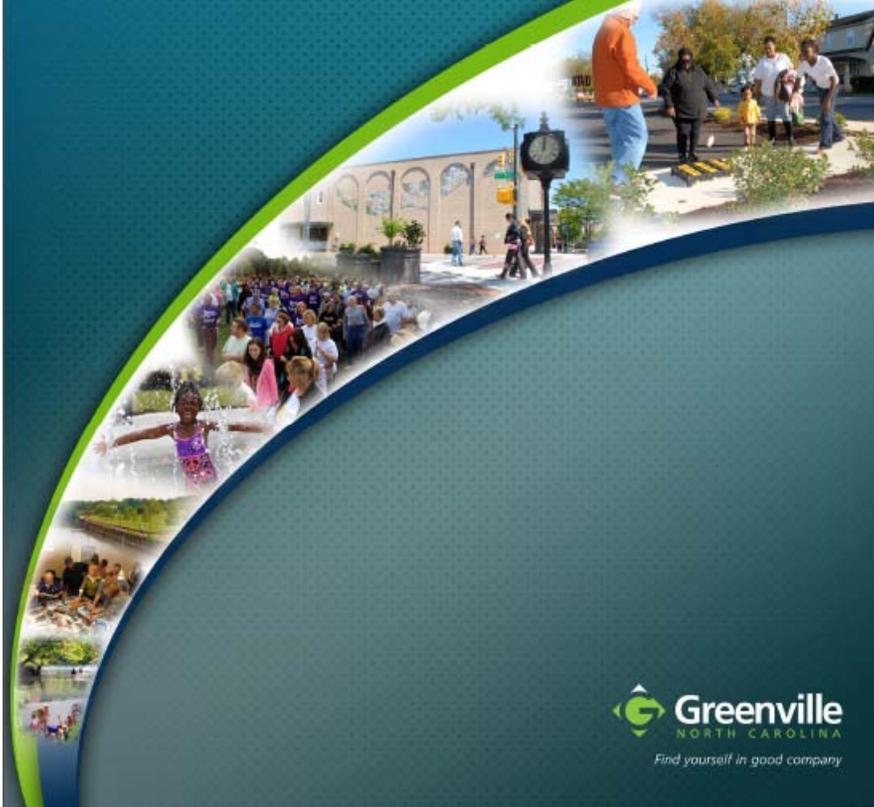


4.7.14

# City Council Meeting

# Item 8: 2014-2015 City of Greenville Strategic Plan

City of Greenville  
**STRATEGIC PLAN**  
2014–2015





**GOAL 3: WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION**

Provide a well-managed City government that utilizes its motivated, qualified and professional workforce to provide innovative and effective methods of service delivery in a forward-thinking and fiscally sustainable manner.

Performance Measures

1. Bond Rating
2. Unassigned Fund Balance as a % of General Fund
3. Property tax growth (% growth and total per capita)
4. General government debt per capita
5. Year-end results of Enterprise Funds (Sanitation and Stormwater)
6. Recycling participation rate
7. Resident satisfaction with City services (data from biennial Citizen Survey)



| CURRENT YEAR TACTICS   | LEAD DEPARTMENT(S)   |
|--|--|
| <b>1. Organizational Optimization</b>  |  |
| 1a. Update Personnel Policies—Conduct a comprehensive review and re-write of the City's personnel policies to ensure that they reflect best practices and current legal standards.   | Human Resources  |
| 1b. Performance Evaluation System—Develop a new performance evaluation system for City employees that is equitable and based on best practices. This system will be used as the foundation for a pay for performance (merit) program.                            |  |
| 1c. Human Resources and Financial Services Modifications—Implement organizational and operational modifications in the Human Resources and Financial Services Departments based upon the results of the operational evaluations conducted for those departments. | City Manager's Office, Human Resources, and Financial Services |
| 1d. City Council Terms—Develop a report outlining the process and potential advantages and disadvantages of pursuing a charter amendment to extend the length of City Council terms for Council's consideration.   | City Manager's Office and City Attorney's Office               |
| <b>2. Fiscal Sustainability</b>  |  |
| 2a. Health Insurance Benefits Strategic Plan—Collaborate with GUC to develop a Strategic Plan for health insurance benefits that ensures that these benefits are in line with market and financially sustainable.  | City Manager's Office, and Human Resources                     |
| 2b. Local Vendor Preference Policy Implementation—Implement first year of policy.  | Financial Services   |
| 2c. Privilege License Cap Review—Develop a report outlining potential alternative modifications to the current privilege license cap for City Council's consideration.   | Financial Services and City Attorney's Office                  |
| 2d. Sanitation Automation Plan—Continue to implement sanitation automation plan.   | Public Works   |
| <b>3. Communication and Collaboration</b>  |  |
| 3a. City Website—Complete and launch redesign of City Website.   | Information Technology and Public Information Office           |
| 3b. City Compass—Facilitate increased use of City Compass through education and promotion to streamline and enhance customer service for citizens.   | Public Information Office                                      |
| 3c. Collaboration with Partners—Continue development of positive relationships with community partners and actively pursue opportunities for collaborations that will benefit the community.   | All Departments  |

## Plan Development Process

- **December 20, 2013 – Leadership Team Retreat**
- **January, 2014 – Citizen Survey Conducted**
- **January 24 & 25, 2014 – City Council Strategic Planning Retreat**
- **February, 2014 – Employees surveyed to gain input on organizational values.**
- **March 20, 2014 – Staff presented draft outline of plan elements and received input.**
- **April 7, 2014 – Final Strategic Plan presented for Council approval.**

# Vision Statement

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

# Mission Statement

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

# Goals

- **Dynamic and Inviting Community**
  - **Economic Development**
  - **Well Managed and Fiscally Sustainable City Organization**
  - **Infrastructure**
  - **Quality Neighborhoods**
  - **Safe Community**
-

**Item 9:** Resolution to execute and deliver the Installment Financing Agreement and Deed of Trust for the City's uptown parking deck

# AERIAL VIEW UPTOWN



*Find yourself in good company*

## Parking shortage solutions debated



PHOTOS BY JUSTIN F. FOR THE DAILY REFLECTOR

VEHICLES ARE parked along Reade Circle in downtown Greenville on Wednesday.

### Downtown business owners: Need is desperate

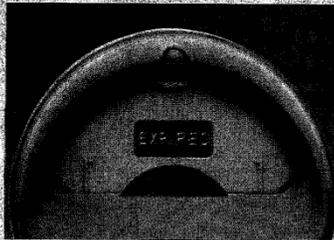
BY KATHRYN KENNEDY  
The Daily Reflector

Downtown Greenville business owners Wednesday said the need has become desperate for employee parking near their locations, saying employees either take up spots that should be left for customers or they get fined for parking too long in nearby lots.

The comments came as about 25 business owners gathered for an hour-long discussion of downtown parking availability at Shepard Memorial Library.

"You can't blame employees for taking a close spot if they've circled the block nine times," Expressions owner Wayne Willis said.

All-American Martial Arts Academy owner James Speight and Blount-Harvey building manager Michael Glenn agreed. Both added that if designated parking



A PARKING meter registers expired downtown in the public parking lot in front of Chico's restaurant on Wednesday.

**POLL:** Have you ever been ticketed for a parking violation in downtown Greenville? Vote at [reflector.com](http://reflector.com).

were available further away, employees would take advantage of it.

U.B.E. Manager Tony Parker pointed out that the

downtown district isn't very large, so it's easy to walk from any existing lot.

David Carpenter, who owns the building housing Armadillo Grill and some residential units, said a survey should be conducted that totals the number of business

See PARKING, A7

- Uptown Greenville merchant meeting in late 2010 focused on need for City to address parking issues.

