

# NOTES

TO: Honorable Mayor and City Council Members

FROM: Chris Padgett, Assistant City Manager *CWP*

DATE: July 24, 2013

SUBJECT: Materials for Your Information

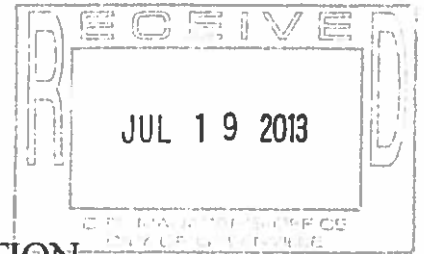
Please find attached the following material for your information:

1. An invitation from the NC Department of Transportation to the ribbon cutting ceremony for the NCDOT/CSX Switching Yard Facility at 2:00 p.m. on July 26, 2013
2. An 18-month update on the City of Greenville goals
3. A letter from Scott Senatore, Senior Vice President of the Greenville-Pitt County Chamber of Commerce, providing an annual report of activities for 2012-2013 as required by the City's contract with the Chamber
4. A memo from me providing updated information on the road resurfacing project
5. A memo from me regarding special event permits recently issued

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Attachments

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



STATE OF NORTH CAROLINA  
DEPARTMENT OF TRANSPORTATION

PAT MCCRORY  
GOVERNOR

ANTHONY J. TATA  
SECRETARY

THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION  
CORDIALLY INVITES YOU TO ATTEND  
A RIBBON CUTTING CEREMONY  
FOR THE NCDOT/CSX GREENVILLE SWITCHING YARD FACILITY

FRIDAY, JULY 26, 2013 AT 2:00 P.M.

1810 STATON MILL ROAD  
GREENVILLE, NC

Directions from Raleigh: Take Highway 264 E. to Exit 80 (Highway 11 N./Memorial Drive.) Turn left onto Hwy. 11 N/ Memorial Drive. DSM Pharmaceuticals is on the right. Drive past Highway 903 approximately ½ mile and turn right onto Staton Mill Road. Drive approximately 1 mile and the facility will be located on the right.

# **18-MONTH 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

## **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, Interim Director of Human Resources

Eric Griffin, Interim Fire/Rescue Chief

Kevin Mulligan, Director of Public Works

Rex Wilder, Director of Information Technology

### ***City of Greenville Mission Statement***

***The 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.***

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:** Ongoing. This activity was incorporated into the annual plan for CDBG funding for 2012-13 and 2013-14. Funding is available for business plan competition winners in eligible census tracts and the Certified Redevelopment Area.

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:** Completed. Staff worked with Creative Economic Design Consultants to produce a SWOT analysis of existing and emerging clusters within the city of 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 is developing an action plan for capitalizing on opportunities, and addressing potential issues, indicated by the SWOT analysis of Greenville/Pitt County area clusters. This will be presented to City Council in August 2013.

Staff continues to develop a target list of 5-10 firms that do business in Greenville and which might be good fits for expansion in the



Greenville market. 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 develop joint missions for target sectors.

A list of economic development incentives was presented to City Council in December 2012. The Capital Investment Grant Policy was adopted by City Council in April 2013.

**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.

A detailed retail market analysis of Greenville-area market data to identify potential retail growth sectors and a list of underserved retail niches within the Greenville-Pitt County market area is being completed through the North Star branding contract.

In efforts 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 underway.

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

**Status:** Staff is studying alternative partners to establish some form of a small business incubator in West Greenville. In addition, negotiations for needed land for the incubator are still ongoing. The Redevelopment Commission has temporarily tabled additional actions until an operational partner can be identified.

Working with the Pitt County Arts Council, a study is underway for the development of an arts incubator.

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 Community Development Department 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. The SEED location at Evans and Third Streets opened in September 2012 with the first group of nine entrepreneurs.



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:** In progress. 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 is due to City Council in September 2013.

Staff is preparing a list of "Uni-Med" peer communities along with demographic data to compare Greenville's economy to other peer communities. Staff is also working to establish professional relationships with 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:** A consulting firm was hired to build a new economic development website. The front pages of the new website are currently being tested, and the site is expected to go live during the summer of 2013.

Staff has worked 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:** In progress. 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 Utilities Commission to discuss shared

economic development projects and goals. 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 next MEDAC meeting is scheduled for August 2013.

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

Status: Complete. Staff developed a strategic economic plan and work plan for review and consideration 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: Ongoing meetings. 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 5<sup>th</sup> 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:** In progress. Staff is working with developers to redevelop multiple areas within the downtown core with land uses that are supportive of district objectives. Planters have been added along 5<sup>th</sup> Street, and staff has organized a merchant lighting campaign with Uptown Greenville. Additionally, the Community Development Department is working with the Public Works and Police Departments to add lighting for public areas and is working with the Information Technology and Public Works Departments to add cameras at key locations in the downtown area. Traffic calming infrastructure has also been added along key downtown streets. Future efforts will include finding ways to increase free public wi-fi in the downtown area and West Greenville Redevelopment Area.



City Council approved the selection of a construction management firm for the development of a parking deck at 4<sup>th</sup> and Cotanche Streets.

