



Agenda

Greenville City Council Annual Planning Session

January 27, 2007

8:00 AM

Bradford Creek Golf Course Clubhouse
4950 Old Pactolus Road

Assistive listening devices are available upon request for meetings held in the Council Chambers. If an interpreter is needed for deaf or hearing impaired citizens, please call 252-329-4422 (voice) or 252-329-4060 (TDD) no later than two business days prior to the meeting.

- I. Call Meeting To Order**
- II. Invocation - Mayor Parrott**
- III. Pledge of Allegiance**
- IV. Roll Call**
- V. New Business**
 - 1. Budget Update
 - 2. Bicycle Master Plan Update
 - 3. Review of 2006-2007 Goals
 - 4. Discussion of 2007-2008 Goals
- VI. Adjournment**



City of Greenville, North Carolina

Meeting Date: 1/27/2007
Time: 8:00 AM

<u>Title of Item:</u>	Review of 2006-2007 Goals
<u>Explanation:</u>	City Council will review the attached 12-month status report on the 2006 City of Greenville Goals and Objectives
<u>Fiscal Note:</u>	No cost to the City
<u>Recommendation:</u>	Discussion item only

Viewing Attachments Requires Adobe Acrobat. [Click here](#) to download.

Attachments / click to download

[Month Status Report on 2006 City Goals and Objectives](#)



City of Greenville 2006-2007 Goals

Twelve-Month Update

1. Goal: Form Effective Partnerships

A. *Objective: Encourage cooperation and coordination among units of local government in Pitt County*

Action Item #1: Continue to develop effective working relationships with the Pitt County Commissioners and establish an annual meeting date

Responsibility: Mayor, City Council, City Manager

Timeframe: October 2006

Fiscal Note: No direct cost

Status: The Mayor, County Commission Chair, City Manager, and County Manager met on a quarterly basis throughout 2006 to discuss mutual issues and projects. The annual joint meeting of the County Commission and City Council was conducted on October 30, 2006. Discussion topics included a report from the Greenville-GUC-Winterville Committee, the joint federal agenda, the West Greenville Intergenerational Community Center, library funding, and Uptown revitalization.

Action Item #2: Continue to work with the Town of Winterville and Greenville Utilities Commission through the joint committee to address mutual issues of growth and utility service

Responsibility: Councilmembers Dunn and Little, City Manager

Timeframe: Ongoing

Fiscal Note: To be determined

Status: The joint committee met on a regular basis during 2006 (January 19, February 16, April 20, June 15, September 7, and December 7.) At the September 7 meeting, the Committee recommended to the respective governing bodies two cooperative agreements: (1) an annexation, sanitary sewer, and water service boundary agreement (2) an extraterritorial jurisdiction agreement. Both agreements have been adopted by the City, Winterville, and GUC. The

annexation, sanitary sewer, and water service boundary agreement is now in effect. The extraterritorial jurisdiction agreement is awaiting action by the Pitt County Commission.

Action Item #3: Develop a more mutually beneficial mutual aid agreement with one neighboring fire-rescue department

Responsibility: Fire-Rescue Department

Timeframe: September 2006

Fiscal Note: To be determined

Status: Agreement reached with Winterville Fire Department to initiate automatic aid along limited border areas. The Fire-Rescue Department is resolving some challenges with Pitt County 911 to automate the changes. The Fire-Rescue Department is working to reach a similar agreement with Pactolus Fire Department.

B. *Objective: Continue partnership and form new partnerships with businesses, educational institutions, and nonprofits when opportunities exist*

Action Item #1: Continue to work with the Pitt County School Board on plans for improvements to Sadie Saulter School

Responsibility: Community Development Department

Timeframe: July 2006

Fiscal Note: To be determined

Status: The City Attorney and Director of Community Development continue to request information from Pitt County Schools staff in order to develop a Memorandum of Understanding. The School Board is still considering long-term plans for Sadie Saulter School.

Action Item #2: Meet with representatives of Pitt County School Board and Pitt Community College to determine a role for the City in providing technical skills for high school drop-outs

Responsibility: Mayor and City Manager

Timeframe: June 2006

Fiscal Note: To be determined

Status: The Mayor and City Manager meet quarterly with the School Superintendent, President of Pitt Community College, representatives of the Golden Leaf Foundation, and others to discuss educational funding needs. These discussions include

the high school dropout issue. Also, during the intercity visit to Athens, Georgia, in April 2006, a tour was made of an alternative high school for dropouts. The Mayor is encouraging the School Board to pursue the Athens model.