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# Public Meeting Comments

## What we heard...

- Businesses desire nearby parking for customers
- Downtown employees need parking
  - DT employees occupy parking near businesses
- Hard to identify where public parking is located
- Many parking areas seem to be underutilized (periphery lots)
- **Need for a central parking deck/more parking spaces**
- City needs to think about both short and long term parking issues
- Look at location and number of loading zones (May not be enough loading zones)

- A committee that included GPD, Planning, PWD, Financial Services, Economic Development and Uptown Greenville studied downtown parking during much of 2011

**City of Greenville**  
**Uptown District**  
**Public Parking Review**



**January - 2012**

**Prepared by the City of Greenville**  
**Economic Development Division**

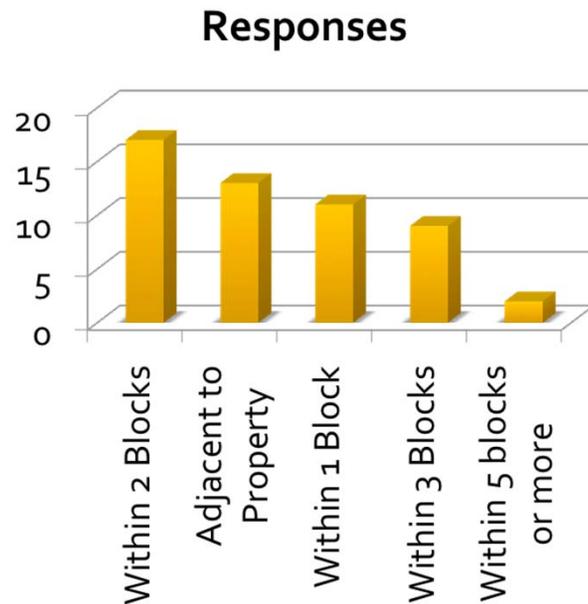
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# Parking Improvement Strategies

- **GOAL #1: Positive parking experiences**
- Utilize existing spaces to maximum potential
- Develop a “market based” parking fee structure
- Move toward fewer lease spaces, and combine into all lease lots where possible
- Institute “E” zone parking program
- Convert all on-street parking to 2-Hour
- Add on-street parking spaces along 1<sup>st</sup> Street
- Install parking wayfinding system
- Develop comprehensive downtown parking web site
- Meter spaces around Courthouse & Courthouse Lot
- Grow reserve fund for parking capital improvements
- **Continue to review opportunities for structured parking**

# Parking Opinions

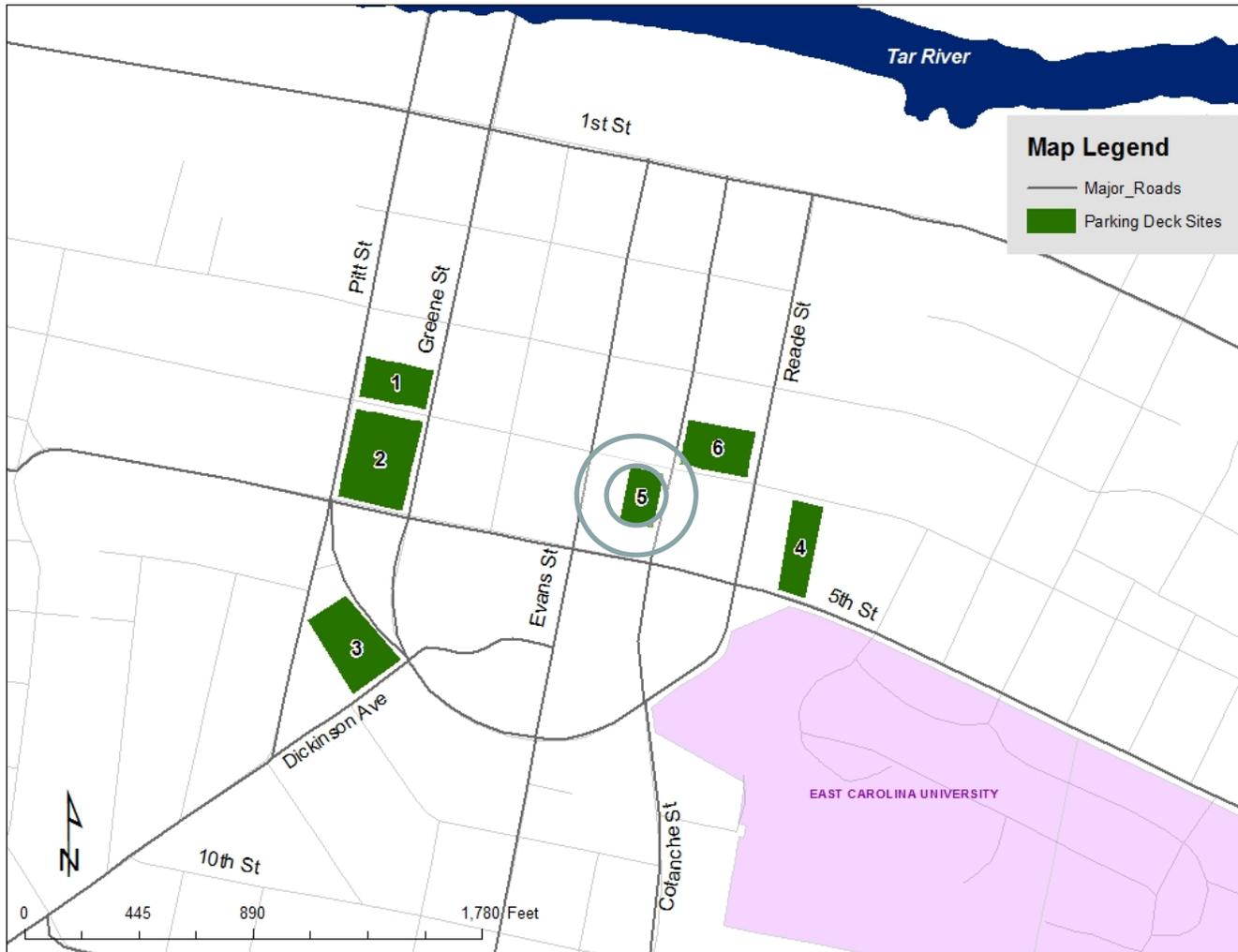
- HOW FAR WOULD YOUR EMPLOYEES WALK TO PARKING?



- CENTRAL PARKING DECK

Would you be in favor of a City Parking Deck?

