance Plan?
- Proposed 10-Year Facilities Maintenance Plan
- Budget Impact
- Funding Plan
- Recommendation

OVERVIEW-EXISTING FACILITIES MAINTENANCE

- Total Square Feet of Building Space Maintained by City is about 550,000 s.f. - 68 Buildings/Facilities
- Public Works maintains approximately 345,000 sq. ft. and Parks Maintenance maintains 205,000 sq. ft.
- Both Departments maintain 34 Buildings/Facilities



OVERVIEW-EXISTING FACILITIES MAINTENANCE

- Estimated Total Value of City Buildings/Facilities is over \$75 Million
- City Staff/Contractors provide Preventive, Predictive, and Emergency Maintenance



OVERVIEW-EXISTING FACILITIES MAINTENANCE

PREVENTIVE MAINTENANCE (PM)



- Changing Air Filters



Water Proofing

OVERVIEW-EXISTING FACILITIES MAINTENANCE

PREDICTIVE OR PROACTIVE MAINTENANCE



Air Handling Unit Replacement

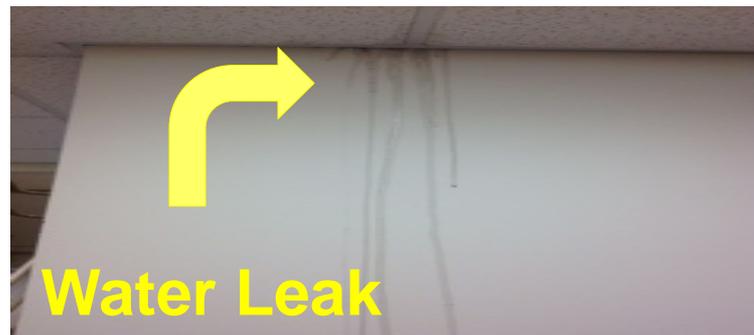
- Scheduled Roof Replacement



OVERVIEW-EXISTING FACILITIES MAINTENANCE

REACTIVE OR EMERGENCY MAINTENANCE

- Complications of Roof Failure

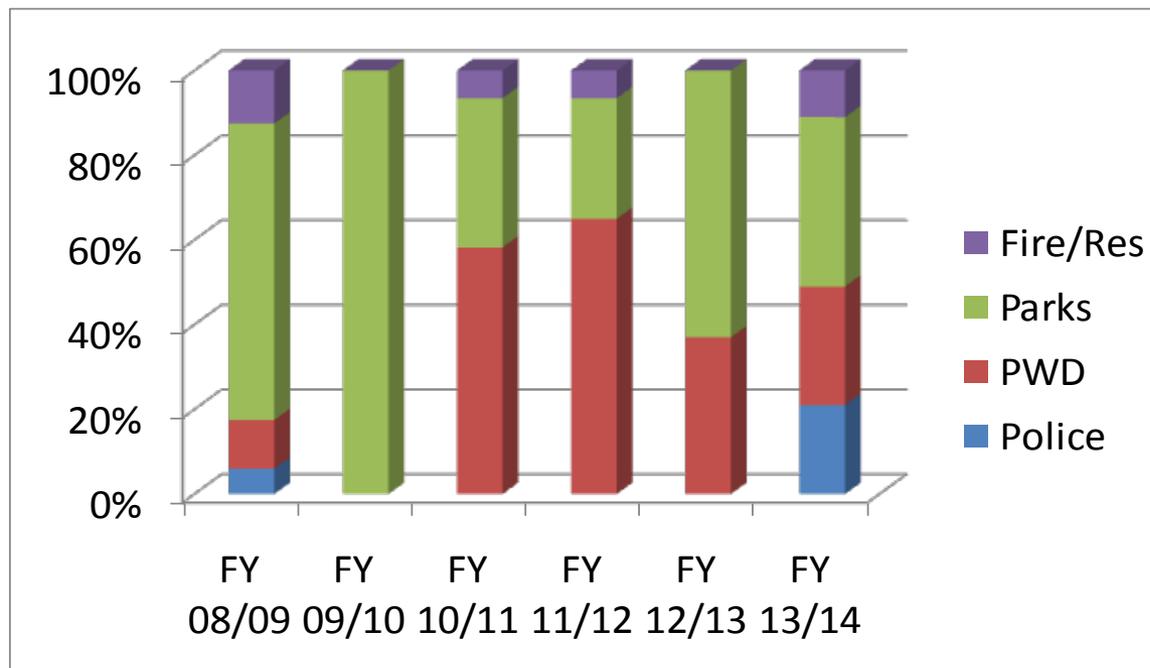


OVERVIEW-EXISTING FACILITIES MAINTENANCE

- Contractors Perform Over 90% of Fencing/Roofing, and Approximately 50% of Mechanical Repairs
- City Staff Perform 60% -75% of Other Trades Work Orders (Electrical, Plumbing, and Carpentry)



% of Facility Maintenance Funding by Department



This graph represents “Uh-oh” funding. FY 10 Parks 40% of Bldg. Area but 100% of funding – Reactive

WHY IS A 10-YEAR FACILITIES MAINTENANCE PLAN NEEDED?

- Elimination of Deferred Maintenance
Building Fund Last Six Years: (60% Deficit)
\$2.3 Million Requested Yearly & \$1 Million approved
- Provides a Process for Planned Expenditures
- Protects the City's Investment (Over \$75 Million)
- Reduces Reactive Repairs which are More Costly

WHY IS A 10-YEAR FACILITIES MAINTENANCE PLAN NEEDED?

Emergency Repairs vs Proactive Maintenance for a 10,000 s.f. building

- Cost to Replace Roof = \$25/s.f. (\$250,000)
- Cost to Resurface Roof = \$5/s.f. Add 10-15 years with Elastomeric Coating (\$50,000)
- Cost of Roof Failure = \$125/s.f. - Replace Roof BUT also insulation, decking, parapet, coping, mold remediation, walls, painting, floors, utilities. (\$750k - \$1.25M)

Maintain << Replace << Failure = Saved \$\$\$

WHY IS A 10-YEAR FACILITIES MAINTENANCE PLAN NEEDED?

- Anticipate Reduction of Emergency Repairs/Replacement
- Provide Safe Environment for Citizens and Staff
- Reduce Energy Use of Equipment and Buildings
- Eliminate Big Surprises



FACILITY EVALUATION

STEPS TO DEVELOPING 10-YEAR PLAN - SCOPE

- Included All Existing City Buildings In Plan
- Completed Facilities Inventory
- Established Life Expectancy - Inventory Components
- Developed List of Major Maintenance/Repair Needs
- Established Timeline for Maintenance Projects
- Developed Report, Plan, and Budgetary Estimates

10-YEAR FACILITIES MAINTENANCE PLAN REPORT

- Includes All Existing City Maintained Buildings and Facilities
- Provides Inventory of All Existing City Building Assets
- Shows Listing of All Major Maintenance, Repair, and Renewal Projects Greater than \$5,000
- Lists Summary of Projected Costs for Each Fiscal Year Through FY 23/24

BUDGET IMPACT

10-YEAR FACILITIES MAINTENANCE PLAN NEEDS

- The Facilities funding required for the 10-Year Plan is \$1.63 Million Per Year (avg. over 10 years)

AVERAGE ANNUAL FUNDING FOR FACILITY PROJECTS (2008-2013)

- Average Annual Building Fund Related Projects Funded Over the Last Six Years is \$1 Million
- This \$1 Million Was Funded from CIP and/or General Fund

BUDGET IMPACT

MAINTENANCE AND REPAIR FUNDS

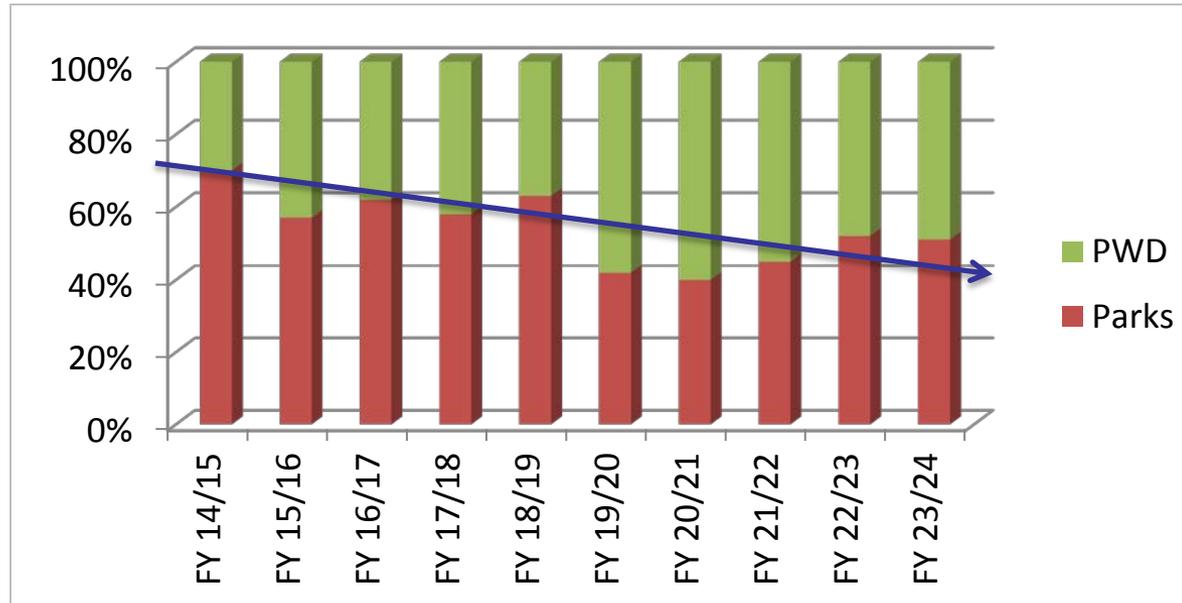
- FY 13/14 Operations Budget Funding for Building PM and Emergency Repairs (Mostly Under \$5,000) is \$650,000 for All Departments Combined.

