

# Review of Results from Citizens Survey

January 26, 2019



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# Methodology

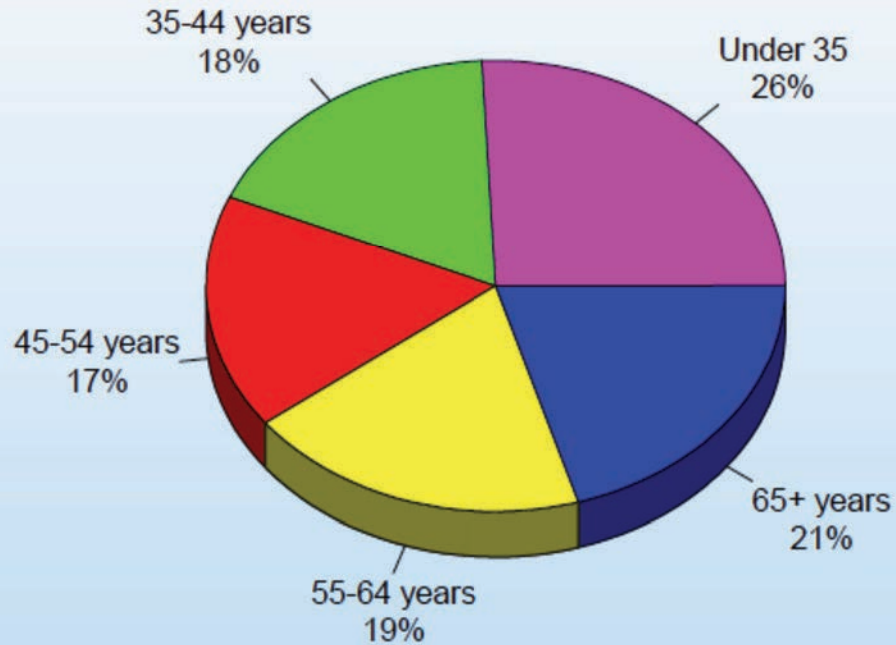
- Conducted by the ETC Institute during the Fall of 2018
- Surveys mailed to random sample of households with follow-up phone call and online option
- 818 surveys completed
- 95% level of confidence with +/-3.4% margin of error



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## Q27. Demographics: Age of Respondent

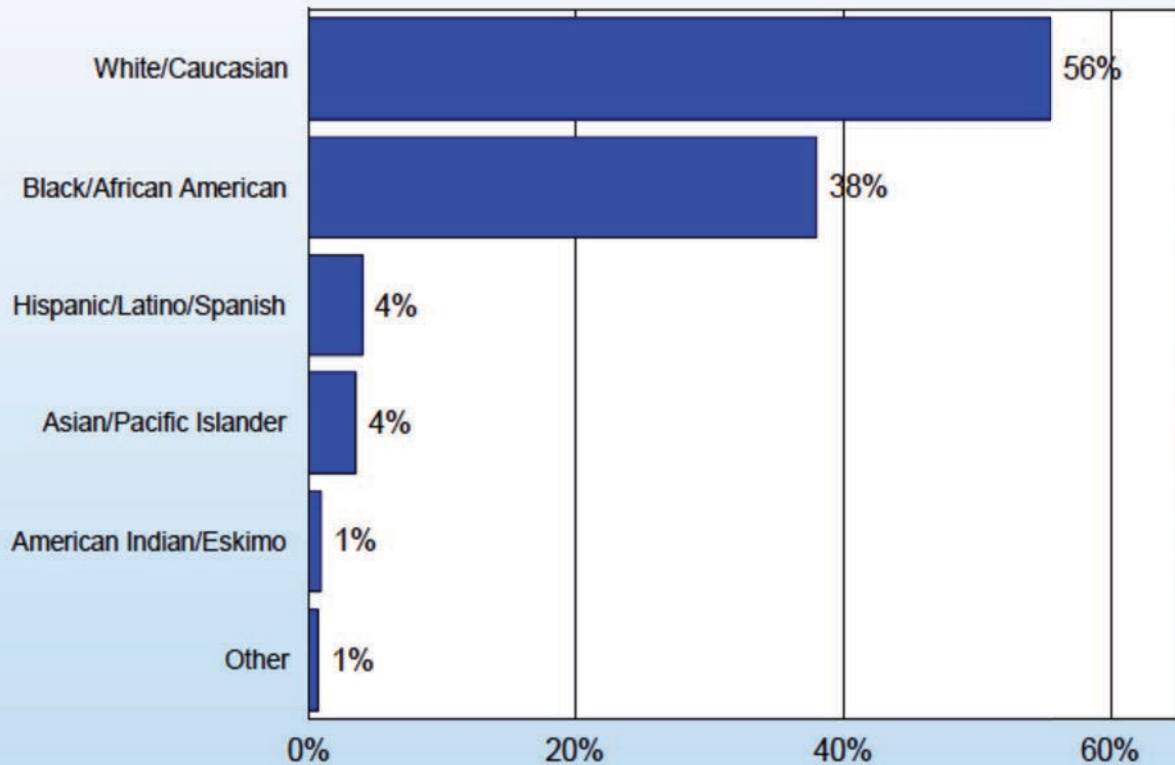
by percentage of respondents



Source: ETC Institute (City of Greenville - 2018)

## Q30. Demographics: Race/Ethnicity

by percentage of respondents (multiple choices could be made)



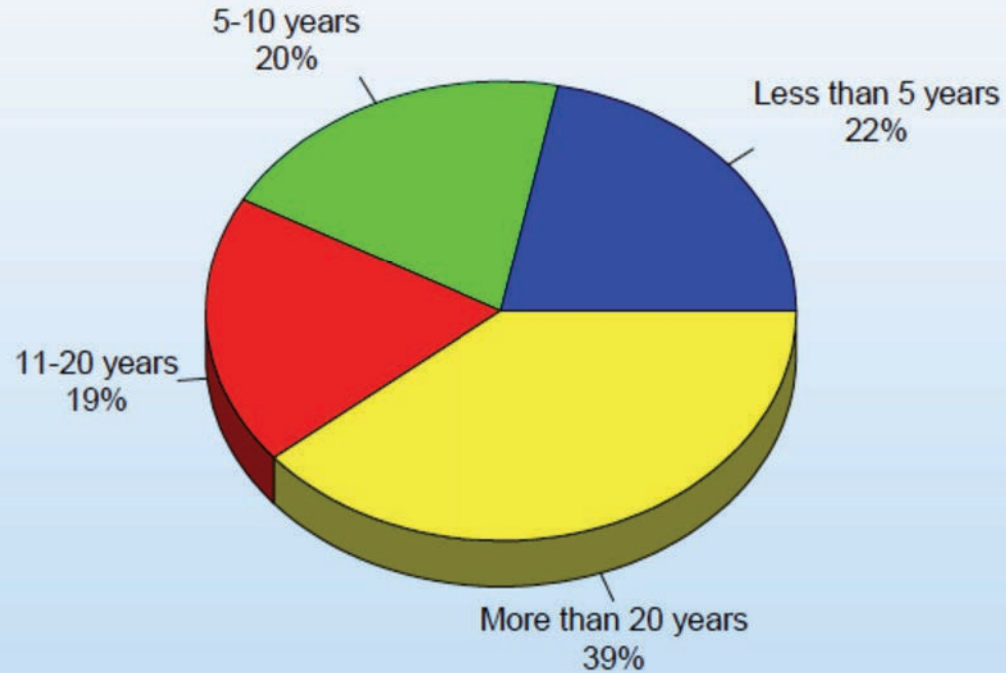
Source: ETC Institute (City of Greenville - 2018)



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## Q26. Demographics: Number of Years Lived in the City of Greenville

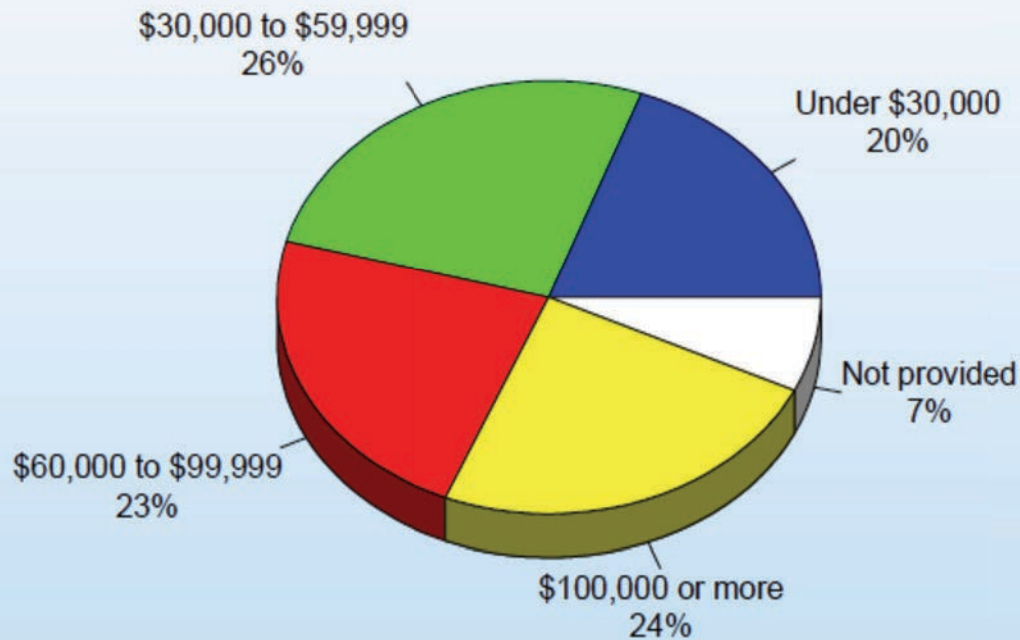
by percentage of respondents



Source: ETC Institute (City of Greenville - 2018)

# Q31. Demographics: Total Annual Household Income

by percentage of respondents



Source: ETC Institute (City of Greenville - 2018)



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# Survey Topics

- Public Safety
- Recreation & Parks
- Communication
- Street Maintenance
- Code Enforcement
- Customer Service
- Sanitation Services
- Transportation
- Capital Improvements
- Strategic Planning





# Benchmarking

- Report contains benchmarking data from two sources:
  - National surveys during the summer of 2018
  - Regional survey of Atlantic region (NC, VA, MD, DE, D.C., NJ)
- Some of the benchmark cities were:
  - Ames, IA (Iowa State)
  - Auburn, AL (Auburn University)
  - Austin, TX (University of Texas)
  - Charlottesville, VA (University of VA)
  - Columbia, MO (University of Missouri)
  - Des Moines, IA (Drake University)
  - Durham, NC (Duke)
  - Iowa City, IA (University of Iowa)
  - Lawrence, KS (University of Kansas)
  - Lubbock, TX (Texas Tech)
  - Manhattan, KS (Kansas State University)
  - Norman, OK (University of Oklahoma)
  - Princeton, NJ (Princeton)
  - Providence, RI (Brown and Providence)
  - Rolla, MO (University of Missouri at Rolla)
  - Sioux Falls (South Dakota State)
  - Springfield, MO (Missouri State)
  - Tamarac, FL
  - Tempe, AZ (Arizona State University)
  - Tucson, AZ (University of Arizona)
  - West Des Moines, IA
  - Yuma, AZ

# Survey Overview

- City of Greenville results were impressive (according to ETC) in that most of our results were relatively the same as the results from 2016.
- According to the ETC Institute, 80-85% of the cities they survey experienced drops in satisfaction ratings for most categories.



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# Most Significant Increases 2016 to 2018

- Availability of job opportunities (+12%)
- As a place to raise children (+10%)
- As a place to work & build a business (+10%)
- Feeling of safety in neighborhoods at night (+9%)
- Appearance of the City (+9%)
- Greenville as a place to visit (+8%)
- Greenville as a place to live (+7%)
- Overall quality of life in the City (+7%)



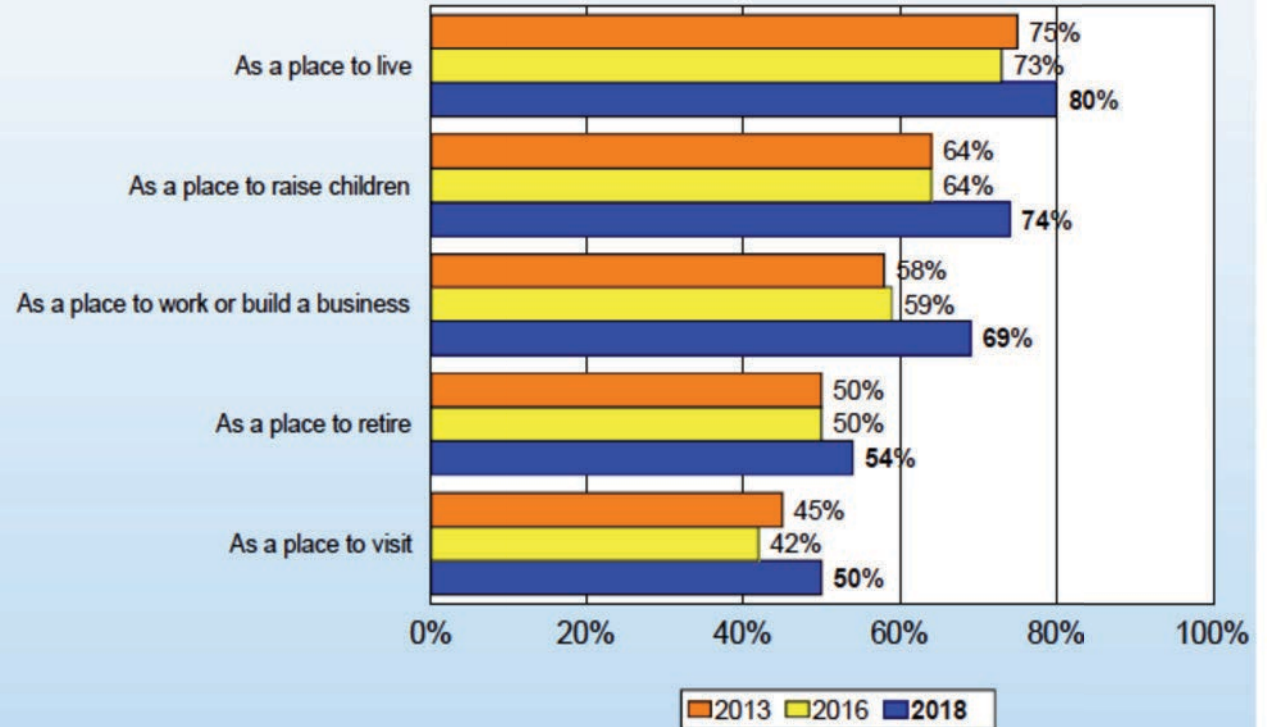
# Most Significant Decreases 2016 to 2018

- Adequacy of public parking Uptown (-11%)
- Accuracy of info given by City employees (-8%)
- How quickly City staff respond to requests (-8%)
- City golf course (-8%)
- Frequency Police patrol neighborhoods (-7%)
- How quickly Police respond to emergencies (-6%)
- Overall quality of Fire/EMS Services (-6%)
- Overall quality of Police services (-6%)



# TRENDS: How Respondents Rate the City of Greenville as a Place to Live, Work and Raise Children 2013 to 2018

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



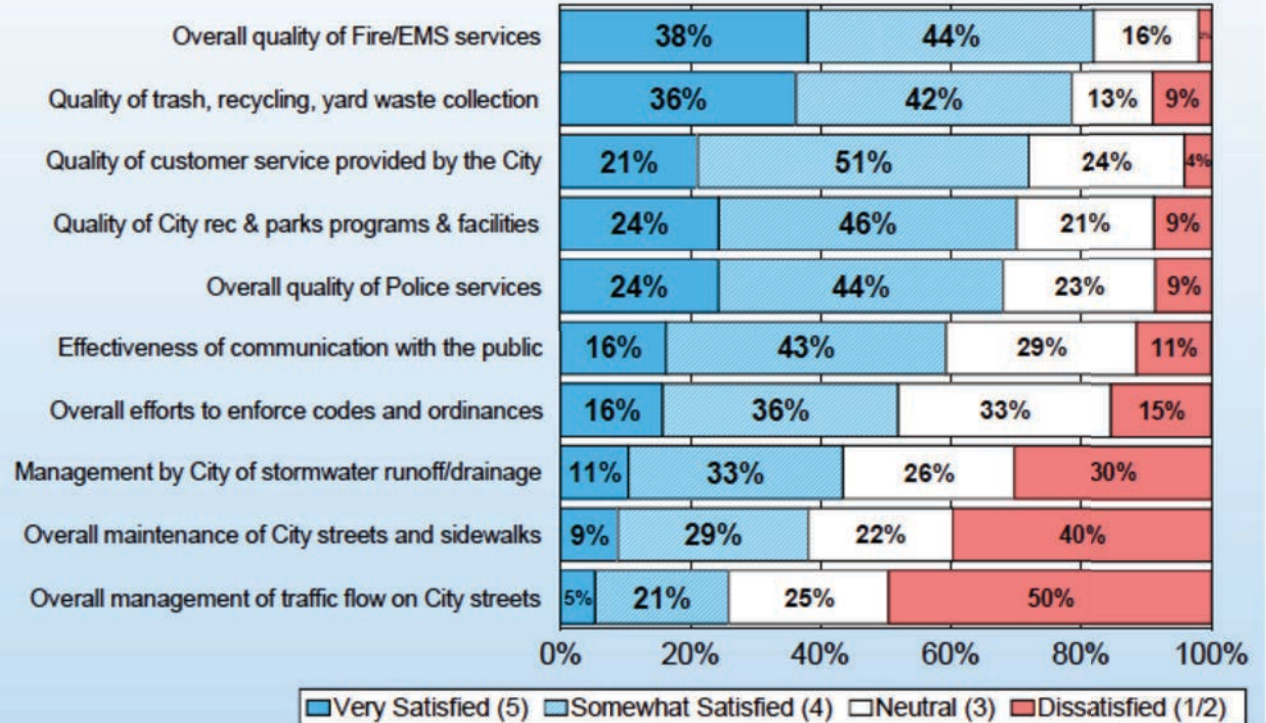
Source: ETC Institute (City of Greenville - 2018)



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# Q1. Overall Satisfaction With City Services by Major Category

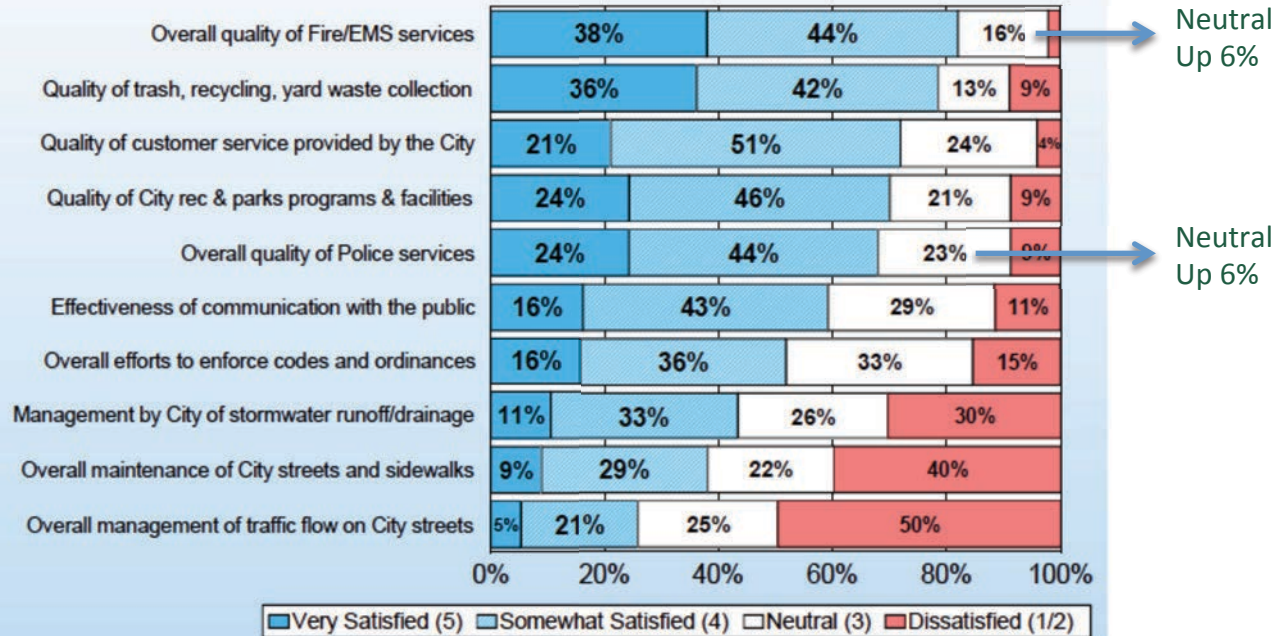
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2018)

