

City Council Workshop

February 11, 2019



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Public Comment Period

February 11, 2019



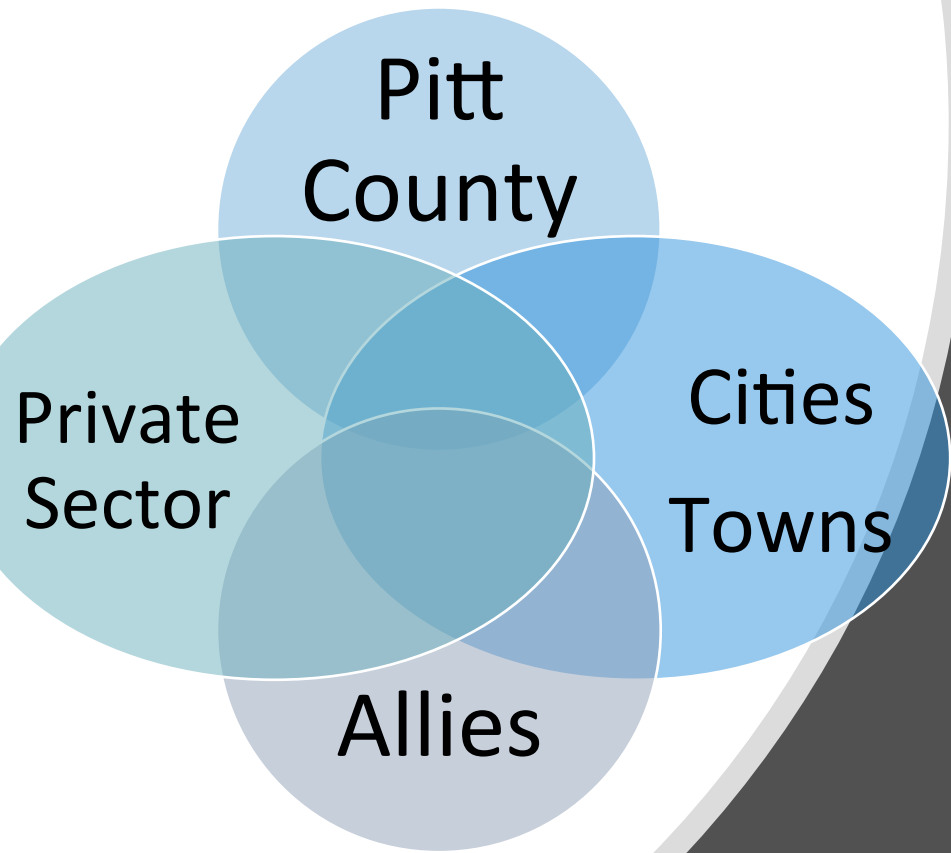
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Item 1

Presentation on Economic
Development Collaborative



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Economic
Development
Working
Committee



Why?

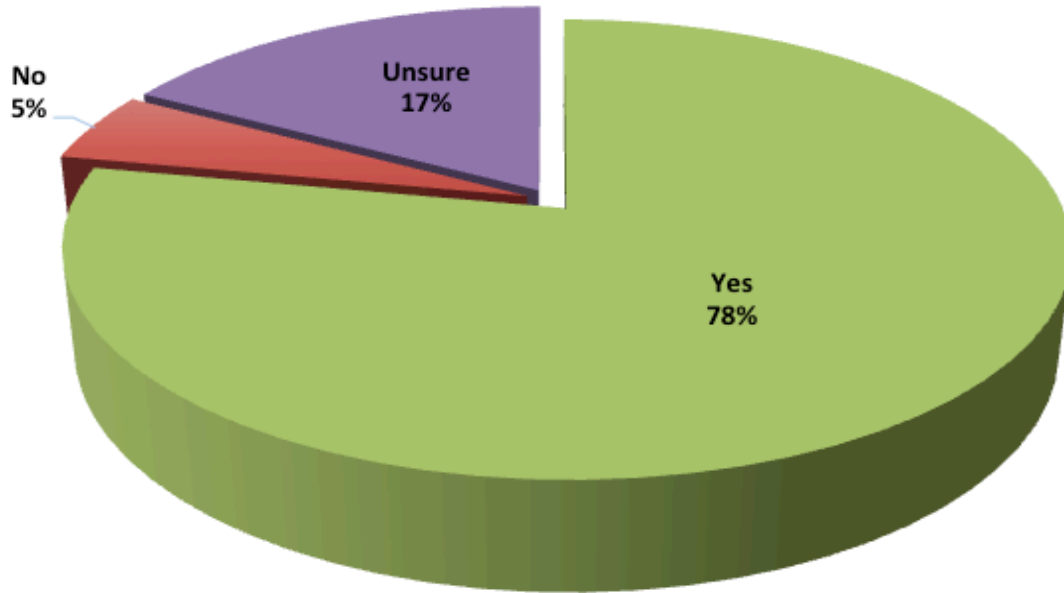
- Desire for improvement in economic development program
- Interest from private sector to be involved
- Interest from allies in collaboration

| Convergent Feasibility Study Overview |

- ✦ Retained Convergent February 2018
- ✦ Conducted roundtable discussions with 100+
- ✦ Conducted 61 interviews w/ 69 leaders
- ✦ Themes
 - ✦ Economic growth could be stronger
 - ✦ Economic development efforts are fractionalized
 - ✦ Collaboration would create more success
- ✦ Outcomes
 - ✦ Outlined five-year *draft* plan w/ metrics
 - ✦ Outlined *draft* public-private partnership



Do You Support Creating a Public-Private Partnership?



Public-Private Partnership Creation: Most Critical Factors

- ✦ Funding should be public and private, large and small
- ✦ Board governance should represent all of Pitt County (public and private)
 - ✦ Pitt County
 - ✦ All Municipalities
 - ✦ Businesses, large and small (no “pay to play”)



| Campaign Recommendation |

Financial Support

- ✦ \$1,855,000 and \$2,463,000 in financial indications
- ✦ \$2,500,000 to \$3,000,000 campaign realistic