Action Item #3: Continue to provide Community Development Block Grant and HOME funding to nonprofit agencies for implementation of the Consolidated Plan

Responsibility: Community Development Department

Timeframe: June 2006

Fiscal Note: \$200,000

Status: During 2006 eight non-profit organizations were awarded \$123,700 from the CDBG program and two community housing development organizations were awarded \$162,688 from the HOME program.

C. *Objective: Create a database of nonprofit organizations*

Action Item #1: Work with such agencies as the Greenville Foundation, Department of Revenue, Chamber of Commerce, and United Way to gather information on nonprofit organizations in Pitt County

Responsibility: City Clerk

Timeframe: September 30, 2006

Fiscal Note: No direct costs

Status: Surveys were sent to approximately 900 non-profit organizations that were listed on the websites of the Secretary of State and the Internal Revenue Service. Also, a notice requesting information on active non-profits was placed on GTV-9. Approximately 200 completed surveys were returned, and the gathered information has been compiled. Because of the bulk mailing that was used, undeliverable surveys were not returned to the City. Therefore, efforts are being made by the City Clerk's Office to contact the non-profit organizations that did not respond to determine if they are still in existence. It is hoped that the update will be completed by June 2007.

Action Item #2: Have the database on nonprofit organizations in Pitt County put on the City of Greenville website

Responsibility: City Clerk

Timeframe: November 30, 2006

Fiscal Note: No direct costs

Status: A non-profit directory was completed in October 2006 that listed approximately 200 non-profit organizations that responded to a mailed survey (see the previous Action Item). The directory was published on the City's website and will be updated as additional information becomes available.

2. **Goal: Organize City Services to Meet the Needs of the Citizens**

A. *Objective: One-stop shop for permits*

Action Item #1: Prepare a list of permits issued by the City that require multiple stops

Responsibility: Public Works, Community Development, and Financial Services Departments

Timeframe: July 2006

Fiscal Note: No direct costs. Identification of permits performed in-house.

Status: A list of permits requiring multiple stops was compiled in July 2005 and reviewed by the Public Works, Community Development, and Financial Services Departments. A system for electronic routing and approval of ABC permits has been developed, and training and implementation will be conducted in January 2007. The training and transfer of Cemetery responsibilities from the City Clerk's Office and Financial Services Department to the Public Works Department has been completed.

Action Item #2: Prepare a report defining the impact of changes in multiple stop permitting; report to City Council

Responsibility: Public Works and Community Development Departments

Timeframe: December 2006

Fiscal Note: No direct costs. Study performed in-house.

Status: The Public Works and Community Development Departments have been and are continuing to evaluate the impact of suggested or possible changes. With the renovation of the Municipal Building nearing completion, a final assessment of recommended changes will be needed taking into account operations of the new facility. A report to City Council will be completed by May 2007.

Action Item #3: Develop implementation/transition plan for agreed-upon changes

Responsibility: City Manager

Timeframe: April 2007

Fiscal Note: No direct costs. Plan developed in-house

Status: Implementation/transition plan development will be initiated following completion of the preceding Action Item in May 2007.

Action Item #4: Implement agreed-upon changes

Responsibility: City Manager

Timeframe: October 2007

Fiscal Note: Direct costs may be involved dependent on plan

Status: This Action Item will be addressed following completion of the preceding Action Item.

B. *Objective: Have more communication with the public on issues going to the Planning and Zoning Commission*

Action Item #1: Promote more utilization of the City's web site where Planning and Zoning Commission agendas and meeting minutes are currently published approximately one week in advance of the upcoming meeting

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: No direct costs

Status: Planning and Zoning Commission meeting agendas and prior meeting minutes are currently posted to the City's website. Board of Adjustment meeting agendas and prior meeting minutes are currently posted to the City's website. An automatic notification of interested persons via e-mail is being studied when the electronic agenda is posted on the website. This may require additional upgrades to the existing software program to route agendas to interested persons when they are posted on the City's website.

Action Item # 2: Develop an e-mail listing of interested persons and organizations for distribution of the Planning and Zoning Commission agenda in advance of the scheduled meeting date

Responsibility: Community Development Department

Timeframe: May 2006

Fiscal Note: No direct costs

Status: E-mail list completed and implemented. When contacted for e-mail address information, most interested persons have advised the Planning Division secretary that they would prefer to receive mailed (hard) copies of the agenda, or they prefer to access the website to obtain the desired meeting information.

Action Item #3: Facilitate the telecast of all Planning and Zoning Commission meetings on GTV-9

Responsibility: Community Development Department

Timeframe: May 2006

Fiscal Note: No direct cost for facilitation. Action Item #1 under Goal 4, Objective C will address production costs.

Status: Completed and implemented. The Board of Adjustment meetings are also telecast on GTV-9.