# Q1. Overall Satisfaction With City Services by Major Category

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

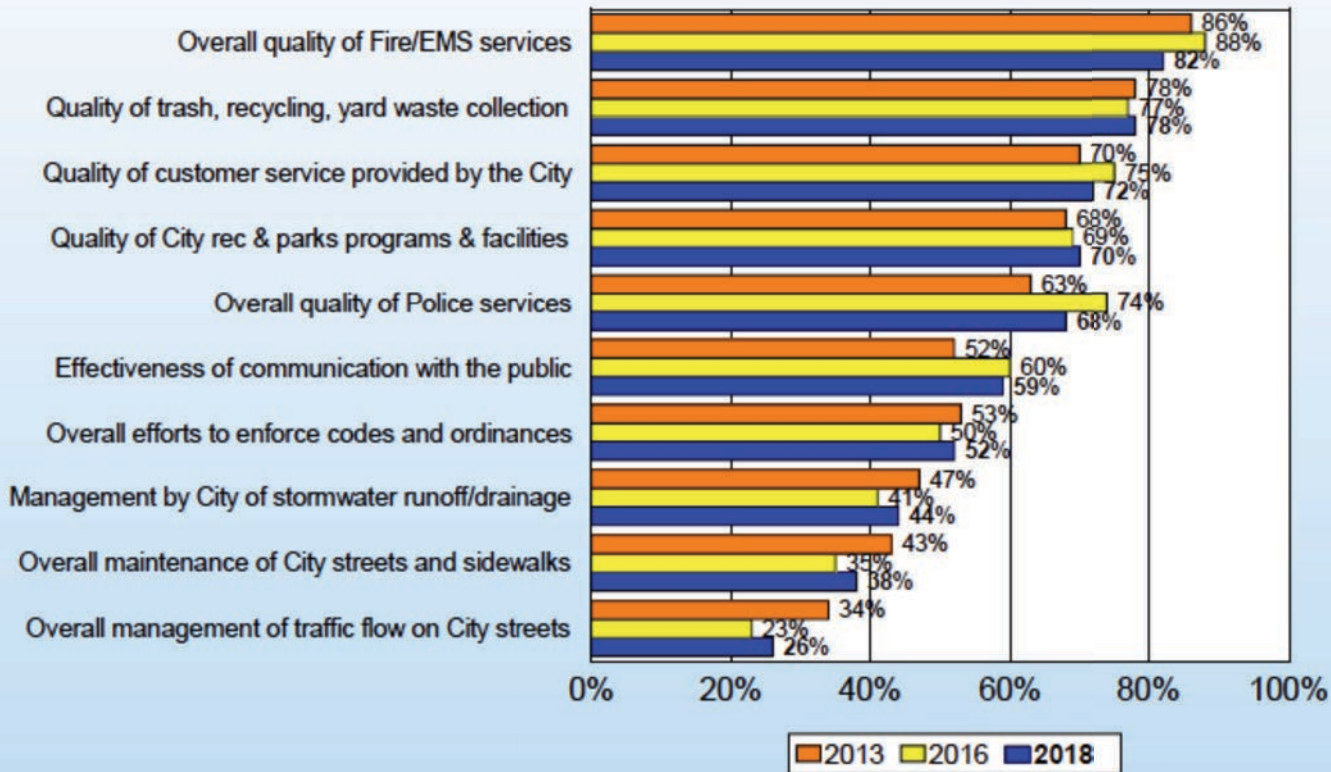


Source: ETC Institute (City of Greenville - 2018)

\*Level of dissatisfaction **decreased** or remained the same in all categories, while neutral responses grew in all categories.

# TRENDS: Overall Satisfaction With City Services by Major Category - 2013 to 2018

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2018)



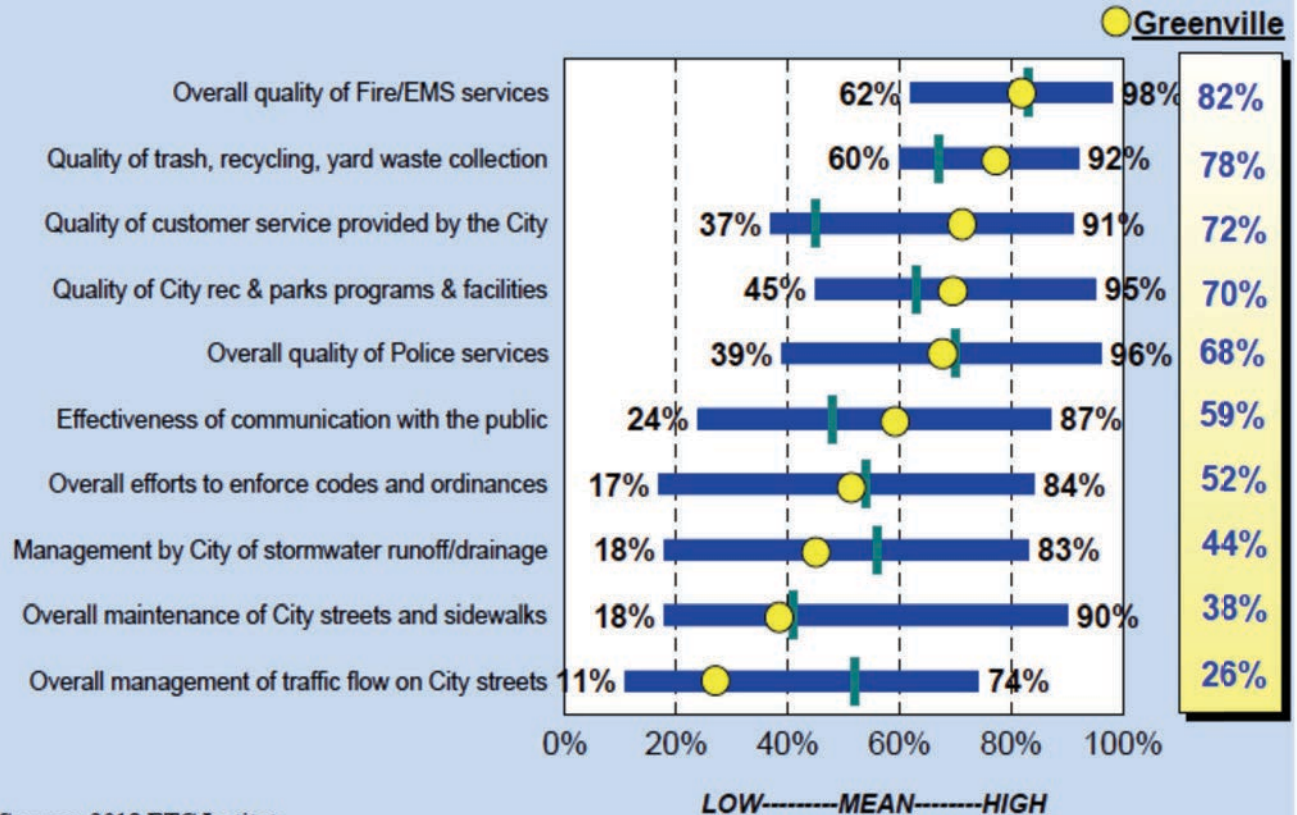
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# Overall Satisfaction with Various City Services in 2018

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



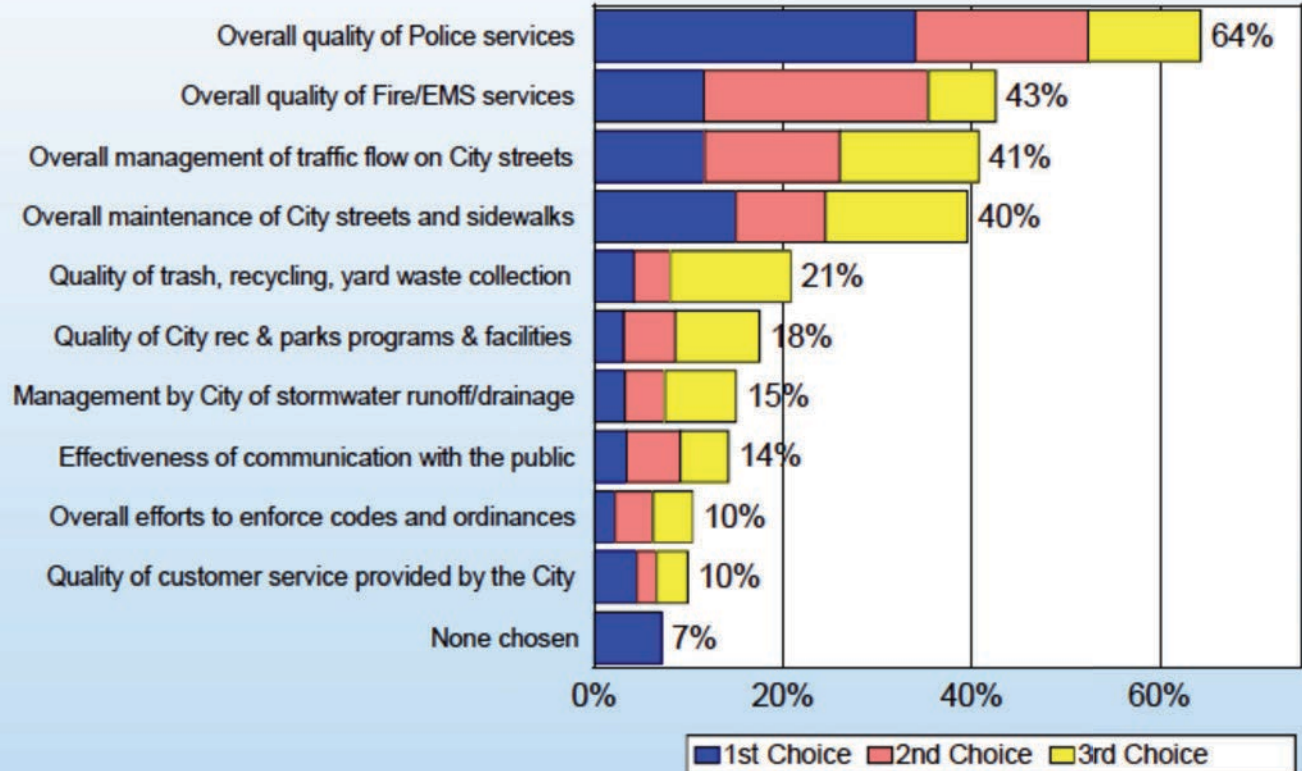
Source: 2018 ETC Institute



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## Q2. City Services That Are Most Important for the City to Provide

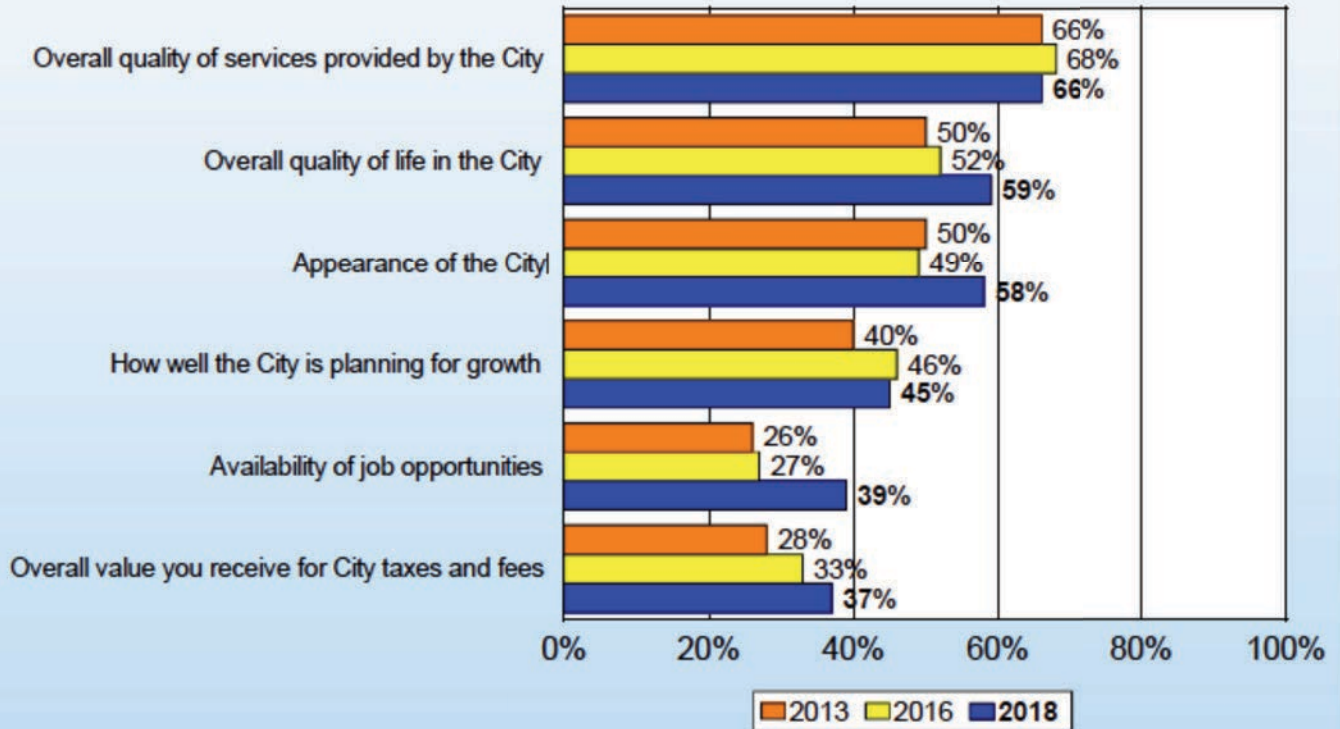
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (City of Greenville - 2018)

# TRENDS: Satisfaction with Various Items That May Influence Respondents' Perception of the City of Greenville - 2013 to 2018

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



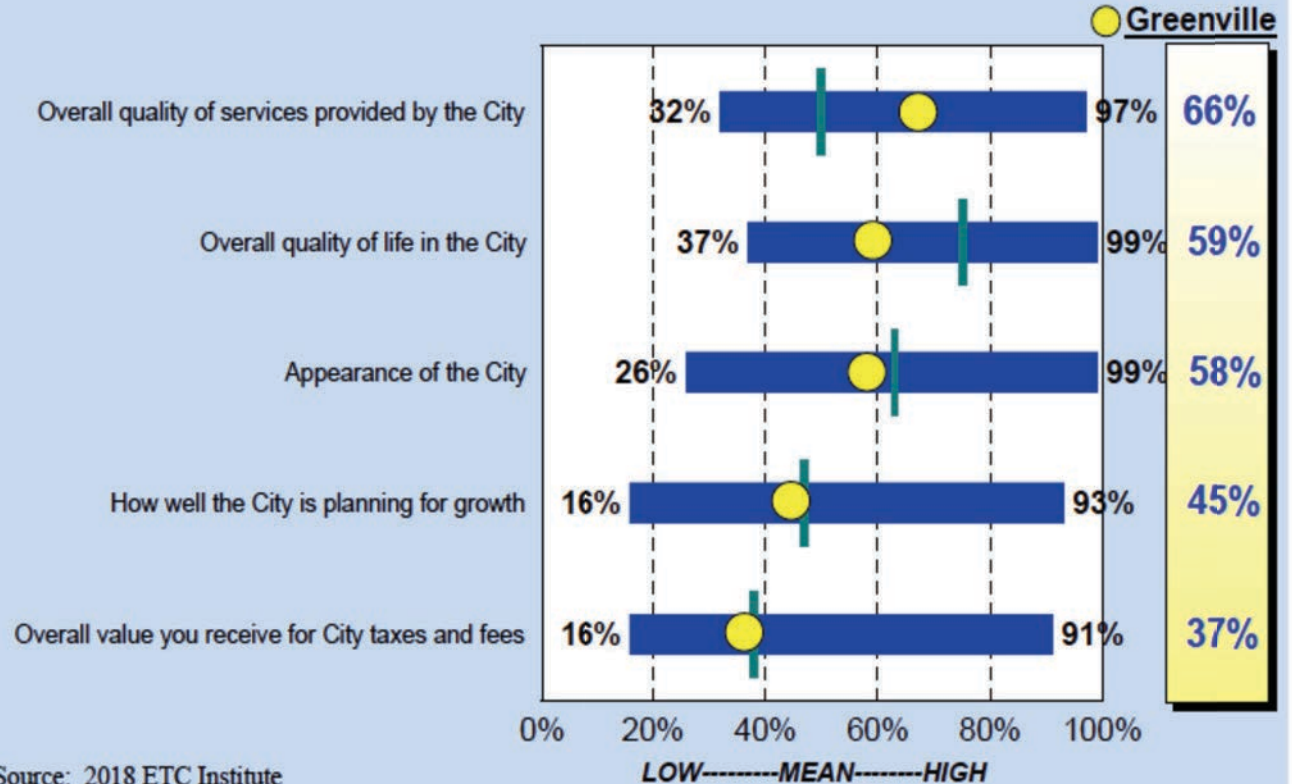
Source: ETC Institute (City of Greenville - 2018)



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# Satisfaction with Issues that Influence Perceptions of the City in 2018

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2018 ETC Institute



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# Public Safety



POLICE DEPARTMENT



FIRE/RESCUE



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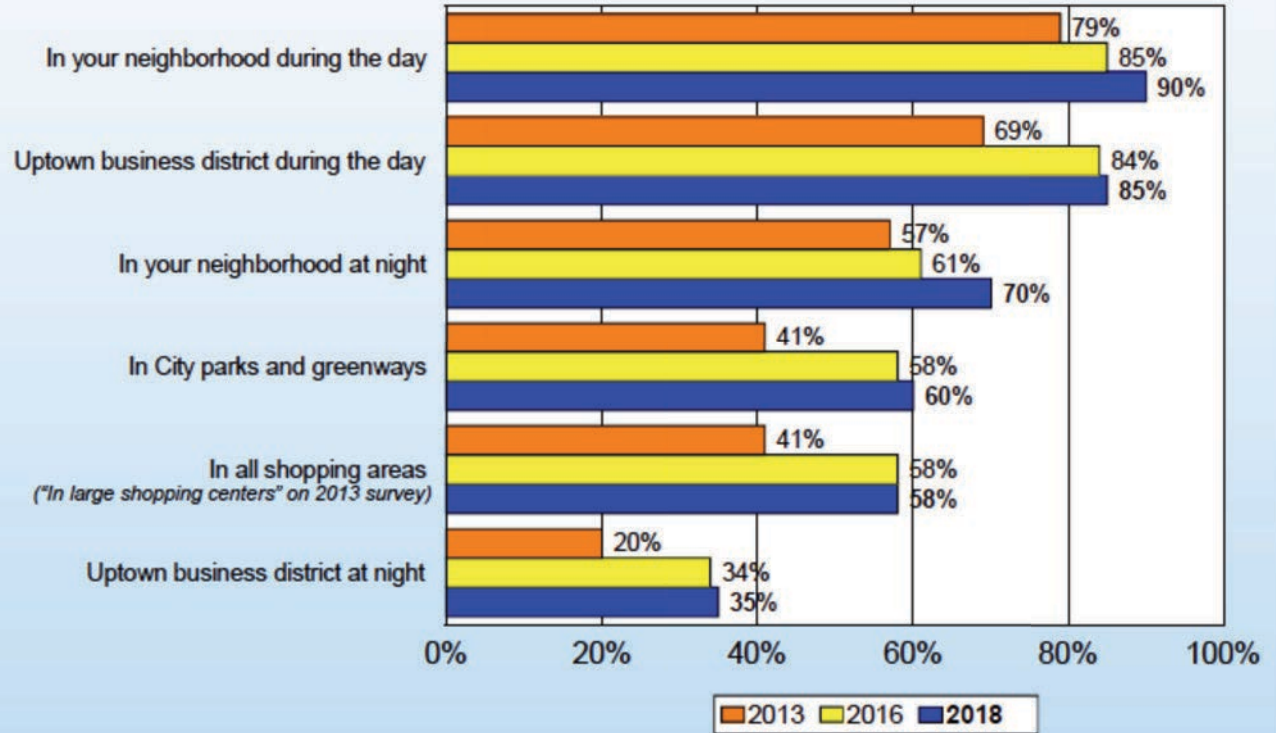
# Public Safety

- 79% of respondents satisfied with the provision of EMS services
- 67% of respondents satisfied with City's efforts to prevent fires
- 58% of respondents satisfied with City's effort to prevent crimes
- The City's effort to prevent crimes remains a top priority for public safety (52%)
- Respondents indicated an increase in level of safety in each of the various situations presented