Campaign Timing

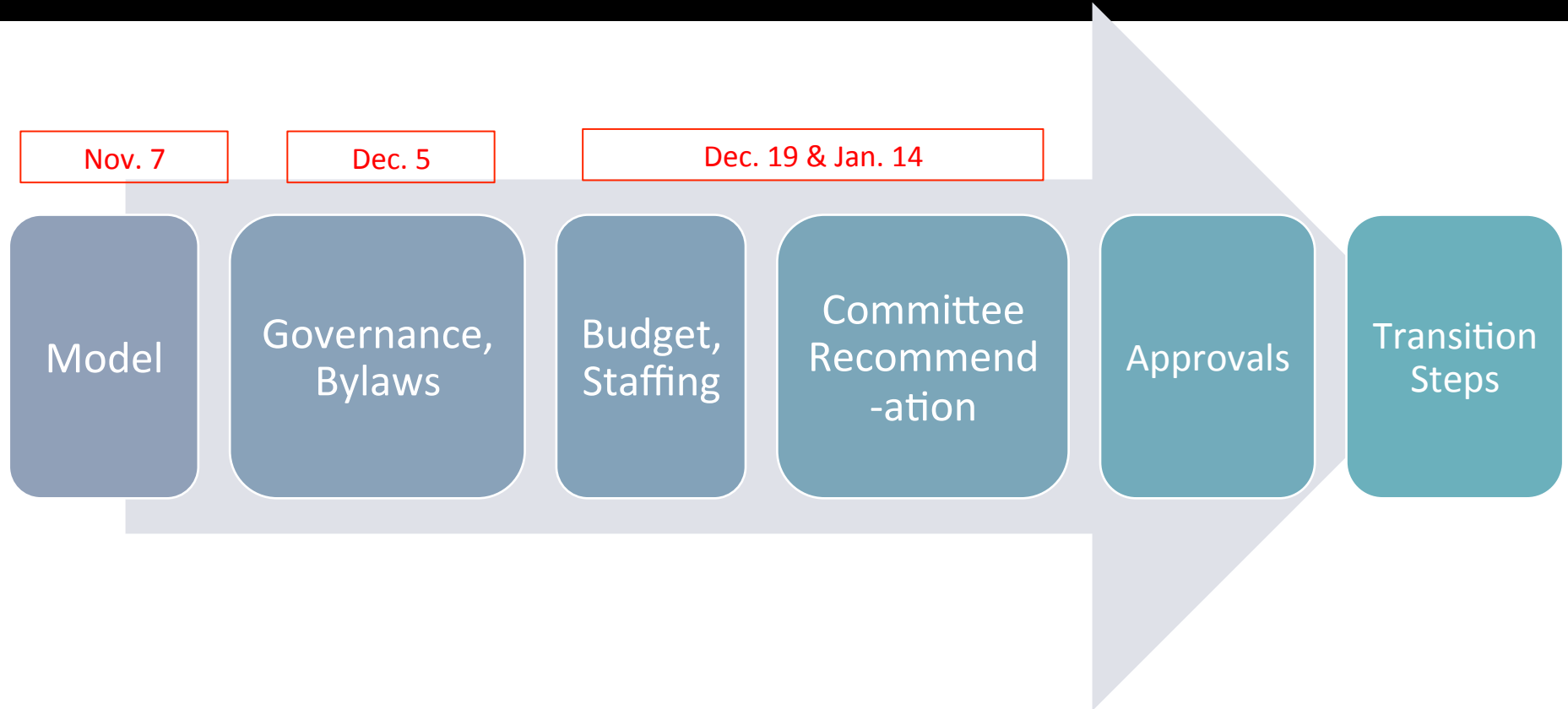
- ✦ Eight-month campaign
- ✦ Concurrent with Transition Plan



Economic Development Working Committee

Represents	Member
Pitt County	Beth Ward, Tom Coulson
City of Greenville	PJ Connelly, Will Litchfield
Comm of 100	Drake Brinkley, Tom Kulikowski
PCDC	Michael Harris, Randy Walters
Private Sector	Chuck Pascarelli, Ben Dixon, Michael Overton
PCC	Lawrence Rouse
ECU	Ron Mitchelson
Vidant Health	Michael Waldrum
Municipalities	Gloristine Brown
Ex-Officio	Municipal Managers, Comm 100, PCDC Director, Chamber, GUC, Pitt County Schools

Process



Key Points from Nov. 7 Meeting

- Cooperation, collaboration, consensus
- All municipalities involved
- Organizational elements-staff leadership, program, municipal strategies, results
- Communications
- Transparency
- Non-political

Key Points from Dec. 5 Meeting

- Increase municipal representation
- Allow for public leadership in the Executive Committee
- Review county, city, municipal, and private funding
- Consider staffing model

Key Points from Dec. 19 Meeting

- Ensure the economic development program and projects are not put on hold
- Protect the citizens of Pitt County
- Endorsed the concept, program of work, governance model, staff model, and funding sources

Key Points from Jan. 14 Meeting

- County withdrew support for proceeding.
- City and municipalities to schedule presentations of the Working Committee's work.

Endorsement

A collaborative economic development organization that represents Pitt County, municipalities, private sector, and economic development ally organizations

With a **program of work** that includes:

- Existing Business Retention and Expansion
- External Marketing and Business Recruitment
- Product Development (sites, business parks, buildings)
- Talent Retention, Development, and Attraction
- Small Business and Entrepreneurship Development
- Retail/Commercial Development
- Support of Municipal Strategies
- Business Advocacy and Legislative Relations
- Internal Marketing and Investor Relations

Endorsement

Governed by a board of directors (endorsed **bylaws**, subject to legal review):

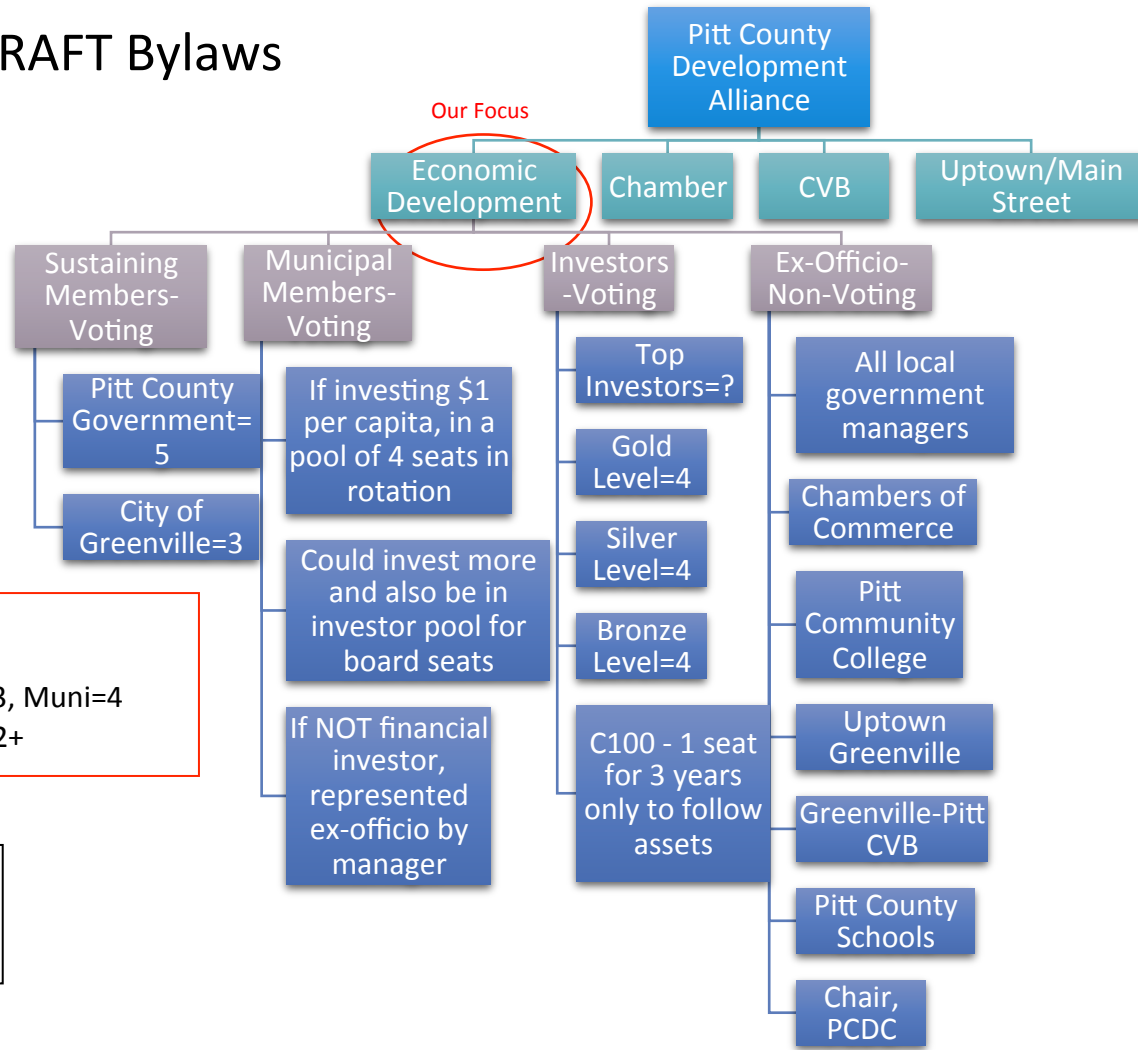
- Pitt County – 5 seats
- City of Greenville – 3 seats
- Municipalities – 4 seats
- Private Sector – 12 seats + additional top investor seats
- Ex-officio members to include local government managers and allies to economic development