C. *Objective: Reduce the per capita volume of solid waste being disposed of in landfills*

Action Item #1 Develop a plan to better promote the City's Recycling Program

Responsibility: Public Works Department

Timeframe: September 2006

Fiscal Note: No direct cost – Plan of action to be completed in-house.

Status: The Recycling Promotion Plan was completed in September 2006 and is presently being implemented.

Action Item #2 Develop partnerships to increase recycling within the community

Responsibility: Public Works Department

Timeframe: Begin immediately and complete by January 2007

Fiscal Note: No direct cost

Status: The Recycling Coordinator is presently contacting and meeting with potential partners to establish a plan of action for developing partnerships. A status report on the progress of this Action Item will be available prior to the end of January 2007.

Action Item #3: Develop incentive programs to inspire increased recycling

Responsibility: Public Works Department

Timeframe: March 2007
Fiscal Note: To be determined

Status: Public Works staff is exploring incentives being used by other communities to promote recycling. The knowledge gained through this exercise will be used to develop the best possible program for the City of Greenville.

D. *Objective: Enforce Ordinances that are in effect*

Action Item #1: Evaluate administration of nuisance, zoning, and minimum housing ordinances for their effectiveness and examine codes that need to be amended

Responsibility: Community Development Department, City Manager, and City Attorney

Timeframe: October 2006

Fiscal Note: No direct costs

Status: Staff has evaluated a number of changes to the zoning and public nuisance ordinances for efficiency changes. Minimum housing and sign ordinances are also being evaluated for changes. In 2006, the sign regulations were amended to (i) require removal of abandoned signs, (ii) create new definitions for the terms flag and banner, (iii) provide standards for flex-face signs, and (iv) provide standards for temporary real estate signs. A review of Code Enforcement procedures relative to minimum housing codes, public nuisances, and junk and abandoned vehicles has been conducted. Amendments to the City Code Nuisance provisions were approved by City Council on December 14, 2006. Enforcement procedures under the Minimum Housing Code have been updated to insure that existing provisions are being enforced.

3. **Goal: Increase the Technological Capability of the City**

A. *Objective: Increase use of information technology to provide direct service to citizens*

Action Item #1: Complete installation of InTouch citizen tracking software

Responsibility: Public Information Office and Information Technology

Timeframe: June 2006

Fiscal Note: \$20,000

Status: Completed in August 2006.

Action Item #2: Further enhance the City's web page by working with users on prioritizing web topics, perform needs assessment for web-based software applications, select software applications and Click-to-Gov tools, and implement back-end software applications as needed

Responsibility: Information Technology Department

Timeframe: Ongoing

Fiscal Note: To be determined based on selected applications

Status: The City's web page has been updated to allow for the processing, viewing, and online payment of Building Inspections and Permitting, Business License, Code Enforcement cases, Citizen Concern Tracking (In-Touch), and Parking Tickets. City Council meeting agendas and meeting videos are available on the City's web page as well.

B. *Objective: Consider technology enhancements in other departments*

Action Item #1: Evaluate a system for City Council agenda automation

Responsibility: City Manager, City Clerk, and Information Technology Department

Timeframe: May 2006

Fiscal Note: To be determined

Status: A software solution, MuniAgenda by MCCi, was selected and was fully implemented at the January 8, 2007 City Council meeting.

Action Item #2: Assess the feasibility of allowing employees to be able to access their pay information from a personal computer. This enhancement would eliminate time and effort spent on printing direct deposit stubs and then stuffing them into envelopes.

Responsibility: Coordination between Financial Services, Information Technology, and Human Resources Departments

Timeframe: July 2007

Fiscal Note: To be determined

Status: Financial Services, Information Technology, and Human Resources staff have met to confirm which departments need a community computer. This community computer will assure that all City employees have access to view pay information online. The next step is to determine the

appropriate software option for web-based information. A potential software solution was evaluated by staff who determined that the software could not meet the City's needs. Staff continues to pursue other software solutions.

C. *Objective: Provide Citywide wireless Internet service*

Action Item #1: Determine any legal issues, license requirements, etc. associated with providing wireless service throughout the City.

Responsibility: City Attorney, Information Technology

Timeframe: May 2006

Fiscal Note: No direct costs.

Status: Assistant City Attorney Bill Little provided a brief legal review dated May 23, 2006. It has been determined that there are no legal issues preventing the City from moving forward with a pilot project in the Uptown district.

Action Item #2: Develop a requirements document entailing the scope of the project and the desired results. Develop an RFP for wireless services.