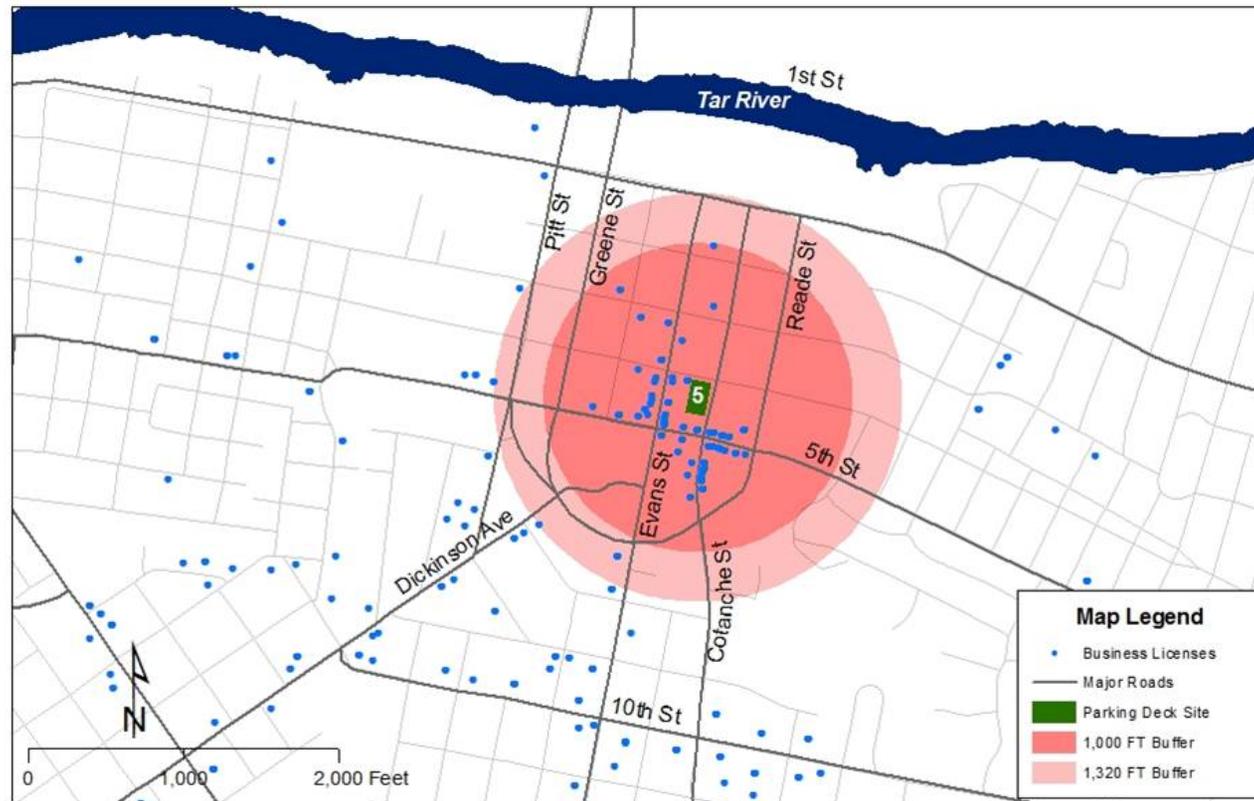




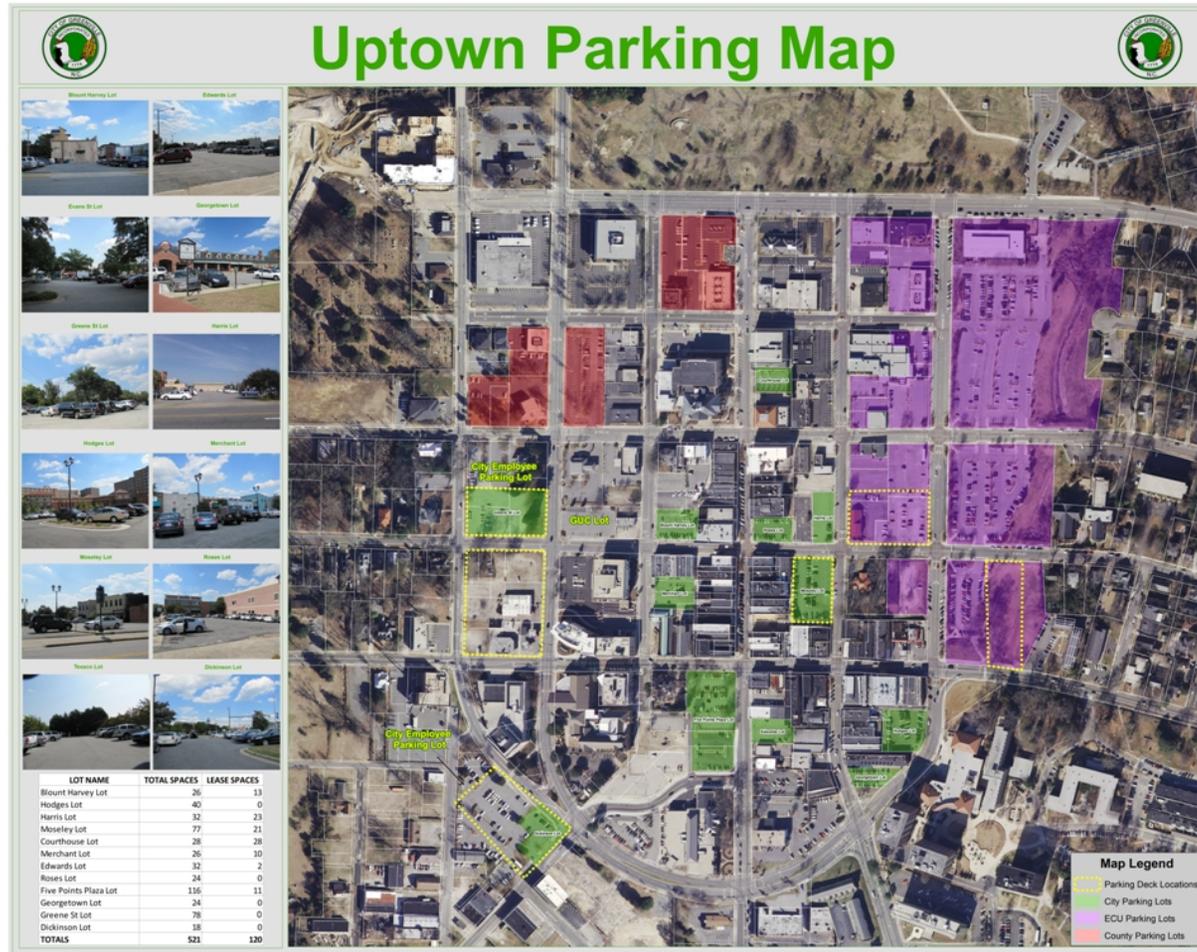
# Analysis: Four Criteria

- Serve existing businesses?
  - 1,000 foot buffer
  - ¼ mile buffer
- Leverage new development?
- Accommodate traffic patterns?
- Minimize development costs?

# Surrounding Business Reade and Cotanche Street Site



# Parking Demand



*Find yourself in good company*

# Uptown Deck Timeline

- August - 2012
  - At the request of City Council, staff delivers report on potential deck locations in Uptown District
- December – 2012
  - Council approves deck construction at 4<sup>th</sup> and Cotanche Street site.
- May – 2013
  - Council selects Barnhill Contracting as construction manager (CMAR) for deck project.
- August – 2013
  - Council selects Walker Parking as design consultant for deck project.
- October – 2013
  - Council receives preliminary designs for Uptown deck.



# PROJECT

- CONSTRUCTION MANAGER AT RISK (CMAR) -
- Increases the speed of the project and strengthens coordination between the architect/engineer and construction manager.
- City hires the construction manager based on qualifications, thus better ensuring a construction manager with a strong allegiance to the client.
- Transparency is enhanced, because all costs and fees are in the open,

# Location



DECK TO BE LOCATED  
ON THE EXISTING  
MOSELY LOT ON THE  
CORNER OF 4<sup>TH</sup> AND  
COTANCHE STREETS.

# PROJECT DESIGN

- HISTORIC LOOK OF PARKING DECK – FLANAGAN BUGGY BUILDING FORMERLY ON-SITE
- LED LIGHTING (INTERIOR AND EXTERIOR)
- CLOCK TOWER
- 240 SPACES
- ELECTRIC CAR PARKING, BICYCLE PARKING, MOTORCYCLE
- SECURITY CAMERAS
- PLAZA IMPROVEMENTS

# PARKING DECK – SW VIEW



PEDESTRIAN ENTRANCE AT PLAZA (SW CORNER)

# BID RESULTS

- 102 BIDS RECEIVED; 53% FROM East of I-95 and 22% FROM PITT COUNTY
- ADVERTISED IN DAILY REFLECTOR, NEWS and OBSERVER (RALEIGH) and THE GREATER DIVERSITY (WILMINGTON)
- MARCH 20<sup>th</sup> PRESENTATION - NOT ALL BIDS WERE RECEIVED AND DESIGN TEAM HAD NOT REVIEWED THE BIDS. CONSTR. BID WAS AT \$5.2M
- CITY HAS COMMITTED \$270,000 TO DATE.