Staffed to effectively carry out the program of work (**staffing model** to be confirmed by the new PCEDA board):

- CEO;
- Vice Presidents or Managers for Business Recruitment, Business Retention and Expansion, Marketing, Small Business & Entrepreneurship, and Community Development Strategies;
- Support staff for project management, internal communications and stakeholder relations, and retail and commercial development

Funded by: Pitt County, City of Greenville, Participating Municipalities, Private Sector

Summary of DRAFT Bylaws



Board Summary
 Public Sector = 12
 County=5, City=3, Muni=4
 Private Sector = 12+

Vidant and ECU are important partners and anticipated to be top investors. They will be represented in some capacity.

Summary of DRAFT Bylaws

Officers and Executive Committee

- Chair and Vice-Chair come from the private sector to ensure non-political status of organization and ability to advocate.
- Executive Committee is officers and local government representatives.

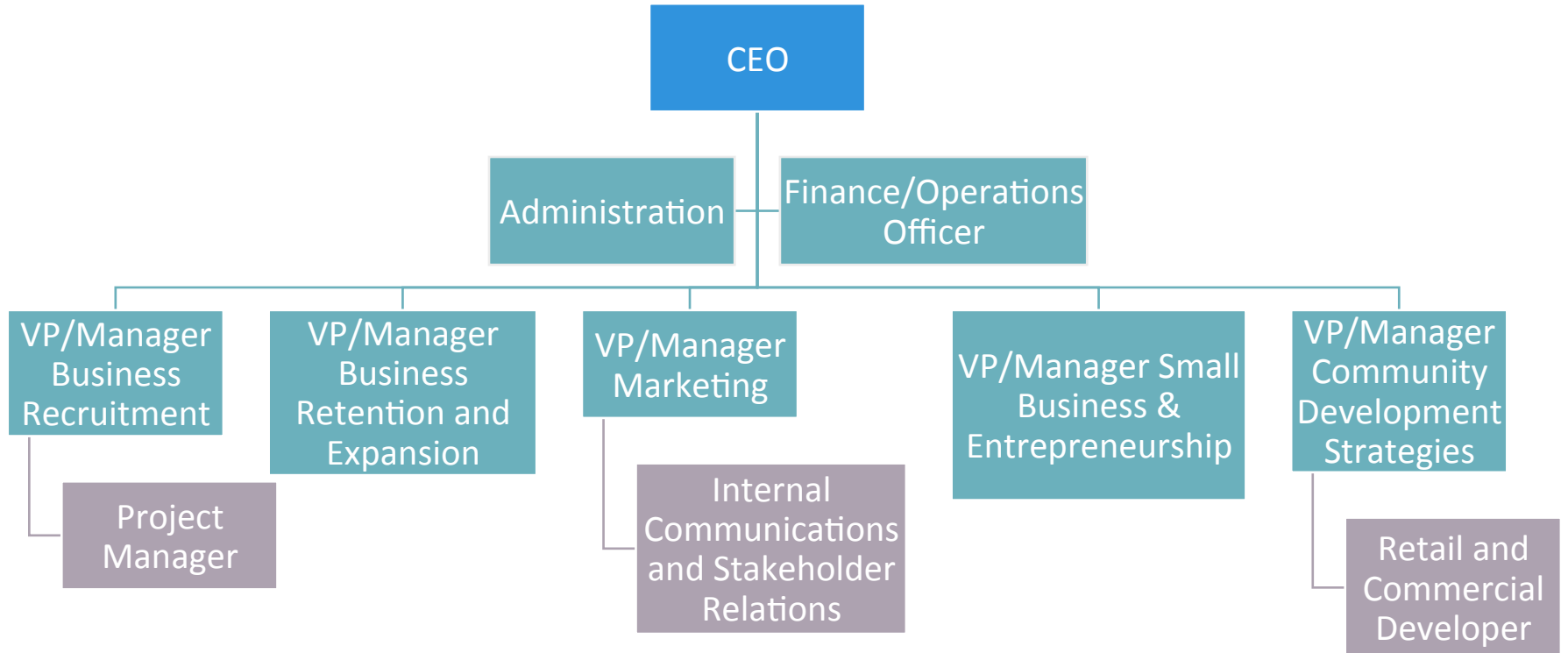
Officers

- Chair
- Vice-Chair
- Secretary
- Treasurer
- Immediate Past Chair

Executive Committee

- Officers
- Pitt County appointee
- City of Greenville appointee
- Municipal Member appointee
- Ex-Officio: Managers of Pitt County, City of Greenville, and Municipal Member

Example Staffing Model



Next Steps ?