BUDGET IMPACT SUMMARY

- The average annual funding needed going forward is \$1.63 Million for facility improvements and \$650,000 for maintenance, for a total of \$2.28 Million.
- Average annual CIP/General Fund allocation for facility improvements has been \$1.0 Million.
- Average annual maintenance funds have been \$650,000.
- Existing shortfall = \$0.63 Million annually.

PROPOSED 10-YEAR FACILITIES PLAN

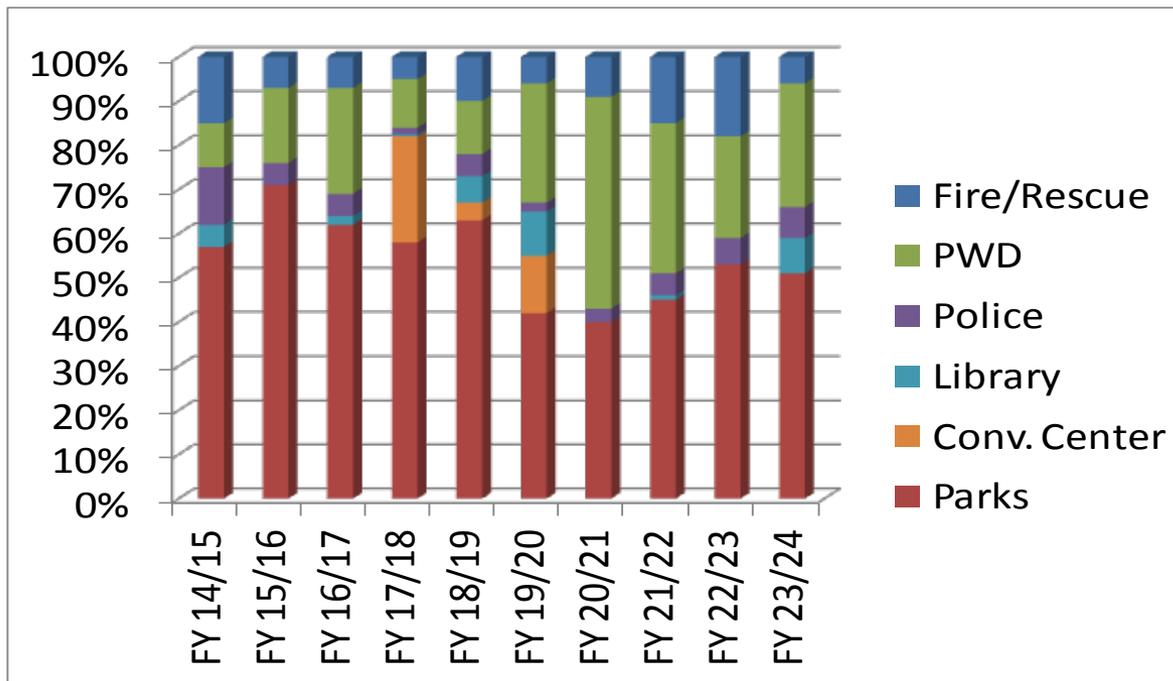
% By Department for Future Proposed Projects



Eventually \$\$ allocations will mirror Square Footage of 60/40

PROPOSED 10-YEAR FACILITIES PLAN

% By Department for Planned Replacements



FUNDING PLAN

The Options for Funding the 10-Year Facilities Maintenance Plan are as follows:

Option 1- Provide \$5 Million to address deferred maintenance problems now and combine the \$1.0 Million from CIP/General Fund with \$650,000 for maintenance into Facilities Maintenance Fund.

\$5M of up-front funding will cover most of the deferred maintenance and allow existing annual allotment to address facility needs.

FUNDING PLAN

Option 2- Increase Operating Budget annually by \$630,000 for Facilities Plan for next 10 years. Annual allotment would increase from \$1.65M to \$2.28M

This option would cost the City an extra \$1.3 Million over 10 years. This \$1.3M is the cost of not addressing the immediate needs in the first 2-3 years.

This equates to a little more than a penny increase per \$100/Assessed Property Value

RECOMMENDATION

Staff recommends City Council approve the *concept* of the 10-Year Facilities Maintenance Plan beginning with FY 14/15, and give staff feedback on methods of funding the Plan in the future.

Staff will bring back the 10-Year Facilities Maintenance Plan as part of the Proposed FY 14/15 and FY 15/16 Budget for consideration.



2014 City Council Strategic Planning Session

FINAL UPDATE ON CITY OF GREENVILLE 2012-2013 STRATEGIC GOALS



MAYOR

Allen Thomas

CITY COUNCIL

Rose Glover, Mayor Pro-Tem
District 2

Kandie Smith
District 1

Marion Blackburn
District 3

Calvin Mercer
District 4

Max Joyner, Jr.
District 5

Dennis Mitchell
Council Member at Large

CITY MANAGER

Barbara Lipscomb

ASSISTANT CITY MANAGER

Chris Padgett

DEPARTMENT DIRECTORS

Hassan Aden, Chief of Police
Bernita Demery, Director of Financial Services
Gary Fenton, Director of Recreation and Parks
Merrill Flood, Director of Community Development
Leah Futrell, Director of Human Resources
Eric Griffin, Interim Fire/Rescue Chief
Kevin Mulligan, Director of Public Works
Rex Wilder, Director of Information Technology

The City Council adopted the following value statements to guide its actions during the January 20 and 21, 2012, City Council Annual Planning Session:

- Be accountable for defining and making progress
- Invite, listen to, and consider all perspectives
- Be professional and efficient in our work
- Practice fiscal responsibility
- Practice equity in all decisions
- Encourage sustainable practices

The City Council adopted the following six strategic goals during the January 2012 Annual Planning Session. The strategic goals are organized in alphabetical order, not in order of priority.

- Economic Development
- Infrastructure (including Information Technology)
- Neighborhood Preservation
- Parks and Recreation/Greenways/Bond Issue
- Public Safety
- Public Transportation

ECONOMIC DEVELOPMENT

Strategic Goal: Promote economic development by decreasing unemployment rate, increasing median income, and attracting and retaining new and existing businesses.

Action Items:

1. Allocate Community Development Block Grant Funds from the 2012-2013 Annual Action Plan C to support the City's Business Competition Grant Program in the West Greenville Revitalization Area. – Community Development

Status: This activity was incorporated into the annual plan of the CDBG program for 2012-13 and 2013-14. Grant funding is available for business plan competition winners located within eligible census tracts and the Certified Redevelopment Area. Three new companies were funded and located or expanded within the Center City-West Greenville Revitalization Area through the Small Business Plan Competition.

2. Attract and retain jobs by reaching out to companies in targeted economic sectors; complement the efforts of Greenville's economic development partners by focusing on business operations that wish to locate in close proximity to a

university or medical campus, at a downtown location, or along a major commercial corridor. – Community Development

Status: Staff worked with Creative Economic Design Consultants to produce a SWOT analysis of existing and emerging clusters within Greenville. The report also assessed the City's organizational readiness for economic development. The final report was presented to City Council on May 6, 2013.

Staff developed an action plan for capitalizing on opportunities, and addressing potential issues, indicated by the SWOT analysis of Greenville/Pitt County area clusters. The report was presented to and subsequently adopted by City Council in August 2013.

Staff developed a target list of firms that do business in Greenville and which might be good fits for expansion in the Greenville market. Staff has developed and implemented a business retention and expansion program and has completed outreach visits to 19 firms to date.

In the areas of recruitment of new industries, the Economic Development staff is working on multiple projects including retail, telecommunications, biotechnology, back office, and warehousing cluster industries for recruitment.



A visit to the N.C. Department of Commerce in Raleigh was completed to introduce North Carolina Department of Commerce economic developers to the City's economic development team and plans. Also, the Office of Economic Development is engaging with staff at the N.C. Eastern Region office to determine how best to mesh with the work of that organization. City staff also represented Greenville at the East Coast Games Conference, International Council of Shopping Centers ReCon show, and N.C. Nanotechnology Conference. Staff is also working with the Pitt County Development Commission to host site selectors in key target sectors for visits in the spring of 2014.

A list of options for economic development incentives was presented to City Council in December 2012. The Capital Investment Grant Policy was adopted by City Council on April 11, 2013. Staff continues to catalog additional local incentives that may be needed to help close deals in target sectors.

3. Develop retail to full potential, maximizing revenue impact and neighborhood vitality. – Community Development

Status: Staff has been working to increase retail activity north of the Tar River, by the creation of an Economic Development Zone, and exploring options/plans for creating additional businesses such as a pharmacy. Work continues with the Airport Authority to market excess land owned by the Authority as a site for retail development. Staff is organizing a meeting of north Greenville business owners to be held on December 19, 2013.



A detailed market analysis of the Greenville-area retail market has been completed through the North Star branding contract to identify potential retail growth sectors and list underserved retail niches.

In order to market Greenville to retail developers, major retailers, brokers, and location specialists through appropriate targeted media sources, staff representatives attended the International Council of Shopping Centers forum in Charlotte and ReCon event. Also, an advertisement was placed in the N.C. Eastern Region magazine with international distribution. Work to engage local and area retail developers is still ongoing.

4. Nurture the success of local small businesses. – Community Development

Status: Staff is studying alternative partners and methods to establish some form of a new incubator. One model may be a retail incubator in West Greenville while another might be a technology incubator in the Uptown Commercial District that would combine with SEED. The SEED program is already proving to be beneficial as recent graduates include a marketing company and a microbrewery, both of which are located in Greenville's Uptown Commercial District. In addition, negotiations for needed land for the incubator site in West Greenville are still ongoing.