Staff is working 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:** In progress. Staff has been working with the ECU Office of Economic Development to support an entrepreneurial summit. Internally, City Council authorized a contract with Tyler Technology at the June 13, 2013, meeting for development of an ERP system for critical areas of City operations that will ultimately improve delivery of service to the public and improve staff times in responding. This technology innovation will involve all City operations. See Infrastructure Action Item #17.

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

Status: So far in 2013, PIO staff has produced eight cityscene segments related to economic development and is working with CD staff to identify other programming opportunities. Segments were about new businesses / the VA clinic, the arts calendar partnership, Five Points reservation processes, the branding campaign, Greenville SEED, the M/WBE Mix'n'Meet, public art / umbrella market, and PirateFest.

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 that will be added in the fall of 2013. Three interpretive historic signs have been added to the South Tar River Greenway, and improved signage with consistent design has been installed at various parks. Structural improvements at Guy Smith Stadium are complete. Renovations at Eppes Recreation Center are nearing completion, with tremendous positive impacts on the image and functionality of this highly used facility.

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. Staff is developing a set of "macro" scale economic benchmarks 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: The parking deck site has been selected, and the construction management firm was hired in June 2013. The parking deck will be designed and placed for bid in the latter part of 2013.

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.

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

Status: Through the North Star contract, a list of underserved niches within the Greenville/Pitt County market area is being developed.

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: Public Works has assembled a list of current sustainable practices and identified areas for improvement. The next step is to identify measurable goals or benchmarks to achieving these improved practices. Staff has been in contact with ICLEI and will be recommending membership in their organization. One of the many benefits to this membership is they will provide the much needed technical support to develop a greenhouse gas (GHG) inventory and forecasting needed to identify benchmarks. In addition, we are researching Envision which is a rating system for horizontal infrastructure projects similar to LEED for buildings. After discussing our objectives with ICLEI, they believe it will take a minimum of 4-6 months to develop the municipal GHG inventory before benchmarks can be established. Therefore we will identify areas and methods for improvement as we establish our benchmarks. Once the benchmarks are established we can refine the City's goals.

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

Status: Ongoing. 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 in 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 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.

Financial Services continues to work with Public Works on a potential bond package. Based on new projections for this system, Financial Services will work on issuing a first round of bonds during FY 14.

3. Implement a growth retardant program for the ditch banks that control 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 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's next herbicide/aquatic treatment location will be in Zone 2, beginning in early July 2013.

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:** As preparing the State of the Stormwater Fund Report and presentation to City Council, discussed in Item #1, Public Works consolidated the Greens Mill Run watershed into one project. Staff will advertise the watershed master plan in July 2013 with City Council to consider award of contract in September. The project would 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 intensive data collection, and related tasks cannot be performed in-house. As such, these corridors will be outsourced to specialty consultants who can perform the work more efficiently and be more cost effective. The interconnected portion of Greenville Boulevard is scheduled as a project to be let after the new fiscal year (after July 1, 2013).

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  
10<sup>th</sup> Street Connector  
King George Bridge  
Replacement  
Greenville Blvd. Sidewalk (10/11  
Sidewalk Program)



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 council at the January 2013 planning session, as well as at subsequent council meetings, a report on the status of City roads. As part of this presentation, 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 this 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.

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

Status: Final preparations are being made to a separate road repair contract which will call for the use of micro surfacing of select City roads. This should be out for bid in July 2013.

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 had multiple meetings with personnel from the Convention Center. Staff has also met with Schneider to discuss energy upgrades to the facility. EHM has a study and conceptual design proposal, and has hired a consultant to assist with the analysis and development of a detailed expansion plan. Discussions are occurring regarding their plan to move forward.

10. Complete the site selection process for the Intermodal Transportation Center (ITC) 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. Environmental work is currently underway.

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 will be shared with the two steering committees and the Public Transportation and Parking Commission for input and then be presented to City Council in the fall for a final decision.

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 solar 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 has 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 at a September 2013 City Council meeting.

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

Status: The City's new website will provide the capabilities for citizens to subscribe to topics of interest. A new website is projected to be completed and operational by November 2013.

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. A new website is projected to be available by November 2013.

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. Public Stuff should be implemented in December 2013.

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 December 2013. Funds for all hardware needs were approved in the FY 14 budget.

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 July 2013 and continue for the next 12-24 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 of how quickly technology changes. Staff is assembling a plan for current and planned projects, including budgetary impacts.

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: Where City infrastructure is available, wireless internet has been provided. As infrastructure is expanded, wireless internet will be provided at City facilities. Public wireless for internet access was recently installed at the Dream 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 fund will be established in conjunction with the completion of the 10-year plan for major maintenance, renovation and repair, which will be presented to City Council in September 2013.

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

Status: Effective succession planning requires not only identifying key positions throughout the organization and candidates for key positions, it also requires developing leadership candidates so that they are better prepared to assume key positions (although promotion is never guaranteed) and the City is better positioned to retain top talent. With that in mind, a comprehensive supervisory training program has been developed which identifies core leadership

competencies. The supervisory training program is designed to help both new and experienced supervisors and managers develop and enhance the knowledge, skills, and abilities required for successful supervision. The supervisory training program is scheduled to begin in August 2013, providing training to a diverse group of supervisory employees.