Model

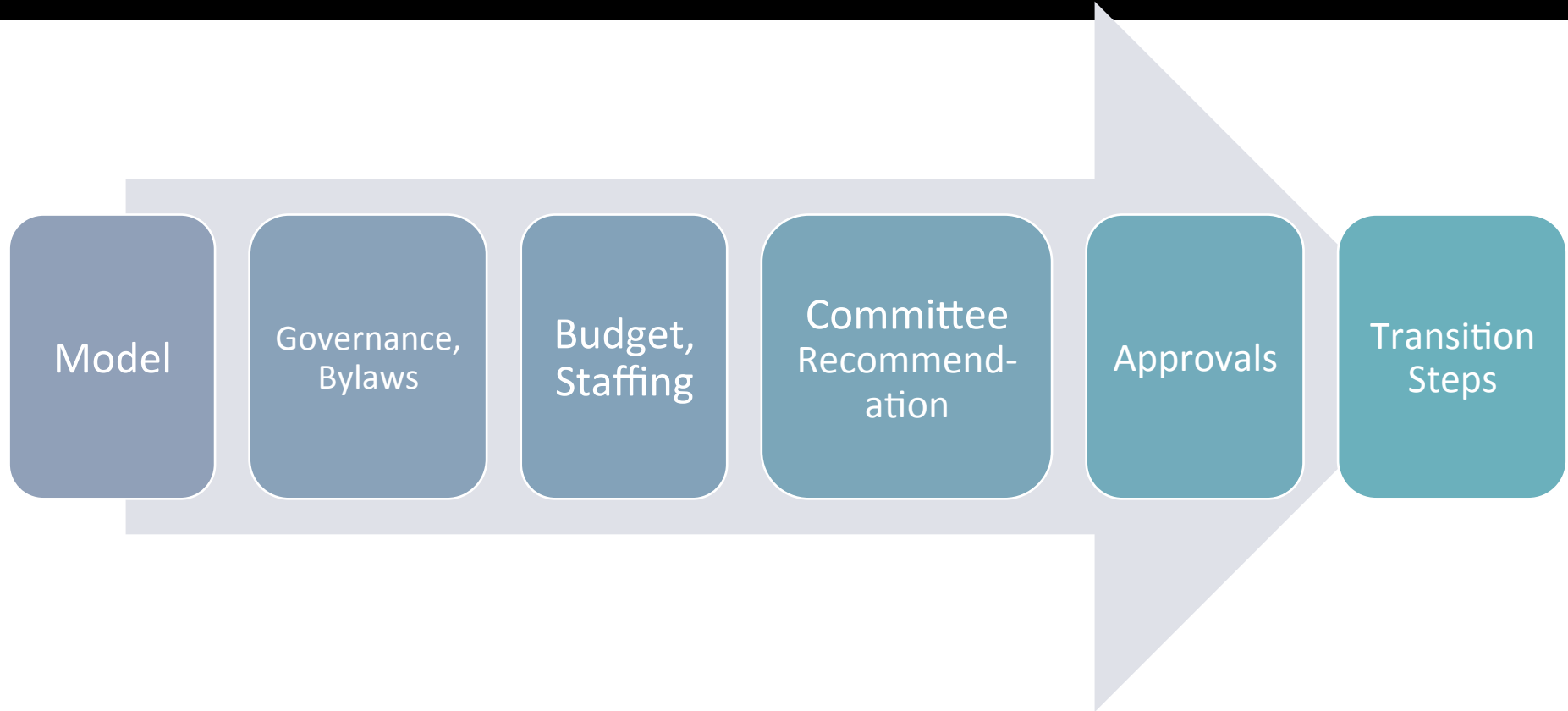
Governance,
Bylaws

Budget,
Staffing

Committee
Recommend-
ation

Approvals

Transition
Steps



Request for Local Government Support

Accept the working committee's endorsement and materials

1. Approve a transition process that leads to standing up the new organization:

- Re-appoint the working committee and its representatives to oversee transition.
- Recommend an interim director (see below)
- Confirm mission and vision statements
- Update the strategic plan
- Oversee the fundraising campaign (see below)
- Recommend a 2019-2020 budget
- Secure office space
- Develop MOUs between local governments and the new organization.
- Put a place holder in budget for new organization with a budget request to come from the transition board by end of April

Step specific for Pitt County:

- Empower the working committee to vet and recommend an interim director to begin April 1 to transition one month with Wanda Yuhas.

Step specific for City of Greenville, Pitt County, and Committee of 100:

- Initiate the private sector fundraising campaign



Crystal Morphis

CEcD, LEED Green Associate

www.creativeedc.com

www.creativesiteassessment.com

www.creativecec.com

www.certifiedindustrialbuilding.com

reative

economic development consulting

Item 2

Update on Town Creek Culvert Project



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TOWN CREEK CULVERT

CITY OF GREENVILLE, NC



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Project Schedule:

Start – March 2018

Complete – Summer/Fall 2020

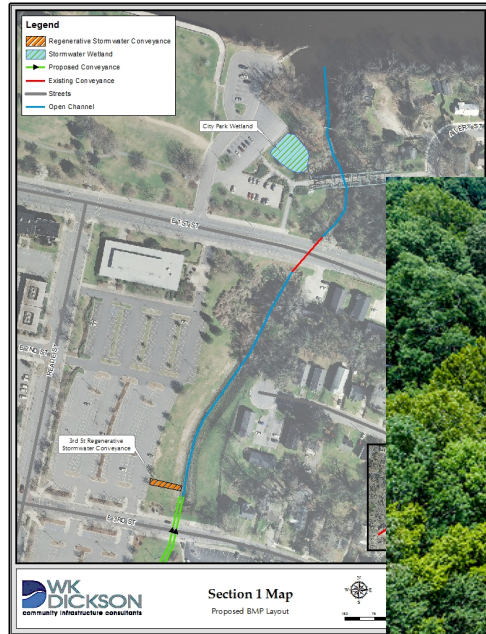
Feb 2019 (end) 4th Street open
5th Street closure

April 2019 Reade @ 5th closure

June/July 2019 5th Street open
8th/Washington Street open Reade (5th/
Cotanche) closure

Winter 2019 Reade (5th/Cotanche) open
Cotanche & Reade closure

Green Infrastructure Progress Town Common Wetlands



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Construction – Progress Photos



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Construction – Progress Photos



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Construction – Progress Photos



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Construction – Progress Photos North of Third St



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Construction – Progress Photos

Third St Paving



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Construction – Progress Photos Fourth St



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Construction – Progress Photos



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Construction – Progress Photos Between Fourth and Fifth St



Construction – Progress Photos



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Construction – Progress Photos



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Reade Circle Schedule

Feb (end) 2019 5th Street closure

April 2019 Reade Circle @ 5th closure

June/July 2019 5th Street open

Reade Circle closure

(5th/Contanche)

Winter 2019 Reade Circle open

(5th/Cotanche)