Working with the Pitt County Arts Council, a study is underway for the development of an arts incubator, and a grant application to the National Endowment for the Arts for study funding is scheduled for submission in early 2014.

Efforts to support small business continue through the Small Business Plan Competition program, through relationships with small business counseling providers such as the Pitt Community College Small

Business Center, Small Business and Technology Development Center, SCORE, and Exceed. The Economic Development Office has worked with the Chamber of Commerce and other partners to develop SEED, a co-working space located in uptown Greenville that accelerates small businesses out of the concept stage.



Discussions are underway with the Pitt County Development Commission and the Small Business and Technology Development Center on this topic to study the costs and benefits of Greenville being recognized as a certified entrepreneurial community. The City was a participant and co-sponsor in an Entrepreneurial Summit held in October 2012. Staff continues active discussions with other partners on how to support area entrepreneurs.

The Small Business Plan Competition program continues. Grant making in this category continues with up to four grants per cycle available to businesses wishing to locate or expand in the Center City-West Greenville Revitalization areas. Since 2008, 19 businesses have been awarded grants totaling \$285,000.

5. Increase Greenville's profile in regional and state forums, emphasizing that Greenville serves the eastern North Carolina region and is a rising uni-med community. – Community Development

Status: North Star Destination Strategies was hired by City Council in December 2012 to complete a branding study and market study. The consultant provided an initial report on April 8, 2013. A final report was provided to City Council in October 2013.

Staff has completed a report that includes data about similar "Uni-Med" peer communities along with demographic data to compare Greenville's economy to other peer communities. Staff continues to work on establishing professional relationships with the N.C. Eastern Region office, the N.C. Department of Commerce, and the N.C. Economic Developers Association.

6. Promote Greenville's proven track record as a business-friendly community; demonstrate how Greenville's streamlined, consistent, predictable development review process reduces business costs. – Community Development

Status: Working with the IT Department, a consulting firm was hired to build a new economic development website. The website was completed in August 2013. Staff continues working with a variety of industrial, commercial, and other business concerns to assist with potential location and/or expansion in the Greenville market.

7. Support the Pitt County Development Commission and other economic development partners in promoting manufacturing, biotechnology, and “heavier” industries. – Community Development

Status: With the goal of promoting interagency communication and coordination, regular meetings have been scheduled with the Pitt County Development Commission, ECU Office of Economic Development, and Greenville-Pitt County Chamber of Commerce. Staff is also working with Uptown Greenville on the recruitment of hotel and mixed use developers. Meetings of the Mayor’s Economic Development Advisory Council are scheduled and held quarterly. The City’s Economic Development Office staff have worked collaboratively with partners at ECU and at the Pitt County Development Commission on recruitment projects including the recent opening of the Center for Advanced DNA Analysis in Greenville.

8. Present to City Council a strategic economic development plan for consideration. – Community Development and City Manager’s Office

Status: Staff developed a strategic economic plan and work plan which was adopted by City Council on May 7, 2012.

9. Provide staff leadership and support to the Greenville Economic Development Committee and the Mayor’s Economic Development Advisory Committee. – Community Development and City Manager’s Office

Status: The Community Development Department is working in concert with the City Manager’s Office to provide staff support to the Greenville Economic Development Committee and the Mayor’s Economic Development Advisory Council (MEDAC).

10. Make transportation gateways and commercial corridors more attractive and accessible. – Community Development

Status: Staff has identified several areas for the development of area plans, corridor studies, and streetscape improvements. The City will be working jointly with the North Carolina Department of Transportation to make improvements to Dickinson Avenue. In addition, the preliminary designs for the second phase of the West 5th Street Gateway project have been completed, and preparation of the

construction plans for this project will be getting underway. Preliminary designs have also been completed for the Evans Street Gateway project and are being timed with the Tenth Street Connector project.

11. Position Center City as the vibrant epicenter of Greenville's uni-med community; encourage mixed-use redevelopment including residential and major "anchor" projects that reinforce the identities of downtown districts and adjacent neighborhoods. – Community Development



Status: City Council has approved a contract with Wishneff and Associates to complete a market study of the Dickinson Avenue corridor. The study will guide redevelopment plans intended to transform Greenville's former tobacco district on either side of Dickinson Avenue into an arts and innovation corridor.

City Council approved the selection of a construction management firm and design firm for the development of a parking deck at 4th and Cotanche Streets. The parking deck is scheduled for completion in September of 2014.

Staff continues to work with Uptown Greenville to recruit hotel developers to downtown.

12. Foster a proactive culture within the City government that anticipates needs and trends, cultivates new ideas, pursues innovations, and constantly seeks new ways to promote the City's strategic and long-range goals through organizational and employee development. – Community Development and Human Resources

Status: Staff worked with the ECU Office of Economic Development to support an entrepreneurial summit which took place in October. Staff is also working with Uptown Greenville to develop other entrepreneurial support programs including a weekend event modeled after Austin's famous South by Southwest festival as well as periodic gatherings of entrepreneurs.

13. Work with the Community Development Department to find or create appropriate programming to promote economic development. – Public Information Office

Status: PIO staff has produced 14 *cityscene* segments related to economic development and is working with Community Development staff to identify other programming opportunities. Segments were about new businesses, the VA clinic, the arts calendar partnership, Five Points Plaza reservation process, the branding campaign (2), Greenville SEED, the M/WBE Mix'n'Meet, public art, Umbrella Market, PirateFest, Economic Development Office, Freeboot Fridays, MED Week, Brownfields and economic development, and the E-Pass program.

14. Foster the development of a vibrant, attractive community by continuing efforts to improve the magnitude and quality of the City's parks and greenways systems. – Recreation and Parks

Status: Construction of the Dream Park is complete, with the exception of the arts component, which has been delayed until the spring of 2014 when an unveiling event will be held. There will be a 9' metal sculpture in the center of the plaza, and concrete ornamental benches will be installed in the open grass area adjacent to the playground.



Two more interpretive signs are complete and will soon be added to the three previously installed on the South Tar River Greenway. These signs were funded through donations.

Indoor renovations at Eppes Recreation Center are complete, and staff anticipates that once all renovation bills are paid, a small balance will remain that will allow contracting for an indoor mural. (Additional unfunded needs exist on the exterior, including parking lot resurfacing and reconstruction of the north steps.)

15. As a strategy of the City's Economic Development program, diversify the City's tax base to increase the City's General Fund. – Community Development

Status: Two announcements for mixed-use projects in the urban core have been made so far in 2013. These include the redevelopment of the Georgetown site on Reade Circle, which will add more than 10,000 square feet of retail space and approximately 500 new residents to the downtown with a net of more than \$25 million on the City tax rolls. The redevelopment of a half-dozen 1970's era college bars and nightclubs along East 5th Street will bring approximately 3,000 square

feet of new retail space along with approximately 15,000 square feet of office space which will house some 100 new office workers. In addition, staff has developed a set of “macro” scale economic benchmarks to City Council along with a specific scorecard for use in evaluating success of economic development policies and programs.

16. Continue to review opportunities for structured parking in the downtown area. Explore partnerships to establish a centralized parking deck in the downtown area to serve multiple users. – Community Development

Status: City Council approved the selection of a construction management and a design firm for the development of a parking deck at 4th and Cotanche Streets. The parking deck is scheduled for completion in September of 2014.

17. Increase retail activity north of the Tar River in a newly created Economic Development Zone by identifying under-served retail niches, aggressively recruit and support new investment in those specific niches. – Community Development

Status: Staff continues to actively recruit a pharmacy business as an initial opportunity for the area. Additionally, the area north of the river was designated as an Economic Development Zone. Work continues with the Airport Authority to market excess land owned by the Authority as a site for retail development. A north Greenville business meeting is being scheduled for December 2013.

18. Conduct detailed market analysis of Greenville area to identify additional potential local growth sectors. – Community Development

Status: A report from North Star Destination Strategies was received in November 2013 that includes data regarding retail leakage and underserved business sectors. Staff will use this data to refine ongoing recruitment efforts.

19. Develop a Greenville Sustainability Plan. This plan would embrace local economic development, green building, alternative transportation, clean energy, open spaces, light and noise pollution, and human and animal welfare. – Public Works

Status: The Public Works Department has been compiling information on Greenville’s sustainability efforts over the last several years. Besides adopting the U S Mayors Climate Protection Agreement and adopting the targets in the Kyoto Accord in 2009, the City has initiated a number of programs related to the “Cool City” designation, which means we have committed to take action to limit our effects and

promote or establish programs that support energy management, waste reduction, clean fleets and fuel, and education and outreach on Cool City initiatives. The Greenville Climate Protection Partnership Committee (GCPP), a committee created by the Environmental Advisory Commission, was involved in initiating the four steps to becoming a “Cool City” as shown below:

- Take the Cool City Pledge
- Conduct a Global Warming Emissions Inventory
- Create a Solutions Plan
- Implement and monitor progress

Subsequently, the City has made progress toward its sustainability initiative; several examples completed or underway are shown below (this is not a comprehensive list) that directly or indirectly impact sustainability:

- Achieved an Energy Efficiency Conservation Block Grant of \$777,600 - 2009
- Implemented an Energy Performance Contract with Schneider Electric – Plan approved by Council in 2012
- Established Green Building Standards – 2008
- Installed a Reclaimed Water System in the operation of our Transit Bus Wash System
- Established Administrative Procedures related to the purchase of appliances and equipment to require Energy Star designation
- Began purchasing alternative fuel vehicles – 26 fleet vehicles current
- Began purchasing vehicles with 2007 or later emissions standards – 42 fleet vehicles current
- Continue to provide and consider enhancements to the GREAT system to increase transit ridership. New study currently underway with recommendations to be brought forward in 2014.
- Adopted a new lighting standard requiring increased lumen lamps and fixtures; all new fixtures are to be semi-cutoffs with LED luminaires -2013. Coordination with GUC is necessary to achieve.
- Traffic signals—all traffic signals have been converted to LEDs
- Currently evaluating Compressed Natural Gas (CNG) system- 2013/14
- Completed Urban Forestry Plan – 2012. Coordinate with Releaf program to plant approximately 200-300 trees annually
- Converting manual sanitation system to an automated system 2013-2017
- Actively promoting recycling via Coca Cola Recycling Challenge - 2013

- Established and participates in Keep Greenville Beautiful which promotes recycling
- Provide composting education and free compost bins
- Initiated additional recycling programs including Multi-family Recycling, Feed the Bin School Recycling Program, Public Housing Recycling, and City drop-off sites
- Adopted Administrative Procedures that require purchase of environmentally friendly goods and services
- Recycling of fleet waste oil - ongoing
- Adopted Paperless Agendas for Council, Boards, and Committees - 2013
- Currently researching the feasibility of utilizing recycled asphalt for roadway repairs and resurfacing -2013/2014
- Created and began implementation of Sidewalk, Bicycle and Pedestrian and Greenways Master Plans
- Adopted NC Complete Streets Policy

Over the last five to ten years, many local governments have placed increasing emphasis on sustainability efforts, in many cases as a way of reducing their costs during the economic downturn. They have developed sustainability plans, and measured their progress, and moved beyond internal sustainability efforts to new phases of community processes.

During 2013, the City of Greenville has joined the International Council for Local Environmental Initiatives (ICLEI)—Local Governments for Sustainability. ICLEI provides tools, resources, and services to help local governments create sustainability plans and measure the effectiveness of their sustainability and climate initiatives. ICLEI'S Five Milestones for Sustainability is a simple planning process that local governments can follow to assess their sustainability, set goals, develop a plan, implement the plan, and reassess and report progress. The City expects to gain valuable technical support and comprehensive guidance documents in addition to national promotion our success stories. City staff intends to establish and/or update specific benchmarks relating to carbon reduction, continue to implement adopted programs, and research new programs and new strategies toward sustainability efforts. ICLEI advises that the inventory process leading to benchmarks will take 4-6 months. Again, emphasis will be placed primarily on internal sustainable goals and practices.

As in most processes, the various buildings and associated facilities were identified previously as the major “low hanging fruit” to fulfill energy conservation measures. It is felt that the implementation of the Guaranteed Energy Performance Savings Contract (Schneider Energy program) will show real impact both from a resource conservation perspective as well as a cost avoidance stance. New initiatives under

consideration include developing a methodology or strategy for implementing LED streetlights and consideration of CNG (in conjunction with GUC); continuation of the Sanitation Automation Program which is anticipated to assist in the expansion of recycling activity; expansion into participation and activity relating to our departments in the areas of economic and social sustainability, etc. These actions and others will form ultimately form the basis for a new City of Greenville Sustainability Plan and Implementation Strategy.

20. Adopt and follow planning policies that cluster growth in sustainable patterns. Encourage development in the city center. – Community Development

Status: Amendments have been made to the Zoning Ordinance to support the cluster of growth in sustainable patterns in the uptown area. In addition, staff continues to market key areas for mixed use development and redevelopment of key areas of the uptown area. Two mixed use projects and several redevelopment projects have been announced in 2013 for the uptown area.

INFRASTRUCTURE (INCLUDING INFORMATION TECHNOLOGY)

Strategic Goal: Maintain and preserve our existing stormwater infrastructure and our streets.

- a) **Wi-fi in common areas in West Greenville**
- b) **Traffic signals/management**
- c) **Stormwater problems**
- d) **Aging service structures**
- e) **More money for street resurfacing**

Action Items:

1. Review stormwater infrastructure needs and prepare a recommendation to City Council on the sustainability of the Stormwater Utility Fund. – Public Works

Status: Public Works provided a State of the Stormwater Fund Report and Presentation to City Council during the May 9, 2013, workshop. The report provided the history of the stormwater utility fund, current operational expenditures and needs along with current and future capital improvements projects expenditures and needs. The report made a recommendation for fee increases of \$0.50 per equivalent rate unit (ERU) over 5 years to meet the increased level of operational services as well as provide funding for the Town Creek Culvert Project, completion of the City-wide watershed master plan process, and other capital improvement projects.

The fee increase of \$0.50 per ERU was approved for FY14 during the June 13, 2013, City Council meeting and became effective on July 1, 2013. This change will result in a fee increase from \$2.85/ERU/month, where 1 ERU equals 2,000 square feet, to \$3.35/ERU/month.

2. Prepare a proposal for City Council to consider for a utility revenue bond in support of stormwater improvements. – Public Works and Financial Services

Status: As identified in item #1 above, Public Works made a recommendation for fee increases over 5 years to fund utility revenue bonds from FY14 to FY18 totaling \$18.4M to provide the funding necessary to meet the increased level of operational services and capital improvement projects identified in the above Item #1. The specific bond package is still being developed by Financial Services continues to work with Public Works on a potential bond package, with the objective to issue a first round of bonds during FY 2014.

3. Implement a growth retardant program for the ditch banks that controls woody & vegetative growth that assists with bank stabilization. – Public Works

Status: The initial pilot treatment application was completed in June 2012 for approximately 35% of the City's open channels. The herbicide/aquatic treatment to the City's open ditch system in Zone 6 (South Greenville) has been completed and is showing signs that the chemicals are effective through the browning and dying of woody stem vegetation. Zone 6 will be on a three-year rotating cycle for a herbicide/aquatic treatment program to aid in the City's overall goal of reducing maintenance cost. The City applied the next herbicide/aquatic treatment in Zone 2 (Southwest Greenville), in early July 2013. The treatment has been completed and appears to be effective.



4. Complete Lower and Middle Green Mill Run Watershed Master Plan that will provide infrastructure inventory, determine the effects of upstream developments and the identification and prioritization of future stormwater needs. – Public Works

Status: While preparing the State of the Stormwater Fund Report and presentation to City Council, discussed in Item #1, Public Works consolidated the Green Mill Run watershed (both Lower and Middle Green Mill Run have been combined) into one project. Public Works has received proposals and is currently reviewing them based on

qualifications. It is expected that the Green Mill Run watershed will be awarded in February 2014 along with the other watersheds that are in the city limits. Once awarded, the project will then begin and is expected to take 12 months for completion.

5. Complete traffic counts and analysis for each of the major interconnected and coordinated corridors in the City to re-time the lights to provide the best traffic signal synchronization possible. – Public Works

Status: Part of the City's traffic signal maintenance agreement with NCDOT requires updating turning movement counts at signalized intersections every two years. A regimented traffic count program to meet that requirement was implemented last year and is ongoing. Once the data has been collected, sub-systems within priority corridors will be analyzed to coordinate and improve signal progression based on the new data.

Corridors with larger intersections, such as Greenville Boulevard and Memorial Drive, require a more intensive data collection that will be contracted through consultants. As such, these corridors will be outsourced to specialty consultants who can perform the work more efficiently and be more cost effective. Greenville Boulevard is scheduled to be the first roadway that will be analyzed. The outcome of this traffic signal progression should be reduced travel times.

6. Incorporate the construction of sidewalks, bike lanes and ADA accommodations, where practical, in all State and City street construction and reconstruction projects. – Public Works

Status: Public Works has been successful at including all or some of the above accommodations in the following planned or completed projects:

Dickinson/Chestnut
Stormwater Drainage
Evans Streetscape
10th Street Connector
King George Bridge
Replacement
Charles Boulevard



7. Prepare a proposal for City Council to consider for a General Obligation Bond in support of street infrastructure improvements. – Public Works and Financial Services

Status: Public Works presented to City Council at the January 2013 Council Planning Session, as well as at subsequent City Council meetings, a report on the status of City roads. There are approximately 100 lane miles of road that are in fair to poor condition. In FY13, the City is resurfacing approximately \$1M in City roads.

Prior to the start of the second phase of resurfacing, Public Works will commission a roadway evaluation analysis that will be funded from City and State funds. The results of this study will provide the framework for future resurfacing. The previous roadway evaluation study was conducted in 2007.

City Council has included approximately \$4.3 million in additional funding for street infrastructure improvements from the City's fund balance in the fiscal year 2013-2014 budget. To date, there has been no further discussion on a bond issuance for street improvements.

8. Implement sustainable, cost effective and proactive asphalt maintenance solutions to extend the life of the asphalt on roadways. – Public Works

Status: The City issued bids for a micro-surfacing contract to seal the Sedgefield neighborhood roads. The first phase of the micro-surfacing project should be complete in early 2014 when warmer temperatures allow application.

9. Begin design of the next phase of the Convention Center Expansion. – Public Works and City Manager's Office

Status: The City Manager and staff have met with personnel from the Convention Center. Exhibit Hall Managers (EHM) completed a study and conceptual design proposal, and has hired a consultant to assist with the analysis and development of a detailed expansion plan. City Council approved the expansion project concept on October 10, 2013 and approved the design-build delivery method for the project on November 7, 2013. Based on City Council approval, selection of the architect, project design, and bidding of the expansion improvements are underway. Groundbreaking is anticipated in May 2014, and a grand opening of the expanded facility is expected in August 2015.