# TRENDS: Level of Safety in Various Situations 2013 to 2018

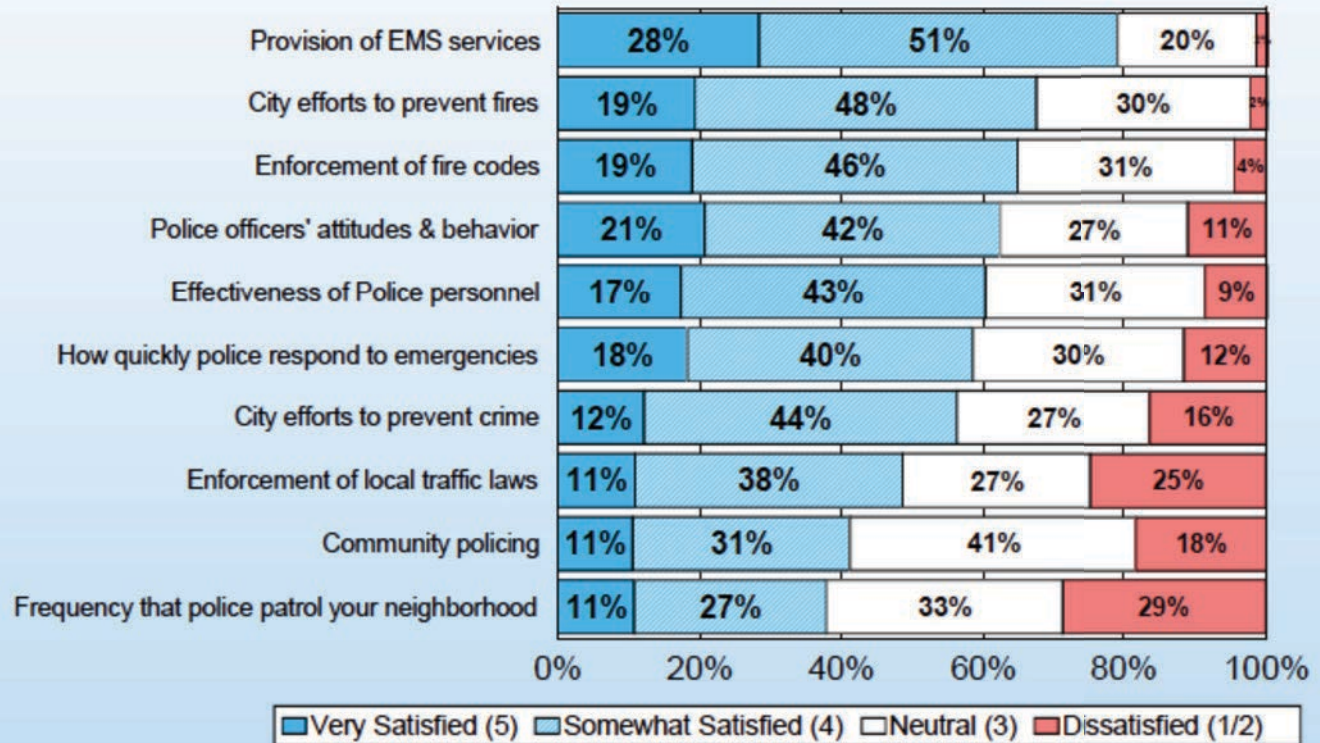
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2018)

## Q4. Satisfaction with Various Aspects of Public Safety

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

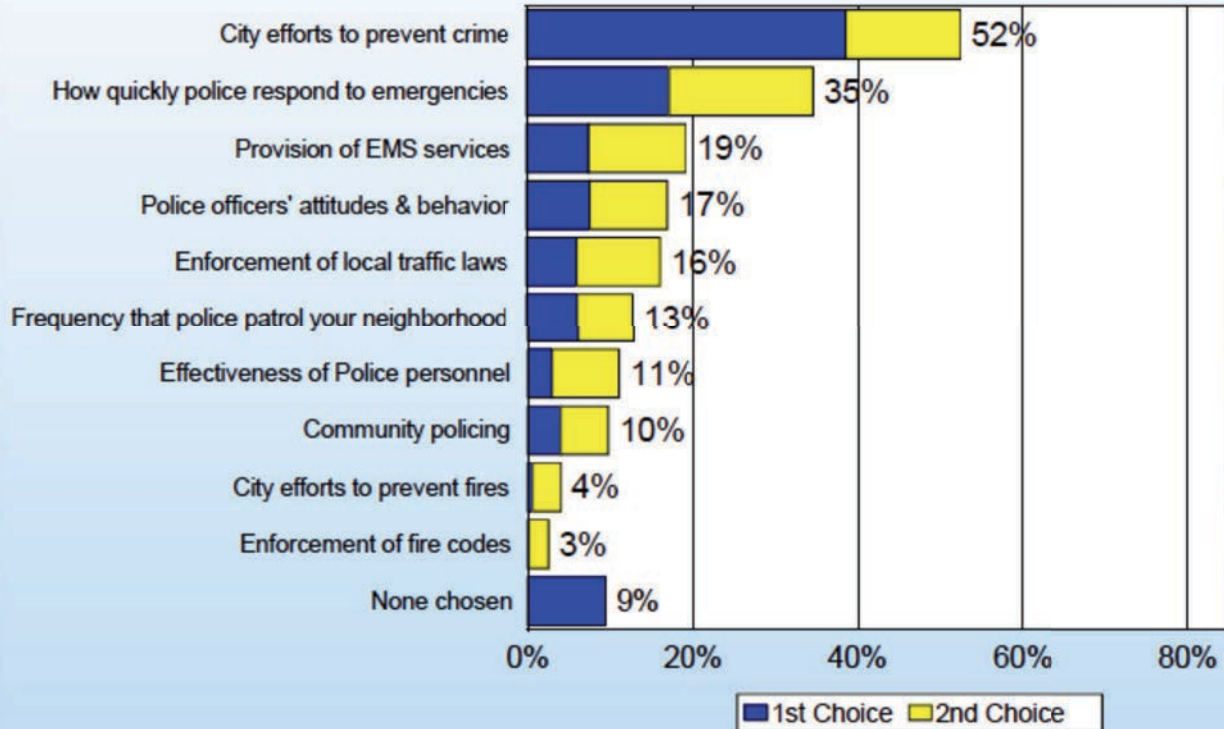


Source: ETC Institute (City of Greenville - 2018)



# Q5. Aspects of Public Safety That Are Most Important for the City to Provide

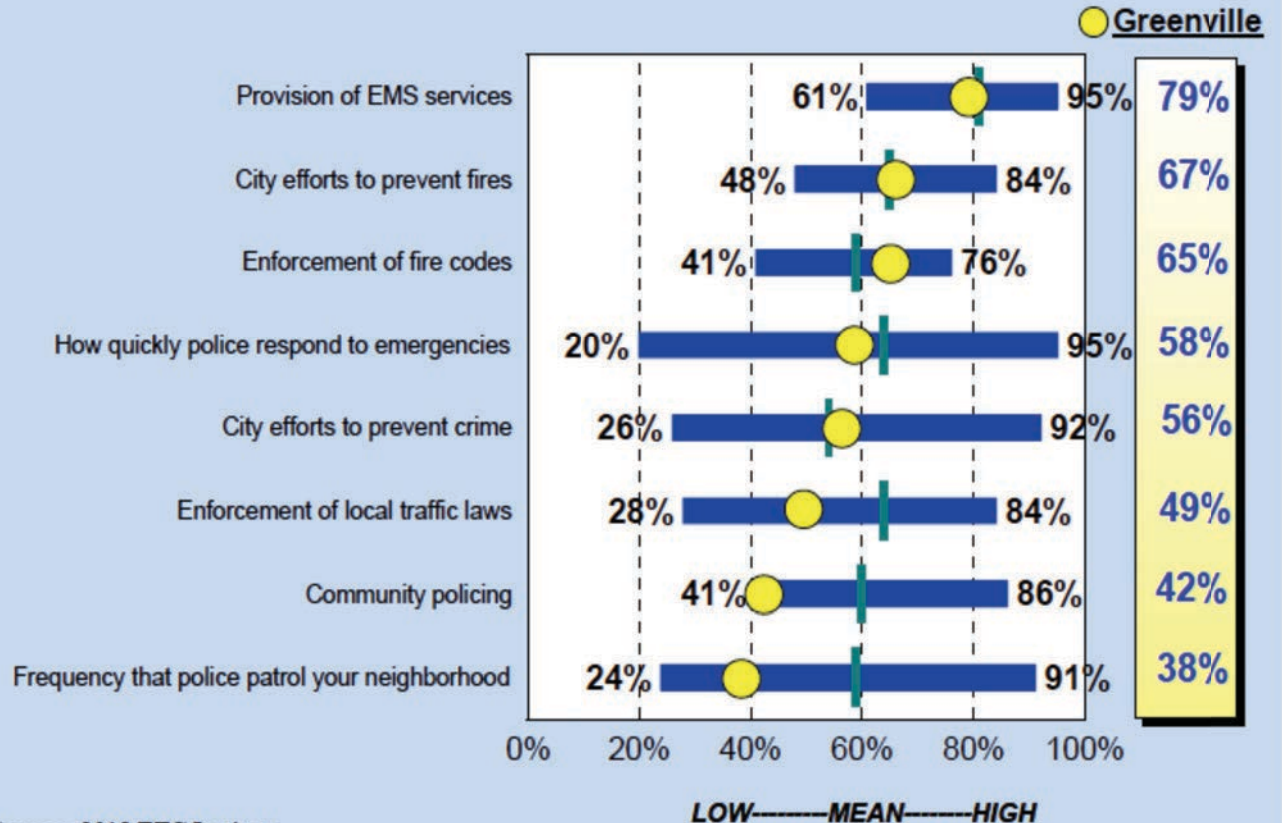
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (City of Greenville - 2018)

# Satisfaction with Public Safety in 2018

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: 2018 ETC Institute



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# Recreation and Parks



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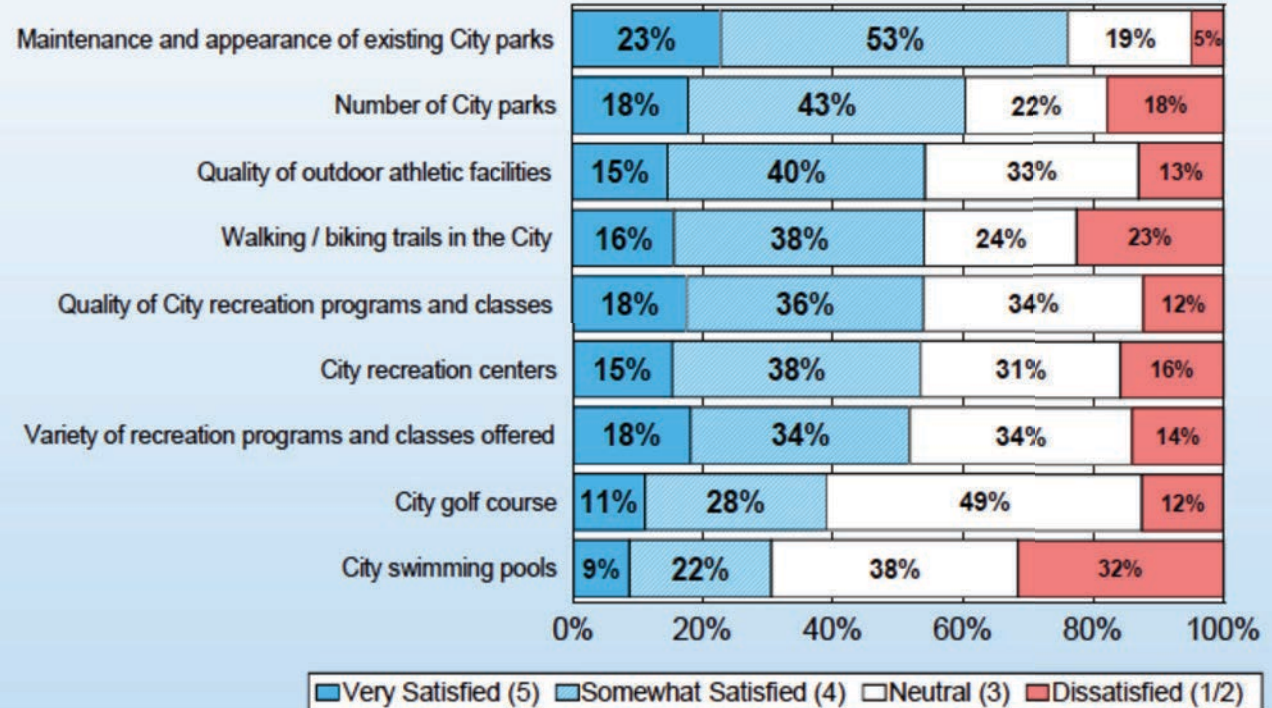
# Recreation and Parks

- 76% of respondents were satisfied with maintenance and appearance of City parks
- 61% of respondents were satisfied with the number of City parks
- Highest increase in satisfaction was with walking/ biking trails in the city (47% to 54%)
- The maintenance and appearance of existing City parks remains the top priority (44%)
- Only increase in level of dissatisfaction was with the City swimming pools (30% to 32%)



## Q8. Satisfaction with Various Aspects of Recreation and Parks

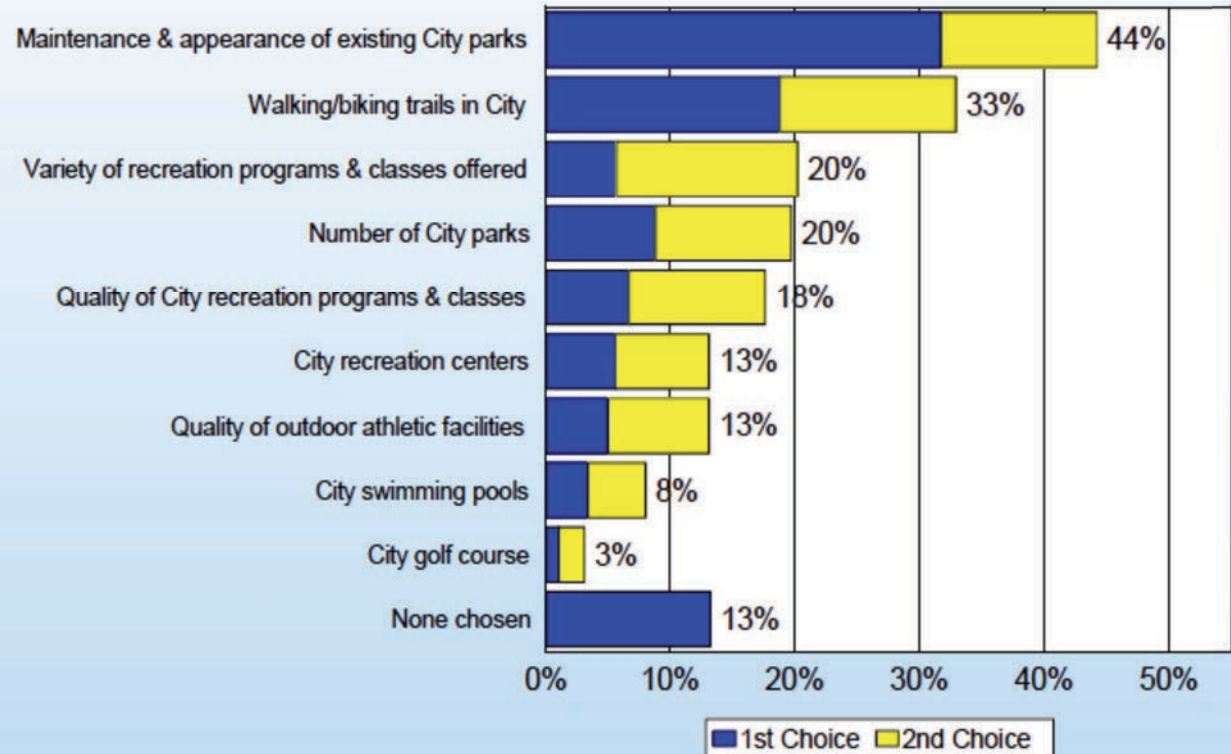
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2018)

## Q9. Aspects of Recreation and Parks That Are Most Important for the City to Provide

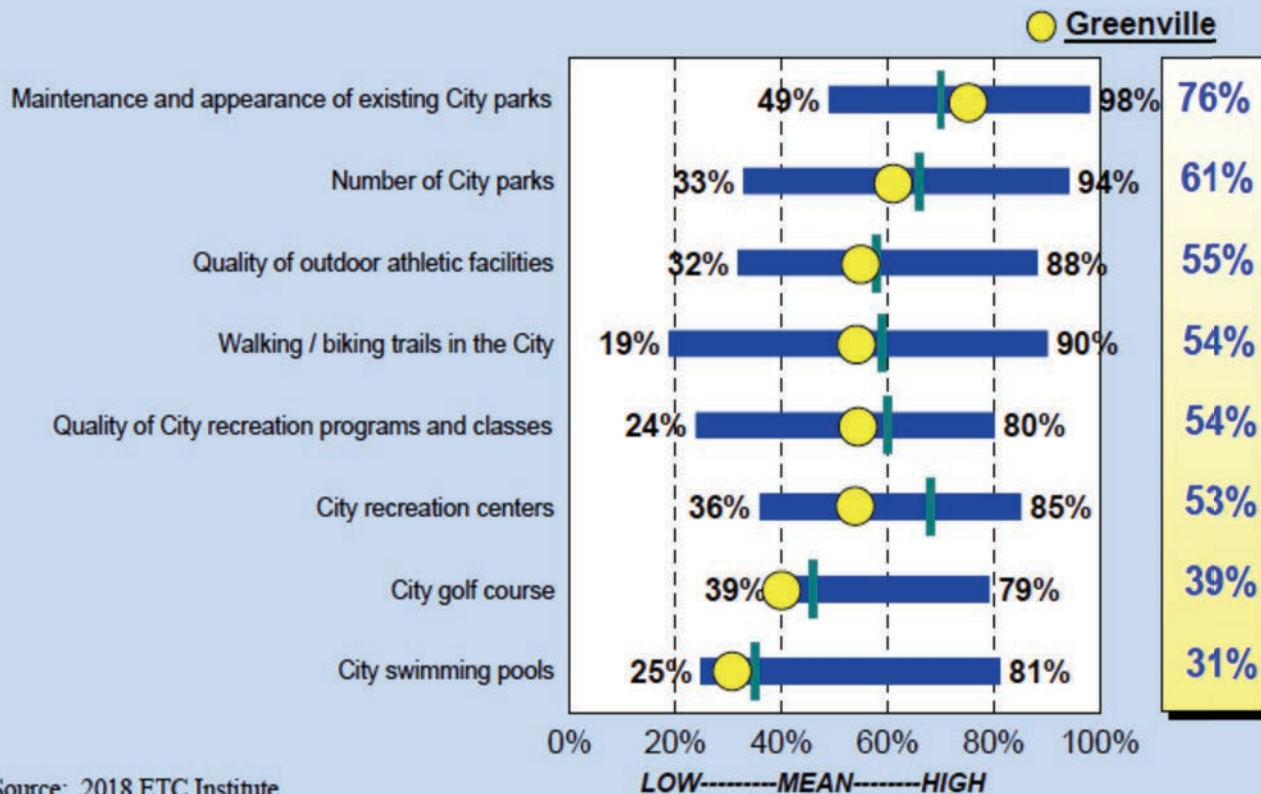
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (City of Greenville - 2018)