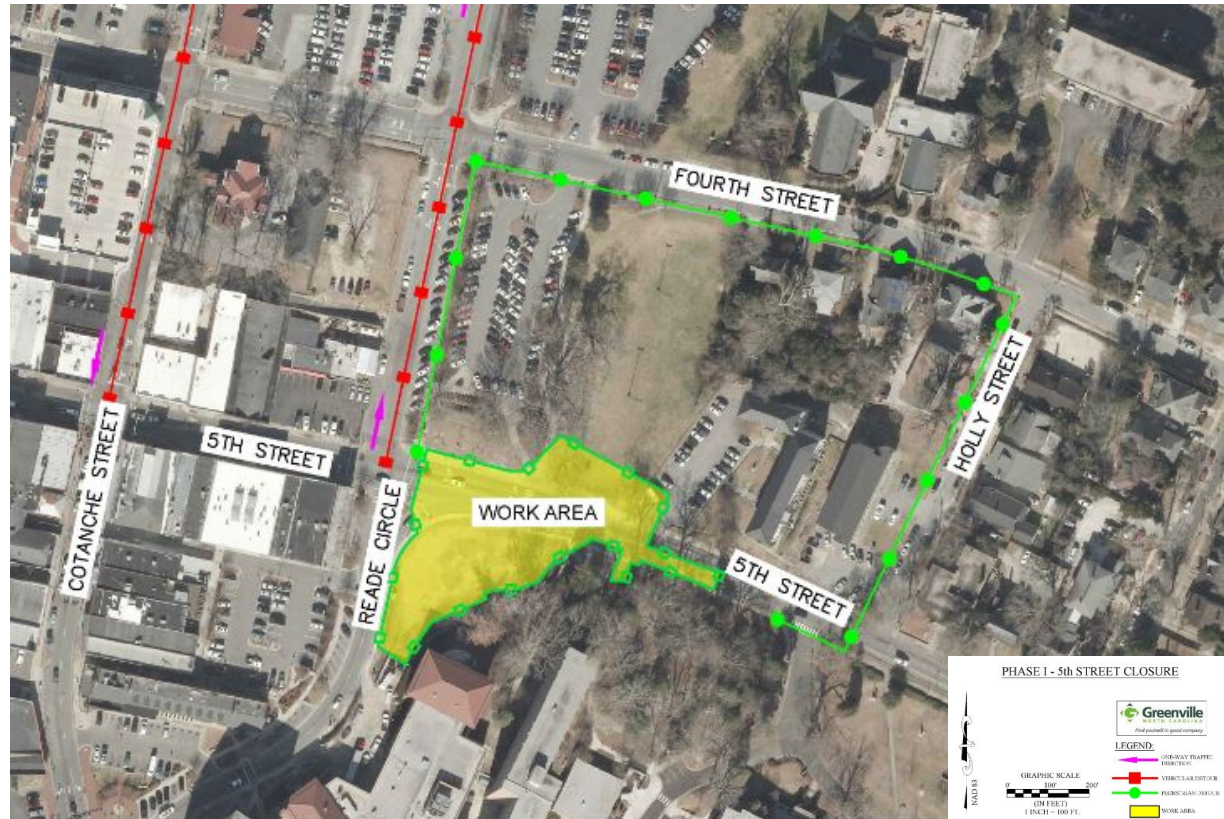
Cotanche & Reade closure



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PHASE I

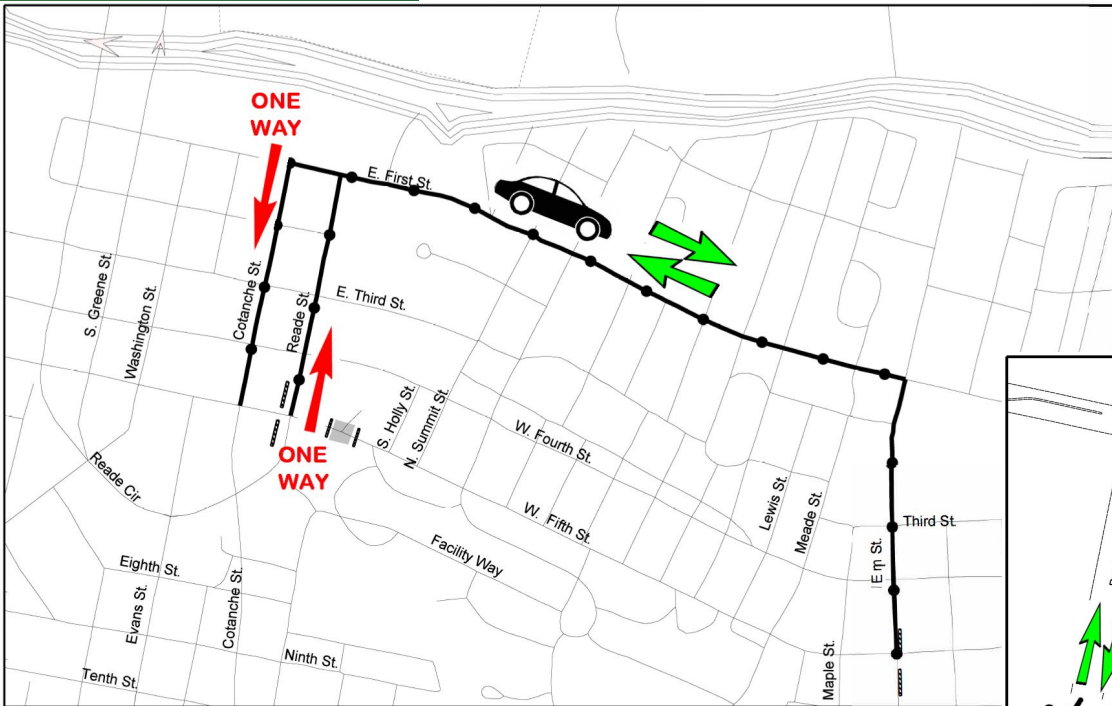
5th Street-March 2019



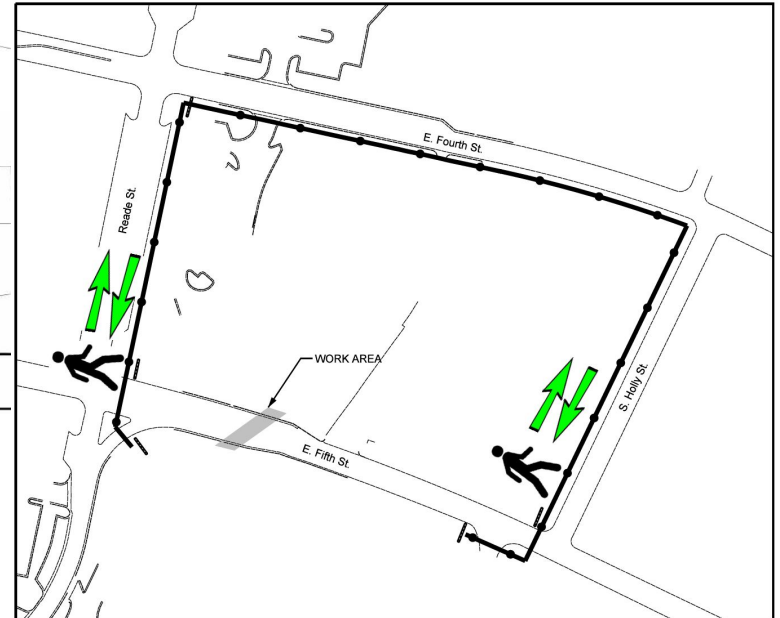
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Vehicular/ Pedestrian Detour