10. Complete the site selection process for the Intermodal Transportation Center (GTAC) and provide a recommendation to City Council on a new site. – Public Works and City Manager's Office

Status: The consultant's (Moser Mayer Phoenix Associates, PA) work with respect to site selection was completed, and two (2) sites were presented to City Council for consideration at the December 10, 2012,

City Council meeting. City Council selected the site bounded on three sides by Clark Street, Bonners Lane, and South Pitt Street.

Since that time, the consultant has been working with staff to develop operational models for different size facilities, including general cost estimates for each facility that include on-site improvements, off-site improvements, and operational costs. These options were shared with the two steering committees and the Public Transportation and Parking Commission prior to City Council. On September 9, 2013, City Council approved the “full program” facility consisting of a two-story building totaling approximately 10,000 square feet, with an approximate project cost of \$7.9 million. Preliminary design layout and programming specifics are being finalized, and the environmental review is also underway. Site acquisition and construction are anticipated to begin in 2014.

11. Complete development of and implement Guaranteed Energy Savings Performance Contract. – Public Works

Status: The Guaranteed Energy Savings Performance Contract was approved by Council, and the project is in the implementation stage with the contract period ending on January 14, 2014. All lighting and water conservation improvements have been completed, and Schneider Electric is presently working on HVAC and building management system projects.



12. Develop a 10-year plan for major maintenance, renovation, and repair needs for Public Works maintained buildings, facilities, and structures. – Public Works

Status: Public Works and Recreation & Parks staff have completed the inventory of City buildings and building equipment, and the plan is presently being drafted. The Building and Facilities 10-year plan is anticipated to be completed and ready for presentation to City Council during the January 2014 City Council Planning Session.

13. Implement a subscription database for citizens to access City information via the City web page. – Information Technology

Status: The City’s new web site will provide the capabilities for citizens to subscribe to topics of interest. The new web site is projected to be available by June of 2014.

14. Expand the capabilities of social media. – Information Technology

Status: The new website will provide the ability to utilize RSS feeds for the disbursement of information through social media technology. RSS is a format for delivering regularly changing web content that allows users to easily stay informed by retrieving the latest content from the sites they are interested in, by not needing to visit each site individually, thus ensuring their privacy by not needing to join each site's email newsletter. A new website is projected to be available in June of 2014.

15. Implement mobile technology for a mobile 311 environment. – Information Technology

Status: Representatives from the Police Department (Code Enforcement Division), Public Works Department, and the Public Information Office have selected a software product, Public Stuff, as the solution for staff field reporting of needs, concerns, and issues. This new program will replace both Mobile 311 and WebQA. Public Stuff is scheduled to be implemented in February 2014.

Some of the benefits of Public Stuff are:

- The system will be much easier for residents and staff to use.
- The users will be able to see other complaints / service requests to see if the issue has already been reported.
- The system will offer the chance to combine multiple reports of the same issue.
- There is a web-based component which will reside on the City website and a mobile app which will make it easier for residents to use the system as well as staff in the field.
- The mobile app makes it extremely easy for users to attach pictures to the service request.
- The mobile app also has an option to allow the residents to call into a call center whose staff will fill out the forms. This is staffed around the clock by the company so that we are providing a high level of customer service without the associated cost of staffing a call center 24/7.
- Public Works is looking into providing mobile devices to many of their crews so that they can take a much more proactive approach to reporting and fixing problems before citizens have a chance to report them.
- This will replace both Mobile 311 and WebQA, so Code Enforcement staff will only have to work in one system, instead of multiple systems.
- This reduces the cost of paying for and maintaining two separate systems.

- This reduces the number of systems IT has to support.
- This will eventually be integrated into an automated work order system.

16. Equip Code Enforcement, Public Works, Inspectors, and other City staff with mobile technology to collect data in the field. – Information Technology

Status: Representatives from the Police Department (Code Enforcement Division), Public Works Department, and the Public Information Office have selected a software product, Public Stuff, as the solution for staff field reporting of needs, concerns, and issues. Public Stuff should be implemented in departments by February 2014.

17. Complete Business Application Needs Assessment for Enterprise Planning Resource. – Information Technology

Status: The BANA project team recommended Tyler Technology as the solution provider for new financial related software (ERP) which includes budgeting, accounting, payroll, human resources, permitting, inspections, work orders, licenses, payables, and receivables. City Council approved the recommended vendor and funding for the project in June 2013. Project implementation will begin in January 2014 and continue for the next 24-30 months.

18. Complete Information Technology 5-Year Strategic Plan to include all departments' needs and future technology aspirations. – Information Technology

Status: A five-year technology plan is difficult to develop because technology changes very quickly. Staff is assembling a plan for existing projects, planned projects, and projects proposed in current and future budgets.

19. Develop technology requirements and request for bid (RFP) based on pertinent needs for Enterprise Resource Planning. – Information Technology

Status: Complete. See item 17 above.

20. Select/implement new Enterprise Resource Planning system. – Information Technology

Status: Complete. See item 17 above.

21. Identify City public areas in West Greenville to install public wireless internet access points. – Information Technology



Status: Public wireless internet was installed at the Dream Park, Guy Smith Stadium, and the Community Pool in August 2013. By December 2013, public wireless internet will be available at Evans Park, the Barnes-Ebron-Taft Community Center at Greenfield Terrace Park, and additional coverage at Thomas Foreman Park.

22. Create a Facilities Major Repair and Maintenance Fund to prepare for the eventual major repair, renovation or replacement of facilities and major operating systems. – Financial Services, Public Works, Recreation and Parks, and City Manager’s Office

Status: The approved FY 14 budget includes \$150,000 as seed money to start the Facilities Major Repair and Maintenance Fund. It is expected that this funding will be combined with funds from previously budgeted maintenance projects to establish an initial pool of funding to support the 10-year plan for major maintenance, renovation and repair, which will be presented to City Council at their January 2014 Council Planning Session.

23. Prepare for expected increased retirements by creating Human Resources Strategic Plan and Succession Plan. – Human Resources

Status: Effective succession planning includes developing leadership candidates so that they are better prepared to assume leadership positions and the City is better positioned to retain top talent. In August 2013, 32 employees made up the inaugural class of the City’s comprehensive Supervisory Training and Refresher (STAR) program. The STAR program focuses on core leadership competencies and is designed to help both new and experienced supervisors and managers develop and enhance the knowledge, skills, and abilities required for successful supervision. Employees currently enrolled in the STAR program will complete the course of instruction in March 2014.

24. Prepare workforce to meet tomorrow’s needs through preparation of an employee development and training needs assessment and establishing minimum training requirements for position classifications. – Human Resources

Status: The City’s performance evaluation system is scheduled to be revamped beginning the second half of FY 14. A properly designed performance evaluation system promotes and supports professional development and increased levels of individual performance, which in turn increases organizational effectiveness. The revised performance evaluation system will include individual development plans which will identify competency gaps and developmental goals. A training

curriculum will apply to each position classification, and development plans will apply to individual employees, depending on their specific needs. Such an approach will ensure that both the City's and employees' needs are assessed and met.

25. Identify opportunities to increase organizational efficiencies and streamline administrative and non-administrative tasks through a government efficiency assessment. – City Manager's Office

Status: The City Manager's Office contracted with Baker Tilley Consulting to conduct departmental reviews for the Human Resources and Financial Services Departments. Upon receipt of the final report, the City Manager's Office will work with each department to develop a roadmap for implementing the various recommendations. Additionally, a comprehensive review of the Fire/Rescue Department is underway, which will provide insights in establishing strategic direction and efficiencies for that department. The Police Department is also reviewing internal staffing resources as a means of maintaining and increasing efficiency.

26. Expand City's performance management and benchmarking initiative to include statistical service effectiveness measures through a citizen survey and establish performance measures from survey results. – City Manager's Office

Status: A citizens survey has been developed and will be conducted in December. Staff anticipates results being compiled, summarized, and presented to City Council during the Council Planning Session in January.

27. Benchmark City's performance against comparable cities. – City Manager's Office and Financial Services

Status: Financial Services staff continues to work through quarterly reporting with UNC Chapel Hill for benchmark reporting. The results from the 2012 fiscal year are scheduled to be presented to Council in January.

28. Improve employee relations in Public Works. – Human Resources and City Manager's Office

Status: Staff continues to meet with Sanitation Division employees, conducting workshops, regarding the upcoming transition to automated service. Applicable open positions within the City are being recruited with internal only applicants. Training opportunities in computer literacy, basic supervision, effective interviewing, and communications have been provided to Public Works employees. Management modifies the work schedules of employees when

necessary so that employees can test and obtain their Commercial Driver's License (CDL). Five Refuse Collectors have obtained their CDL within the last six months, qualifying them for consideration as Sanitation Crew Leaders when vacancies occur. Additionally, a retirement incentive has been offered, with nine Sanitation employees accepting this program.

29. Increase recycling by 3-5 percent each year, as practical. -- Public Works

Status: To reach City Council's goal of increasing recycling 3-5%, the Sanitation Division is collecting recycling from four phases of the 5-phase construction project for installation of multi-family recycling centers; phase 5 of 5 is in construction. Small business recycling has been implemented for businesses to use the City's recycling drop-off sites. Citizen composting within the City is diverting yard waste and organics from the landfill. Sanitation has distributed 250 composting bins to residents. Most of the City's yard waste is being disposed of at the Pitt County Transfer Station for reuse as boiler fuel or compost. Recycling education is ongoing with advertisement through public service announcements, newspapers, GTV, and promotional events. Opportunities to further increase recycling are being explored in conjunction with Pitt County.

The Coca Cola Recycle & Win program is currently underway. This program encourages and rewards residential recycling and has a proven track record to increase recycling. Greenville is the first City in eastern North Carolina to offer the rewards program. Recycling opportunities for sporting events and tailgating are being explored.