# Overall Satisfaction with Recreation and Parks in 2018

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2018 ETC Institute



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# Communication



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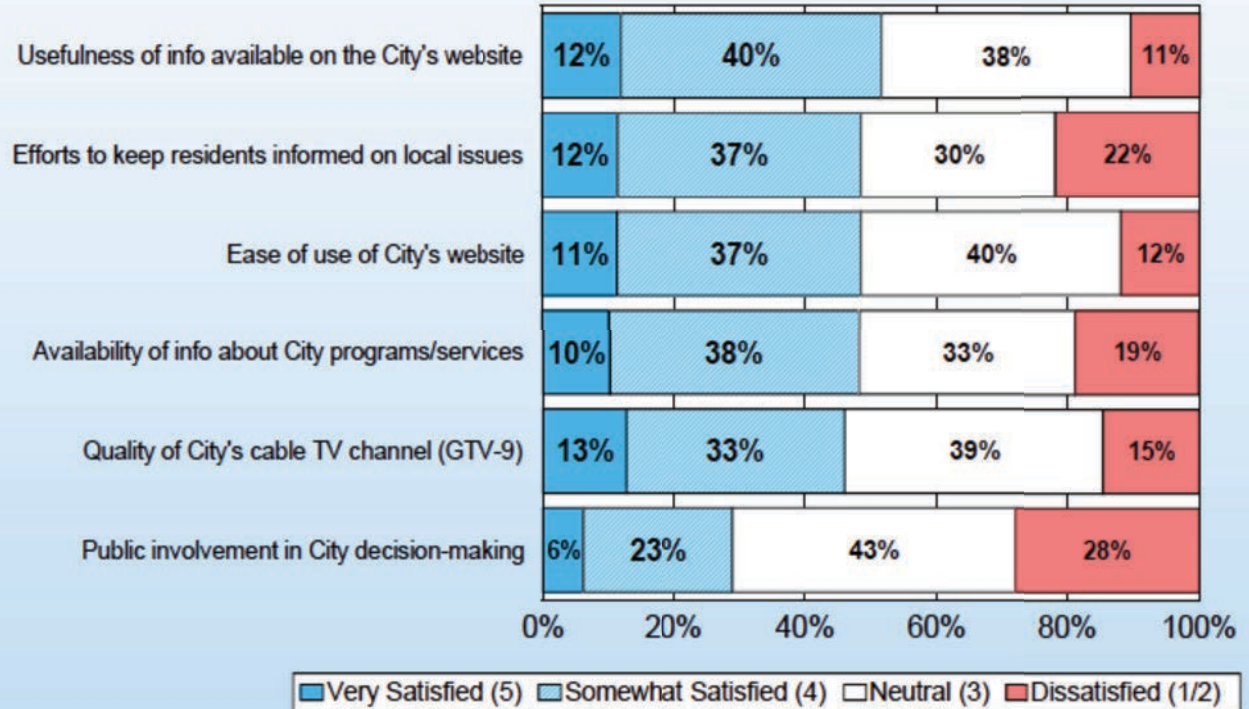
# Communication

- 59% of respondents satisfied with City's effectiveness of communication with the public
- 2% increase in dissatisfaction with efforts to keep residents informed on local issues
- Social media produced the only increase in how respondents currently get their information about the City of Greenville (43% to 45%)
- Newspapers were the largest decrease in how they currently get information (58% to 45%)
- Local TV news remains the top way that people get and prefer to get their information, but those rates are consistently dropping



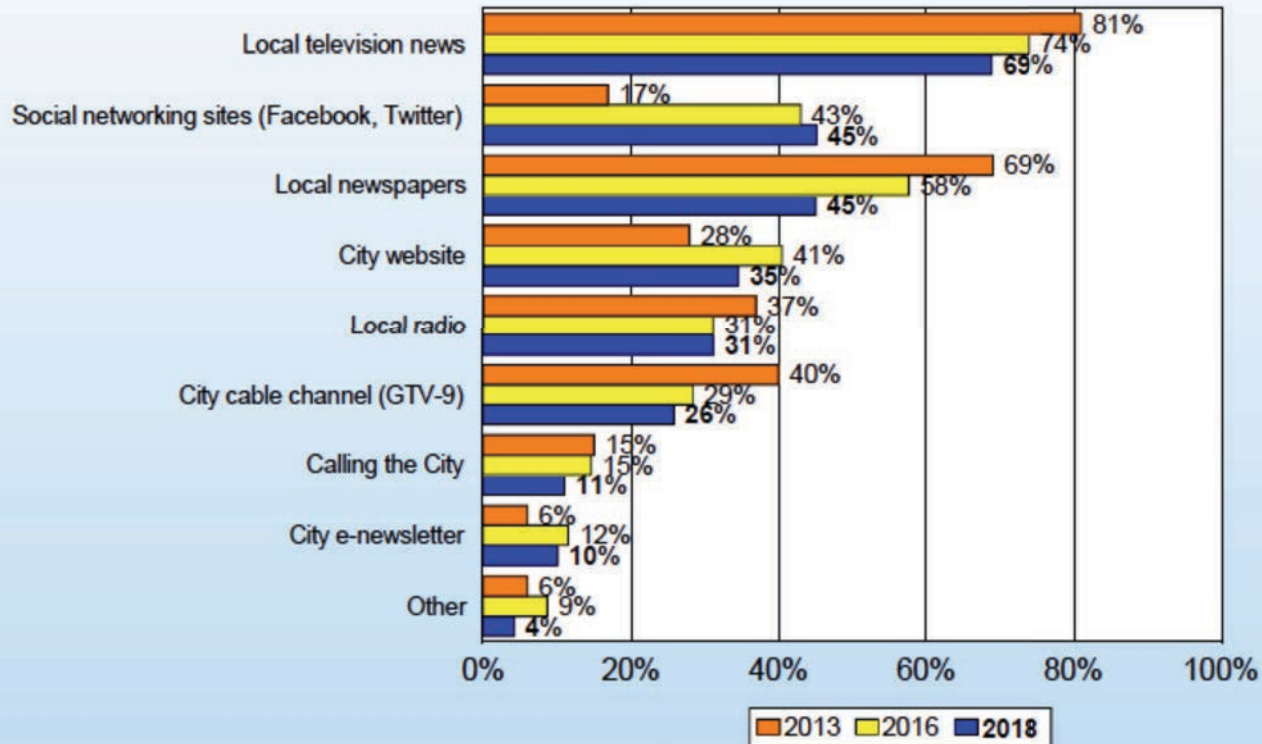
## Q10. Satisfaction with Various Aspects of City Communication

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



# TRENDS: Ways Residents Currently Get Information About the City of Greenville - 2013 to 2018

by percentage of respondents (multiple choices could be made)



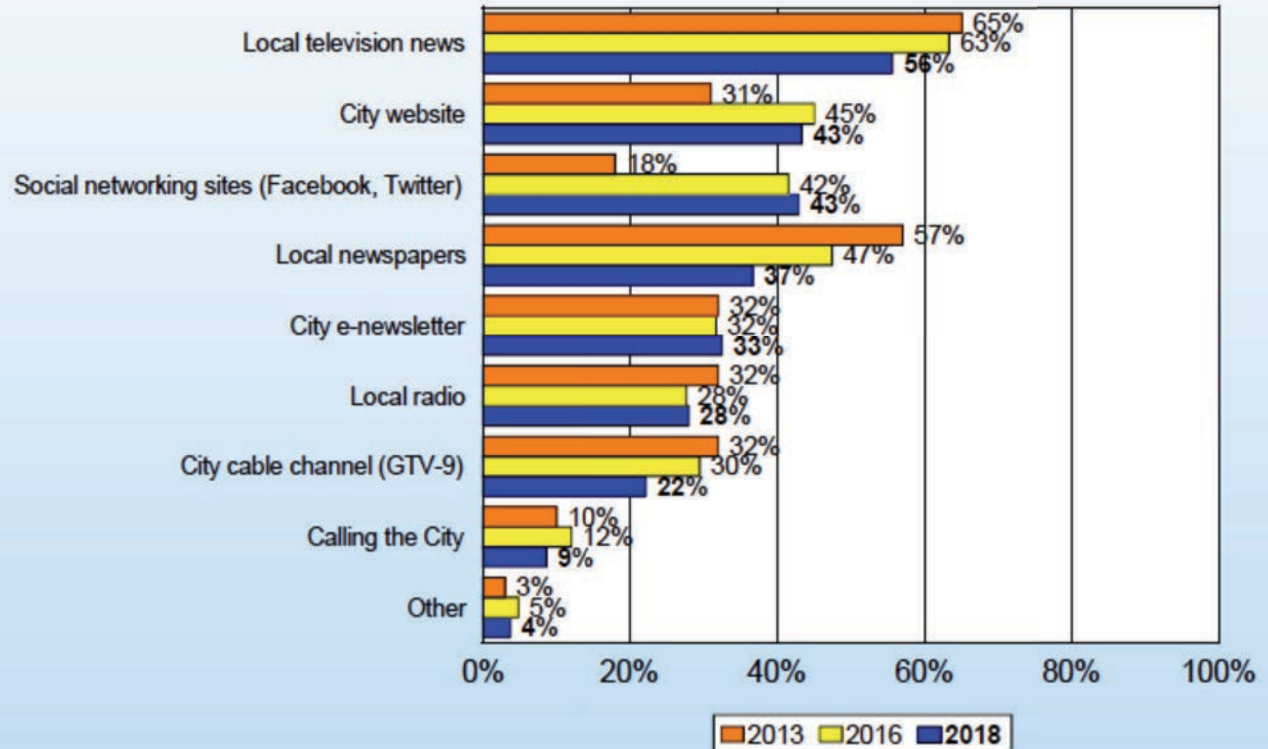
Source: ETC Institute (City of Greenville - 2018)



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# TRENDS: Ways Residents Prefer to Get Information About the City of Greenville - 2013 to 2018

by percentage of respondents (multiple choices could be made)



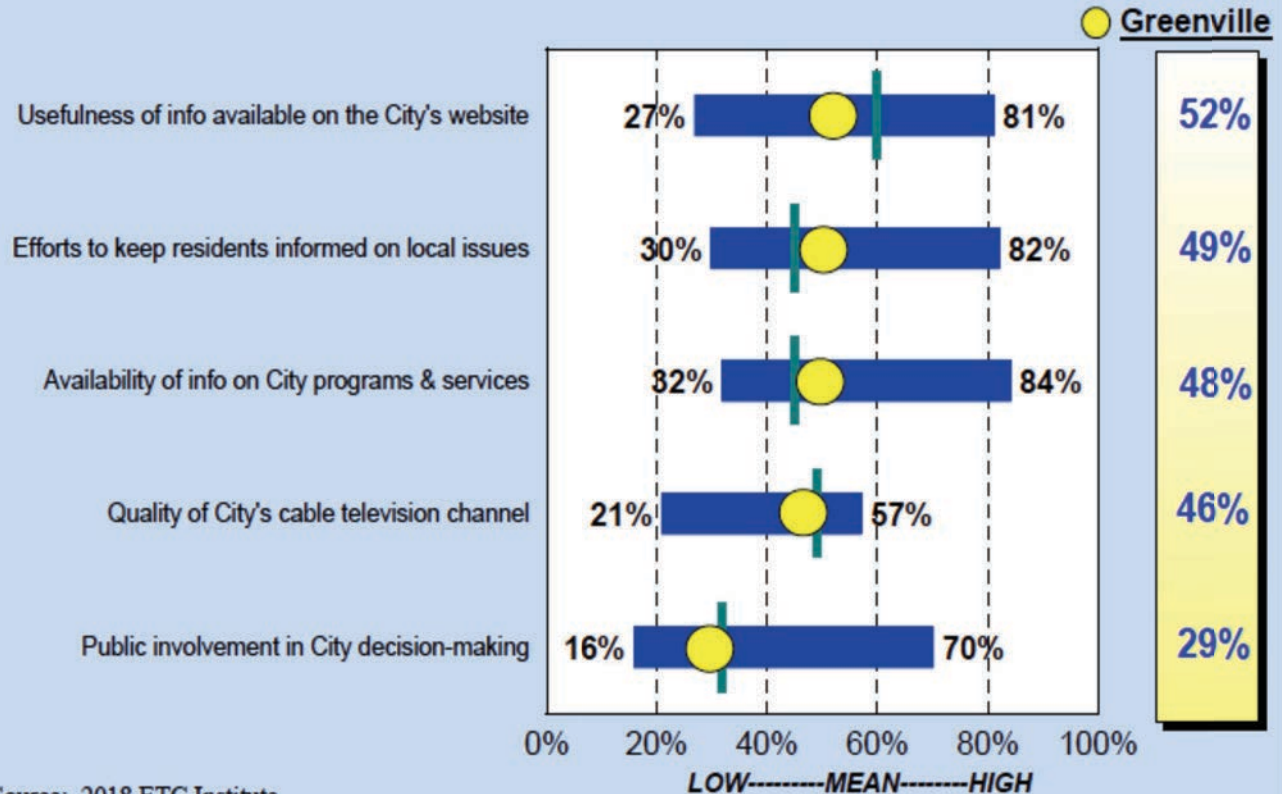
Source: ETC Institute (City of Greenville - 2018)



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# Overall Satisfaction with Communication in 2018

by percentage of respondents who rated the item 4 or 5 on a 5-point scale  
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2018 ETC Institute



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# Street Maintenance



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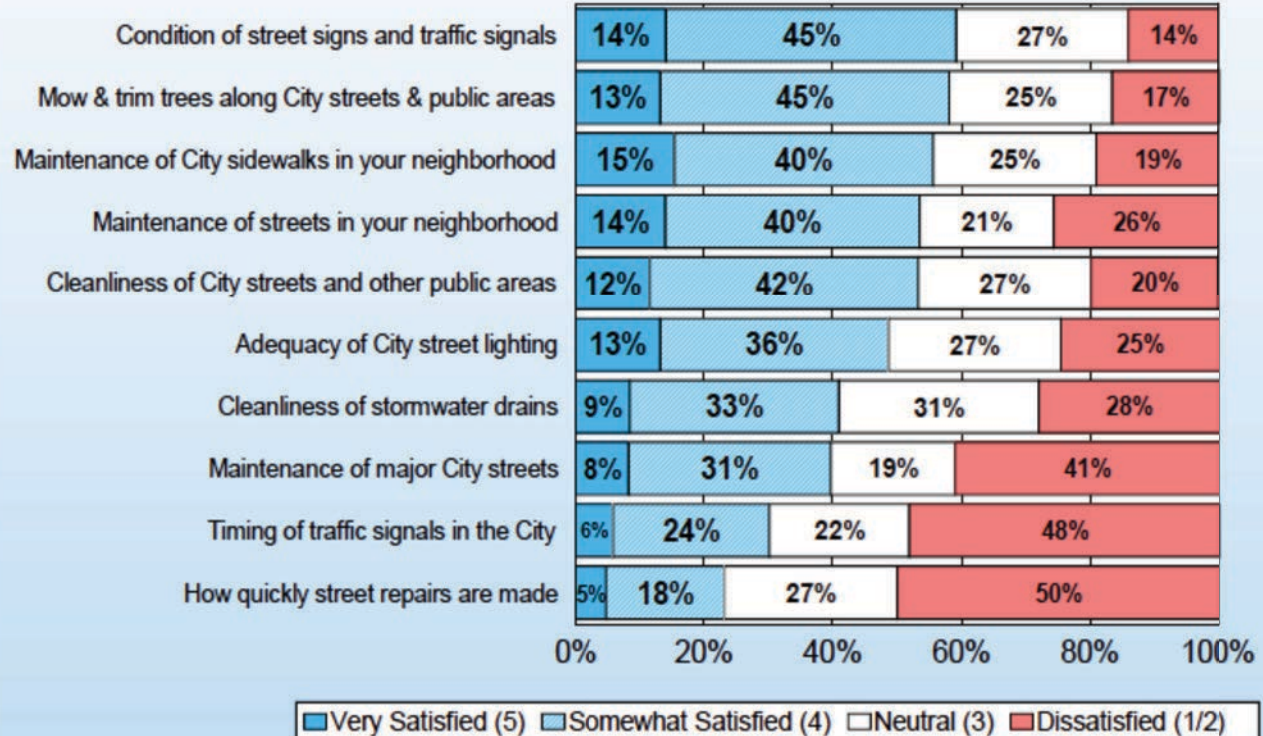
# Street Maintenance

- 59% of respondents satisfied with condition of street signs and traffic signals
- 58% satisfied with moving and tree trimming along City streets and other public areas
- 55% of respondents satisfied with maintenance of neighborhood sidewalks
- Increases in level of dissatisfaction for how quickly street repairs are made (47% to 50%) and timing of traffic signals in the City (48% to 50%)
- Maintenance of major City streets was the top priority of respondents (54%) with timing of traffic signals coming in second (31%)



# Q13. Satisfaction with Various Aspects of Street Maintenance

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2018)

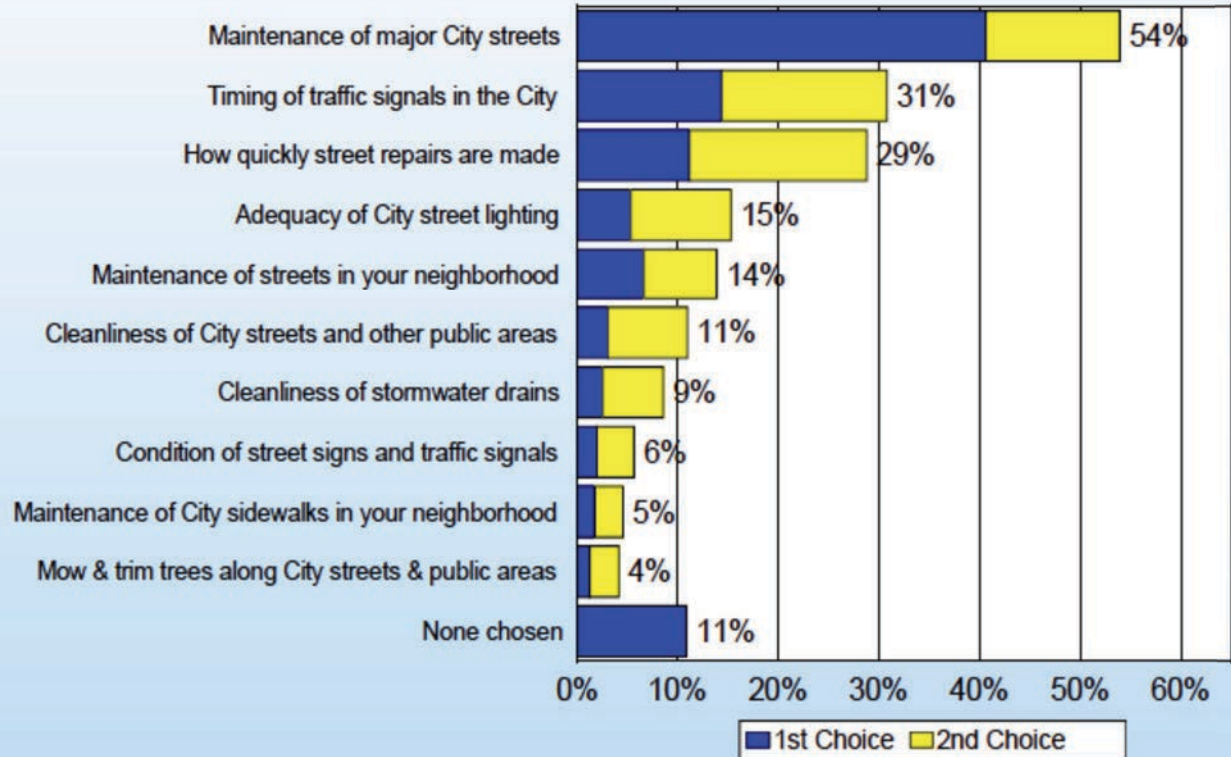


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# Q14. Aspects of Street Maintenance That Are Most Important for the City to Provide

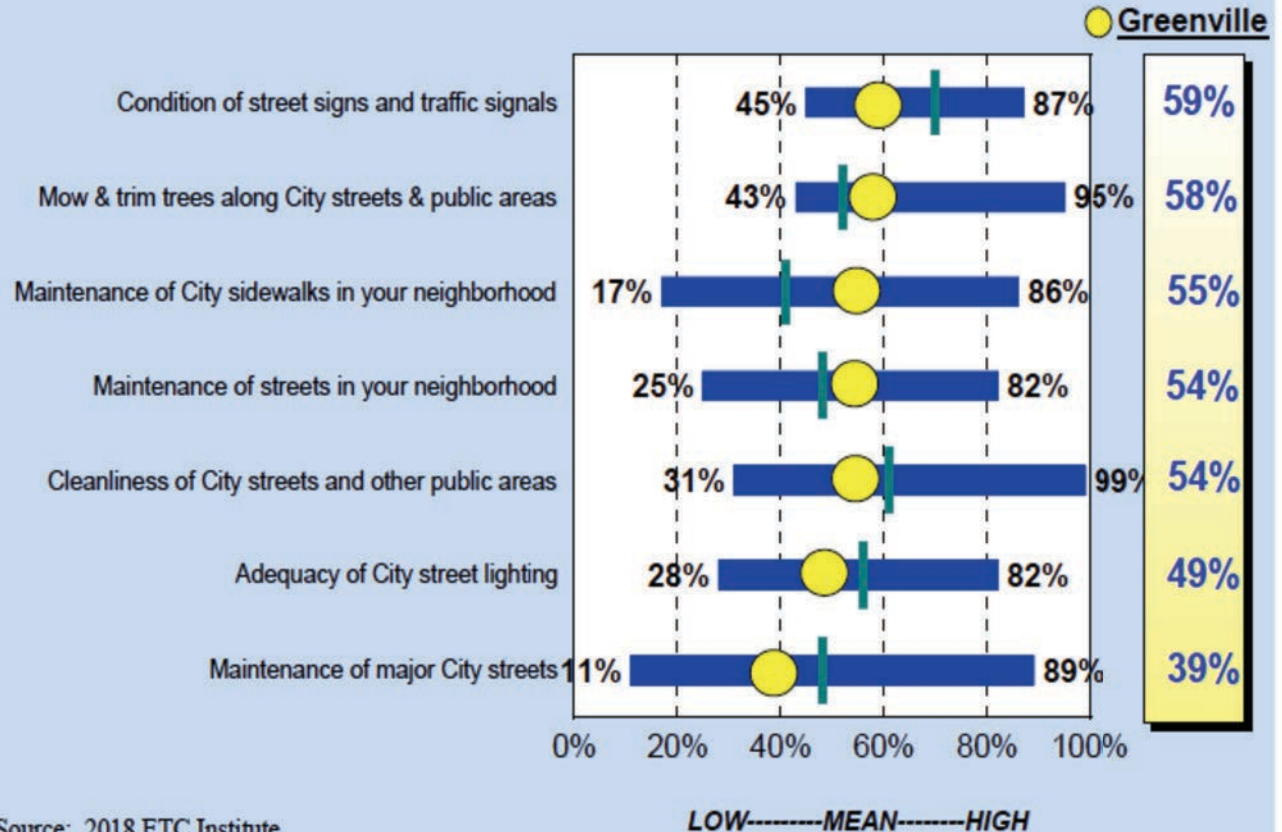
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (City of Greenville - 2018)