5TH STREET CLOSURE AND DETOUR ROUTE



FIFTH STREET CLOSURE AND PEDESTRIAN
DETOUR ROUTE

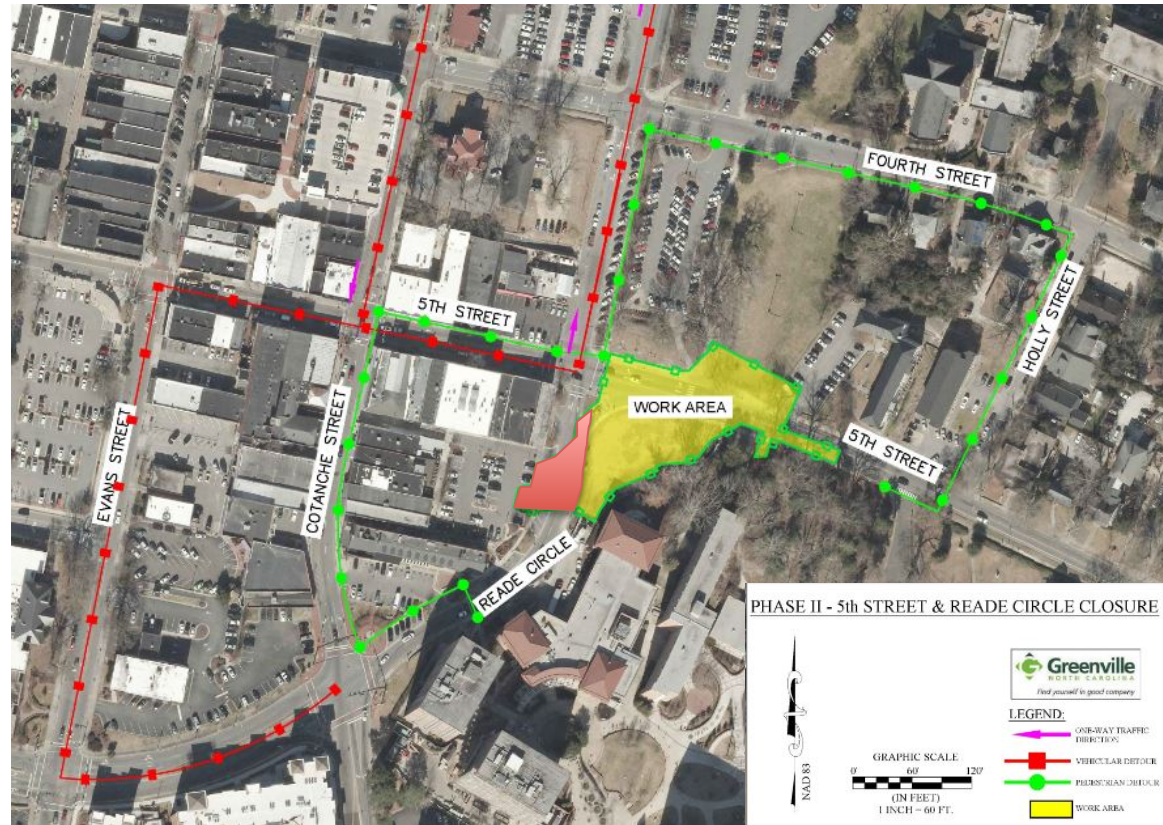


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5th Street
March 2019

PHASE II

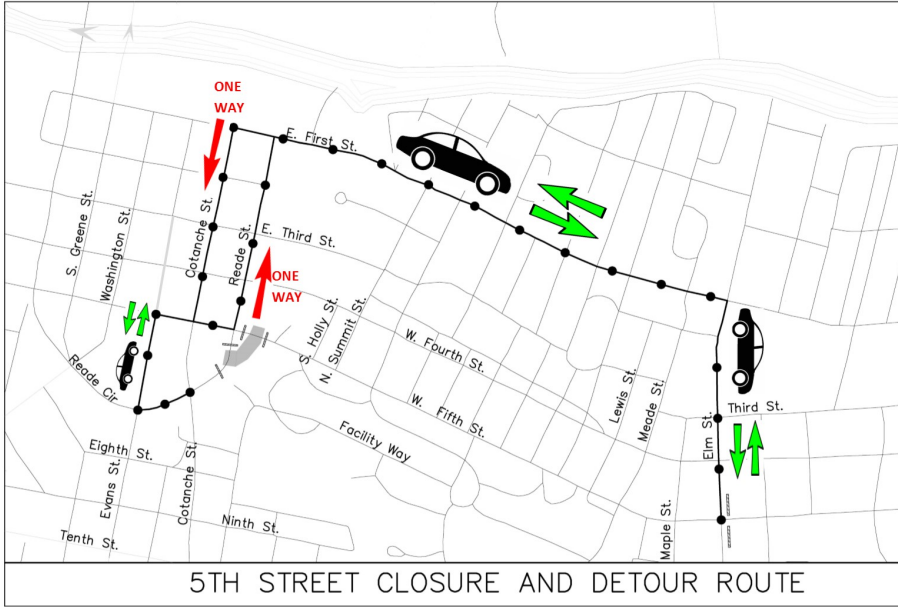
5th and Reade-April 2019



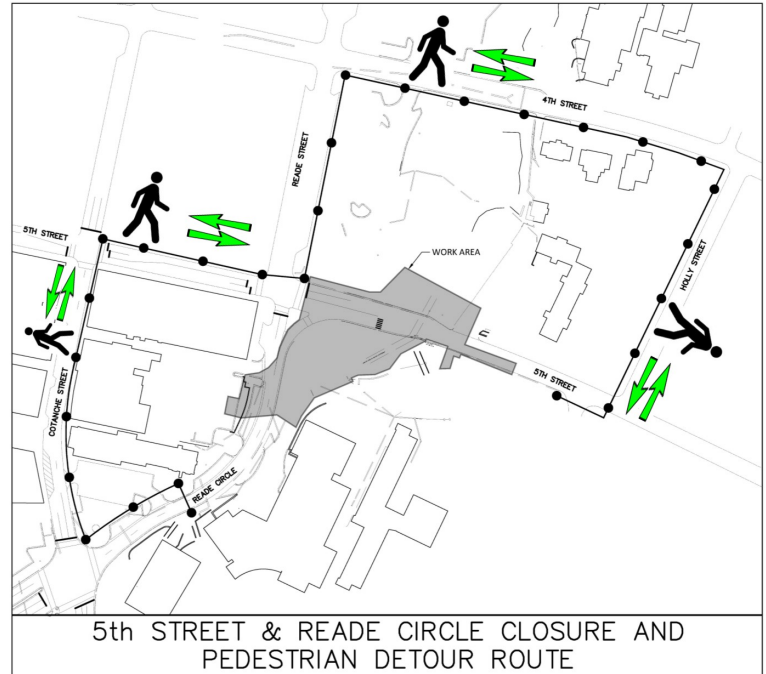
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Vehicular/ Pedestrian Detour