# COST DRIVERS

- MARKET – SEVERAL LARGE CONSTR. PROJECTS IN GREENVILLE RIGHT NOW – VIDANT, ECU DORMS, GEORGETOWNE
- RELATIVELY SMALL PARKING GARAGE SO WE ARE LOSING THE ECONOMY OF SCALE
- SMALL CONFINED URBAN SITE WITH NEARBY BUILDINGS. RESULT = SPECIALTY PILES/ - SPECIALTY CONTRACTORS
- BRICK FAÇADE AND CLOCK TOWER = \$275,000 (5%)

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# COST UPDATE

- **REVISED CONSTR. COST - \$4.89 MILLION**

## Cost Savings

- Re-Bid Plumbing Contract – \$102,000
- Reduced Pile Length - \$25,000
- Change Handrail Material - \$10,000
- Delete Sealer on Non-Exposed Floors - \$15,000
- Drainage Pipe Material Change - \$10,400
- Pre-cast Release - \$35,000

# PARKING DECK – NE VIEW



CORNER OF 4<sup>TH</sup> AND COTANCHE STREETS

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# SCHEDULE

- DESIGN TEAM STILL REVIEWING CONTRACTOR BIDS TO SEE IF PRICE CAN BE LOWERED.
- PROPOSED CITY COUNCIL APPROVAL OF PARKING DECK GMP ON MAY 5<sup>th</sup>, 2014 - ANTICIPATE FINAL DECK COST OF \$5M. (THE \$5 MILLION INCLUDES DEBT SERVICE FINANCING (TYP 2%))
- LOCAL GOVERNMENT COMMISSION (LGC) PRESENTATION ON MAY 6<sup>th</sup>, 2014.

# PLAZA AREA FEATURES

- PERMEABLE, TRAFFIC GRADE PAVERS ON SOUTH SIDE
- BRICK PAVERS ON WEST SIDE
- LARGE AREA FOR EVENTS, DINING, ETC.
- LANDSCAPING ALONG WEST SIDE OF DECK
- DECORATIVE LED STREET/PLAZA LIGHTING
- SECURITY CAMERAS
- CONNECTS WITH EVANS STREET LOT
- FUNDED BY REDEVELOPMENT COMMISSION (\$190,000)

# PLAZA GATHERING AREA



# RECOMMENDATION

- RECOMMENDATION: CITY COUNCIL TO APPROVE A MAXIMUM NOT TO EXCEED PRICE OF \$5.5 MILLION TO BE PRESENTED TO LGC FOR APPROVAL.

**Item 12:** Preview of the City's proposed operating budget for fiscal year 2014-2015 and financial plan for fiscal year 2015-2016

# Presentation Overview

- Economic Conditions
- Budget Process To Date
- Budget and Plan Overview – General Fund
- Revenues – General Fund
- Expenses – General Fund
- Other Funds
- Remaining Budget Schedule

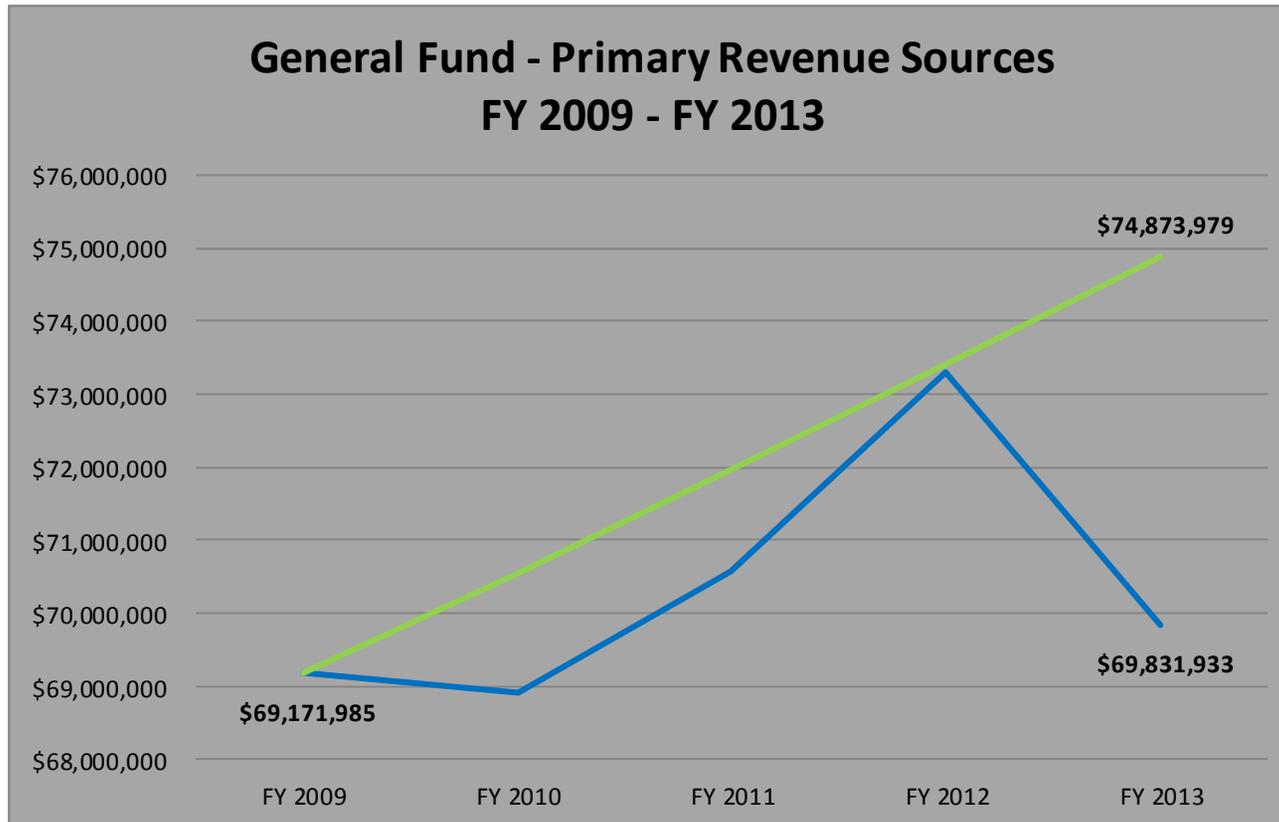
# Economic Conditions

- Economic recovery is occurring, but slowly
  - Limited growth in revenues
- Legislative Uncertainty
  - Tax Reform
  - Impacts of potential State revenue shortfall

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# General Fund – Primary Revenue Sources

- Ad Valorem Taxes  
(Real and Personal Property Taxes)
- Governmental Revenues  
(Sales Tax, Utility Franchise Tax, Motor Vehicle Tax, Privilege Licenses, Wine and Beer Tax, etc.)
- Other Functional Revenues  
(Fees for rescue services, building permits, R&P programs, planning and engineering applications, parking tickets, etc.)
- Investment Earnings
- GUC Transfers In



- Revenues increased \$660K total FY 2009 – FY 2013
- 2% growth annually would have produced \$5M additional revenue in FY 2013.