# Overall Satisfaction with Street Maintenance in 2018

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2018 ETC Institute



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# Code Enforcement



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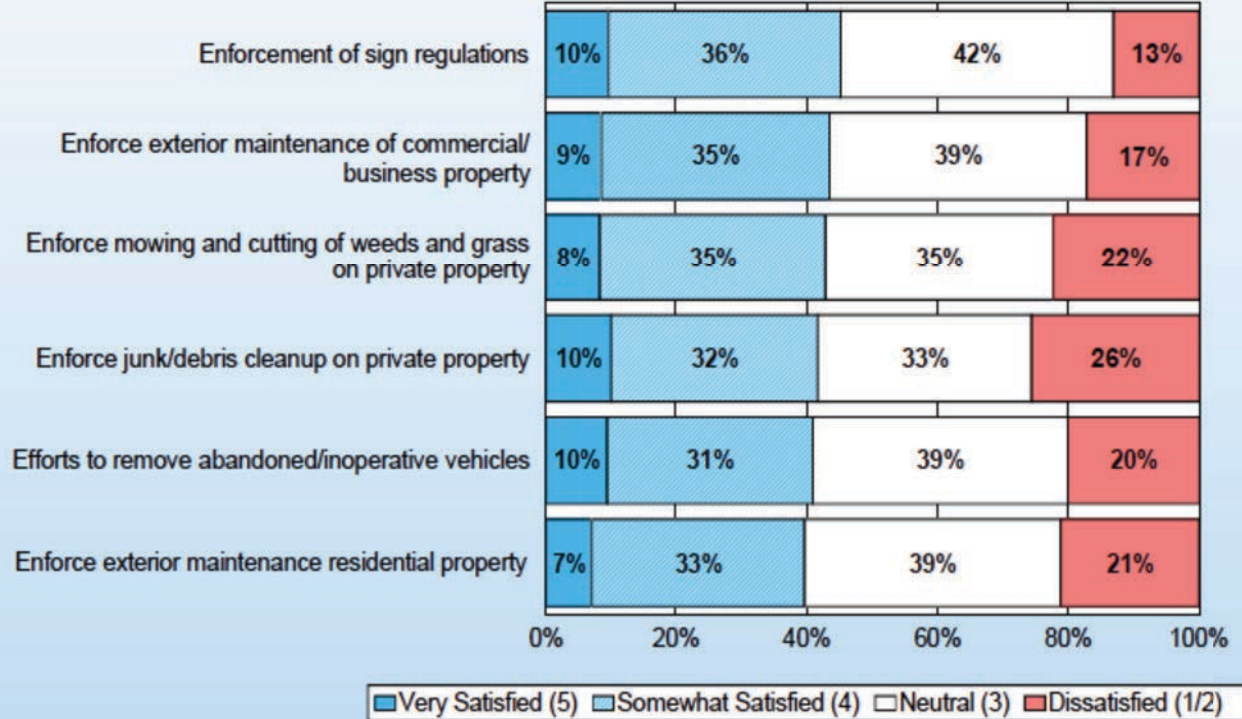
# Code Enforcement

- 46% of respondents were satisfied with the City's enforcement of sign regulations
- 44% were satisfied with the enforcement of the maintenance of commercial/business property
- There were decreases in the level of dissatisfaction in all aspects of City Code Enforcement
- Respondents felt that the enforcement of junk/debris cleanup on private property should be the top priority for the City (51%) followed by the enforcement of mowing/cutting of weeds and grass on private property



# Q15. Satisfaction with Various Aspects of City Code Enforcement

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



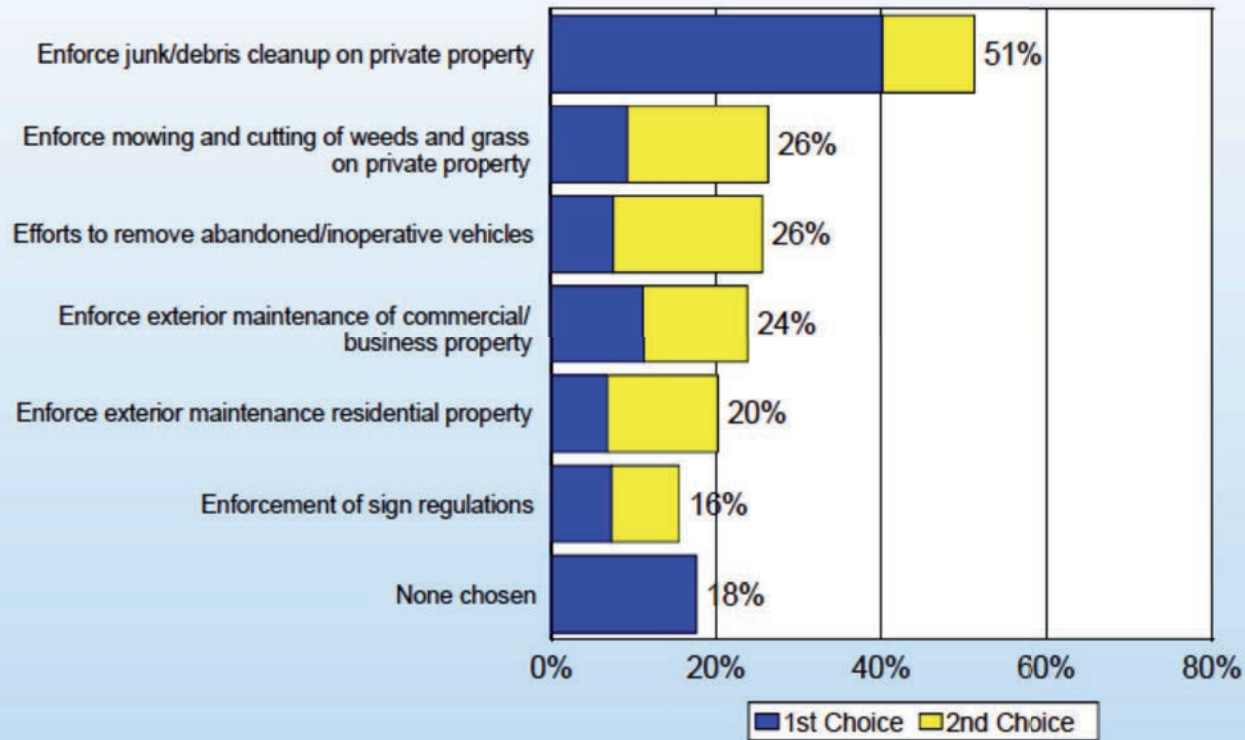
Source: ETC Institute (City of Greenville - 2018)



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# Q16. Aspects of Code Enforcement That Are Most Important for the City to Provide

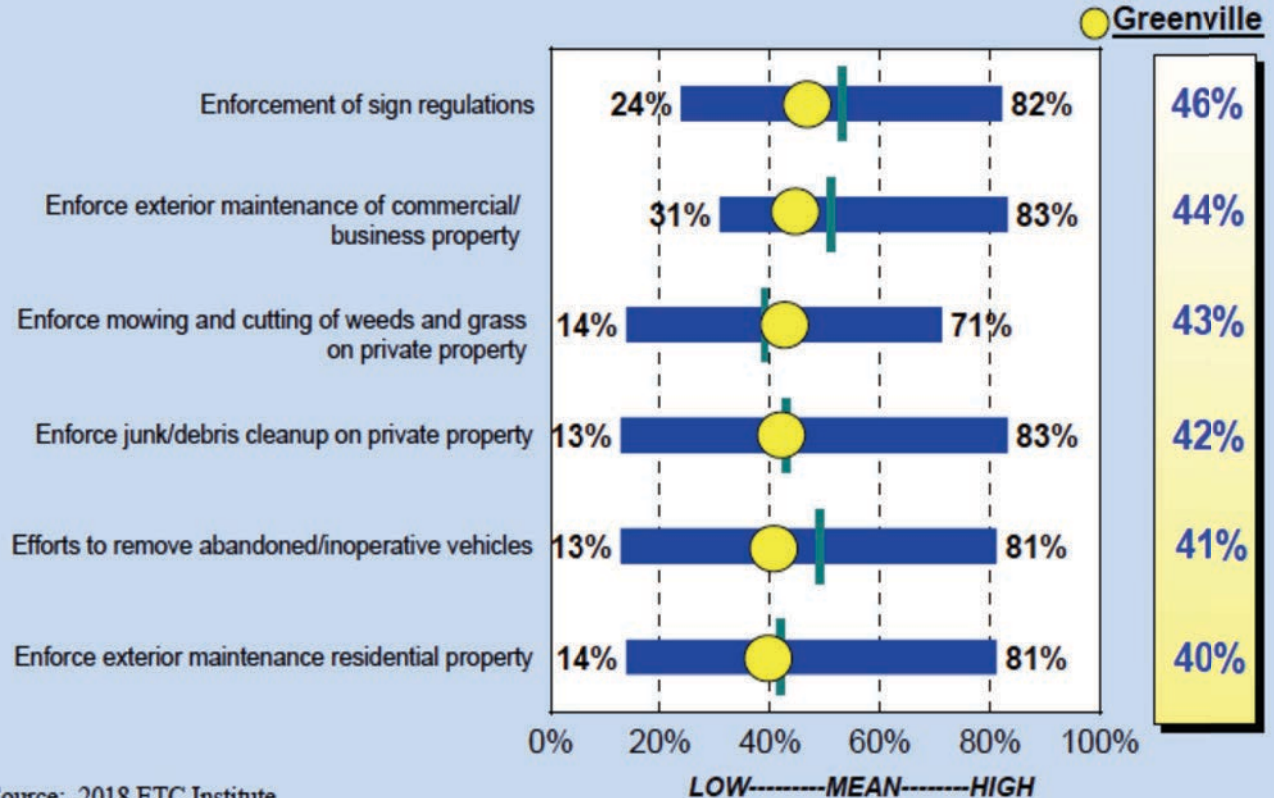
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (City of Greenville - 2018)

# Overall Satisfaction with Code Enforcement in 2018

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2018 ETC Institute



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# Contacting the City



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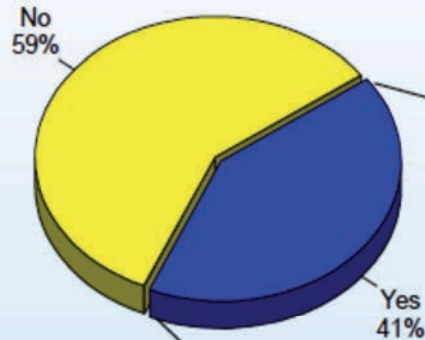
# Contacting the City

- 41% of respondents reporting that they have contacted the City of Greenville during the past year
- Overwhelming majority of those who contacted the City contacted Sanitation most recently (32%)
- 74% of respondents who contacted the City during the past year were satisfied with the way they were treated
- Level of dissatisfaction increased in all areas with accuracy of the info and assistance given seeing the largest increase (14% to 20%)

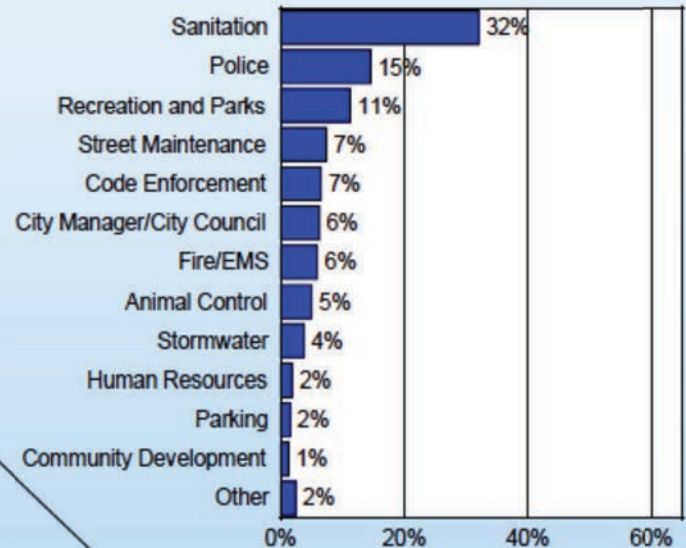


# Q17. Have You Contacted the City of Greenville During the Past Year?

by percentage of respondents



## Q17a. Which City Department or function did you contact most recently?



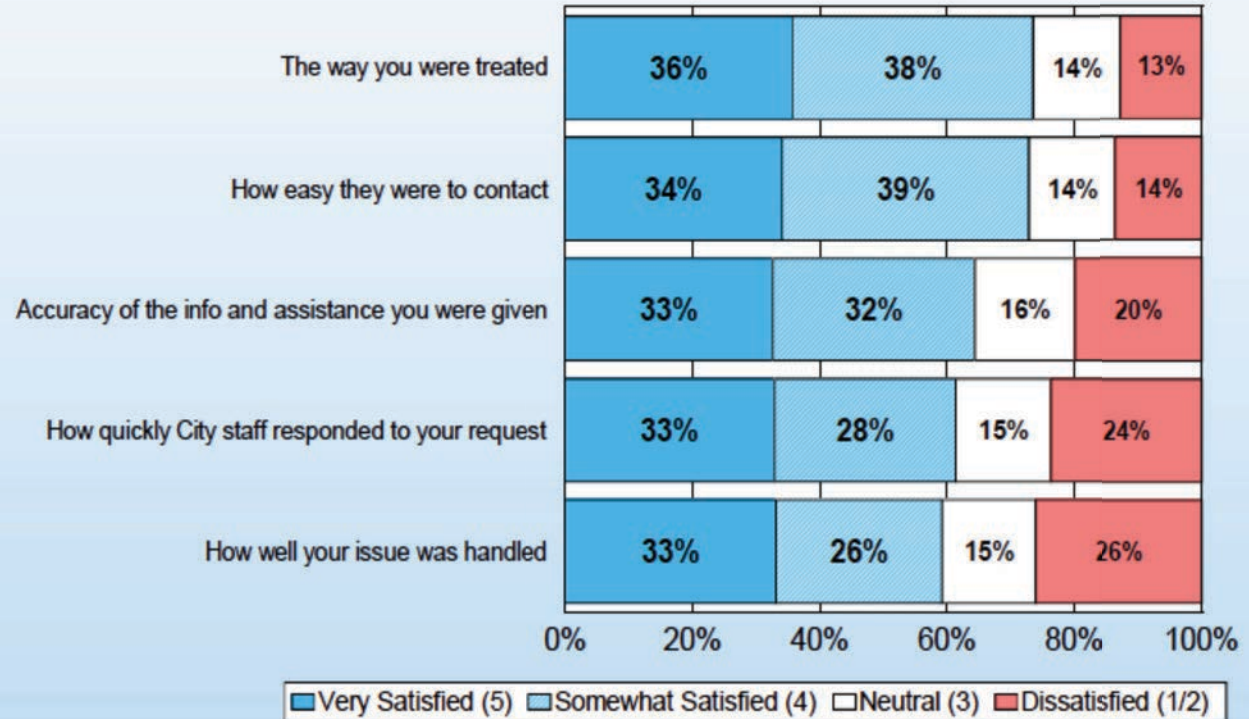
Source: ETC Institute (City of Greenville - 2018)



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# Q17b. Satisfaction with the City Employees in the Department That Residents Contacted Most Recently

by percentage of respondents who have contacted the City of Greenville during the past year and who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



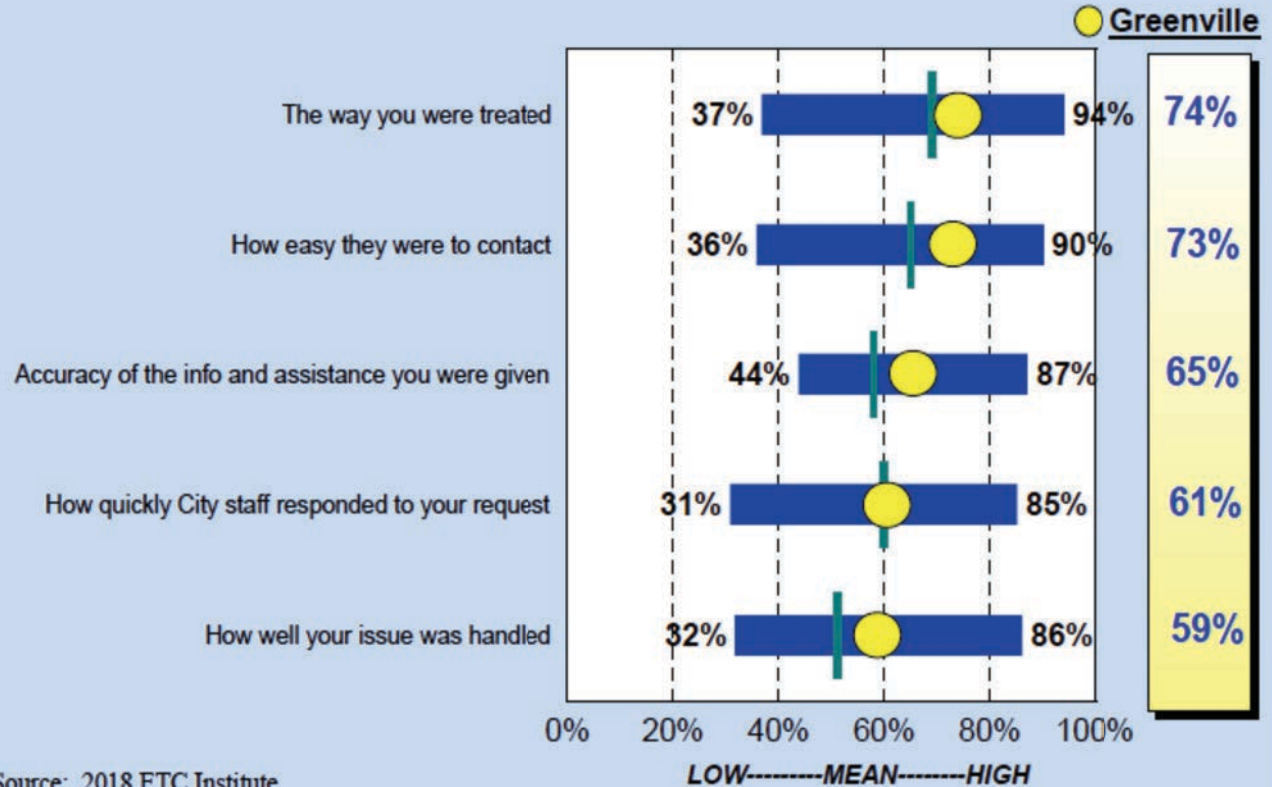
Source: ETC Institute (City of Greenville - 2018)



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# Overall Satisfaction with Customer Service in 2018