Responsibility: Information Technology Department, Wireless Consultant

Timeframe: August 2006

Fiscal Note: \$25,000 consulting service

Status: A wireless pilot area of the city's Uptown district was analyzed, and an RFP was developed. Project will provide outside wireless Internet access to those visiting the Uptown district. There was no direct cost associated with this item.

Action Item #3: Send out Wireless RFP. Select a vendor for implementation of wireless service.

Responsibility: Information Technology Department, City Manager, And Wireless Consultant

Timeframe: November 2006

Fiscal Note: \$5,000 consulting service

Status: RFP's were sent out, received, and evaluated. The vendor, Wind Channel, has been selected to install wireless in the Uptown area. There was no direct cost associated with this item.

Action Item #4: Construct wireless system throughout the City.

Responsibility: Information Technology Department

Timeframe: May 2007

Fiscal Note: Estimated costs are \$2,659,949 infrastructure costs with \$215,979 per year recurring costs

Status: The Uptown district was selected as a wireless pilot area. Wireless Internet access should be installed in February 2007. Internet access by the public should be available in the March/April 2007 timeframe. Review of this pilot will be basis for decision to move forward with wireless in other areas of the City. Pilot installation and implementation costs will be in the \$50,000-\$60,000 range.

4. **Goal: Develop Understanding and Broader Citizen Participation in City Government**

A. *Objective: Continue implementation of Citizens Academy and Youth Council*

Action Item #1: Conduct the first Citizens Academy class

Responsibility: Public Information Officer

Timeframe: July 2006

Fiscal Note: \$2,500

Status: Information from similar programs in other cities was reviewed by staff during 2005. Curriculums and programs were developed for Greenville during 2006. Different sessions of the Academy were tentatively assigned to each department. As coordinator, the Public Information Office had to put the first Academy class on hold due to higher priorities such as the new weekly GTV-9 show (City Scene) and broadcasting of the Planning and Zoning Commission and Board of Adjustment meetings.

Action Item #2: Continue to provide support for the Youth Council

Responsibility: Human Relations Council

Timeframe: Ongoing

Fiscal Note: \$2,500

Status: Ongoing process. The Youth Council has partnered with the Pitt County Substance Abuse Coalition and Citizens United Against Violence. The organizations will work to sponsor a series of youth summits on drugs, gangs, violence, etc.

B. *Objective: Make decision on funding public access cable channel*

Action Item #1: Meet with Pitt County Manager and Public Information Officer to discuss shared funding

Responsibility: Public Information Officer

Timeframe: March 2006

Fiscal note: No direct cost

Status: Completed in February 2006.

Action Item #2: Submit budget item to City Manager for approval during budget process.

Responsibility: Public Information Officer

Timeframe: February 2006

Fiscal note: \$ 33,000 (annually)

Status: Completed. City Council approved an appropriation of \$33,000 for the public access cable channel in the 2006-2007 budget.

Action Item #3: Create agreement with Greenville Public Access Television for provisions of funding.

Responsibility: Public Information Officer, City Attorney

Timeframe: May 2006

Fiscal note: No direct cost

Status: Complete. Agreement with Greenville Public Access Television was approved by the City Council on August 7, 2006.

C. *Objective: Televis one additional board meeting (possibly Planning & Zoning Commission)*

Action Item #1: Study impact on staff and budget

Responsibility: Public Information Officer

Timeframe: June 2006

Fiscal note: To be determined

Status: Complete – actually exceeding the goal by televising two additional board meetings (Planning and Zoning Commission and Board of Adjustment).

D. *Objective: Have a festival centered around Greenville's history*

Action Item #1: Working with the Historic Preservation Commission, Convention and Visitors Bureau, Chamber of Commerce, East Carolina University, Uptown Greenville, and relevant Pitt County businesses determine the feasibility of establishing a new history-themed festival or incorporating more historical references into an existing festival

Responsibility: City Council, City Manager, and Public Information Office

Timeframe: October 2006

Fiscal Note: To be determined

Status: The City is cooperating with East Carolina University to include the April 2007 International Festival as a component of East Carolina University's centennial celebration. ECU intends to include numerous local events as part of the centennial celebration in order to make it a local heritage event. The local heritage event will then be continued in the future on annual basis.

E. *Objective: Promote better Recreation and Parks marketing efforts*

Action Item #1: Consider creating a marketing and promotional position in the Recreation and Parks Department or contracting with a professional marketing firm

Responsibility: Recreation and Parks Department and City Council

Timeframe: June 2006

Fiscal Note: \$20,000 to \$94,000

Status: Recreation and Parks prepared information for a marketing and promotional position as part of the budget preparation process for 2006-2007. Sufficient revenues were not available in the proposed budget to fund the position. Recreation and Parks Department supported Public Information Office request for new position that will be able to provide some support for increased marketing efforts.