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:** Continued work is ongoing to complete the detailed job descriptions, which outline minimum and preferred qualifications such as skills and educational requirements. Prior to posting vacancies, job descriptions are reviewed and revised to ensure accuracy. Once the job descriptions are completed, a process for identifying training curriculums will be established. Additionally, the City's performance evaluation system will be reviewed and revised beginning in FY 14. The revised performance evaluation system will include individual development plans which will identify competency gaps and development goals. A training curriculum will apply to each position classification, and developmental 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 in August 2013, the City Manager's Office will determine the next plan of action for each department.

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:** Information regarding a community survey is expected to be presented to City Council in the fall of 2013. Staff is conducting research to develop city-wide benchmarking parameters.



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

Status: Financial Services staff is continuing to work through quarterly reporting with UNC Chapel Hill for benchmark reporting.

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, and communications have been provided to Public Works employees.

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 on-going with advertisement through public service announcements, newspapers, G-TV, and promotional events. Opportunities to further increase recycling are being explored in conjunction with Pitt County.

The Coca Cola Recycle & Win program will be offered during the last six months of 2013. 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. Staff is evaluating the cost benefit of this project. As a part of the Guaranteed Energy Performance Contract, solar panels have been installed at Police/Fire Rescue headquarters to preheat water for the hot water system of the building. The same contract includes installation of a Solar Photovoltaic System at City Hall to provide energy for the power grid.

## **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:** The Neighborhood Advisory Board (NAB) hosted district meetings in District 4 in February 2012 and in District 2 in July 2012. The NAB also held a joint meeting with the Police Community Relations Committee on April 18, 2013. In addition, the NAB conducted the annual Neighborhood Symposium on May 4, 2013, which included modules on citizen engagement, discussion of City policies and programs, and strategies for building engaged and active neighborhood associations.

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:** 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 completion of action items identified for each neighborhood. Due to the nature of some of the items, many of these are ongoing. Progress has been made, and many of the items have been completed.

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

Status: Staff will be working with the Oakgrove Estates community in July 2013 and the neighborhoods of South Greenville in the late fall of 2013 to develop a plan for each neighborhood.



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 includes 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 will be held in July 2013. A full-color draft was delivered to staff in June 2013 and has been distributed to Historic Preservation Commission members for comment. The project will be complete on schedule in August 2013.

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:** This 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. Staff has added the Neighborhood Advisory Board's e-mail list to this list to ensure that every established neighborhood association within the city is included and receives this information 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 \$51,550. 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:** PIO staff has produced five cityscene segments related to housing and neighborhood preservation and is working with CD staff to identify other programming opportunities. Segments were about Winslow Point, CDBG week, the Neighborhood symposium, and owner-occupied home rehabs (Lincoln Park).

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

**Status:** In progress. Staff and Neighborhood Advisory Board members are working together to develop a current list of active associations. Two new associations have been 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: A website for neighborhoods has been developed along with a blog for neighborhoods of common issues faced by neighborhoods. In addition, a map that identifies the established neighborhood and homeowners associations is 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: As part of the Historic Preservation Design Guidelines update described in action item 6, staff is working with the consultant to develop a method of cost analysis. Staff anticipates this project continuing into the fall of 2013.

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. 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 Epps 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:** The proposed policy is yet to be finalized, but through including a high scoring criterion in the facility rating index (Action Item 5 below) for facilities proposed in sites near families of lower socio/economic levels, such projects could receive a higher overall score and, thus, become a higher priority.

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

**Status:** Staff continues to evaluate opportunities to include sidewalk 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:** Staff continues to work towards finalizing a rating index that can effectively compare all the appropriate criteria (risk/safety issues, ADA compliance, effect on operating costs, use levels, proximity to other recreational facilities, etc.) within all recreation and parks facility types (parks, buildings, greenways, special use facilities, athletic fields/courts/courses, pools/spray grounds, specific features within buildings). Staff are working to include criteria that assign high point values to projects that serve lower socio/economic levels (Action Item #3 above) and higher point values for improvement proposals for existing facilities vs. proposals for development of a new facility (Action Item #6 below). Staff anticipates presenting a draft proposal to the Recreation and Parks Commission in September 2013 with a presentation to City Council to follow.

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

**Status:** The facility rating index, described in Action Item #5 above, provides higher point values for improvement proposals for existing facilities vs. new facilities.

## **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 successes.

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

Status: Construction will be complete by July 15, 2013. A partnership has been established with Pitt Community College. They have agreed to supply furnishings and audiovisual equipment; in return, they will be allowed use of the building for training purposes.



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. They are on track to have 85% of the high hazard inspections complete by the end of the year. Mobile inspections technology will be implemented this year to increase the productivity of this division.

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.

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.

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 three personnel to man the station. Currently, an ambulance and fire truck are housed here and depending on the type of call received, personnel respond with the most appropriate apparatus. In the fall of 2013, the station is expected to receive the City's first pumper ambulance, which serves a dual purpose as a fire truck and ambulance together.

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: Once the EOC is established, the communications aspect for police dispatching will be a relatively easy installation. IT will be the entity most involved in the installation of the equipment and workspace for

police dispatching, and Police Department staff will serve as advisors and liaisons to this process.

Redundant technology components will be available in the new EOC once the building is completed. IT staff are working with Fire/Rescue to devise the new arrangements for technology needs in the event the EOC is activated. Funds have been allocated in the FY 14 budget to expand the EOC technology capabilities beyond what exists today at the EOC in the Police/Fire/Rescue Building.