# Budget Process To Date

- CIP Requests (October)
- Revenue Projections ( January/Ongoing)
- Strategic Planning Retreat (January)
- Targets Established (February)
- Department Budget Requests (March)
- CIP Presentation (March)

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# General Fund – Budget and Plan Overview

- Based on current revenues (\$.52 per \$100 tax rate)
- Continue current service levels and programs.
- No new employees.
- Partial funding in several areas:
  - Maintenance of existing facilities;
  - Transportation;
  - Capital;
  - Personnel

# General Fund

(Includes Powell Bill)

|                | <b>Original<br/><u>FY 14</u></b> | <b>Proposed Orig.<br/><u>FY 15</u></b> | <b>Proposed Plan<br/><u>FY 16</u></b> |
|----------------|----------------------------------|--|---------------------------------------|
| Amount         | \$84.8M                          | \$76.0M                                | \$76.3M                               |
| Difference     |                                  | (\$8.8)                                | \$0.4                                 |
| Percent Change |                                  | (10%)                                  | 0%                                    |

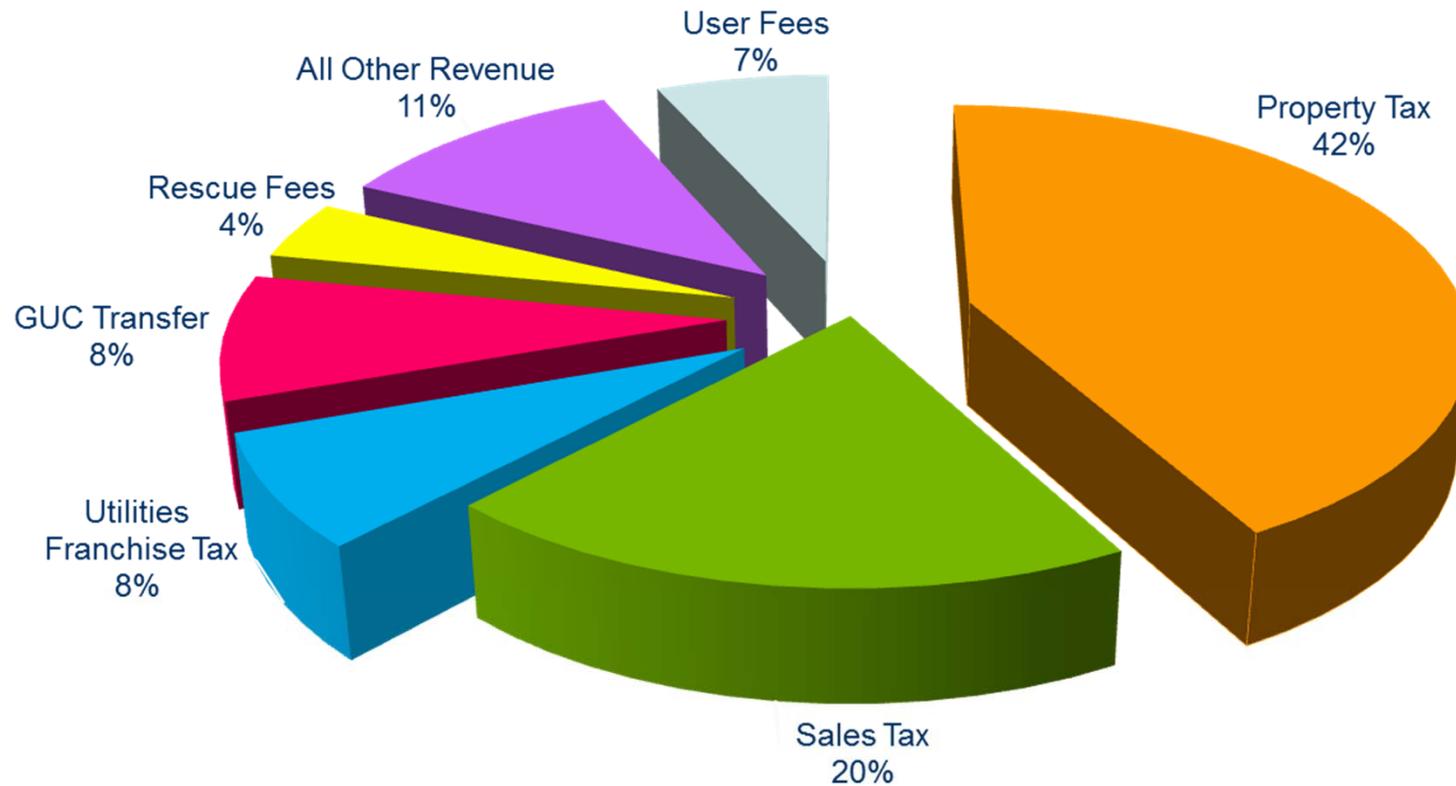
# Proposed General Fund Result

(Includes Powell Bill)

|                   | <b>Proposed Orig.<br/><u>FY 15</u></b> | <b>Proposed Plan<br/><u>FY 16</u></b> |
|-------------------|--|---------------------------------------|
| <b>Revenues</b>   | <b>\$75,986,525</b>                    | <b>\$76,349,372</b>                   |
| <b>Expenses</b>   | <b>\$75,806,753</b>                    | <b>\$76,100,445</b>                   |
| <b>Difference</b> | <b>\$ 179,772</b>                      | <b>\$ 248,927</b>                     |

# General Fund Revenues

# FY 2015 Proposed Revenue



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# FY 2015 Proposed Revenue

| <u>Revenue</u>           | <u>Amount</u> | <u>% Total Budget</u> |
|--------------------------|---------------|-----------------------|
| Property Tax             | \$32.0 M      | 42%                   |
| Sales Tax                | 15.1 M        | 20%                   |
| Utilities Franchise Tax  | 5.8 M         | 8%                    |
| GUC Transfer             | 6.4 M         | 8%                    |
| Rescue Service Transport | 3.1 M         | 4%                    |
| All Other Revenue        | 8.5 M         | 11%                   |
| User Fees                | 5.0 M         | 7%                    |

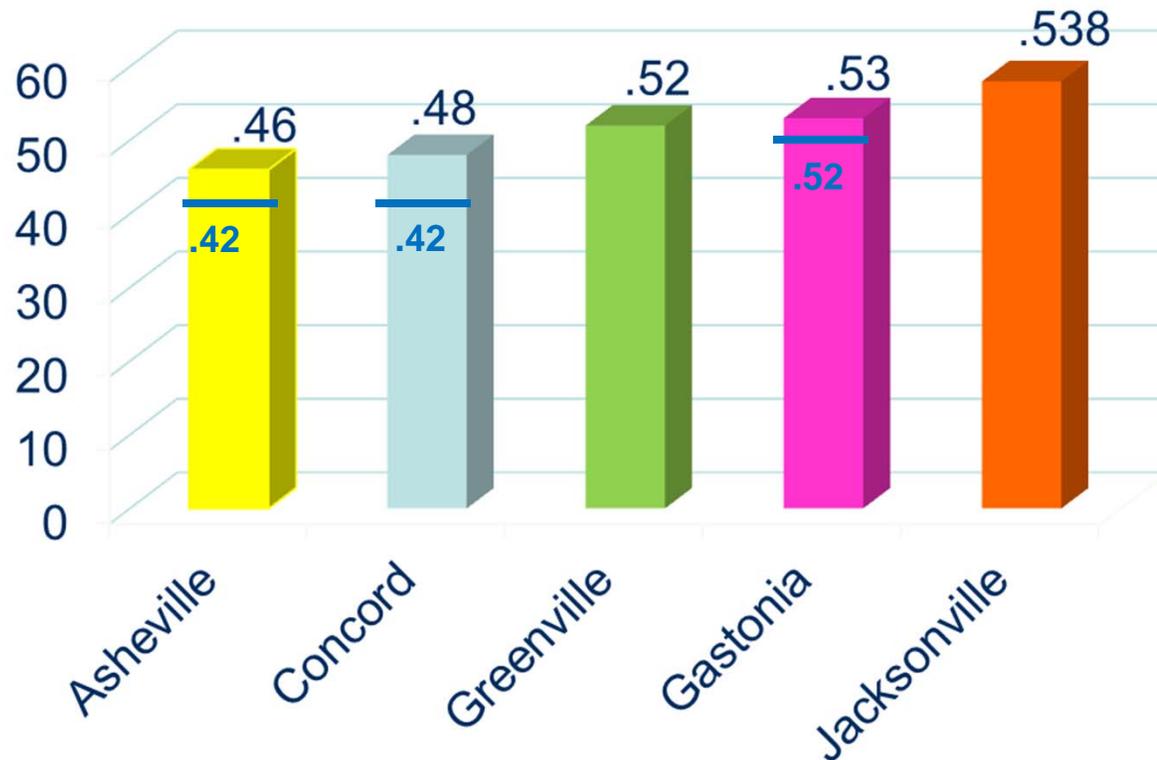
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# Property Tax