Action Item #2: Consider increasing advertising budget for selected programs

Responsibility: Recreation and Parks Department and City Council

Timeframe: June 2006

Fiscal Note: To be determined

Status: Recreation and Parks Department proposed and received an additional \$3,600 in its advertising budget for 2006-2007.

These funds are being used to expand marketing efforts in coordination with the Public Information Office.

5. Goal: Enhance Diversity

A. *Objective: Continue efforts to make City government reflect the community we serve*

Action Item #1: Implement provisions of the City's revised Affirmative Action Statement

Responsibility: City Manager

Timeframe: Ongoing

Fiscal Note: No direct cost

Status: The revised Affirmative Action Statement was adopted by City Council Resolution on January 9, 2006 and has been incorporated into the City Personnel Policies. Copies of the Statement have been distributed to all departments. As required by the revised Statement, where appropriate, recruitment efforts to increase the diversity of the City's workforce have been initiated in the departments with the assistance of the Human Resources Department.

Action Item #2: Prepare annual reports as required by the Affirmative Action Statement

Responsibility: All Departments

Timeframe: December 2006

Fiscal Note: No direct cost

Status: Not all departments have finished their first annual reports for this new initiative. All departmental reports should be submitted to the Director of Human Resources by the end of January. As provided by the Policy, the Director of Human Resources will compile an annual Citywide report to share with the City Council.

Action Item #3: Increase understanding of community diversity issues through the participation of all City supervisors in an updated diversity training workshop

Responsibility: Human Resources Department

Timeframe: October 2006

Fiscal Note: To be determined

Status: Training consultant selected; date for training to be scheduled for early 2007.

Action Item #4: Support the work of the Greenville Fire-Rescue employee recruitment team

Responsibility: Fire-Rescue Department

Timeframe: On-going

Fiscal Note: \$3,500

Status: Purchase of professional quality recruitment display and design work completed. The 2006 recruit class of 16 included one female and four African-American males.

B. *Objective: Celebrate the diversity of our citizens*

Action Item #1: Review mission and goals and provide financial support for the Human Relations Council

Responsibility: Community Development Department, Human Relations Council, and City Council

Timeframe: August 2006

Fiscal Note: To be determined

Status: The Human Relations Council (HRC) held a strategic planning session in May 2006 to clarify its expectations. The HRC indicated a need to continue clarifying its mission and future role. The HRC is also reviewing the organizational structure of similar boards in other communities. The HRC also conducted a second planning session on December 12, 2006 to identify objectives in support of the proposed strategic plan. A report will be developed by March 2007 that will address the HRC's structure and staffing issues.

Action Item #2: Increase participation in existing positive opportunities through public awareness, publicity, and targeted outreach efforts. Examples include, but are not limited to, the International Festival, Sunday in the Park, and July 4th Celebration.

Responsibility: Public Information Officer

Timeframe: On-going

Fiscal Note: Funds included in current budget

Status: During 2006, appropriate City staff members participated in staging the International Festival, Sunday in the Park, July 4th Celebration, and similar community events.

Action Item #3: Support ongoing efforts of senior assistance services

Responsibility: Community Development Department

Timeframe: On-going

Fiscal Note: To be determined

Status: Ongoing effort. CDBG and HOME Annual activities are developed to insure that senior citizens are served. In 2006, three senior citizens' homes were repaired, and three are in the initial review stage for housing rehabilitation assistance.

6. Goal: Emphasize the Importance of Neighborhood Stabilization and Revitalization

A. Objective: *Preserve/prevent deterioration of single-family neighborhoods for more sustainable communities*

Action Item #1: Create a Rental Property Registration and Certification Program (See Task Force on Preservation of Neighborhoods and Housing [TFPNH] recommendation #1)

Responsibility: Community Development and Information Technology
Departments

Timeframe: January 2008

Fiscal Note: \$53,000.00

Status: Data is being collected through the Code Enforcement software and GIS system that will allow generation of property information reports. Standard reports and programs have been developed that will assist City staff in the evaluation of properties that have chronic violations. These standard reports are available through QRep Web and include all code enforcement violations, noise, three or more unrelated violations, and parking on unimproved surfaces violations for tracking by address and specified time range. With these reporting mechanisms in place, chronic violations will be tracked over a 12-month period. This baseline of data will allow the City Council to evaluate the need for a rental property registration and certification program.

Action Item #2: Create a Code Enforcement Tracking System and Rental Property Database (See TFPNH recommendation #2)

Responsibility: Community Development and Information Technology
Departments

Timeframe: January 2007

Fiscal Note: \$58,000.00

Status: A code in the Code Enforcement software program was created to reflect violations for more than three unrelated persons occupying a dwelling. This code will be available for mapping within GIS. The In-Touch web tool was implemented to allow citizens to report and make inquiry into a database for code violations. This tool is available through the City's web page.