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 installation will proceed with the funding allocated in the FY13 and FY14 budgets. 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. Volunteers are being assessed as potential operators of the newly installed monitors. These monitors are in a location separate from the Communications Center but in close proximity to allow the volunteer immediate access to a Police Telecommunicator should they observe criminal activity in progress. This will allow the camera systems to be used more proactively at times when calls for service are high and criminal activity is likely based on data.



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.

## **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.

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 to 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 upon 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 request for proposals will be advertised in July 2013 to include a comprehensive automated pavement and sign/traffic signal survey. 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, according to Daryl Vreeland. Estimate a \$12,000 matching fund will be needed. 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 will now include the street sign and traffic signal inventory and associated software to address street sign replacement and maintenance as well as signal maintenance. The goal is to receive proposals in July 2013.

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.



More recently, a meeting was held with GUC on May 7, 2013, with regard to implementing the new LED streetlights. Public Works is continuing to move forward with the development of an ordinance revision and anticipates Council taking action on it in approximately 4 months.

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 Greenville Police Department to identify areas of the City (Hot Spots) that need additional streetlights or illumination. A list of areas and proposed improvements has been completed, and the improvements will be installed upon review by the City Manager's office. We anticipate that the improvements addressing these areas should be in place by October 2013.

9. Develop a five-year Short Range Transit Plan for the GREAT public transportation system to include recommendations for expansion of routes. – Public Works

Status: Request for Proposals for consultant services was completed. Proposals were received, reviewed, and ranked. City Council awarded a contract to Stantec Incorporated on February 11, 2013. Study is currently underway; completion is expected in October 2013.

10. Gather input from a stakeholders group to help staff develop future recommendations for expansion of the GREAT Public Transportation System. – Public Works

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

11. Provide a recommendation to City Council on a new site for the Intermodal Transportation Center. – Public Works and City Manager's Office

Status: This is the same as the site selection process for the Intermodal Transportation Center. See Action Item #10 under Infrastructure.

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.



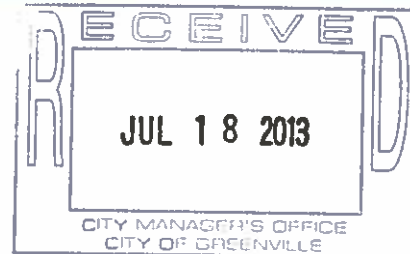
13. Recreation and Parks work closely with Public Works to ensure future greenway developments are well planned and include facilities that will foster access, safety, neighborhood acceptance, and successful operation. – Recreation and Parks

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.

July 18, 2013

Greenville-Pitt County  
Chamber of Commerce

Ms. Barbara Lipscomb  
City Manager  
City of Greenville  
P.O. Box 7207  
Greenville, NC 27835



RE: City/Chamber Contract

Dear Barbara:

The 2012-2013 year was very productive and progressive for the Chamber. The highlight of the year was our membership event, which brought in more than 160 new members over a two-day period. The support during the event from the volunteers, current members and new members was certainly a sign of strength for the Chamber and the community.

At the regional, state and even national level, our Chamber continues to be recognized as a leader, and our focus is on continually achieving the highest level of performance to maintain our status as a 5-Star Chamber.

We enjoy the healthy working relationship we share with the City of Greenville, and I am honored to report to you the details of our success in meeting the goals of the City/Chamber contract.

1. **Visitor traffic** remained healthy in our Uptown Greenville location. As the "front door to the community," the Fleming House (Chamber Office) was a place of activity this year, with hundreds of walk-in visitors. Maps, brochures and local business materials remain stocked at all times to meet the needs of visitors who come in person.
2. Our address on the web has become as important as our address on Greene Street. Thousands of questions are answered with website referrals. Still, people like to get mail. During the 2012-2013 contract period, chamber staff answered more than 2,000 mail, email, internet, and phone **requests for information** pertaining to the City of Greenville.
3. The **Fleming House** remains one of Greenville's greatest sources of historical pride. This past year was quiet in terms of major maintenance needs for the Fleming House. Other than the routine, annual maintenance, we avoided major repairs. We take pride in maintaining the Fleming House as a showplace for Greenville and preservation of the rich history this community shares with ECU.
4. Since July 1, 2012, more than 1,500 **Greenville-Pitt County maps** have been distributed through the Chamber office.