- FY 2014 Projection = \$31.4
  - FY 2015 Proposed Orig. = \$32.0
  - FY 2016 Proposed Plan = \$32.7
- 2% Increase
- 2% Increase

# Property Tax Rate Comparison

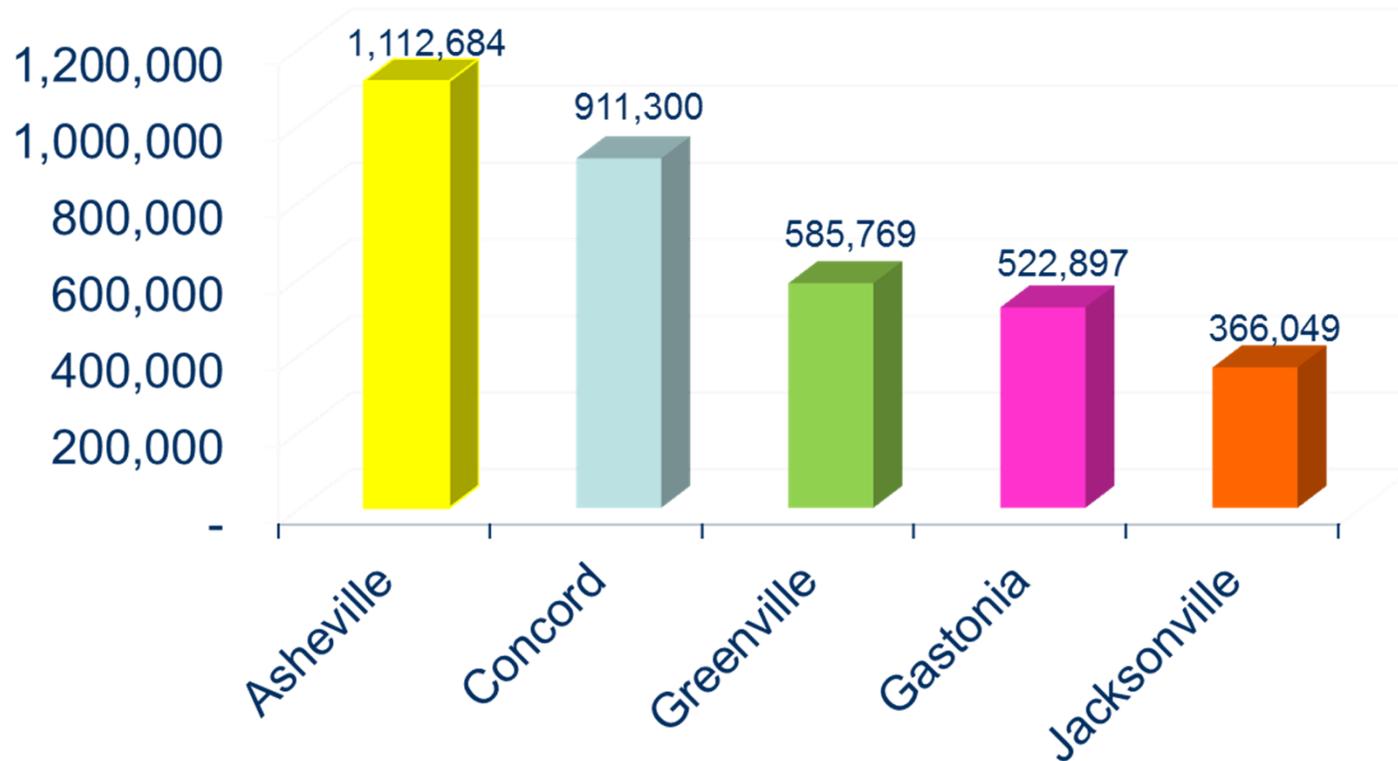
(Cities within 15,000 of the Greenville Population)



Expressed in cents per \$100 FY 2013

# Value of 1 Cent

(Cities within 15,000 of the Greenville Population)



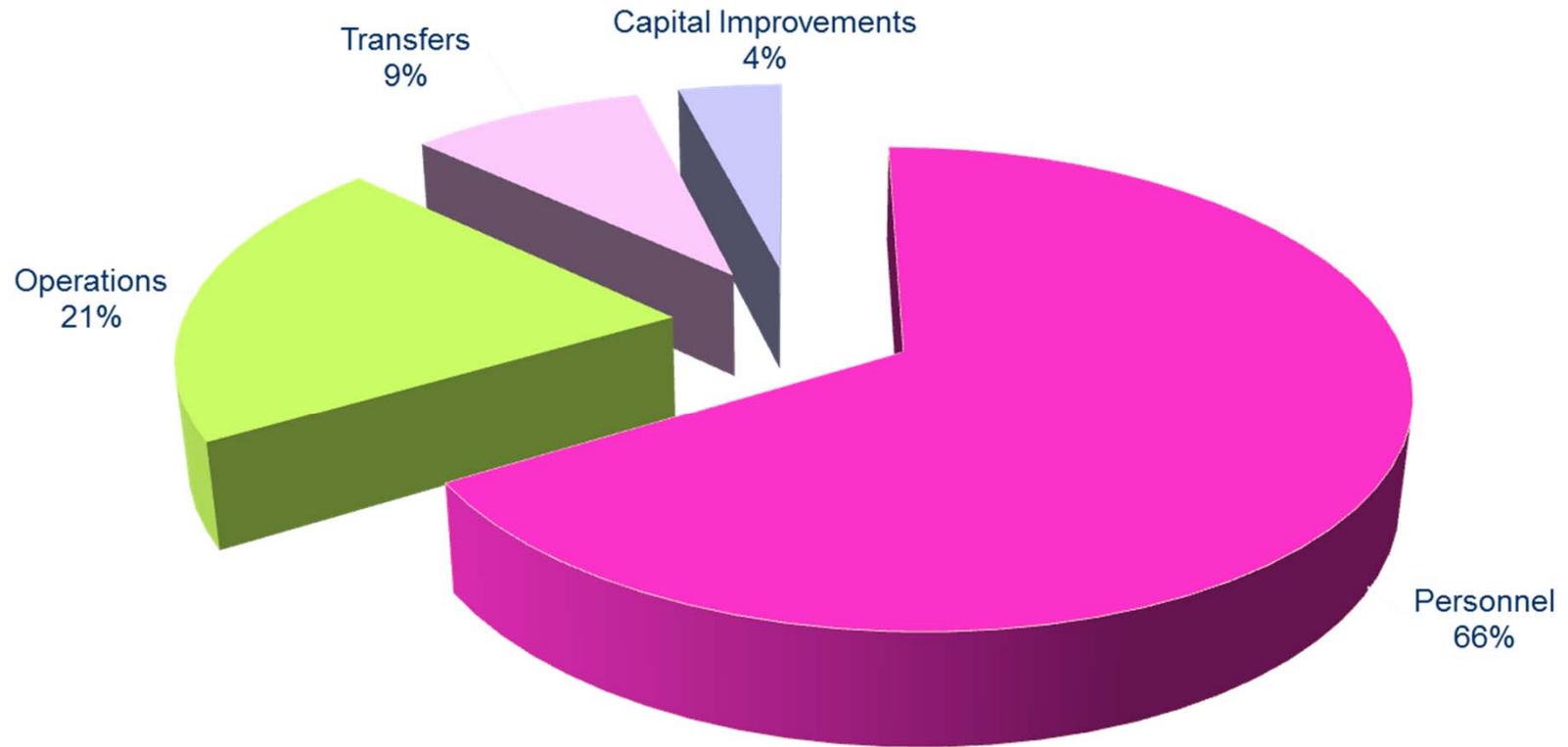
*Find yourself in good company*

# Sales Tax History

| <u>Actual<br/>FY 2012</u> | <u>Actual<br/>FY 2013</u> | <u>Projected<br/>FY 2014</u> | <u>Proposed<br/>Orig.<br/>FY 2015</u> | <u>Proposed<br/>Plan<br/>FY 2016</u> |
|---------------------------|---------------------------|------------------------------|---------------------------------------|--------------------------------------|
| \$14.69M                  | \$14.67M                  | \$14.91M                     | \$15.06M                              | \$15.21M                             |
| Difference                | \$(-.02)                  | \$.24                        | \$.15                                 | \$.15                                |
| % Change                  | <1%                       | 2%                           | 1%                                    | 1%                                   |