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



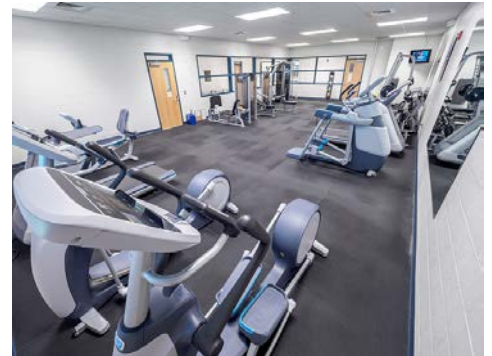
Source: 2018 ETC Institute



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# City Services



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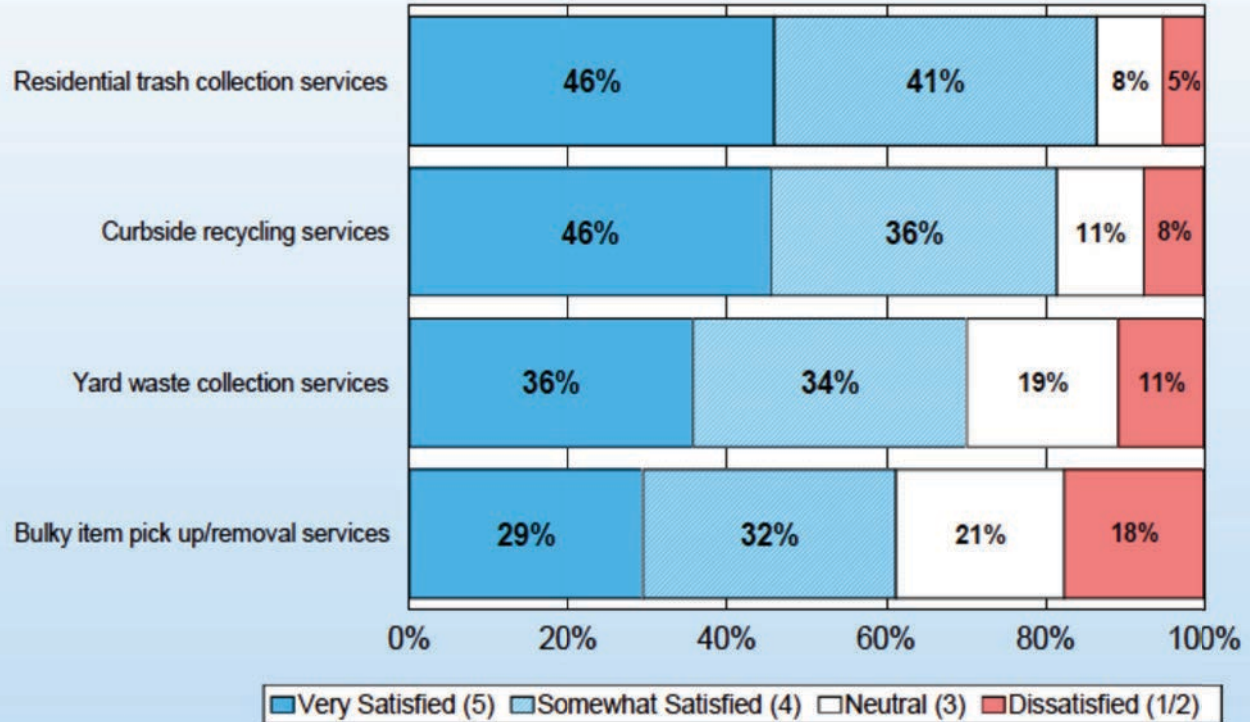
# City Services

- 87% of respondents were satisfied with the City's residential trash collection services
- 82% of respondents were satisfied with the City's curbside recycling services
- 82% of respondents have visited a neighborhood or City park during the past year
- 58% of respondents have visited the City's website during the past year
- 57% of respondents have visited a City recreation center



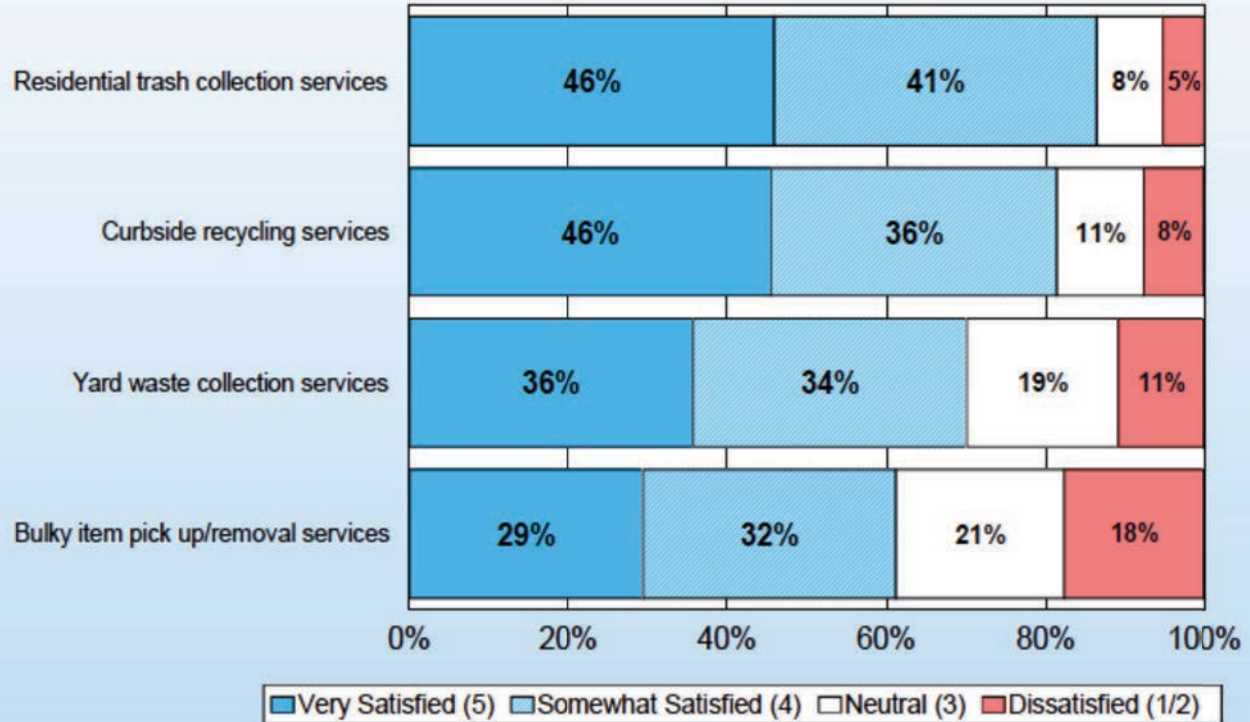
## Q18. Satisfaction with Various Aspects of Sanitation Services

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



## Q18. Satisfaction with Various Aspects of Sanitation Services

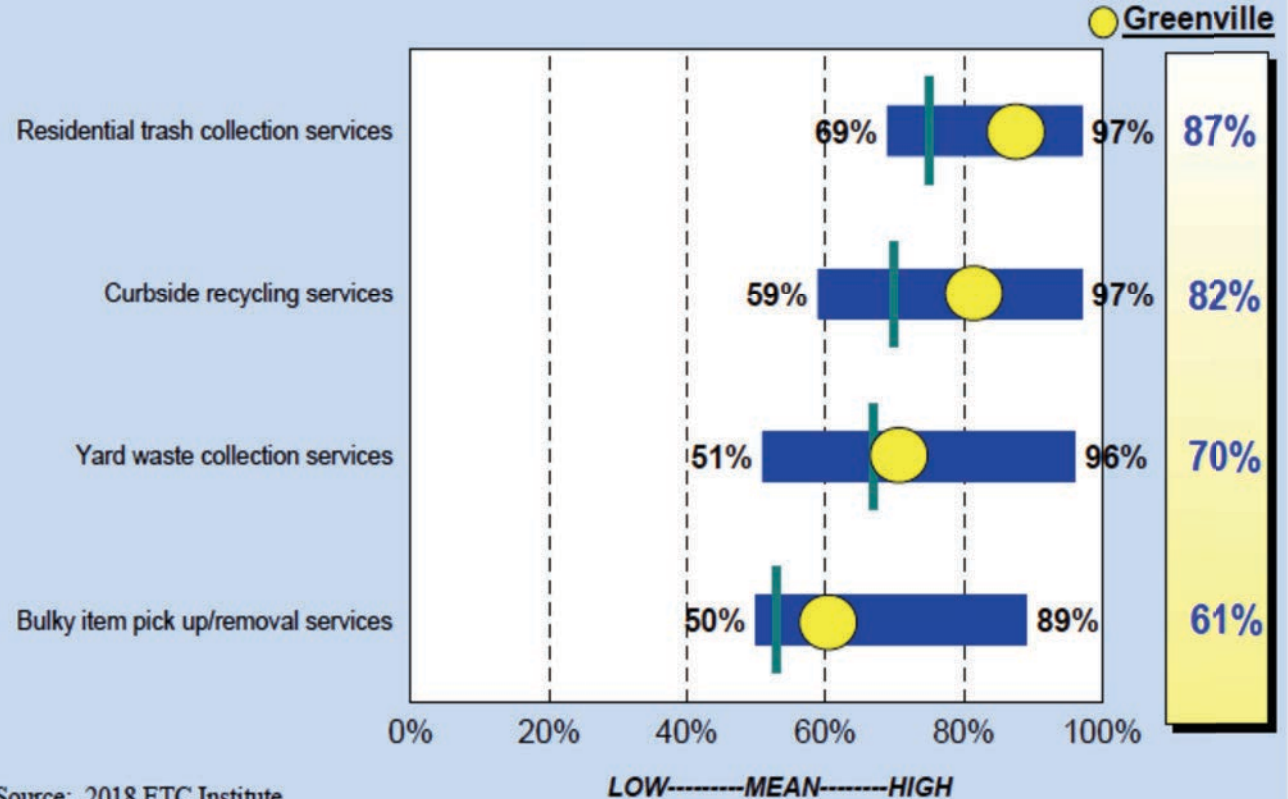
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)





# Overall Satisfaction with Utilities in 2018

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



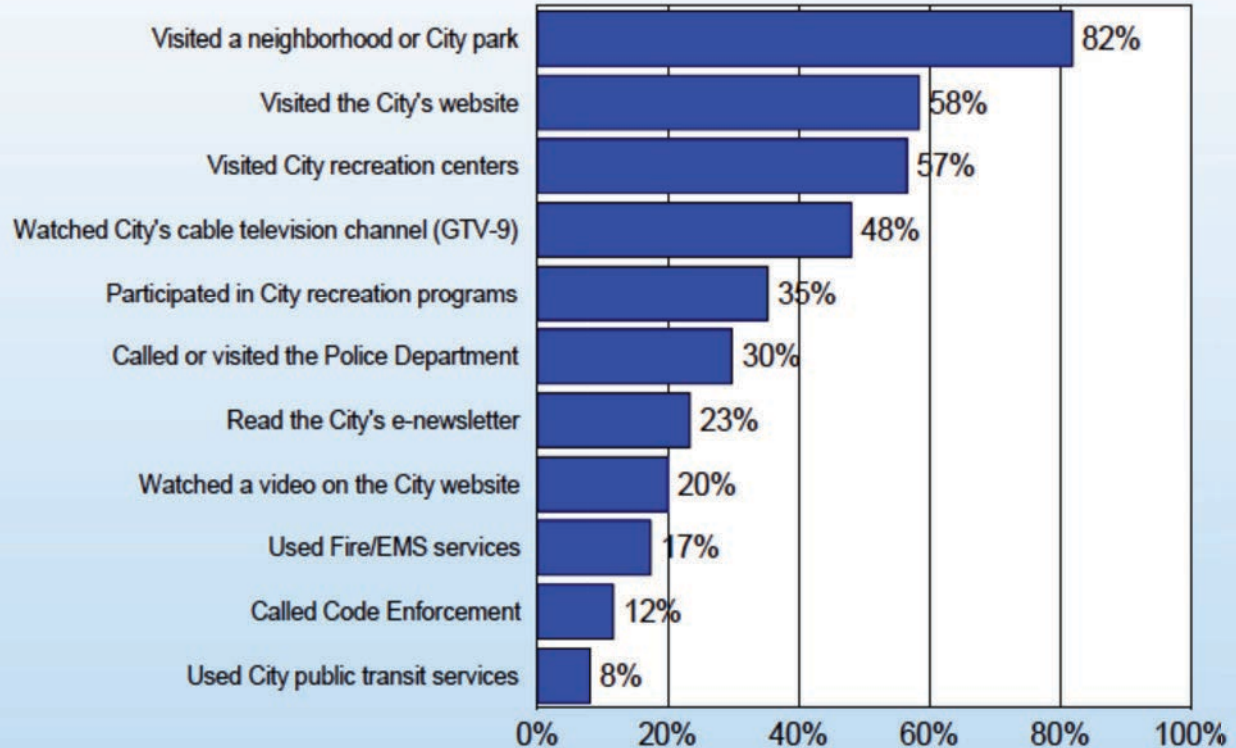
Source: 2018 ETC Institute



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# Q19. City Services That Residents Have Used During the Past 12 Months

by percentage of respondents (multiple choices could be made)



Source: ETC Institute (City of Greenville - 2018)



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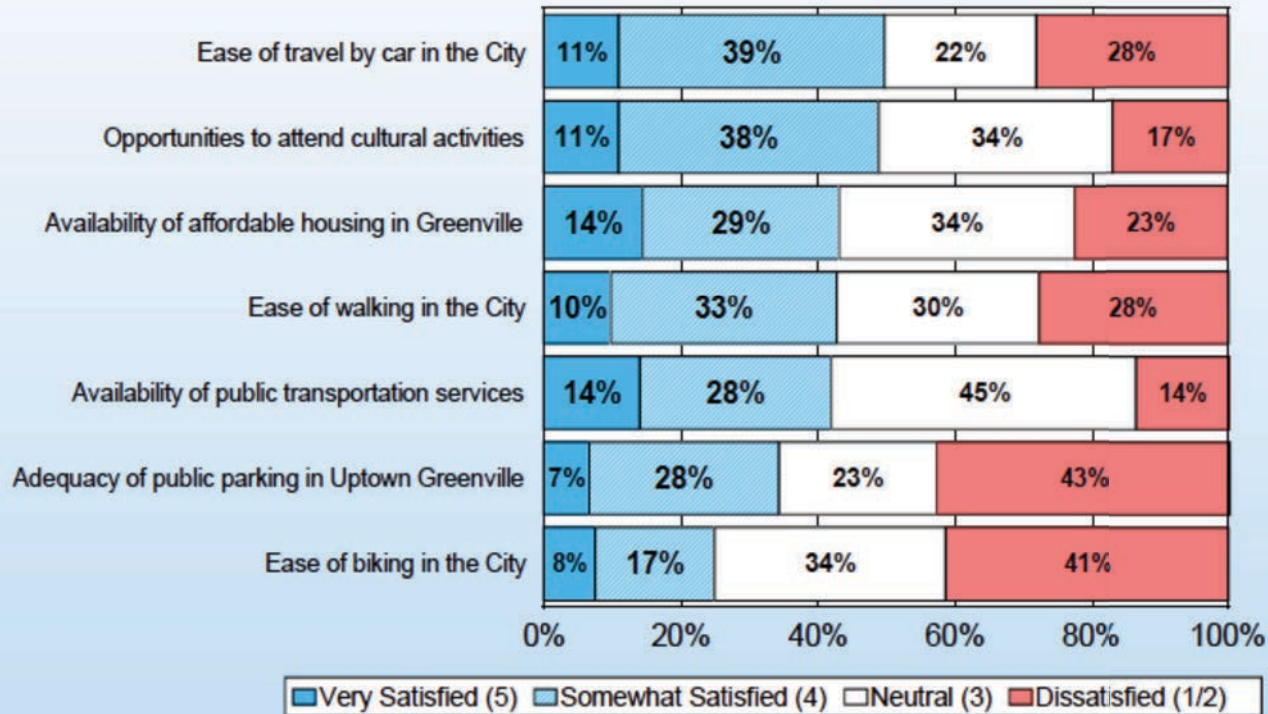
# Other Issues

- 50% of respondents were satisfied with ease of travel by car in the City (Up from 44% in 2016)
- 49% of respondents were satisfied with opportunities to attend cultural events
- 43% of respondents were satisfied with the ease of walking in the City (Up from 38% in 2016)
- Largest drop in satisfaction (46% to 35%) and increase in dissatisfaction (30% to 43%) were in adequacy of parking in Uptown District



## Q20. Satisfaction with Various Aspects of Transportation and Other Issues

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2018)

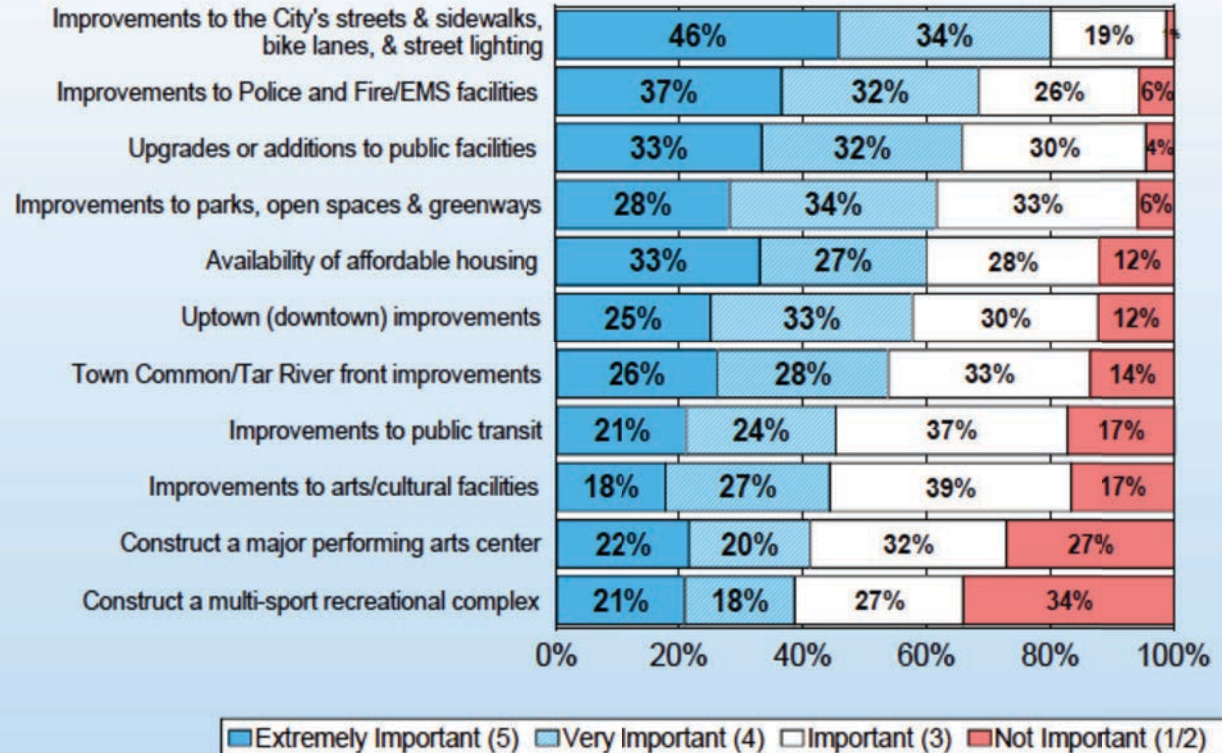
# City Investment

- 80% of respondents feel it is extremely important or very important to continue to invest in improvement to the City's streets, sidewalks, bike lanes, and street lighting
- 69% of respondents feel it is extremely important or very important to continue to invest in Police and Fire/EMS facilities
- 79% of respondents are willing to support a bond referendum or additional funding for improvements to streets, sidewalks, bike lanes, and street lighting



## Q21. Importance of the City Continuing to Invest in Various Projects

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



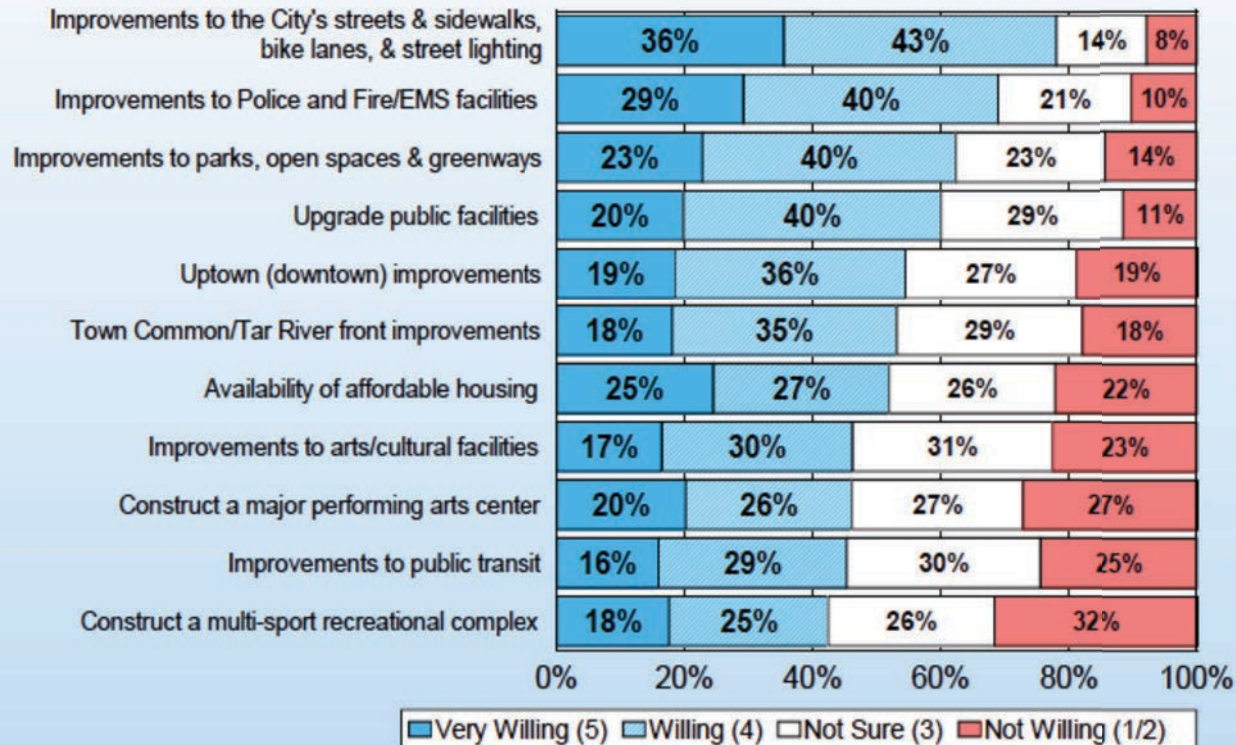
Source: ETC Institute (City of Greenville - 2018)