5. We distributed, at no charge, the Chamber's **Glimpse magazine**, Greenville lap maps, Visitor's Guides, telephone books, various real estate magazines and the Daily Reflector Fact Book as well as other publications. We also stocked and distributed more than 500 North Carolina state maps.
6. We continued to update and maintain **packages of information for newcomers**, full of valuable information needed by those considering a move to Greenville and those who are new residents. The package includes a Glimpse magazine, The Daily Reflector Fact Book, lap map, homes magazine, area stats, and a Greenville-Pitt County Visitor's Guide. We also include a city/county map when requested. Along with the standard information, we strive to include any other information that the newcomer has requested. Additionally, we make the Newcomer Packages available to businesses, and many use them for incoming employees. Real Estate agents find them especially helpful for clients.
7. The Chamber offers a variety of information for **potential entrepreneurs**. In most cases, we give prospective business owners general information about our community such as the Glimpse Magazine and The Daily Reflector Fact Book. We also connect them to our community partners so they can get the specific help needed to (1) determine whether to actually go into business and/or (2) to proceed with a business opening. In providing this help, our partnerships with Pitt Community College Small Business Center, ECU's SBTDC, City of Greenville and Greenville SEED are critical.
8. We **provide assistance to the City's Economic Development Office and local developers** as they recruit business to the area. Most often, our work on these projects is totally confidential and the Chamber only is recognized if owners include us in opening activities. We provide as much assistance as they need for those opening activities.
9. Chamber staff collected data for the **C2ER Cost of Living Index**. The Cost of Living Index, which we update three times per year, is also the source of information used to fuel the Cost of Living Calculator located on our Web site. The calculator allows visitors to make cost of living comparisons between Greenville and other U.S. cities. It is very beneficial, for economic development purposes, to showing the affordable cost of living here in Greenville. In addition, we maintain demographic information on the region on our Web site. The information is available to all visitors of our Web site and can be used by a variety of businesses to evaluate the feasibility of locating a business in Greenville. The majority of the demographic information used on our Web site is from the Pitt County Development Commission.
10. The **Chamber's Web site** continues to provide the community with pertinent information about the Chamber, its members, and Greenville and Pitt County through a web-based content management system. Since July 2012, the site has had about 65,000 visits, 44,000 unique visitors and 190,000 page views. The site provides members with exposure and access to a "members only" section, which allows them to update their business information in an efficient manner. In addition, visitors can access a calendar to register for events (the site is secure so payments can be accepted), view community statistics, read chamber news, and access links to other helpful community Web sites. The "members only" section allots features such as linking Facebook and Twitter to the

listings in the business directory, adding pictures, creating Hot Deals, putting community events on the Members-Only calendar, and posting jobs in the job bank. A prominent link is provided to the City's web site as well as to the Greenville Convention and Visitors Bureau site.

11. This year's **Live Healthy Greenville-Pitt (LHGP)** campaign had record participation and results – 1,892 participants lost 6,039 pounds, and logged 64,396 hours of activity during the 10-week campaign. This year's campaign was presented by the Chamber, Live Healthy America, Physicians East and Vidant Medical Center. Nearly 50 of the Live Healthy Greenville-Pitt participants culminated this year's challenge by participating in the Live Healthy Greenville-Pitt 5K Run/Walk at the Town Common. Special thanks to Greenville Recreation and Parks and the Greenville Police Department as they were of great assistance in organizing the 5K. LHGP is a 10-week; team-based weight loss and physical activity program that helps participants make positive changes that lead to a healthier lifestyle through increased physical activity and improved nutrition. Co-workers form teams that track weight-loss and/or minutes of activity during the challenge, by reporting their progress on a weekly basis at [www.livehealthygreenville-pitt.org](http://www.livehealthygreenville-pitt.org). Teams consisted of 2-10 people with a team captain and a team name. The Chamber solicited the help of a Worksite Wellness Intern, Matthew McConaughy, from ECU to help organize this year's campaign.
12. The Greenville-Pitt County Chamber of Commerce held its sixth-annual **Pitt County Business Expo**, presented by Suddenlink, on April 4. The event, which took place at the Greenville Convention Center, featured more than 120 local businesses and organizations. An estimated 3,000 people visited the convention center. This is a very strong expo in our community that strengthens our business community more and more each year.
13. The **Women's Conference** was held in March and drew more than 100 females who work or have careers. This professional development and networking experience was invaluable to the women in attendance.
14. This was the fourth year of a joint **appreciation dinner for Law Enforcement and Greenville Fire-Rescue professionals**. The event was held on June 11 and was highly successful with nearly 160 being treated to dinner and fabulous prizes. This event included the presentation of the Law Enforcement Officer of the Year and the Fire/Rescue Employee of the Year. The number of sponsors was impressive, proof that the business community appreciates its public service safety experts.
15. The 30th annual **Leadership Institute** kicked off in September and the class graduated all 16 participants in April. The program was a huge success and local non-profits in the community have been in contact with recent graduates about serving on their boards. The mission continues to "build a diverse network of emerging leaders inspired to serve." The program provides participants with an in-depth look at specific topics of community interest, including: local government, law enforcement and the courts, education, economic diversity, community history and growth, non-profit organizations, cultural enrichment programs, the political process, health care and leadership styles.

The Leadership Institute also includes a series of six "Leadership Lunches" which provides more leadership training and insight from professionals within Greenville-Pitt County.