5TH STREET CLOSURE AND DETOUR ROUTE



5th STREET & READE CIRCLE CLOSURE AND
PEDESTRIAN DETOUR ROUTE

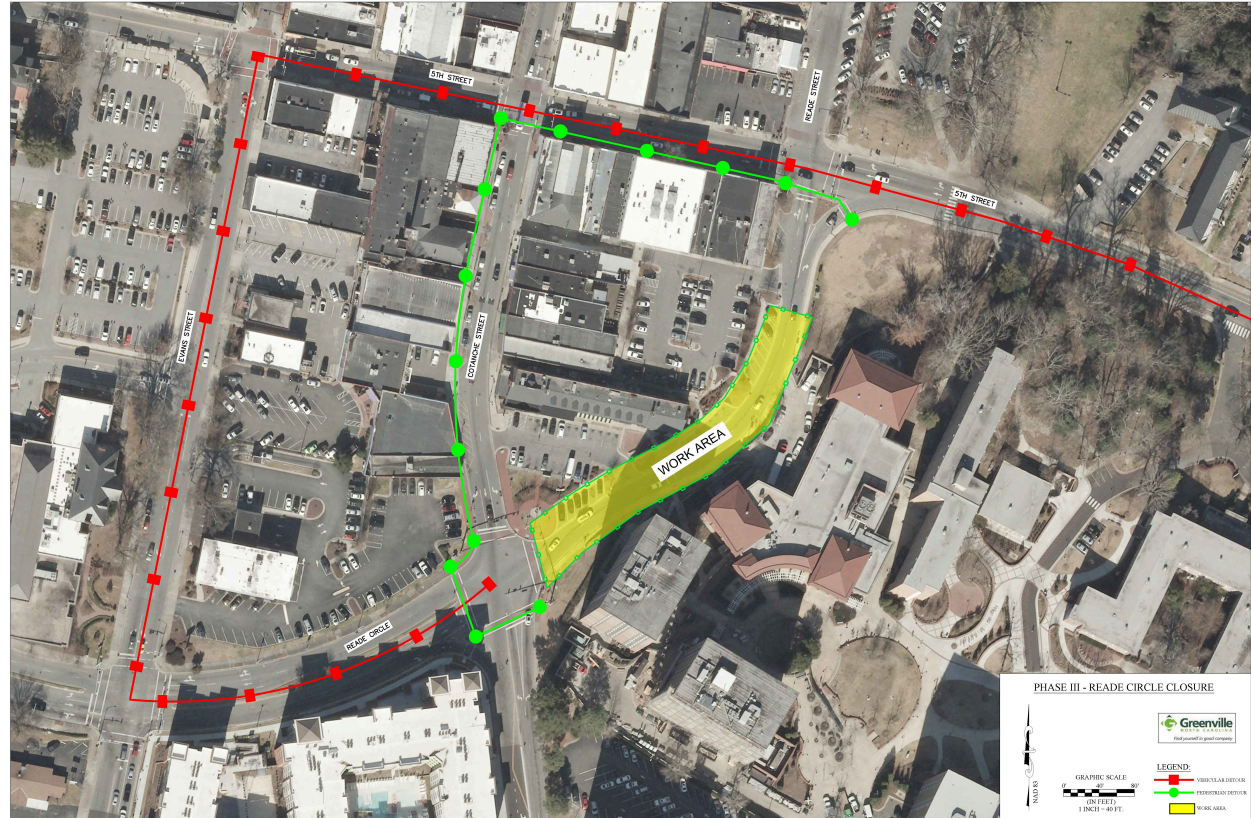


5th & Reade
April 2019

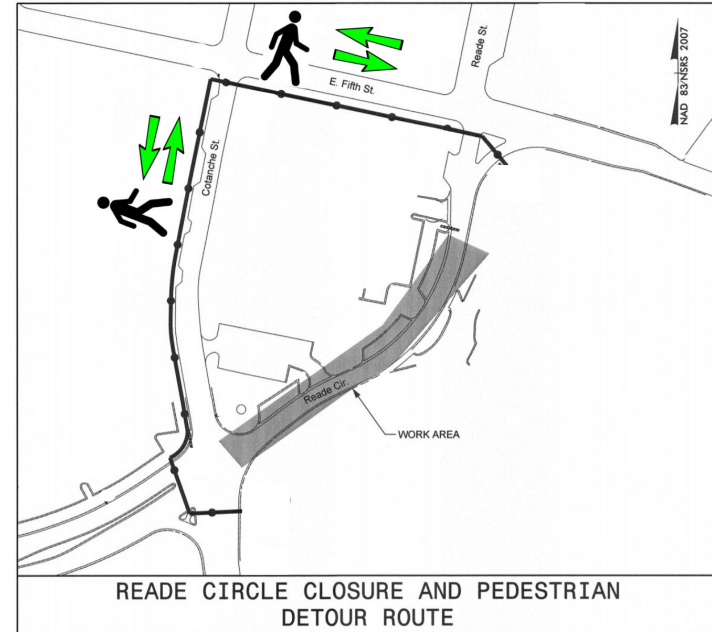
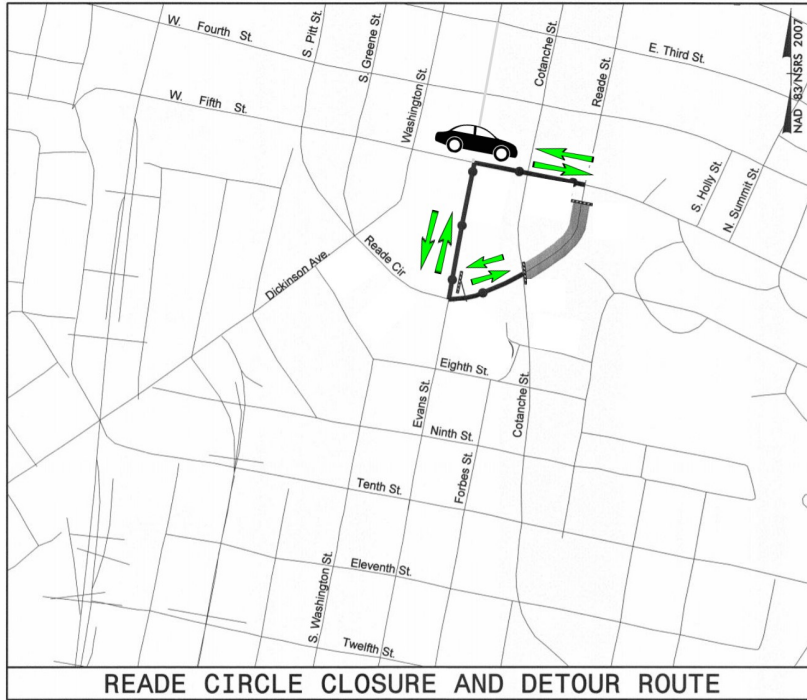
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PHASE III

Reade Circle (5th/Cotanche)-June/July 2019



Vehicular/ Pedestrian Detour



Reade Circle (5th,
Cotanche) June/
July 2019



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Security and Safety



- 6 foot chain link fence with black screening surrounding site from 4th to Reade
- Orange construction fence outside of security fence
- Marked construction entrances



Parking and Loading Zones

PHASE I – PHASE III



RED
No
Parking

YELLOW
New
Loading
Zone



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Utility Impacts

- No utility outages are scheduled
- No decrease in water pressure anticipated
- Fiber will be relocated in advance or supported



Business Promotion

- City will make efforts to promote the Uptown District through signage along detour routes and at road closures.
- Social media posts promoting the Uptown District will also be utilized.



One-on-One Meetings

Tuesday Feb 5 th	1-5
Wednesday Feb 6 th	8-5
Thursday Feb 7 th	8-12

Monthly Meetings

Monthly Town Creek Culvert Updates
Third Thursday of the Month
March – June 2019
3:00-5:00
Sheppard Memorial Library



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Future Communication

Web page – <http://tcc.greenvillenc.gov>

Email – towncreekculvert@greenvillenc.gov



@CityofGreenvilleNC



@GreenvilleGov



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Item 3

Update on Stormwater Advisory
Committee's Utility Fee
Recommendation



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Council Workshop Recap

November 2018

14 SWAC Meetings since Feb 2018

SWAC Recommendations:

- Extent and Level of Service
- Capital Project Implementation
- Impacts to Utility Rate
 - Administration Charge
 - Minimum ERU
 - Stormwater Only Accounts
 - Fund Reserve



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0, \$1, \$2, \$3 Plans

- No Fee Increase (\$0 Plan)
- Modified SWAC (\$1 Plan)
 - \$1 per ERU per yr for 5 yrs
- SWAC Recommendation (\$2 Plan)
 - \$2 per ERU per yr for 5 yrs
- Exceptional Services (\$3 Plan)
 - \$3 per ERU per yr for 5 years



Current Utility Rate

- Utility is billed by GUC
- Approximately 40,400 accounts (103,000 ERUs)
- Rate of \$5.35 per ERU
- Projected revenue of \$6.1 M for FY 2019 (at 92% collection rate)



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Current Operational Services

- Permit Requirements (NPDES Phase II MS4 and NSW)
- Floodplain Management
- Sedimentation and Erosion Control Program
- Capital Improvement Program
- Design
- Contract Management (Design and Construction)
- Setup of New Utility Bill Accounts