A code enforcement tracking system and related database that allow tracking of violations over a 12-month period has been developed. Violations will be tracked over a 12-month period to establish baseline factors for rental registry. Information Technology is currently working on a process that will give Community Development/Code Enforcement a tool that will allow enforcement personnel to analyze the data in any manner that is needed (violation type, owner, etc.) and convert the information into a report or a map. Information Technology is implementing LGWeb (a product that uses the same geo-manager as LGCrimers that is used by the Police Department). The information obtained from this project with the mapping will assist in determining the areas where the City experiences the most code violations. All of this information will be used for the purpose of tracking violations over a 12-month period of time following the evaluation period.

Action Item #3: Revise the City's Code Enforcement and Appeals Process to promote consistency and capture the true cost of enforcement (See TFPNH recommendation #3)

Responsibility: Community Development Department

Timeframe: November 2006

Fiscal Note: \$85,000.00

Status: Staff has started this evaluation. Initial changes were made with the amendments to the nuisance and parking on unimproved surfaces provisions of the City Code. Other evaluations will continue. Staff has found that administrative fees and fines are in line with similar cities such as Kinston, Raleigh, and Wilmington.

Action Item #4: Consider creating a Neighborhood Commission

Responsibility: Community Development Department

Timeframe: January 2007
Fiscal Note: To be determined

Status: Staff is in the early stages of collecting information on existing and successful Neighborhood Commissions that includes but is not limited to:

- a. Bylaws**
- b. Purpose, roles, and functions**
- c. Composition**
- d. Authorities and training**
- e. Programs**
- f. Method of appointments**

By March 2007, staff will recommend possible options to City Council for the creation of a commission and staffing needs to carry out this function.

Action Item #5: Implement an enhanced collection effort for demolition, boarding up, and nuisance abatement expenses incurred by the City in its enforcement of the City Code including coordination with the County Legal Department on tax foreclosure actions.

Responsibility: City Attorney's Office
Timeframe: On-going
Fiscal Note: \$15,000

Status: The City Attorney's Office and Financial Services Department have developed a procedure for the coordination of collection efforts for demolition, boarding up, and nuisance abatement expenses. For nuisance abatement, the procedure involves invoicing the owner and, if not paid, the filing of a lien and the initiation of a civil collection lawsuit. For boarding up and demolition, the procedure involves invoicing the owner and, if not paid, the filing of a lien and the initiation of a foreclosure lawsuit. Prior to the initiation of a lawsuit, coordination occurs with the County Legal Department to allow pursuit of a tax foreclosure lawsuit by the County, if appropriate. Outside legal counsel is to be retained in order to accomplish a title search when necessary and the initiation of foreclosure lawsuits. Funds were allocated in the 2006-2007 budget for this expense. The implementation of this procedure and the utilization of these funds, as necessary, will be ongoing.

Action Item #6: Rezone remaining predominantly single-family use neighborhoods to an “S district” classification (See TFPNH recommendation #6)

Responsibility: Community Development Department

Timeframe: December 2006

Fiscal Note: \$4,500.00 in advertising costs

Status: Ongoing process to rezone approximately 20 neighborhood areas to an “S” district classification. In 2006, the City Council rezoned 753 acres containing 2,138 lots from a duplex/multi-family classification to a single-family classification. Total project rezoning since 2005 has resulted in 1,346 acres (2.1 square miles) containing 3,882 lots being rezoned from a duplex/multi-family classification to a single-family classification. The 2006 rezonings included the following neighborhoods: College Court, Coghill, Baytree, Tuckahoe, Singletree Farms, Cambridge, Lake Ellsworth, West Greenville area, Pinewood Forest, Bedford, Lakewood Pines, and Brentwood. Thirteen (13) neighborhoods remain to be rezoned to an “S” designation and include the following: Carolina Heights, Village Grove, Clairmont Circle, Eastwood, Rock Springs, Oakhurst, Summerfield, Treetops, Countryside Estates, Oakgrove Estates, Windsor, Country Squire, and River Hills. Preliminary estimates by staff are that the Carolina Heights, Eastwood, Village Grove, Clairmont Circle, Rock Springs and Oakhurst areas will be rezoned during 2007.