16. The **Safety Awards Banquet**, in conjunction with the North Carolina Department of Labor, was held on April 23 at the Hilton Greenville. We celebrated a great attendance with 170 attendees representing businesses in eastern North Carolina. This event promotes our community's excellence in safety in our industries.
17. To promote and enhance small business and retail, the Chamber partnered with East Carolina University to organize the annual **ECU Merchant's Fair** last August. Chamber members, ECU organizations and other businesses participated in this unique marketing experience. The fair afforded merchants the opportunity to showcase their goods and services to all ECU students.
18. The **Community Unity Breakfast** was held on January 16 at the ECU Murphy Center on the ECU Athletic Campus with more than 250 people in attendance. Bishop Rosie S. O'neal was the guest speaker. The theme of this year's event was "*A Reflection of the Dream.*" This joint effort of the City of Greenville, the Chamber and local businesses was again quite successful in appreciating and celebrating the diversity of Greenville.
19. On January 14, the Chamber hosted its eighth annual **Economic Outlook Luncheon** with more than 100 in attendance. Dr. Rick Niswander, Vice Chancellor for Administration and Finance at East Carolina University, served as the keynote speaker. Dr. Niswander provided insight on our local, state, and national economy, noting that virtually all economic statistics have fully recovered from recessionary lows or are clearly and steadily moving in the right direction.
20. The **Small Business Awards Breakfast** was held on May 7 at the City Hotel and Bistro, with over 140 people in attendance. Each year at the Small Business Awards Breakfast, the Chamber and Pitt Community College Small Business Center presents the Small Business Leader of the Year award and First Citizens Bank presents the Customer Service Award. Paula Hudson Hildebrand was the guest speaker at the event and had everyone on their feet. The outstanding turnout showed the great deal of importance on small business in the Greenville and Pitt County area.
21. **Education** continued to be a top priority among the Chamber's membership in 2012-2013. The Chamber continued to work and provide programs that will move our education system forward to the next level.
  - a. The OASIS program recognized 115 contributing partners for the 2012-2013 school year.
  - b. The Chamber continued its strong support of the Health Sciences Academy.
  - c. The Chamber, in conjunction with Pitt County Schools, provided an Education Summit featuring Michael K. Yudin, Acting Assistant Secretary of Special Education and Rehabilitation Services for the U.S. Department of Education.
  - d. The 2012 -2013 **Teen Leadership Institute (TLI)** for thirty-five (35) high school sophomores and juniors was a success. The TLI is committed to creating opportunities for youth in Pitt County to participate in leadership activities and

have an active role in the growth and success of our community.

22. In monitoring issues at the federal, state, and local levels, key topics were presented to interested citizens. Opportunities were provided to meet and discuss issues of importance to our community and region through our *“Third Tuesday Power Luncheon”* programs. The 2012-2013 programs included:

- a. **Jan. 17, 2012** - *“Strengthen and Restore”* with guest speaker John Hood, President and Chairman of the John Locke Foundation.
- b. **Feb. 21, 2012** - *“State of the System Report”* with guest speaker Thomas Ross, President of the 17-campus UNC System.
- c. **March 20, 2012** - *“Short Session Scope”* with guest speaker Sen. Harry Brown, N.C. Senate Majority Leader.
- d. **April 17, 2012** - *“Competing in the Changing South”* with guest speaker Ted Abernathy, Executive Director of the Southern Growth Policies Board.
- e. **May 15, 2012** - *“Meet & Greet”* with guest speaker Rep. Jean Farmer-Butterfield, N.C. House of Representatives - District 24.
- f. **June 19, 2012** - *“I-95 Corridor Planning & Finance Study”* with guest speaker Kristine O’Connor, Project Planning Manager for the N.C. Department of Transportation.
- g. **Aug. 21, 2012** - *“State of Public Education”* with guest speaker Dr. Beverly Emory, Superintendent of Pitt County Schools
- h. **Sept. 18, 2012** - *“Reforming North Carolina’s Tax Code”* with guest speaker Alexandra Sirota, Director for the N.C. Budget & Tax Center.
- i. **Oct. 16, 2012** - *“District 9 Candidate Forum”* with guest speakers Rep. Brian Brown and Rep. Marian McLawhorn.
- j. **Nov. 20, 2012** - *“A New Vision - A Great Education System for a Great State”* with guest speaker Dr. Bill Harrison, Chairman of the State Board of Education.
- k. **Jan. 1, 2013** - *“Meet the New Delegation”* featuring Pitt County’s legislative delegation.
- l. **Feb. 19, 2013** - *“Healthcare Reform Panel”* with guest speakers Brian Floyd (Vidant Medical Center), Chris Skowronek (N.C. Hospital Association) and Brian Balfour (N.C. Civitas Institute).
- m. **March 19, 2013** - *“State of the Greenville-Pitt Community”* with guest speakers Mayor Allen Thomas and Jimmy Garris, Chairman of the Pitt County Board of Commissioners.
- n. **April 16, 2013** - *“Safer Schools Initiative”* with guest speaker Kieran Shanahan, Secretary of the N.C. Department of Public Safety.
- o. **May 21, 2013** - *“Vision 2030”* with guest speakers Lew Ebert (President of the N.C. Chamber) and Jack Bailey (Chair, N.C. Chamber).
- p. **June 18, 2013** - *“James and Connie Maynard Children’s Hospital”* with guest speaker Dr. Ronald Perkin, MD, MA, Chairman, Department of Pediatrics at the Brody School of Medicine - East Carolina University.

23. **Economic Development and Workforce Development** are top priorities in the Chamber’s 2013 year.