30. Prepare staff report on installing solar panels at City Hall. – Public Works

Status: Solar panels at City Hall are on the list of proposed projects for installation as a part of the Guaranteed Energy Savings Performance Contract with Schneider Electric. Public Works evaluated the cost benefit of this project and presented findings to City Council in October 2013. Public Works is currently seeking sponsors for this project so that the life cycle cost is more attractive.

NEIGHBORHOOD PRESERVATION

Strategic Goal: Develop strategies to protect and preserve neighborhoods through systematic approaches.

- a) An active association in every neighborhood
- b) Addressing the historic district

Action Items:

1. Coordinate with the Neighborhood Advisory Board to conduct two district-wide neighborhood meetings as a means of collecting citizen comments, providing information related to City policies and programs, and outlining the importance of active neighborhood associations. – Community Development

Status: All 2013 Neighborhood Advisory Board (NAB) meetings to date have been held in City Hall. The NAB also held the annual Neighborhood Symposium on May 4, 2013, which included modules on citizen engagement, discussions of City policies and programs, and strategies for building engaged and active neighborhood associations. The 2014 annual symposium will offer similar opportunities and is currently in the planning process.

2. Work with the Neighborhood Advisory Board to provide information and technical support to neighborhoods that are interested in establishing neighborhood associations. – Community Development

Status: The adopted 2013-14 NAB work plan included the establishment of Membership/Outreach and Publicity Subcommittees dedicated to increasing active associations around the city. Projects currently underway include development of an evaluation matrix for neighborhoods to help their associations develop value and strategy statements; creation of an informational booklet to help guide communities interested in developing neighborhood associations; and planning for the 2014 Neighborhood Symposium. Staff continues to provide technical assistance to neighborhoods that are in the process of developing neighborhood associations.

3. Develop Neighborhood Plan Implementation Reports for each of the City's four completed neighborhood plans to identify which plan recommendations have been completed and which require additional efforts / action. – Community Development

Status: Community Development staff has worked with the responsible departments to verify the progress of action items identified for each neighborhood. Many of the items have been completed (i.e., traffic calming studies and street light assessments completed along with the appropriate follow-up action(s) in place, if needed). Some items are awaiting funding (an example is in-fill of sidewalk gaps).

4. Initiate and complete one new neighborhood plan for an established city neighborhood. – Community Development

Status: The Neighborhood Report and Plan for the Oak Grove Estates Subdivision was adopted by City Council on November 7, 2013. Staff plans to start developing a report and plan for the South Greenville area in early 2014.



5. Partner with the Historic Preservation Commission to develop, publish, and distribute a *City of Greenville Historic Preservation Handbook* that outlines the benefits of historic preservation and provides information related to the City's historic preservation initiatives. – Community Development

Status: The final product is complete and covers eight chapters with 55 pages and is illustrated with many local photographs and several GIS maps of Greenville's historic districts and local landmark properties. Copies have been distributed to the Historic Preservation Commission members, Uptown Greenville, City Council, and at public meetings.

6. Partner with the Historic Preservation Commission and other stakeholders to update the City's Historic Preservation Design Guidelines and to publish and distribute the same. – Community Development

Status: The City received a competitive grant award through the North Carolina State Historic Preservation Office (SHPO) in the spring of 2012 to retain the services of a historic preservation consultant to perform a complete update of the Historic Preservation Design Guidelines document. The update process has included advertised public meetings for gathering stakeholder input. The consultant, the State Historic Preservation Office, and City staff held a public input meeting at Sheppard Memorial Library in March 2013. A second public hearing for stakeholder input was held in July 2013. A full-color draft was delivered to staff in June 2013 and was distributed to Historic Preservation Commission members for comment. The project was completed on schedule in August 2013. Legal and Planning staff review of the complete guidelines is ongoing prior to final Historic Preservation Commission adoption of revised guidelines as they relate to recent UNRI parking guidelines.

7. Expand participation in the Planning and Zoning Commission's meeting notification e-mail list to include representative of every established neighborhood association within the city. – Community Development

Status: The e-mail notification system was established in January 2012 as a means of notifying individuals interested in land development applications of upcoming Planning and Zoning Commission meetings and providing them with access to the full agenda packets for those meetings. The Planning and Zoning Commission staff liaison transmits agendas to the Neighborhood Advisory Board's membership for notification to established neighborhood associations with the city monthly.

8. Continue to improve eligible owner occupied housing stock within the core neighborhoods of the City by utilizing housing assistance programs administered by the City. – Community Development

Status: The Housing Division's down payment assistance program has awarded six loans this calendar year, totaling \$51,860. The Planning Division's Historic Preservation Pilot Loan Program has awarded three loans during the same period, totaling \$30,000.



9. Work with the Community Development Department to find or create appropriate programming to promote neighborhood preservation. – Public Information Office

Status: So far in 2013, PIO staff has produced 13 *cityscene* segments related to housing and neighborhood preservation and is working with Community Development staff to identify other programming opportunities. Segments were about Winslow Point, CDBG Week, the Neighborhood Symposium, owner-occupied home rehabs, street repairs, Code Enforcement's top five issues, UNRI parking, neighborhood spotlights, Community Tree Day, and Police Department community crime forums.

10. Establish a work plan to develop an active association in every neighborhood. – Community Development

Status: Complete. Staff and Neighborhood Advisory Board members developed and adopted the NAB 2013-2014 work plan (September 19, 2013). The adopted work plan included the establishment of three subcommittees dedicated to increasing active associations around the city (Membership/Outreach, Publicity, and Annual Symposium). Two new associations were formed during the spring of 2013.

11. Establish a program to publicize—through advertising, the City’s website, social media, and other available options—established city neighborhood associations, including maps of the neighborhoods. – Community Development

Status: Ongoing. Planning and Public Information staff film a monthly spot for GTV9 showcasing a different neighborhood with each installment. A website for neighborhoods has been developed along with a blog for neighborhoods of common issues faced by neighborhoods. The 2014 annual NAB symposium, like previous years, will be advertised online, on GTV9, local news sources, and direct mailings. In addition, maps identifying established neighborhood and homeowners associations, as well as recorded residential developments by voting districts, are also available online.

12. Study the effects and impact of the Historic Preservation Design Guidelines on costs to improve and maintain properties located within the College View Historic District. – Community Development

Status: Property owners within historic districts have costs as well as benefits not afforded to non-historic district properties that must be quantified if an analysis is to be meaningful. Staff will be determining more defined parameters of what the study should entail so that the results adequately respond to the intended goal. Work on this project will continue in 2014.

13. Prepare a report on the “no more than 3 unrelated” residential occupancy standards and present to City Council code amendment alternatives to permit more than three unrelated persons occupancy in residential structures. – Community Development

Status: Staff coordinated an extensive public input process, developed the requested report, and presented the same to City Council at their August 9, 2012, meeting. The ordinance creating the University Neighborhood Revitalization Initiative (UNRI) and to allow up to 4 unrelated individuals to reside in homes meeting specified dimensional requirements was approved by City Council on October 11, 2012. Parking standards specific to the UNRI Overlay District were adopted by City Council on September 12, 2013. Work with the appointed UNRI Committee is ongoing and scheduled to be completed in December 2013.

PARKS AND RECREATION/GREENWAYS/BOND ISSUE

Strategic Goal: Expand and enhance our parks and greenways, as resources allow.

- a) Earmark funds every year for repairs/upkeep

- b) Create two new parks, and repair two existing parks over 2 years
- c) Define appropriate access based on socio/economic levels and geography (distance)

Action Items:

1. Complete design and construction of the Green Mill Run Greenway Phase II Project from Charles Boulevard to Evans Park. – Public Works

Status: Consultant is nearing completion of the design plans (>90%). Construction on the project is anticipated to begin in March 2014, after right-of-way acquisition occurs. Construction is estimated to take 12 months.

2. Complete design and begin construction of the South Tar River Greenway Project from Pitt Street to Moye Boulevard. – Public Works

Status: Public Works has successfully procured a consultant for design. A public meeting was held at the Eppes Recreation Center on March 14, 2013, to review the preliminary concept plans. After receiving comments, the consultant has developed preliminary plans for staff review. These preliminary plans (60% complete) have been received and reviewed, and preparation of right-of-way plans (75% complete) is underway. The anticipated cost to construct the greenway has exceeded the funding initially planned for the project; however, NCDOT has agreed to staff's request for an additional \$903,000 (matching funds required) to fully fund the project, pending approval from the Board of Transportation.



Due to recent legislation, matching funds historically provided by NCDOT (80% Fed-10% State-10% Local) will have to be provided by the City. Once the plans are complete, right-of-way acquisition and construction will take another 15-18 months.

3. Present a policy regarding the location of new parks and recreation facilities that considers socio/economic levels and accessibility to the Recreation and Parks Commission and City Council for consideration. – Recreation and Parks

Status: Staff believes that, in general, residents of economically distressed neighborhoods have fewer recreational options and, because of transportation challenges, are less able to travel to more distant ones. A criterion has been included within the Facility Rating Index that provides additional points for facility projects within census tracts that

are at or below the poverty index (as identified in the US Census and by Community Development). This Facility Rating Index has been approved by the Recreation and Parks Commission and by City Council.

4. Pursue pedestrian and bicycle connectivity between parks and their recreation facilities, where practical. – Recreation and Parks

Status: Recreation and Parks staff continues to coordinate with Public Works and the *Complete Streets* program regarding any emerging opportunities to include sidewalks and/or bicycle lanes when street redesign or resurfacing projects occur. Recreation and Parks staff particularly focuses on roadways that serve as travel routes to or between parks and greenways.