# General Fund Expenses

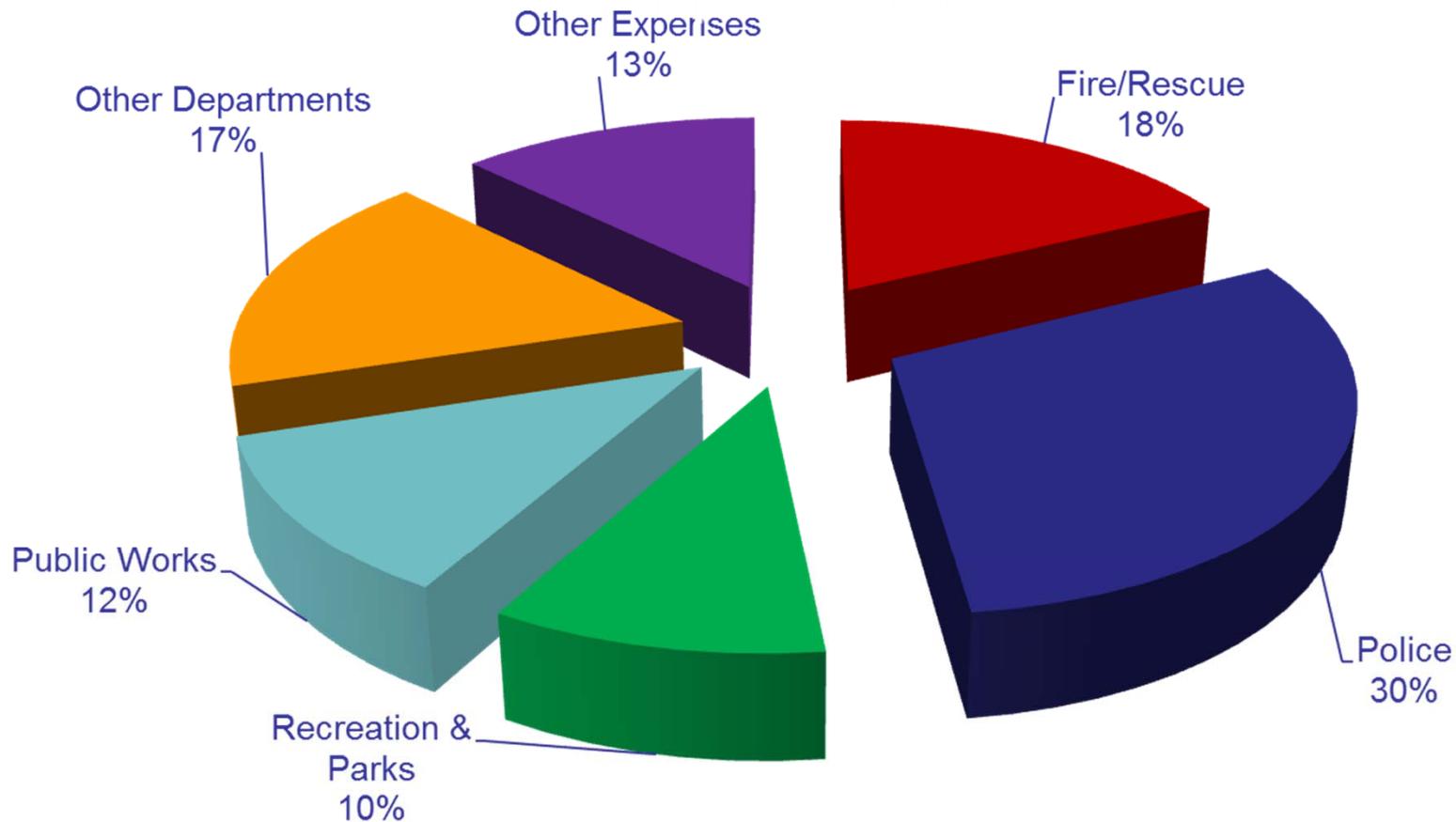
# FY 2015 Expense by Type



# Expense by Type

|                        | <b>Orig. Budget<br/>FY 2014</b> | <b>Proposed Orig.<br/>FY 2015</b> | <b>Proposed Plan<br/>FY 2016</b> |
|------------------------|---------------------------------|-----------------------------------|----------------------------------|
| Personnel              | \$49.8M                         | \$50.4M                           | \$51.0M                          |
| Operations             | 16.5M                           | 15.5M                             | 15.9M                            |
| Capital<br>Improvement | 6.0M                            | 3.0M                              | 2.4M                             |
| Transfers              | 12.5M                           | 6.9M                              | 6.7M                             |
| Total                  | \$84.8M                         | \$75.8M                           | \$76.0M                          |

# FY15 Expenses by Department



# Salary Adjustments

|           | <b>Proposed Orig.<br/><u>FY 15</u></b> | <b>Proposed Plan<br/><u>FY 16</u></b> |
|-----------|--|---------------------------------------|
| 1% Market | \$346,815                              | \$350,283                             |

## 5-Year History

2014 0%

2013 2.5%

2012 1.5%

2011 0%

2010 0%

# Health Insurance

| <u>Fiscal Year</u>    | <u>Percentage</u> | <u>Dollar</u> |
|-----------------------|-------------------|---------------|
| Increase for<br>FY 15 | 1%                | \$102,037     |
| Increase for<br>FY 16 | 8%                | \$700,861     |

# Operations

| <u>Fiscal Year</u>      | <u>Amount</u> |        |
|-------------------------|---------------|--------|
| FY 14<br>Budget         | \$16.5M       | ↓ (6%) |
| FY 15<br>Proposed Orig. | \$15.5M       |        |
| FY 16<br>Proposed Plan  | \$15.9M       | ↑ 3%   |

# OPEB (Retiree Health)

| <u>Fiscal Year</u>      | <u>Amount</u> |
|-------------------------|---------------|
| FY 14<br>Budget         | \$350,000     |
| FY 15<br>Proposed Orig. | \$400,000     |
| FY 16<br>Proposed Plan  | \$450,000     |

# Transfers

|                        | <u>Original<br/>FY 14</u>  | <u>Proposed Orig.<br/>FY 15</u> | <u>Proposed Plan<br/>FY 16</u> |
|------------------------|----------------------------|---------------------------------|--------------------------------|
| Debt Service           | \$3,995,587                | \$4,513,845                     | \$4,396,472                    |
| BANA/ERP               | 2,500,000                  | -                               | -                              |
| Transit                | 214,889                    | 706,969                         | 668,782                        |
| Housing                | 211,369                    | 453,690                         | 511,103                        |
| Library                | 1,178,914                  | 1,236,422                       | 1,139,364                      |
| Street<br>Improvements | 3,075,000                  | -                               | -                              |
| Other Transfers        | 1,324,597                  | -                               | -                              |
| <b>Total</b>           | <b><u>\$12,500,356</u></b> | <b><u>\$6,910,926</u></b>       | <b><u>6,715,721</u></b>        |

# Capital Improvements

|                                 |                    |       |
|---------------------------------|--------------------|-------|
| <b>FY 14<br/>Budget</b>         | <b>\$5,966,389</b> | ↓ 49% |
| <b>FY 15<br/>Proposed Orig.</b> | <b>\$3,040,331</b> |       |
| <b>FY 16<br/>Proposed Plan</b>  | <b>\$2,403,476</b> | ↓ 21% |