Current Operational Services

- Inspect 10% of new public infrastructure
- All public open channels cleaned/inspected every 2 yrs
- All catch basins cleaned/inspected every 5 yrs
- All pipes cleaned/inspected as needed

Note: No Utility Bill Audits
 No Condition Assessment
 No Asset Management



Typical Property Fees/Month

- Big Box Store \$866.70
- Fast Food Restaurant \$107.00
- Residential (Tier II) \$10.70
- Apartment (Multi-story) \$1.76



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Current Fee (\$0 Plan)

Current Annual Capital \$2.8M

TCC Debt Service (FY21) \$1.8M

Emergency Repairs reduced to \$1M

- Emergency repair money will diminish as inflation increases
- No additional inspections (10%)
- No capital spending or reserve
- No Streambank Stabilization Program
- No condition assessment or asset mgmt.
- No utility bill audit/management

SWAC Recommended Rate Structure/Policy Changes

- Minimum Charge of 1 ERU per account/month
 - Revenue generated \$295,000/yr
- Fixed Administrative Charge of \$1.20 per account/month
 - Revenue generated \$518,000/yr



SWAC Recommended Rate Structure/Policy Changes

- Increases realized over 5 yr period
- Reserve Fund of \$ 1.5 M

Applied consistently in all fee
increase plans



Modified SWAC Option (\$1 Plan)

- Inspection of 50% of new infrastructure
- All public open channels cleaned/
inspected every yr
- All pipes cleaned/inspected every 7 yrs
- All catch basins cleaned/inspected every
2.5 yrs
- \$1M in Emergency Repairs each yr
- \$9.9M in Capital Projects over 5 yrs
- Condition Assessment/20 yrs
- Asset Management



Condition Assessment

- Camera pipes systematically
- Label pipes utilizing a universal coding system
 - PACP (Pipeline Assessment Certification Program)
 - MACP (Manhole Assessment and Certification Program)



Asset Management

- Utilizing the condition assessment and cross referencing with:
 - Capacity issues
 - Street conditions (Pavement Cond Rating)
 - Maintenance Records
 - Water table/soil concernsand develop a prioritized list of projects.
- Developing and managing contracts for remove and replace or in place repairs like slip lining or joint repair.



Typical Property Fees/Monthly \$1 PLAN

Type of Property	FY19 (\$5.35/ERU)	FY20 (\$6.00/ERU) +\$1.20	FY24 (\$10.00/ERU) +\$1.20
Box Store	\$866.70	\$973.20	\$1,621.20
Fast Food Restaurant	\$107.00	\$121.20	\$201.20
Residential (Tier II)	\$10.70	\$13.20	\$21.20
Apartment (Multi-story)	\$1.76	\$7.20	\$11.20

SWAC Recommendation (\$2 Plan)

- Inspection of 50% of new infrastructure
- All public open channels cleaned/inspected every yr
- All pipes cleaned/inspected every 7 yrs
- All catch basins cleaned/inspected every 2.5 yrs
- \$1.5M Emergency Repairs each yr
- \$18.5M Capital Projects over 5 yrs
- Condition Assessment/20 yrs
- Asset Management



Typical Property Fees/Month

\$2 PLAN

Type of Property	FY19 (\$5.35/ERU)	FY20 (\$6.00/ERU) +\$1.20	FY24 (\$14.00/ERU) +\$1.20
Box Store	\$866.70	\$973.20	\$2,269.20
Fast Food Restaurant	\$107.00	\$121.20	\$281.20
Residential (Tier II)	\$10.70	\$13.20	\$29.20
Apartment (Multi-story)	\$1.76	\$7.20	\$15.20



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Exceptional Services Option (\$3 Plan)

- Inspection of 100% of new infrastructure
- All public open channels cleaned/inspected every 9 months
- All pipes cleaned/inspected every 7 yrs
- All catch basins cleaned/inspected every yr
- \$1.5M Emergency Repairs each yr
- \$29.1M Capital Projects over 5 yrs
- \$18.5M Infrastructure Replace. over 5 yrs
- Condition Assessment/10 yrs
- Asset Management



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Typical Property Fees/Month

\$3 PLAN

Type of Property	FY19 (\$5.35/ERU)	FY20 (\$8.00/ERU) +\$1.20	FY24 (\$20.00/ERU) +\$1.20
Box Store	\$866.70	\$1,297.20	\$3,241.20
Fast Food Restaurant	\$107.00	\$161.20	\$401.20
Residential (Tier II)	\$10.70	\$17.20	\$40.20
Apartment (Multi-story)	\$1.76	\$9.20	\$21.20



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Summary of Monthly Rate / ERU

PLAN	FY20	FY21	FY22	FY23	FY24
\$0	\$5.35	\$5.35	\$5.35	\$5.35	\$5.35
\$1	\$6.00	\$7.00	\$8.00	\$9.00	\$10.00
\$2	\$6.00	\$8.00	\$10.00	\$12.00	\$14.00
\$3	\$8.00	\$11.00	\$14.00	\$17.00	\$20.00

Does not included \$1.20 Admin Charge



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Summary of Typical Property Fees/Month

PLAN	Big Box	Fast Food	Residential (Tier II)	Apt (Multi-story)
\$0	\$866.70	\$107.00	\$10.70	\$1.76
\$1	\$1,621.20	\$201.20	\$21.20	\$11.20
\$2	\$2,269.20	\$281.20	\$29.20	\$15.20
\$3	\$3,241.20	\$401.20	\$40.20	\$21.20



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Recommendations

- No Increase to fees (\$0 Plan) will result in a drop in services
- Exceptional services (\$3 Plan) are cost prohibitive
- Provide more detail on the \$1 and \$2 Plans



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Customer Fees/Month

\$0 PLAN

- ECU \$22,077.06
- Pitt County \$11,781.07
- City of Greenville \$10,445.88
- Vidant \$10,249.09
- GUC \$6,724.95



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Customer Fees/Month

\$1 PLAN

Type of Property	Fee/Month (FY19)	Fee/Month (FY20)	Fee/Month (FY24)
ECU	\$22,077.06	\$24,759.31	\$41,265.53
Pitt County	\$11,781.07	\$13,212.41	\$22,020.69
City of Greenville	\$10,445.88	\$11,715.01	\$19,525.01
Vidant	\$10,249.09	\$11,494.31	\$19,157.18
GUC	\$6,724.95	\$7,542.00	\$12,570.00



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Customer Fees/Month

\$2 PLAN

Type of Property	Fee/Month (FY19)	Fee/Month (FY20)	Fee/Month (FY24)
ECU	\$22,077.06	\$24,759.31	\$57,771.75
Pitt County	\$11,781.07	\$13,212.41	\$30,828.97
City of Greenville	\$10,445.88	\$11,715.01	\$27,335.01
Vidant	\$10,249.09	\$11,494.31	\$26,820.05
GUC	\$6,724.95	\$7,542.00	\$17,598.00



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Customer Fees/Month

\$3 PLAN

Type of Property	Fee/Month (FY19)	Fee/Month (FY20)	Fee/Month (FY24)
ECU	\$22,077.06	\$33,012.42	\$82,531.07
Pitt County	\$11,781.07	\$17,616.55	\$44,041.38
City of Greenville	\$10,445.88	\$15,620.01	\$39,050.02
Vidant	\$10,249.09	\$15,325.74	\$38,314.36
GUC	\$6,724.95	\$10,056.00	\$25,140.00



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