5. Establish a Recreation and Parks facility condition rating index to aid in the prioritization of Recreation and Parks facility improvements. – Recreation and Parks

Status: Completed. At their September 11, 2013, meeting, the Recreation and Parks Commission recommended that City Council adopt the proposed Facility Rating Index, and City Council approved the index at the October 7, 2013, City Council meeting. As it is utilized, the need for minor modifications might become evident. Any proposed changes will be brought back to City Council for approval.

6. Prioritize sustainability of existing parks before new greenways and parks. – Recreation and Parks

Status: The Facility Rating Index, which was recently approved by the City Council, has numerous criteria that assign more points to improvement projects than to new development projects. This will clearly give an “edge” to such projects.

PUBLIC SAFETY (Community Safety)

Strategic Goal: Decrease crime by 10% each year of the plan.

- a) Create Comprehensive Crime Plan
- b) Engage community stakeholders (United Way, etc.) to create and implement the plan.

Action Items:

1. Present to City Council a comprehensive crime plan for consideration. – Police

Status: The three-year Strategic Plan is complete and is set to begin in January 2014. Police Chief Hassan Aden presented the completed plan during the May 6, 2013, City Council meeting. Covered during the presentation were the six focal points established in the Strategic Plan:

- Leadership and Ethics
- Optimizing Organizational Structure
- Crime Reduction
- Traffic Safety
- Community Engagement
- Technology/Equipment Needs

In addition to the focal points, the Strategic Plan allowed Chief Aden to unveil the new Greenville Police Department Mission Statement and the plan to implement a new geographic deployment concept. The plan was adopted by the Council for full implementation. Several aspects of the plan are underway to ensure they are ready for implementation beginning in January 2014. The plan will be assessed each December and will be a working document that allows for additions and deletions as well as measurable results.

2. Complete the construction of and furnish the City's Emergency Operations Center – Fire/Rescue

Status: Construction is complete, and the building is in operation. A partnership has been established with Pitt Community College, which supplied furnishings and audiovisual equipment.



3. Complete the fire and life safety inspections for all high and severe hazard occupancies in the City and the extraterritorial jurisdiction. – Fire/Rescue

Status: The Fire Prevention Office has completed 100% of the extraterritorial jurisdiction's inspections. By the end of the fiscal year, 99% of the City's high-hazard inspections will be complete. Mobile inspections technology was implemented on November 1, and inspectors have experienced some early efficiencies through the use of this technology.

4. Implement an emergency warning procedure using Twitter. – Fire/Rescue

Status: The Fire/Rescue Department continues to embrace the use of social media as a method to provide emergency notifications to the community and supports the ongoing IT project to implement an improved notification system. The Fire/Rescue Department has a twitter account that is rarely used for emergency notification due to the inability to target specific areas of the city. The department's intentions are to utilize a solution that will allow direct contact with citizens that are located in specific areas of the city. One potential solution that is being explored is to provide an emergency services notification registration system as part of the new City website. This would allow citizens to register to receive emergency services notifications based on their physical address, similar to the "Alert Me" system currently utilized by Pitt County. This potential solution will continue to be vetted as the City continues website development.

5. Prepare a report on the feasibility of constructing Fire Station No. 7 and staff station with an EMS unit. – Fire/Rescue

Status: This report was prepared and presented to City Council on February 20, 2012. Due to a decrease in population growth in the proposed Fire Station No. 7 response territory, staff proposed delaying the construction of the station. Automatic aid agreements have been established with surrounding fire departments to ensure continuity of service and to maintain desirable response times in this area. Currently, the International City/County Management Association is performing a comprehensive review of the Department, which will provide better insight as to the feasibility and recommended timelines for the completion of this station.

6. Evaluate putting into service an EMS unit at Fire Station No. 4 – Fire/Rescue

Status: This action item was completed in October 2012. This EMS unit is cross-staffed, utilizing the three personnel to staff the station.

7. Work with the Police Department to expand police outreach via televising the Police Department weekly briefings on GTV-9. – Public Information Office

Status: The original plan to expand television outreach by the Police Department included tapings of weekly media briefings. The new Police Chief redesigned the format of media communications, and the weekly briefings were cancelled. As a result of this cancellation, Chief Aden and various other staff members have worked directly with the City's Public Information Office to promote positive police messages through GTV-9 and *cityscene*. The episodes filmed for broadcast include the following:

- Police Department Strategic Plan
- R.A.D. Self-Defense Class
- Traffic Enforcement Initiatives
- CPTED - Crime Prevention Through Environmental Design
- Data-Driven Policing

8. Equip the Disaster Recovery/Redundant Technology Processing Center – Information Technology, Public Works, and Police

- a. Work with Public Works to set up area at new EOC building at Fire Station 6
- b. Implement ability for Police Dispatching from the EOC
- c. Equip EOC with technology components to support the various levels of EOC activation
- d. Implement technology components to support City technology operations in the event of a disaster/redundant need

Status: Redundant technology components are available in the new EOC. IT staff are working with Fire/Rescue to devise the new arrangements for technology needs in the event the EOC is activated. Police dispatching is devising a plan for the placement of emergency dispatching stations at the new EOC.

9. Identify specific geographic areas throughout the city with significantly high incidents of crime and nuisance activity that may be deterred through the installation of public safety security cameras – Police

Status: A project team consisting of representatives from the Police, Community Development, and Recreation and Parks Departments developed a list of sites that would benefit in some way from the installation of a surveillance camera, and a presentation was made to City Council during the May 6, 2013, meeting. This list has been prioritized, and several new cameras have been installed, as well as additional monitors. This has been an ongoing process and has led to the development of a network of cameras that provide the best coverage possible while impacting areas of high crime and traffic crashes.



10. Work with Police Department to further expand video surveillance in the downtown area of Greenville – Police

Status: A project team consisting of representatives from the Police, Community Development, and Recreation and Parks Departments developed a list of sites that would benefit in some way from the installation of a surveillance camera. This list has been prioritized, and several new cameras have been installed, as well as additional monitors. Telecommunicators currently monitor the public safety camera system 24 hours a day and concentrate their efforts of monitoring the cameras in the uptown area during peak hours. The Police Department is also collaborating with Public Works and IT to develop video surveillance plans for the new uptown parking deck.

11. Implement a citizen alerting system – Police, Information Technology, and Public Information

Status: After extensive analysis of various solutions, the decision was made to continue to partner with Pitt County Emergency Management in utilizing their emergency alerting system during critical incidents or unusual occurrences. This service is free, and the Pitt County 911 Center provides parameters for its use and has proven that they are willing to work with the Police Department when these messages need to be delivered to the public. This system has been successfully used and will continue to be utilized by the Police Department during critical incidents or unusual circumstances.

PUBLIC TRANSPORTATION

Strategic Goal: All residents have access to efficient and effective traditional or alternative modes of transportation.

- a) Consider implementing recommendations from the Greenville Bicycle and Pedestrian Commission.

Action Items:

1. Present a plan for City Council consideration to implement two of the high-priority pedestrian projects recommended in the Bicycle and Pedestrian Master Plan. – Public Works

Status: Staff is coordinating scheduling of these improvements with the 10-year Sidewalk Plan (Item 4 below) and the Green Mill Run Greenway Phase II (Parks and Recreation/Greenways/Bond Issue Item 1 above). Due to lack of available Powell Bill funds, supplemental funds will be necessary to begin construction. Prior greenways have been funded through a formula that was 80% federal funding, 10% State funding, and the remaining 10% a local match. As of this year (2013-14), the State has eliminated their funding for greenways. As a result,

the City will need to provide 20% of the total project funding for the design and construction of current and future greenways.

2. Present a plan for City Council consideration to implement the ten high-priority bicycle projects in the Bicycle and Pedestrian Master Plan. – Public Works

Status: Unless approved projects funded by Powell Bill are delayed, funding for these projects is not available during the current 5-year Powell Bill Plan. Approval of item #7 under Infrastructure would free Powell Bill funding to begin implementation of some of these projects.

3. Examine the feasibility of adoption of a Complete Streets policy and design guidelines tailored to the City of Greenville based upon NCDOT's adoption of their Complete Streets Planning & Design Guidelines. – Public Works

Status: Staff is reviewing NCDOT's guidelines to determine how the City could best implement a similar policy. Many of NCDOT's guidelines apply within the City; however, a stakeholder group would most likely be appropriate to develop a document tailored to the City of Greenville. The Bicycle and Pedestrian Commission has interest in pursuing the development of a Complete Streets policy for the City of Greenville. This will be an ongoing initiative for the next 4-6 months.



4. Re-evaluate the 10-year Sidewalk Master Plan to program the construction of sidewalks in areas presently not served based on availability of right-of-way and prioritized based on need as well as areas with larger traffic volumes. – Public Works

Status: The 10-year sidewalk plan was revisited with final revisions made in August 2012. All areas of the City were investigated for need based on school locations, transit stops, multifamily locations, and Greenville Housing Authority properties. The plan has been prioritized based on anticipated funding over the next 10 years.

5. Utilize MPO funding grant and City matching funds, develop and implement a pavement management inventory and software system to aid the City in allocating resources, preventing problems through judicious maintenance, and diagnosing and repairing problems that exist in a cost-effective manner. – Public Works

Status: A contract for implementation of pavement management and sign inventory and software system was approved by City Council in November 2013. This project will procure a street system/asset data management software and inventory. The project is funded using 90% non-local grant funds.

6. Utilize MPO funding grant and City matching funds, obtain and implement a software system to manage critical data associated with the street sign replacement and maintenance program. – Public Works

Status: This is grant funded with a 10% match by the City, which is estimated to be \$12,000. IT staff have been involved in a meeting to discuss solutions for this project.

As provided in Action Item #5 above, the request for proposals on the pavement management inventory includes the street sign and traffic signal inventory and associated software to address street sign replacement and maintenance as well as signal maintenance.