# FY 15: Proposed Capital

- Facilities Improvement Program (\$800k) + (\$200k)
- Street resurfacing and sidewalks (\$750k)  
(Additional expenditures from appropriated fund balance)
- Viper Radio System (\$125k)
- New Evidence Storage Building (\$250k)
- Technology System Improvements (\$105k)
- Town Common Improvements (\$150k)
- Comprehensive Plan Re-Write (\$140k)
- GTAC (\$178k)

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# General Fund – Unfunded Needs

## **Transportation Maintenance / Improvement Needs –**

Annual investment for full sustainability : \$2.8M

Current shortfall: \$2.05M

## **Facilities Improvement Program –**

Annual investment for full sustainability: \$2.2M

Current shortfall \$1.2M

## **Personnel –**

Need for FY 15, based upon CAI data, is 2.4% (\$833k)

Current shortfall: \$486k

# General Fund – Unfunded Needs

## Select Large Capital Needs –

- South Greenville Recreation Center - \$2.2M
- Town Common Master Plan Improvements - \$10M - \$13M
- West 5<sup>th</sup> Street Phase II Improvements - \$1.7M
- 10<sup>th</sup> Street Connector Sidewalks and Enhancements - \$1.1M
- Cotanche to Reade Alley Improvements - \$275k
- Dickinson Ave. Improvements (streetscape/ parking) – \$2.2M
- State Theater - \$2.5M

# Other Funds

Transit

Fleet

Sanitation

Stormwater

Housing

# Transit Fund

|                         |         |        |
|-------------------------|---------|--------|
| FY 14<br>Budget         | \$2.8M  | ↑ 14%  |
| FY 15<br>Proposed Orig. | \$3.2 M | ↓ (3%) |
| FY 16<br>Proposed Plan  | \$3.1M  |        |

# Fleet Maintenance Fund

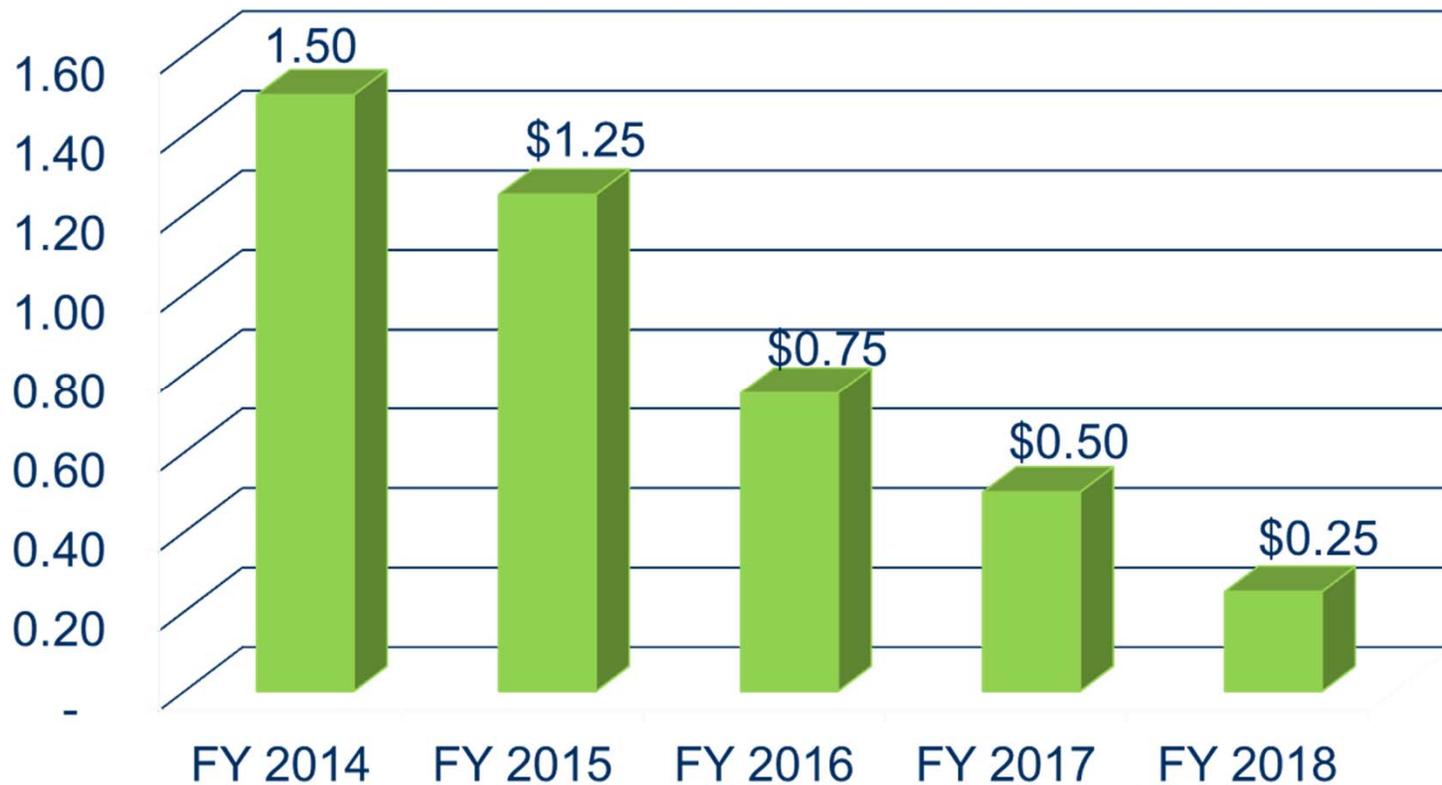
|                            |        |        |
|----------------------------|--------|--------|
| FY 14<br>Budget            | \$4.7M | ↓ (4%) |
| FY 15<br>Proposed Original | \$4.5M |        |
| FY 16<br>Proposed Plan     | \$4.5M | Flat   |

# Sanitation Fund



# Sanitation Fund

## Multi-Year Fee Schedule



# Sanitation Fund

## Multi-Year Fee Schedule

| <u>Rate</u>              | <u>FY 2014</u> | <u>FY 2015</u> | <u>FY 2016</u> | <u>FY 2017</u> | <u>FY 2018</u> |
|--------------------------|----------------|----------------|----------------|----------------|----------------|
| Curbside/<br>Multifamily | \$13.25        | \$14.50        | \$15.25        | \$15.75        | \$16.00        |
| Backyard                 | \$42.30        | \$43.55        | \$44.30        | \$44.80        | N/A            |

# Stormwater Fund

|                            |         |         |
|----------------------------|---------|---------|
| FY 14<br>Budget            | \$10.1M | ↓ (57%) |
| FY 15<br>Proposed Original | \$4.3M  | ↑ 14%   |
| FY 16<br>Proposed Plan     | \$4.9M  |         |

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# Stormwater Fund

## Multi-Year Fee Schedule

|          | <u>FY 2014</u> | <u>FY 2015</u> | <u>FY 2016</u> | <u>FY 2017</u> | <u>FY 2018</u> |
|----------|----------------|----------------|----------------|----------------|----------------|
| Increase | \$ .50         | \$ .50         | \$ .50         | \$ .50         | \$ .50         |
| Rate     | \$3.35         | \$3.85         | \$4.35         | \$4.85         | \$5.35         |

# Housing Fund

|                                    |               |      |
|------------------------------------|---------------|------|
| <b>FY 14<br/>Budget</b>            | <b>\$1.5M</b> |      |
| <b>FY 15<br/>Proposed Original</b> | <b>\$1.6M</b> | ↑ 7% |
| <b>FY 16<br/>Proposed Plan</b>     | <b>\$1.7M</b> | ↑ 6% |

# Remaining Budget Schedule