Action Item #7: Develop and adopt neighborhood plans to guide policy and investment decisions in older, established single-family neighborhoods (See TFPNH recommendation #9)

Responsibility: Community Development Department

Timeframe: On-going

Fiscal Note: No direct costs

Status: Ongoing process to develop neighborhood plans. Establishment of plan format and process outline was completed in November 2006. Initiation of first plan (College Court/Coghill neighborhood) is scheduled for January 2007, and adoption is anticipated by April 2007. Ongoing process thereafter, with each new neighborhood plan taking 4-5 months to complete.

Action Item #8: Consider placing more electric lines underground in existing neighborhoods

Responsibility: City Manager and GUC
Timeframe: October 2006
Fiscal Note: To be determined

Status: Placing electric lines underground was a significant part of the North Greene Street enhancement project. Underground electric lines were also studied as part of the streetscape projects for the West Greenville and Center City areas.

Action Item #9: Transition to Community Oriented Code Enforcement

Responsibility: Community Development Department
Timeframe: November 2006
Fiscal Note: To be determined

Status: Transition to community-oriented code enforcement has started. With the transfer of Code Enforcement to the Community Development Department and restaffing of the division, community focus areas for each officer were assigned in April 2006. This approach focuses patrol areas to those neighborhoods that historically require a greater degree of enforcement activity. Strategic areas/communities have officers patrolling multiple days of the week. These actions will build the foundation and develop staff for transition to a community-oriented code enforcement program. The service areas for officers have been re-established for each officer to targeted neighborhoods. This also involves the overlapping of patrol areas within West Greenville and University-area neighborhoods. Officers participate in community meetings in the areas they patrol.

Action Item #10: To address high utility bills, include energy efficiency as a key component in all City sponsored new construction and rehabilitation

Responsibility: Community Development Department
Timeframe: Ongoing
Fiscal Note: To be determined for each home

Status: All housing rehabilitation and construction projects require compliance with the Greenville Utilities E-300 energy efficiency program.

B. *Objective: Set up pilot project in T.R.U.N.A. and all areas of City to increase homeownership*

Action Item #1: Create economic incentives to encourage reinvestment in established single-family neighborhoods (See TFPNH recommendation #7)

Responsibility: Community Development Department

Timeframe: May 2006

Fiscal Note: \$30,000

Status: The City employee based homebuyer assistance program for the University area was approved by City Council in April 2006. Additional funds were approved in the 2006-2007 budget. Several staff members have considered purchasing homes with the program. Additional program amendments may be needed to entice more potential participants.

Action Item #2: Develop and empower neighborhood associations, including financial assistance to train leaders and build organizational capacity (See TFPNH recommendation #8)

Responsibility: Community Development Department

Timeframe: July 2006

Fiscal Note: \$71,000.00

Status: This item is related to the Neighborhood Commission and would be identified as one of many work items for the Neighborhood Commission and would include a budgetary item for programs and materials that would empower neighborhood associations. In the interim, neighborhoods continue to receive information on starting neighborhood associations, Community Watch, and the Neighborhood Grant Program.

C. *Objective: More new housing in the 45-Block Revitalization Area*

Action Item #1: Obtain buildable lots for construction of new housing units; construct 12 new houses for owner occupancy over the next two years

Responsibility: Community Development Department

Timeframe: December 2008

Fiscal Note: \$660,000.00

Status: Four homes were built in 2006, and four are under construction. Five additional new single-family homes are scheduled to begin construction in early 2007. Funds for new

construction, homebuyer assistance, and conversion were included in the 2006-2007 Annual Plan of Activities. Staff currently has a total of 65 pending property acquisitions.

D. *Objective: Stay focused on revitalization block-by-block (MLK Jr. Drive)*

Action Item #1: Continue to conduct activities on block-by-block basis, with bi-monthly updates to City Manager and City Council; focus on acquisition, demolition, new construction, and infrastructure improvements

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: \$1,500,000.00

Status: Updates to the City Manager on activities within the Redevelopment Area continue. In 2006, 14 properties were acquired for development of housing once standard lots are created, and 65 properties are pending acquisition.

E. *Objective: Expand loan program for conversion of rental property*

Action Item #1: Convert rental properties to owner-occupied housing; develop a citywide down payment assistance program to assist 20 homebuyers over the next two years

Responsibility: Community Development Department

Timeframe: December 2008

Fiscal Note: \$100,000.00

Status: As noted in the preceding Action Item, staff is evaluating the acquisition of 65 properties and those are being evaluated for possible conversion from rental dwellings to owner occupied dwellings. The preliminary evaluation indicates that potentially a minimum of five properties may be converted from rental dwellings to owner occupied homes in 2007. Rehabilitated rental conversion homes completed by the City will make use of the North Carolina Housing Finance Agency's New Home Pool program in order to expand purchase options for eligible home buyers who previously could only utilize these funds for newly constructed homes.