- a. The Chamber and the City continued its strong partnership in implementing **Greenville SEED**. The SEED is a co-working space, which provides entrepreneurs with a turn-key environment (for 3 months) to cultivate a business idea/concept at no cost. During the three-month period, each entrepreneur will have access to peers, coaching, desk, high-speed Wi-Fi, conference room, copy machine, printer and Uptown Greenville. To date, SEED has gone through two programs and launched/assisted 19 entrepreneurs.
- b. The Chamber maintained momentum with the **Economic Development Stakeholder** group it formed last year. The Chamber periodically convened the group to provide updates on relative to Economic Development, which included the study completed by Insite Consulting and the InterCity Visit to Greenville/Greer, SC.
- c. The **Economic Development Stakeholder Steering Committee** hired **Insite Consulting** to conduct an assessment of our community's ability to create and attract jobs. The study was completed in the first quarter of 2013 and presented to the Economic Development Stakeholder Group. The results, which mirrored the City's results gathered from Creative Economic Development, are available on the Chamber's Web site – [greenvillenc.org](http://greenvillenc.org). The Chamber and its partners in the process of analyzing the recent ED studies to unify efforts toward an action plan to accomplish selected recommendations.
- d. In September of 2012, the Chamber organized an **InterCity Visit to Greenville and Greer, SC**. About 25 community leaders, including six representatives from the City were among the trip. We saw first-hand some of their successes in economic and community development. We also met with various city, chamber and economic development officials. We saw an amazing downtown, revitalized around a tiny river, the Reedy. They had a baseball stadium, home to the Greenville Drive, a single A team, which was the anchor to revitalizing their West Greenville. They had a very impressive performing arts center and a development called River Place, which includes retail, office, high-end condo living, restaurants and even a hotel. On the industrial side, there were some 600 manufacturers in a four-county area, providing thousands of jobs. They are also building global companies through fueling entrepreneurship with a very innovative business center called NEXT. Overall, the trip was very positive. Our group came away with an array of ideas on how to make OUR Greenville better.
- e. We are very pleased to be participating on the **Mayor's Economic Development Advisory Council and the Small Business Incubator Committee**.
- f. Our Community was recognized "**A Certified WorkReady Community**." The Chamber, along with our partners, was very involved in this process. Efforts included working on the high school graduation rate, partnering with Pitt County Development Commission and Pitt Community College on Career Readiness preparation and certification.

24. **Governmental advocacy** at all levels continues to be a vital part of the Chamber's mission. The Chamber is committed to promoting and advocating for the interests of our members to help the business community grow and prosper. Working closely with member businesses, the Chamber strives to make government more business friendly and stimulate the economic environment of Greenville and Pitt County. **Legislative priorities** in 2012 focused on, but were not limited to:



a. **Transportation**

To ensure that North Carolina remains one of the best states to do business, we need to plan for growth and creatively think of ways to continue to invest in our infrastructure while enhancing safety and increasing the value of the state's transportation assets.

*The Chamber supported:*

- On-time completion of the Greenville Southwest Bypass Project and Extension of Fire Tower Road.
- Acquisition of required funding to assure highway upgrade projects remain on their proposed timeline.

*The Chamber opposed:*

- Any reformulation of the NCDOT Equity Formula that increases funding to designated regions on the basis of population.

b. **Tax Modernization**

A fair and understandable tax structure is important to North Carolina and Pitt County's business community for the future of business recruitment and retention. The Chamber agreed with the North Carolina Chamber that tax policy is de facto economic development policy.

*The Chamber supported:*

- Tax code reforms that enhance North Carolina's competitive position, create a more favorable climate for small business and encourage entrepreneurship.

*The Chamber opposed:*

- Tax code reforms that would negatively impact the non-profit healthcare industry or public education; specifically changes to the hospital sales tax exemptions and K-12 sales tax partial refund.

c. **Education and Workforce Development**

The Chamber believes that life-long education is a driver of economic development. By striving to create a workforce that has the knowledge and skills necessary to meet the business needs of North Carolina, education will remain the catalyst behind strengthening the business community.

*The Chamber Supported:*

- Legislation to modernize the governance structure of Pitt County Schools to create better efficiencies, effectiveness and accountability.
- The elimination of the \$360 million discretionary reduction for the betterment of public education for all school systems in North Carolina.
- The protection of Low Wealth supplemental dollars provided to school districts in Low Wealth counties.
- Regional alignment of Education and Economic Development, but requests that the Eastern Economic Development Region remain intact.

d. **Economic Development**

The Chamber supports an economic development plan that focuses on creating jobs for the future, business retention, and incentives for high-growth companies.

North Carolina's competitive position is paramount if our state is going to attract, retain and grow good jobs for working families.

*The Chamber Supported:*

- Supports continued efforts to ensure North Carolina remains a right-to-work state.

25. **The Young Professionals (YPPC) of Pitt County** group is composed of a diverse group of 21-40-year old professionals in the Greenville-Pitt County Community. In the past year, several professional development, social networking and community outreach events were held. In 2012, the YPPC hosted its third annual Food Drive, benefiting the Food Bank of Central and Eastern NC, raising over 13,000 pounds of food. As new employers look to locate in the Greenville-Pitt County area and existing employers seek to retain their young talent, we feel this is one more enhancement to the quality of life.

26. Another networking group is the **Minority Business Roundtable** – a partnership between the City, GUC and the Chamber. This is an outgrowth from the city's M/BWE's program and we believe that minority-owned businesses will grow and prosper because of this program. The mission of this group is "to foster supportive networks for the education, opportunity, and empowerment of its members and larger community. Through networking, leveraging, and supporting M/WBE firms, we are building a foundation for wealth creation, economic advancement, and community engagement." The group has approximately 80 registered members. This group has incorporated, but the City and the Chamber still aid in support and promotion of the group. They have added new officers to the staff to help promote the mission of the MBR.