7. Develop standards for public illumination levels in coordination with City's stakeholders. – Public Works

Status: A lighting standard stakeholder group was established for street lighting and parking lot lighting. Staff presented to Council on January 13, 2013, a proposal to adopt a City of Greenville Lighting Standard. City Council approved the proposed standards and made them part of the City's Manual of Standards and Design Details (MSDD). Additionally, City Council tasked staff to develop a lighting ordinance revision to the City Code reflecting the changes implemented by the City of Greenville Lighting Standard and to include the stakeholders group in this process. Several meetings have been held with GUC to discuss implementation of the new LED street lights. Public Works is continuing to move forward with the development of this ordinance revision.

8. Explore methods of implementing light standards on existing streets approved by the City Council. – Public Works

Status: The interim lighting standard approved by City Council in April 2011 has assisted City staff in determining areas on existing streets that have insufficient lighting. Staff has been working with officers from the Police Department to identify areas of the city (hot spots) that need additional street lights or illumination. A list of areas and proposed improvements has been completed, and the improvements are currently being installed by GUC.

review is also underway. Site acquisition and construction are anticipated to begin in 2014.

12. Prepare a location and feasibility plan for future expansion of bus shelters and benches at bus stops on the GREAT system. – Public Works

Status: This is part of the Short-Range Transit Plan development. See Action Item #9 above.

13. Recreation and Parks work closely with Public Works to ensure future greenway developments are well planned and include facilities that will foster access, safety, neighborhood acceptance, and successful operation. – Recreation and Parks

Status: Staff from Recreation and Parks and Public Works Departments host regular meetings with FROGGS and the Bicycle and Pedestrian Commission to continue to advance these objectives.

MEMORANDUM

TO: Mayor and City Council

FROM: Barbara Lipscomb, City Manager *BL*

DATE: January 29, 2013

SUBJECT: Follow-Up to Annual Planning Session

Mr. David Long has provided the results of the facilitated process from the Planning Session. Please see the attached reports in response to the question, "What should be done to address Greenville's most important issues/needs/opportunities related to transportation, parks and recreation, and economic thrust over the next 1-3 years?"

While the question sought to solicit specific answers on infrastructure projects and economic thrust projects as outlined in the presentations and background materials provided by staff, the Council expanded their responses to provide broader input. The results can be summarized as follows:

Chart A shows a listing of projects by points in descending order. The item garnering the highest number of points was "Medical Research Park". This was the sole item that received broad-based support, as four members of Council selected this initiative. Fourteen additional subjects were selected by two members of Council.

Chart B shows Council concerns grouped by subject or "themes" in order of aggregate points. The top theme from the session appears to be "economic thrust" (49 points), which means moving forward with economic development initiatives in general and medical research park specifically. The second top theme relates to "funding" (46 points), meaning revenue diversification and bond issues to meet infrastructure needs. The third theme relates to addressing "infrastructure" concerns (44 points), with enhancing street lighting and adding videocameras, and making decisions about parks as key items.

dr

Attachments

cc: David Long, Facilitator
Carol Barwick, City Clerk
Dave Holec, City Attorney
Department Heads

Chart A

Greenville City Council Retreat Brainstorming 1/26/13									
What should be done to address Greenville's most important issues/needs/opportunities related to transportation, parks/recreation, and economic thrust over the next 1-3 years?									
Total Points	Item #	Item	Individual points						
Listed by Points in Descending Order									
13	2	Medical research park	7	2	2	2			
11	31	Preserve Town Common as an open public park	5	6					
10	4	Further enhance and develop the building blocks necessary for effective economic development office	7	3					
10	8	Diversify our potential revenue sources (refer to p.4 Bernita's presentation)	6	4					
10	12	Figure out what we want to be and provide (for parks and recreation)	5	5					
10	15	Think about a 'PARI' bond	3	7					
10	25	Transportation bond (keep separate so it can pass)	4	6					
10	38	Implementation of lighting and cameras to make our community safer	7	3					
9	18	Develop our uptown as a part of the city as well as identity regionally, statewide, etc.	3	6					
9	19	Incentive plan for economic development; key is return on investment to city	4	5					
8	16	Address infrastructure needs	4	4					
7	1	Engage in a transparent process to get input from various relevant city boards and partners	7						
7	5	Economic plan broken down by districts	7						
7	37	Become more inclusive as we address the needs in the three subject areas--without excuses	7						
6	9	Go Science Center	6						
6	27	Provide affordable, livable neighborhoods to inspire economic development	6						
6	36	Streetscape the university area neighborhood	6						
5	3	Revitalization of center city and west Greenville	5						
5	11	Implementation of comprehensive community and crime plan	5						
5	26	Diversify our funding sources without other user fees (regressive)	1	4					
5	29	Start to identify viable private partners for funding	5						
4	7	Promote more efficient roads and transportation for safety of citizens	1	3					
4	35	Next tier retail; make it a priority to bring to our community	4						
3	6	Ask more of our partners	1	2					
3	10	Funding sources for projects needed	3						
3	13	As a council, be more inclusive of ourselves and include others' goals for their districts	3						
3	14	Be bold with vision; without fears; go for it in all subject areas	2	1					
2	20	Ask our community (public, residents, developers) to participate not just with opinions but with investment	2						
2	23	Facilitated services for City Council	2						
1	17	Prioritize street and sidewalk needs in older neighborhoods	1						
1	33	Consider merits of one big PARI bond versus multiple smaller ones	1						
1	45	No excuses	1						
0	21	Upfit/upgrade most used parks and recreation facilities (South Greenville)--without excuses							
0	22	Address inexpensive street needs before they become expensive							
0	24	Work together symbiotically with other cities, counties and region (Quad Cities concept)							
0	28	Prioritize park needs based on usage and distribution throughout city							
0	30	Seek out, identify and take action on lingering inefficiencies in city government operations							
0	32	Council make decisions based on real, not political needs; base on logic not emotion; no excuses							
0	34	Remember we represent all 90k residents when we make decisions							
0	39	More large capital outlay							
0	40	Be willing to move outside of our comfort zone to address these needs--with no excuses							
0	41	Enfranchise all citizens--renters and owners--to take pride in community							
0	42	Create a multi-functional arts center with a visiting artists program downtown							
0	43	Sidewalks in high traffic areas to prevent deaths							
0	44	As a council, be more progressive							
196									
28									
7									

Chart B

Greenville City Council Retreat Brainstorming 1/26/13						
<i>What should be done to address Greenville's most important issues/needs/opportunities related to transportation, parks/recreation, and economic thrust over the next 1-3 years?</i>						
Total Points	Item #	Item	Individual points			
<i>Listed by Themes in order of Aggregate Points</i>						
Economic Thrust						
13	2	Medical research park	7	2	2	2
10	4	Further enhance and develop the building blocks necessary for effective economic development office	7	3		
9	19	Incentive plan for economic development; key is return on investment to city	4	5		
7	5	Economic plan broken down by districts	7			
6	27	Provide affordable, livable neighborhoods to inspire economic development	6			
4	35	Next tier retail; make it a priority to bring to our community	4			
49						
Funding/Revenue						
10	8	Diversify our potential revenue sources (<i>refer to p.4 Bernita's presentation</i>)	6	4		
10	15	Think about a 'PARI' bond	3	7		
10	25	Transportation bond (keep separate so it can pass)	4	6		
5	26	Diversify our funding sources without other user fees (regressive)	1	4		
5	29	Start to identify viable private partners for funding	5			
3	10	Funding sources for projects needed	3			
2	20	Ask our community (public, residents, developers) to participate not just with opinions but with investment	2			
1	33	Consider merits of one big PARI bond versus multiple smaller ones	1			
0	39	More large capital outlay				
46						
Infrastructure						
10	12	Figure out what we want to be and provide (for parks and recreation)	5	5		
10	38	Implementation of lighting and cameras to make our community safer	7	3		
8	16	Address infrastructure needs	4	4		
6	36	Streetscape the university area neighborhood	6			
5	11	Implementation of comprehensive community and crime plan	5			
4	7	Promote more efficient roads and transportation for safety of citizens	1	3		
1	17	Prioritize street and sidewalk needs in older neighborhoods	1			
0	21	Upfit/upgrade most used parks and recreation facilities (South Greenville)--without excuses				
0	22	Address inexpensive street needs before they become expensive				
0	28	Prioritize park needs based on usage and distribution throughout city				
0	43	Sidewalks in high traffic areas to prevent deaths				
44						
Downtown						
11	31	Preserve Town Common as an open public park	5	6		
9	18	Develop our uptown as a part of the city as well as identity regionally, statewide, etc.	3	6		
6	9	Go Science Center	6			
5	3	Revitalization of center city and west Greenville	5			
0	42	Create a multi-functional arts center with a visiting artists program downtown				
31						
Vision/Core Principles/General Govt. Mgt, Ping/Partnerships						
7	1	Engage in a transparent process to get input from various relevant city boards and partners	7			
7	37	Become more inclusive as we address the needs in the three subject areas--without excuses	7			
3	6	Ask more of our partners	1	2		
3	13	As a council, be more inclusive of ourselves and include others' goals for their districts	3			
3	14	Be bold with vision; without fears; go for it in all subject areas	2	1		
2	23	Facilitated services for City Council	2			
1	45	No excuses	1			
0	24	Work together symbiotically with other cities, counties and region (Quad Cities concept)				
0	30	Seek out, identify and take action on lingering inefficiencies in city government operations				
0	32	Council make decisions based on real, not political needs; base on logic not emotion; no excuses				
0	34	Remember we represent all 90k residents when we make decisions				
0	40	Be willing to move outside of our comfort zone to address these needs--with no excuses				
0	41	Enfranchise all citizens--renters and owners--to take pride in community				
0	44	As a council, be more progressive				
26						
392						