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# Q22. Willingness to Support a Bond Referendum or Additional Funding for Various Reasons

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



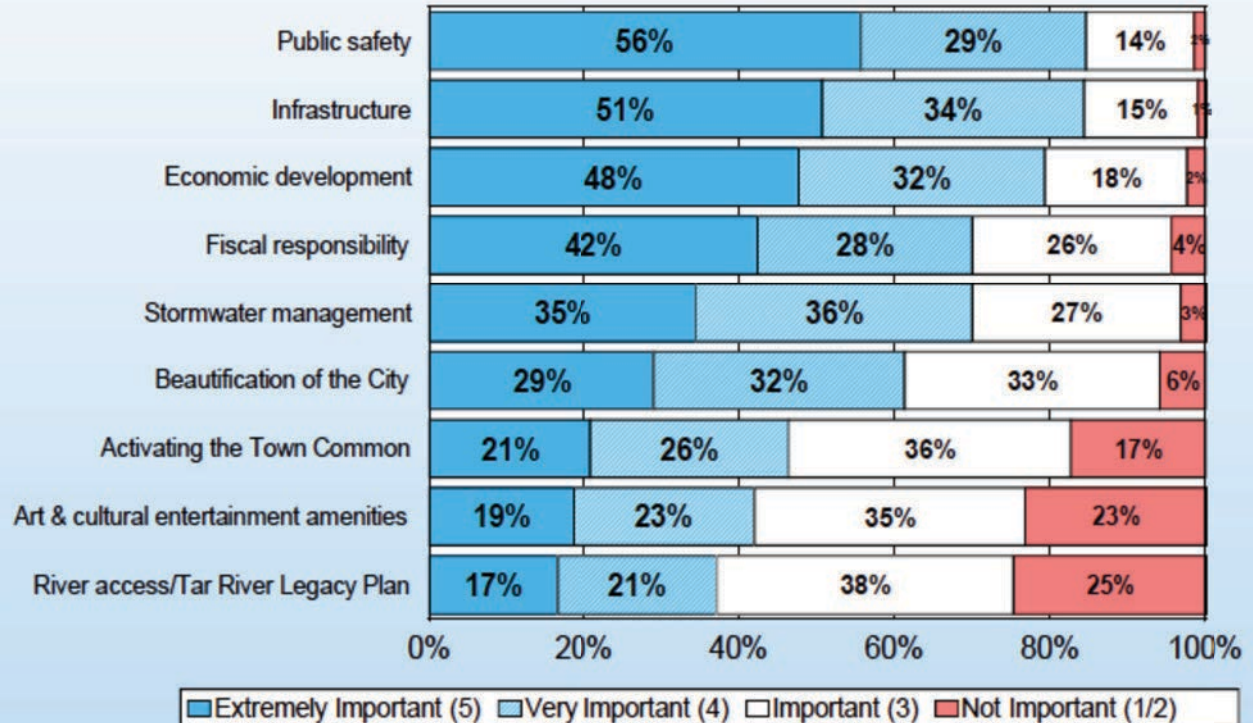
Source: ETC Institute (City of Greenville - 2018)



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## Q23. Importance of Various Focus Areas for the City of Greenville

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2018)

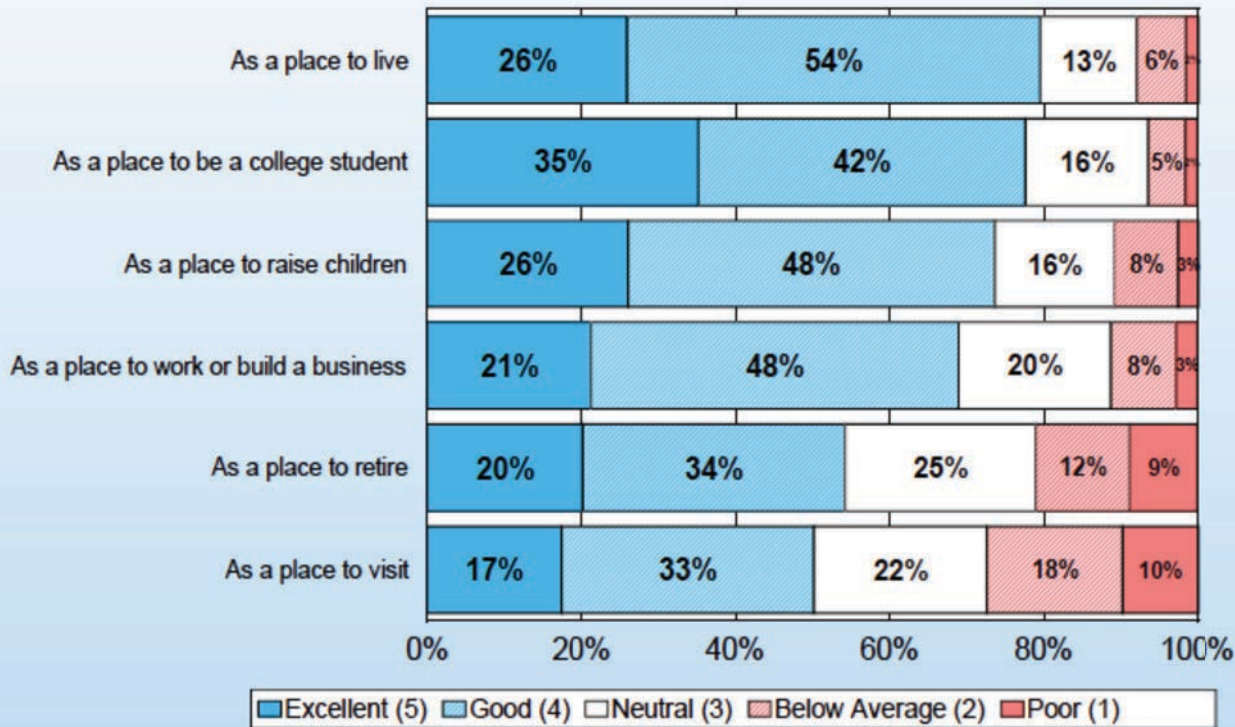


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## Q24. How Respondents Rate the City of Greenville as a Place to Live, Work and Raise Children

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



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Source: ETC Institute (City of Greenville - 2018)

# Next Steps

## Public Safety (Police)

- Response to Emergencies
  - Implement new CAD software to reduce time necessary to transfer emergency call info from Pitt County 911
- Responsiveness to Requests
  - Reduce the time required to obtain a traffic crash report
- Frequency of Neighborhood Patrols
  - Expand neighborhood policing units and individual neighborhood assignments to patrol officers
- Uptown Safety at Night
  - Implement changes proposed by Uptown Safety Task Force
- Crime Prevention Efforts
  - Release results of Part 1 crime for 2017-2018



# Next Steps

## Public Safety (Fire/Rescue)

- Place an additional ambulance in service to improve response times and better distribute the EMS workload during peak demand hours.
- All supervisors will participate in additional training to improve internal and external customer service.
- All employees will participate in the City's new customer service training.
- The department will update its strategic goals which will have a strong focus on continuous improvement of programs and service delivery.



# Next Steps

## Recreation and Parks

- Security cameras will continue to be installed in recreation facilities and City parks.
- Improvements to the community pool have taken place. Pool will also have additional hours, including Sundays after noon, during the upcoming summer.
- Recreation and Parks is expanding its social media presence, and we will be featured more on GTV.
- To improve customer service, GRPD administrative hours are 7:30-5:30 M-Th, allowing customers to transact business before or after general workday.
- GRPD staff will capitalize on high number of public visits to facilities by visually promoting GRPD services on site.



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# Next Steps

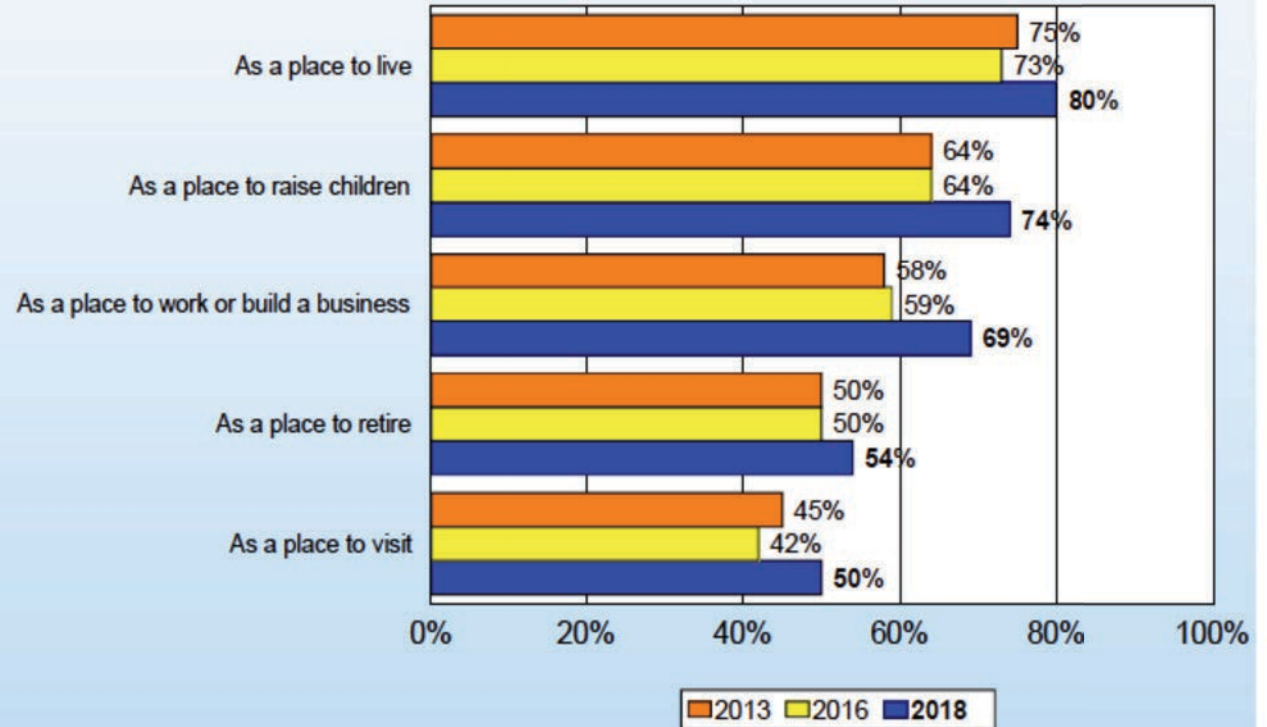
## Customer Service

- City's Training and Development Specialist has implemented several changes to training programs.
- Every employee (new and current) will go through customer service training.
- B.R.I.D.G.E. new employee orientation and onboarding will add additional modules related to public sector service, customer experience owners, and unconscious bias.
- The S.T.A.R. training program has been revamped.
- A new L.E.A.D. Leadership Enhancement and Development program will start in 2019.



# TRENDS: How Respondents Rate the City of Greenville as a Place to Live, Work and Raise Children 2013 to 2018

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2018)



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# Review of Results from Citizens Survey

January 26, 2019



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# City Council Workshop

Updates on Goals and Priorities

January 26, 2019



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# City Council Goals

1. Be a safe community
2. Build great places that thrive by:
  - Creating and sustaining complete neighborhoods
  - Growing a green, resilient city
  - Making a healthy and vibrant city
  - Both sides of the river
3. Grow the economic hub of Eastern North Carolina through proactive recruitment of business
4. Enhance accessible transportation networks and public building, public infrastructure development
5. Build a high performing organization, and govern with transparency and fiscal responsibility



# City Council Priorities

1. Proactive economic development
2. Infrastructure (roads and sidewalks)
3. Arts and entertainment
4. Cleanliness and beautification
5. Develop and implement a comprehensive approach to stormwater management
6. Continue to implement the Town Common Master Plan
7. Tar River access and vantage points/Tar River Legacy Plan
8. Enhance public safety through street lights, cameras, and community police relations
9. High performing organization



# Priority 1 Proactive Economic Development



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# Priority 1

## Proactive Economic Development

### Action Step 1:

Explore a formal economic development partnership.

### Update:

- A study conducted by Convergent Nonprofit Solutions revealed support for a collaborative approach to economic development in Pitt County.
- An economic development working committee was formed, and an organizational structure and bylaws were established.
- During its February 11 meeting, the City Council will receive a presentation on the endorsed governance structure.



# Priority 1

## Proactive Economic Development

### Action Step 2:

Explore creating “shovel-ready” industrial sites and/or shell buildings.

### Update:

- Creative Consulting identified 15 potential locations in the City and County.
- City narrowed down the list to 4 potential sites for further exploration.
- The City is having ongoing discussions with two property owners about the potential of obtaining a site for certification.



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# Priority 1

## Proactive Economic Development

### Action Step 3:

Revise and expand the outdoor dining policy.

### Update:

- Recommendations approved by staff and the City Council included a geographic boundary, enforcing a 3-foot minimum clearance, a standardized fee of \$150, and a standardized closing time of 1 a.m. for Uptown and the parking garage plaza.
- Demarcation emblems for the boundaries were also approved.
- City staff has obtained a quote from a third-party vendor and is processing the changes to the City ordinance.



# Priority 1

## Proactive Economic Development

### Action Step 4:

Consider parking study recommendations.

### Update:

- Walker Parking Consultants conducted a study of parking in the Uptown District in 2017.
- Results of the parking study were presented to the City Council in February of 2018.
- Staff continues to evaluate recommendations and options for implementation.
- Plans are in place to add parking on Dickinson Avenue and Clark Street. A City employee parking lot is also in design.



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# Priority 1

## Proactive Economic Development

### Action Step 5:

Develop programs to support small businesses.

### Update:

- The Office of Economic Development revamped the Small Business Competition and launched a new application period in January of 2019.
- The City also created a “Greenville Means Business” web page designated for entrepreneurs and small business owners. Page guides users through the small business start-up process by addressing a variety of needs including grants, permitting, and taxes.
- OED also held an entrepreneur’s workshop in 2018 to discuss the small business start-up process and incentives available to local small businesses.





- Community Relations
- Historic Preservation
- Housing Division
- Inspections Division
- Neighborhoods
- Planning Division
- Plans, Maps, and Applications

▾ **Small Business Resources**

- How to Start a Small Business
- Taxes for your Business
- Licenses & Permits
- Find a Building or Site
- Get Financing for your Business
- Expand a Business
- Small Business Training & Support
- MWBE Program
- Zoning Ordinances

**Related Links**

- ◆ [American Society of Landscape Architects](#)
- ◆ [American Planning Association](#)
- ◆ [Census Bureau](#)
- ◆ [Housing and Urban Development \(HUD\)](#)
- ◆ [NC Department of Insurance](#)
- ◆ [NC Planning Association](#)



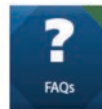
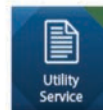
# Greenville Means Business

SMALL BUSINESS RESOURCES

Greenville means business, and the City is committed to helping small businesses with the process of opening, relocating, or expanding inside the City limits. A trained staff at the City's Office of Economic Development is available to help guide you through governmental procedures by reviewing requirements, rules, and regulations that can sometimes seem overwhelming and discouraging.

City staff is available to assist business owners in a variety of ways including:

- verifying zoning codes and building codes,
- reviewing fire code requirements,
- expediting inspections,
- navigating through site plan reviews,
- coordinating utility service registration, and
- connecting with other resources such as workforce training



I have an idea for a small business, but I don't have a business plan. Where can I find assistance with creating one?

The Pitt Community College Small Business Center is a great place to start. The SBC is dedicated to the training of potential and existing small business owners. Sessions are offered as free seminars as well as customized business training events. Along with the sessions, the SBC maintains a



# Priority 1

## Proactive Economic Development

### Action Step 6:

Modernize the permitting and plan review process.

### Update:

- City has focused efforts on updating software functionality. Energov goes live on Feb. 11, 2019.
- Energov will add more management functionality for contractors along with more data and tracking abilities for inspectors and the public.
- Inspections Division is modifying the front office to help customers feel more welcome and separate permitting and money transactions from welcoming area.
- Hiring a Development Services liaison to engage directly with the development community and help citizens to guide them through development review process.



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# Priority 1

## Proactive Economic Development

### Action Step 7:

Consider the job creation grant.

### Update:

- City Council approved a job creation grant in August of 2018.
- Grant provides funding to businesses based on new full-time jobs created and an increase in the tax base.
- Options include a full-time job creation option, a property tax investment and full-time job creation option, and an economic development zone option.
- Businesses that are not eligible include hotels, food service establishments, and retail.



# Priority 2 Infrastructure (Streets & Sidewalks)



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# Priority 2

## Infrastructure (Streets & Sidewalks)

Action Step 1:

Complete the G.K. Butterfield Transportation Center.

Update: Complete. Operations began on Aug. 9, 2018.



# Priority 2

## Infrastructure (Streets & Sidewalks)

### Action Step 2:

Continue with the final year of the 5-year roadway resurfacing plan. Begin the development of the next 5-year roadway resurfacing plan.

### Update:

- Staff awarded the contract for the 2018 Street Resurfacing Plan to Rose Brothers Construction. Work began in July of 2018 and ended in December of 2018.
- 27.1 lane miles of City streets were resurfaced in 2018.
- Staff has generated list of preliminary roads for 2019, and the 2019 road resurfacing contract will be advertised within the next 8 weeks.

***\*In the past 5 years, the City has paved 100 lane miles at a cost of \$14.3 million.***



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# Priority 2

## Infrastructure (Streets & Sidewalks)

### Action Step 3:

Design and construct the final phase of Arlington Boulevard between Red Banks Road and Hooker Road.

### Update:

- Arlington Boulevard between Red Banks Road and Greenville Boulevard is complete.
- Final design of the reconstruction of remaining portion of Arlington Boulevard and the upgrade of the storm sewer system is underway with the City's consultant.
- Subsurface testing is complete.
- Final design will be complete by February of 2019 with bidding and the award expected by April/May of 2019.
- Construction is expected to begin in summer of 2019.



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# Priority 2

## Infrastructure (Streets & Sidewalks)

### Action Step 4:

Initiation of construction of the Safe Routes to Schools sidewalk construction project

### Update:

- City staff requested additional funding from NCDOT to bridge a shortfall and received approval.
- City Council approved a supplemental agreement with NCDOT on January 7, 2019 along with the contract to Lanier Construction Company, Inc.
- The agreement and contract has been forwarded to NCDOT for final approval.
- Construction expected to begin in April of 2019.





# Priority 2

## Infrastructure (Streets & Sidewalks)

### Action Step 5:

### Initiate design for Fire Station #7

### Update:

- City contracted an engineering/geotechnical firm to perform a Phase 1 site assessment as well as a geotechnical investigation into two possible sites
- The City has received the results and will begin site selection as well as advertise for a design services consultant.
- Optional design features include room for backup Police Communications Center and IT infrastructure space



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# Priority 2

## Infrastructure (Streets & Sidewalks)

### Action Step 6:

Begin construction of the South Tar Greenway between Pitt Street and Nash Street

### Update:

- City awarded project on June 25, 2018.
- Due to contracting issues, City staff will need to discuss the future of the contract with the City Council in a future session.



# Priority 2

## Infrastructure (Streets & Sidewalks)

### Action Step 7:

Coordinate with the NCDOT to initiate the next phase of the signal timing optimization project.

### Update:

- NCDOT and City staff have been coordinating the preparation of a Letter of Understanding for the optimization of the signal timing on Memorial Drive similar to the current agreement for Greenville Boulevard.
- NCDOT recently provided the City with the Letter of Understanding and related scope of work for City review.
- Work is scheduled to begin in early 2019 upon execution of the agreement.