I want to thank you for your support of the Chamber. It has been a pleasure getting to know you and working with you this past year. Please also relay my sincere thanks to the Mayor and City Council for supporting the Chamber as we strive to build the strongest business climate in Eastern North Carolina. Together we grow stronger and better each year, and we look forward to building a brighter future as partners.

Sincerely,



Scott S. Senatore, MBA, IOM  
Senior Vice President

cc: Mayor Allen Thomas  
Phil Ahlschlager, Chairman of the Board  
Greenville-Pitt County Chamber of Commerce

## MEMORANDUM

TO: Mayor and City Council Members

FROM: Chris Padgett, Assistant City Manager *C.P.*

DATE: July 24, 2013

SUBJECT: Road Resurfacing – Oakdale Area

Kevin Mulligan, Public Works Director, provided a summary of the road resurfacing schedule in the April 24, 2013, notes to council packet. As a follow-up, attached is a sample copy of a door hanger being presented to residents in the Oakdale neighborhood notifying them of the upcoming road resurfacing project. We will keep you updated as work is being performed in other locations.

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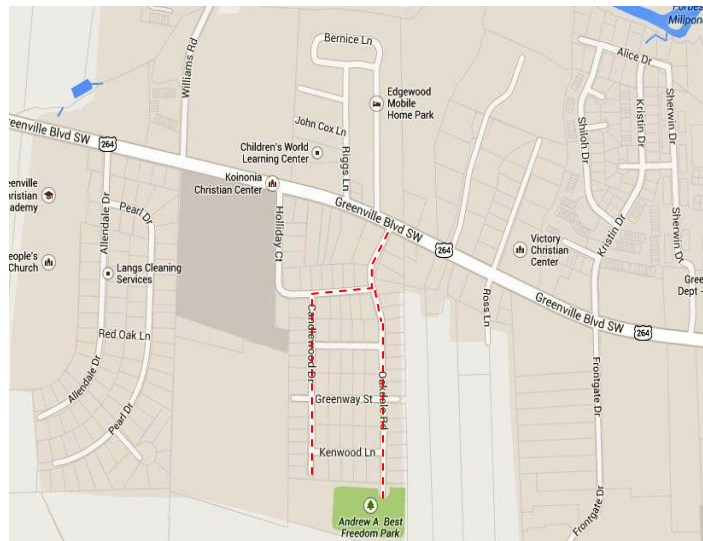
cc: Dave Holec, City Attorney  
Carol Barwick, City Clerk



## CITY OF GREENVILLE PUBLIC WORKS DEPARTMENT

**Resurfacing of Candlewood Drive from  
Holliday Court to End of Pavement,  
Holliday Court from Oakdale Road to  
Candlewood Drive, and Oakdale Road  
from Greenville Boulevard to Cul-de-sac**

A road resurfacing project administered by the City of Greenville will begin soon in your community. We are committed to maintaining a work site that is safe and orderly. Dust, noise and heavy equipment are intrusive but common elements of construction. We are working to minimize the inconvenience, and appreciate your patience.



## CONTACT US

City of Greenville Public Works Department  
1500 Beatty Street Greenville, NC 27834  
Phone: 252-367-8074 Fax: 252-329-4535

Construction Manager: Gentry Coward

#### WORK TO BE PERFORMED

- Resurfacing of Candlewood Drive from Holliday Court to End of Pavement, Holliday Court from Oakdale Road to Candlewood Drive, and Oakdale Road from Greenville Boulevard to Cul-de-Sac

#### WORK HOURS

- Typical working hours are 7:00 a.m. to 5:00 p.m.

#### TRAFFIC ACCESS

- Access will be maintained but with lane restrictions.

#### PARKING

- Parking may be temporarily restricted where necessary to allow construction to proceed.

#### PEDESTRIAN ACCESS

- Access will be maintained at all times.

#### DRIVEWAY ACCESS

- Access may be temporarily restricted in order to perform certain work.

#### SANITATION SERVICE

- Follow your normal garbage and recycling collection routine. If required, the contractor will move the items to an appropriate location and return your containers. Please label your containers with your address.

#### PUBLIC TRANSPORTATION

- Some bus stops and/or bus routes may be moved or changed during the course of this construction. Signs and directions will be posted showing the new stops and/or routes.

#### NOTEWORTHY

- Schedule and details are subject to change based on progress and field conditions.



## Memorandum

To: Honorable Mayor and City Council Members

From: Chris Padgett, Assistant City Manager *C.M.P.*

Date: July 24, 2013

Subject: Notice of Special Event Permits Approved

The following special event applications were approved by the Greenville Police Department. If you have any questions about this report, contact me or Chief Aden.

Type of Event	Event Date	Event Location	Event Organizer/ Sponsoring Agency	Law Enforcement Required
Pool party w/DJ (amplified sound)	7/19/2013	Copper Beach Apartments	Mixer Magazine/Daily Reflector	Yes
Pool party w/music (amplified sound)	7/19/2013	North Campus Crossing	North Campus Crossing	Yes

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