# Priority 2

## Infrastructure (Streets & Sidewalks)

### Action Step 8:

Coordinate with the NCDOT on roadway projects

### Update:

- Public Works staff continues to work with NCDOT on all projects under development and construction.
- Projects currently in development/design include:
  - Dickinson Avenue
  - Allen Road
  - Fire Tower/Portertown Road
  - Evans Street/Old Tar Road
  - 14<sup>th</sup> Street
  - NC 43 South
  - Memorial Drive/Fifth Street intersection
  - Memorial Drive bridge replacement
  - Greenville signal system

# Priority 2

## Infrastructure (Streets & Sidewalks)

### Update:

- 10<sup>th</sup> Street Connector scheduled to open in spring of 2019.
- Southwest Bypass scheduled to open in fall of 2019.
- Dickinson Avenue construction scheduled for 2019-2021.
- Allen Road construction scheduled for 2021-2023.
- Fire Tower/Portertown construction in 2020-2022.
- Evans/Old Tar construction scheduled for 2021-2024.
- 14<sup>th</sup> Street construction scheduled for 2021-2023.
- NC 43 South construction scheduled for 2023-2025.
- Memorial/Fifth intersection construction in 2019.
- Memorial Drive bridge replacement in 2020.
- City signal system upgrade scheduled for 2020-2022.
- City has received notice of which projects are funded in 2020-2029 State Transportation Improvement Plan.

# Priority 3 Arts and Entertainment



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# Priority 3

## Arts and Entertainment

### Action Step 1:

Convene local arts groups to partner on visual as well as performing arts events

### Update:

- City partnered for 3 Concert on the Common events.
- City partnered with Noon Rotary for Field of Honor flag display (May 26-July 7).
- GRPD hosted the Community Youth Arts Festival in collaboration with ECU and Emerge Art Gallery.
- City welcomed a record crowd for Greenville Gives, an event for which we partner with Uptown and local nonprofits.
- Upcoming partnership events include 5Ks, charity walks, line dancing, and a new pet adoption event.



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# Priority 3

## Arts and Entertainment

### Action Step 2:

Continue efforts to activate the Town Common with concerts, activities, and programs.

### Update:

- The City hosted 64 events at the Town Common in 2018.
- 45<sup>th</sup> season of Sunday in the Park included highest amount of corporate support ever and 2 concerts have been added for the upcoming 46<sup>th</sup> season.
- First ever Movie in the Park events were held in 2018, and spring and summer dates have been set for 2019.
- There was only one weekend in the summer and fall of 2018 that did not include an event at the Town Common.



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# Priority 3

## Arts and Entertainment

### Action Step 3:

Work with partners to establish a single, annual directory of all local arts organizations and the arts and events opportunities they provide for residents and visitors.

### Update:

- City Arts Supervisor continues to attend joint meetings of local arts organizations.
- Parks Planner represents City on Pitt County Arts Council.
- Pitt County Arts Council maintains an online community arts calendar and directory of local artists and arts organizations, along with a quarterly brochure (ArtZine)



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# Priority 3

## Arts and Entertainment



### Action Step 4:

Meet with leadership of the recently renovated State Theater regarding possible partnerships and promotional initiatives.

### Update:

- Theater scheduled to open January 26.
- City staff will arrange for a meeting with the appropriate representatives to investigate partnership opportunities in the near future.



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# Priority 3

## Arts and Entertainment

### Action Step 5:

Explore the development of an Arts District.

### Update:

- Greenville has been designated a “smART City” by the N.C. Arts Council.
- Council approved designation and grant match of \$15,000.
- The Pitt County Arts Council is working on an Arts District research plan and hopes to have recommendations to the City Council by the end of 2019.
- N.C. Arts Council met with smART City Resource Team to discuss next steps. At that time, the development of a designated arts circuit (Emerald Loop) in the uptown area was discussed.



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# Priority 3

## Arts and Entertainment

### Action Step 6:

Develop opportunities for visual arts classes to be hosted outside at the Town Common.

### Update:

- Investigation continues into ways to create arts opportunities at the Town Common and other venues.
- Staff continues to work with the Arts Council to identify partners for a “Day of Painting” on the Town Common in the fall.
- Currently researching equipment, supplies, and financial and staffing resources needed to initiate additional arts services at the Town Common.



# Priority 3

## Arts and Entertainment

### Action Step 7:

Investigate partnering with others to establish an annual food truck rodeo with music, contests, games, and entertainment at the Town Common.

### Update:

- A food truck rodeo is already part of PirateFest in April, the Fourth of July celebration, and the National Night Out held in the Uptown District in August.
- Staff will continue to look at upcoming community events at the Town Common to determine if the addition of a food truck component is feasible.



# Priority 4

## Cleanliness and Beautification



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# Priority 4

## Cleanliness and Beautification

### Action Step 1:

Develop a plan to enhance city entrances and gateways including litter removal, mowing, and additional landscaping.

### Update:

- Currently utilizing community service personnel to focus on weekly litter removal
- Replacing trees and landscaping on all corridor areas is a primary winter focus for the Public Works Buildings and Grounds Division with assistance from ReLeaf, Inc.



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# Priority 4

## Cleanliness and Beautification

### Action Step 2:

Work with NCDOT to implement the gateway program.

### Update:

- Bi-weekly mowing and litter patrol started and continue at the following locations:
  - Stantonsburg Road from Arlington Boulevard to the Highway 264 interchange along with the Highway 264 alternate from East 10<sup>th</sup> Street to Whichard Road. (August)
  - McGregor Downs Road from Arlington Boulevard to B's Barbecue Road along with Allen Road from Stantonsburg Road to Greenville Boulevard (September)
  - Memorial Drive from Airport Road to NC 903 along with the Highway 264 interchange area on West Stantonsburg Road





# Priority 4

## Cleanliness and Beautification

Action Step 2 cont.:

Work with NCDOT to implement the gateway program.

Update:

- Contracts for mowing litter collections will be re-advertised for bids in January/February of 2019 along with other mowing contracts managed by City.
- Once contracts are in place, the City will seek reimbursement from NCDOT for the number of cycles they would have performed on these roadways – 5 mowing cycles and 7 litter cycles.



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# Priority 4

## Cleanliness and Beautification

### Action Step 3:

Market and attract additional partners to adopt city streets through the Adopt-a-City Street program.

### Update:

- Public Works revamped the Adopt-a-City Street program and recruiting efforts are ongoing.
- Adopt-a-City Street has been re-branded, and new signage has been placed in the city.
- 53 organizations now participate in the Adopt-a-City Street program
- 38 clean-ups performed between June and December of 2018.



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# Priority 4

## Cleanliness and Beautification

Action Step 3 cont.:

Market and attract additional partners to adopt city streets through the Adopt-a-City Street program.

Update:

- A new Adopt-a-City Street brochure was created, and City website was updated to reflect the new program details.
- A PSA was produced and is running on GTV-9. PSA was also distributed via social media and has been shared with local TV stations.
- Program will be advertised on exterior of GREAT buses.
- Local group coordinated with Council Member Will Bell for Sanitary Sunday events that included the cleaning of the Uptown District and neighboring areas.



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# Priority 4

## Cleanliness and Beautification

### Action Step 4:

Conduct a public information campaign to encourage a clean city and litter removal in neighborhoods and near businesses.

### Update:

- Public Works and the Public Information Office have proactively been educating citizens about solid waste collection practices using a variety of methods including curbside cart stickers, social media, and public art.
- City has had a PSA on littering running since fall of 2017.
- City staff has also participated in interviews for local newspaper and TV stories about litter prevention efforts.



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# Priority 5

## Comprehensive Approach to Stormwater Management



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# Priority 5

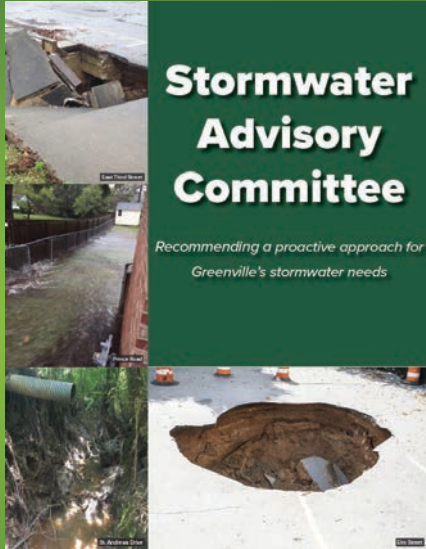
## Stormwater Management

### Action Step 2:

Once the SWAC makes recommendations, provide a presentation to the City Council for final deliberations.

### Update:

- The SWAC developed a report and recommendations that included the extent of service, level of service, and a rate and capital spending plan.
- The report was presented to the City Council during its workshop on November 5, 2018.



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# Priority 5

## Stormwater Management

### Action Step 3:

Begin the construction of the Town Creek Culvert.

### Update:

- City broke ground on the project in March of 2018.
- Work continues in the Fourth Street location.
- Third Street reopened in late 2018.
- Contractor is completing utility work near Fifth Street in preparation for culvert installation there.





# Priority 5

## Stormwater Management

Action Step 3 cont.:

Begin the construction of the Town Creek Culvert.

Update:

- Second phase of construction has started with excavation and culvert installation taking place between the Taste Thai and the Randy Doub Federal Courthouse.
- Contractor will continue to move south along the property line ultimately crossing 8<sup>th</sup> Street and moving up Washington Street.
- Contractor will continue to work in two locations in an effort to maintain the original contract schedule.





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# Priority 5

## Stormwater Management

### Action Step 4:

### Complete the FY18 Stormwater Repair Project

### Update:

- Trader Construction was issued a Notice to Proceed on March 15, 2018.
- To date, Greenfield Blvd., Brookgreen Rd., Glasgow Ln., York Rd., First St., Fifth St., and Rock Springs Rd. are complete.
- Staff is currently working on task orders for Hooker Rd. and Ravenwood Dr.
- Work to be completed by March 15, 2019.



# Priority 5

## Stormwater Management

### Action Step 5:

Initiate design for one or more of the following: St. Andrews Stabilization Project; Elm Street between Fourth and Tar River outfall; Arlington Boulevard crossings between Evans and Hooker; Harding Street and First Street systems.

### Update:

- Task order issued for design of the Arlington road system in conjunction with design for pavement improvements.
- All other projects presented to the SWAC for prioritization.



# Priority 6

## Continue to implement the Town Common Master Plan



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# Priority 6

## Town Common Master Plan

### Action Step 1:

Complete and dedicate the Sycamore Hill Gateway project at the Town Common.

### Update:

- Rhodeside and Harwell submitted 100% construction documents, and the site plans have been approved.
- Only 1 bid was received initially, requiring the City to rebid the project. No bids were received during the rebidding process.
- Exploring options for re-bidding.
- A fundraising initiative is associated with this project with the Sycamore Hill Missionary Baptist Church is among those supporting the effort.
- Donations will be accepted online at [sycamorehillplaza.com](http://sycamorehillplaza.com)



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# Priority 6

## Town Common Master Plan

### Action Step 2:

Continue efforts to have a watercraft rental company available on site at the Town Common.

### Update:

- Accessible canoe/kayak launch completed in November.
- East Group is working with City staff to finalize the details of a RFP to establish a public-private partnership at the Town Common.
- Will be discussed more in-depth later today.



# Priority 6

## Town Common Master Plan

### Action Step 3:

Develop a plan for more programming and activities at the Town Common.

### Update:

- The second year of the Greenville Noon Rotary's Field of Honor at the Town Common will be on display from 5/25 to 7/6.
- Inner Banks Media will increase the number of mid-week concerts at the Town Common from three to five, with performances tentatively set for 4/24, 5/8, 5/22, 6/5 and 6/19.
- Fourteen Sunday in the Park Concerts have been scheduled this year, two more than in 2018.



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# Priority 6

## Town Common Master Plan

Action Step 3 cont.:

Develop a plan for more programming and activities at the Town Common.

Update:

- The Nulook Steppaz and NC Civil will host a line dancing event at Town Common on Saturday, May 4.
- Free weekly Zumba and yoga sessions will be held again at the Town Common beginning the week of April 2.
- Movie in the Park will include at least six movies in 2019, up from three last year.
- The PIO office has a one-stop web page that highlights scheduled events at the Town Common to raise awareness.



# Priority 6

## Town Common Master Plan

### Action Step 4:

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

### Update:

- The East Group is creating an RFP for a public-private partnership related to the development of a restaurant/event space on the eastern end of the Town Common.
- The RFP is nearing completion, and staff expects to issue the RFP by spring of 2019.
- Will be discussed more in-depth later today.



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# Priority 7

## River access, Tar River vantage points, and Legacy Plan additions



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# Priority 7

## River access and Legacy Plan

### Action Step 1:

Explore the acquisition of riverside lake lands as recommended in the Tar River Legacy Plan.

### Update:

- Staff identified available land along the Tar River that would provide tremendous opportunities for the development of facilities for a variety of recreational pursuits.
- Some funding toward the purchase is identified in the GRPD capital budget.
- Initial meetings held with PARTF about grant assistance.
- City contracted with Stewart Engineering to complete a conceptual park master plan for an Adventure Park.



# Priority 7

## River access and Legacy Plan

### Action Step 2:

Develop mountain bike trails connecting to the greenway and river overlook.

### Update:

- The NC Dept. of Natural Resources is currently completing its environmental assessment of the property near the old landfill.
- Currently working through issues regarding capping the landfill.



# Priority 7

## River access and Legacy Plan

### Action Step 3:

Investigate the creation of a gravel trail around the Beech Street connector pond along with fishing access.

### Update:

- Preliminary evaluation of the half-mile gravel trail around the Beech Street Connector pond has been completed.
- Estimated cost for the project is \$20,000.
- Exploring opportunities for funding.



# Priority 7

## River access and Legacy Plan

### Action Step 4:

Identify a site for establishing an additional overlook or river access along the Tar River, design overlook and seek no rise certification from NC Dept. of Environment and Natural Resources and the U.S. Army Corps of Engineers.

### Update:

- Potential overlook site was previously identified at the intersection of South Tar Greenway and Greenmill Run Greenway.
- The East Group is developing concepts for a boat dock at the Town Common and will seek no rise certification.



# Priority 7

## River access and Legacy Plan

### Action Step 5:

Seek grant opportunities to expand trails and greenways along the river.

### Update:

- The project to extend the South Tar River Greenway westward from Town Common to Nash Street along the Tar River has been funded, and the City is working through contracting issues.
- Funding request for the Tar River Greenway has been submitted.



# Priority 8

## Enhance public safety through street lighting, cameras, and community police relations



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# Priority 8

## Enhance Public Safety

### Action Step 1:

Establish 5-year street lighting plan with GUC to include expectations, priorities, responsibilities, and costs regarding the scope of the citywide lighting project.

### Update:

- A 4-year conversion plan was established with GUC to convert street lights to LED. The first year included areas north of the river before moving into the Grid and beyond.
- There were 620 street lights converted to LED in 2018.
- An additional 460 fixtures are pending.



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# Priority 8

## Enhance Public Safety

### Action Step 2:

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

### Update:

- GUC completed the installation of new poles and lights throughout the area of West Greenville.
- Additionally, flood lighting was installed in the intersection of Fifth and Reade Streets.
- Additional assessments will be completed and work orders generated as needed.



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# Priority 8

## Enhance Public Safety

### Action Step 3:

Leverage technology to (remotely) adapt the lighting level for public safety needs on an ongoing/recurring basis.

### Update:

- Adaptive lighting controls have been purchased and installed on sidewalks and parking lot lights in the Uptown District.



# Priority 8

## Enhance Public Safety

### Action Step 4:

**Public safety cameras:** Continue the expansion of the public safety camera network to include the exploration of a neighborhood partnership program.

### Update:

- There was \$1 million allocated in the 2017-18 budget for lights and cameras.
- There have been 142 of 144 cameras installed at 68 of 70 locations.
- Exploring options for 39 additional cameras at 22 locations.
- There are currently 486 cameras throughout the city.



# Priority 8

## Enhance Public Safety

### Action Step 5:

### Police community stakeholders meeting

### Update:

- First event was held on June 21, 2018 at First Presbyterian Church and included Police Community Relations Committee, Neighborhood Advisory Board, civic liaison partners, Interfaith Clergy members, Citizens Police Academy alumni, and special interest groups such as the NAACP, SCLC, LGBT, AMERICAN and others.
- A second meeting is anticipated for April of 2019.



# Priority 8

## Enhance Public Safety

### Action Step 6:

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

### Update:

- First event planned for October 4, 2018 was postponed due to Hurricane Florence.
- Police plan to incorporate the community fair into the annual stakeholders meeting that will be held in April of 2019.



Know  
Your  
Rights



What to  
do if  
Stopped  
by the  
Police



# Priority 8

## Enhance Public Safety

### Action Step 7:

Safe police encounters – ongoing education initiative to improve public safety when stopped by the police and the complaint process.

### Update:

- Presented at Interfaith Clergy in May of 2018, and presentation made at 6/11/18 Council meeting.
- Outreach events reached estimated 300,000 people.
- Safe encounters materials discussed and made available at Cops & Barbers locations and events, Police Department lobby, public libraries, GPD radio show, website, GPD Vimeo page and You Tube, Driver's Ed, and National Night Out.
- GPD participated in GAME P.L.A.Y. event at S. Greenville.



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# Priority 8

## Enhance Public Safety

### Action Step 8:

PAL and Police Explorers – continued support for the PAL afterschool programs, youth camps, sports programs, and police explorers program.

### Update:

- Summer programs included 3 PAL camps, 2 police academies, 3 football teams, and 1 cheerleading squad.
- PAL sponsored 2 Jackie Robinson League teams.
- Greenville Police Explorers assisted with parking at the Officer Down Memorial ride in May of 2018.
- Explorer meetings are held monthly at the South Greenville Recreation Center.



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# Priority 8

## Enhance Public Safety

### Action Step 9:

Diversity recruiting – improve diversity in the department through focused outreach.

### Update:

- Center City officers strived to share info during events such as Umbrella Market, Concert on the Common, etc.
- Recruiting efforts made during BLET graduations at PCC, ECC, and WCC.
- Department continues to target and attend career fairs at minority-based universities.
- Created an updated recruiting brochure for distribution at various community events/career fairs.





# Priority 9

## High performing organization



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# Priority 9

## High performing organization

### Action Step 1:

Provide “at market” pay and benefits to attract and retain top talent by allowing funds in budget to provide for market-based increases in pay and benefits.

### Update:

- City Council approved an average employee wage increase of 2.7% in 2018-19 budget and 2019-20 financial plan and a 2.1% adjustment of salary ranges to maintain market competitiveness.
- Budget also increased City’s contribution to employee 401(k) plans by \$10 per pay period.



# Priority 9

## High performing organization

### Action Step 2:

Offer internal and external opportunities for professional growth and development through training, education, and mentoring.

### Update:

- During FY17-18, City also offered customer service, social media, safety, and a variety of other training.
- City hired a Training and Development Specialist.
  - All employees (new and current) will be participating in Public Sector Excellence, Customer Experience Owners, and Defeating Unconscious Bias training.
  - B.R.I.D.G.E. training continues for new employees along with S.T.A.R. for new managers and supervisors.
  - Also implementing new L.E.A.D. training program for experienced managers and supervisors.

# Priority 9

## High performing organization

### Action Step 3:

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

### Update:

- To the extent possible, each interview panel includes diverse representation of perspectives and backgrounds with regard to gender, race, and other characteristics.
- When feasible, an HR employee serves as a member of the interview panel for new hires and promotions.



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# Priority 9

## High performing organization

### Action Step 4:

Expand the City's Wellness program to enhance and maintain the optimal health of employees and retirees by increasing incentives.

### Update:

- Employees and retirees are eligible to earn up to \$300 in benefits by participating in well-being activities such as biometric and preventative care screenings and health coaching.
- Incentive was doubled from \$150 to \$300 in 2018.



# Priority 9

## High performing organization

### Action Step 5:

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

### Update:

- On May 1, 2018, pharmacy services were added to provide onsite dispensing of commonly prescribed medications.
- Effective July 1, 2018, the number of provider hours increased to 12 hours per week.
- Covered spouses and dependent children at least 13 years old are now eligible to utilize the clinic.



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# Priority 9

## High performing organization

### Action Step 6:

Provide employees with access to information regarding upcoming City initiatives and events.

### Update:

- Wellness coordinators provide regular updates to employees regarding activities, programs, events, and healthy tips.
- The City's PIO provides information to all City employees about various news and events.
- The HR team provides resources for professional development and training initiatives.



# Priority 9

## High performing organization

### Action Step 7:

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

### Update:

- The Training and Development Specialist is developing a variety of training programs for employees including teambuilding exercises.





# City Council Planning Session

Review of Goals and Priorities

January 26, 2019



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