F. *Objective: Have open lines of communication with Greenville Housing Authority – monitoring Section 8 distribution*

Action Item #1: Hold quarterly staff meetings with Greenville Housing Authority to discuss mutual issues and goals related to redevelopment and housing

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: No direct cost

Status: Community Development Department staff meets on a regular basis with Housing Authority staff. In addition, Housing Division staff has partnered with the Housing Authority to provide Homebuyer Education classes to residents. Discussions for the development of Assisted Elderly Housing are underway.

G. *Objective: Assisted living*

Action Item #1: Partner with developer(s) to develop and construct an assisted living center for elderly citizens in the 45-Block Revitalization Area

Responsibility: Community Development Department

Timeframe: December 2008

Fiscal Note: Land acquisition and development costs to be determined

Status: The Redevelopment Commission has included the study of the feasibility for an assisted living center in their 2006-2007 Annual Work Plan. It is expected that the Redevelopment Commission soon will begin studying the feasibility of an assisted living center.

H. *Objective: Follow through on plans (i.e. Parks/Recreation Plan, neighborhood parks)*

Action Item #1: Amend the subdivision and zoning regulations to require recreation and open space reservations and/or dedications based on population impact

Responsibility: Community Development Department

Timeframe: April 2006

Fiscal Note: None

Status: A draft ordinance was completed in December 2005 and presented to the Recreation and Parks Commission in January 2006. The Recreation and Parks Commission established a review committee in February 2006 to study the proposed ordinance. The review committee recommended to the Recreation and Parks Commission in January 2007 that consideration of the draft ordinance be delayed until completion of the Parks Comprehensive Master Plan update.

Action Item #2: Update and amend the Parks Comprehensive Master Plan

Responsibility: Recreation and Parks Department

Timeframe: July 2007

Fiscal Note: \$30,000.00

Status: Funds were approved in the Capital Improvement Program to update the master plan. Work on the update has been postponed due to the retirement of the Recreation and Parks Director. This assignment will be one of the first responsibilities of the new Director.

Action Item #3: Prioritize the need and locations of neighborhood parks

Responsibility: Recreation and Parks Department

Timeframe: July 2007

Fiscal Note: None

Status: Neighborhood parks will be included in the updated master plan.

I. *Objective: Develop a 20-30 year land plan*

Action Item #1: On an annual basis, conduct an internal review of the goals, objectives and implementation actions of the Horizons Comprehensive Plan

Responsibility: Community Development Department

Timeframe: December 2006 and December 2007

Fiscal Note: No direct cost

Status: To be completed and presented to the Planning and Zoning Commission at the Commission's April 2007 meeting and each year thereafter.

Action Item #2: Every five years, conduct an update of the Horizons Comprehensive Plan; amend goals, objectives, and implementation actions as necessary

Responsibility: Community Development Department

Timeframe: Begin update process in 2007

Fiscal Note: No direct cost

Status: To be undertaken and completed as specified. Staff is underway with the development of Neighborhood Plans, which is an update of HORIZONS.

J. *Objective: Monitor bank compliance with the federal Community Reinvestment Act*

Action Item #1: Staff will schedule and coordinate at least one meeting per month with financial institutions to discuss Community Reinvestment Act initiatives and potential partnerships with city revitalization efforts

Responsibility: Community Development Department

Timeframe: March 2007

Fiscal Note: No direct cost

Status: Staff has initiated meetings with community liaison staff of six banks to date. Community Development Department staff have also made contact with staff from The Community Investment Corporation of North Carolina (CICNC). City and CICNC staffs are exploring the possibility of establishing a low-interest loan pool through a consortium of local lenders to serve the Center City-West Greenville Revitalization Area.

K. *Objective: Disposition of excess property*

Action Item #1: Dispose of any excess property in the 45-Block Revitalization Area

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: Minimal direct cost

Status: Staff continues to work to combine substandard lots into standard lots for redevelopment in accordance with the Redevelopment Plan. This includes lots for construction of homes or redevelopment for non-residential purposes. These properties are made available to the public and interested redevelopment partners through direct mailing and legal notices.

Action Item #2: Develop a citywide program for identification and disposal of unused City properties for sale, with regular notices of availability

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: To be determined

Status: Staff completed a preliminary inventory of City owned property. The properties have been evaluated for the possible reuse for those that are vacant. The properties that are available for redevelopment will be disposed of in the method identified in the previous Action Item. Further work is

needed for determination of the availability for disposition of properties located outside of the redevelopment areas.

7. Goal: Promote Economic Development in the City

A. Objective: Support and advocate investment for a vibrant and prosperous Center City

Action Item #1: Adopt and implement the *Center City – West Greenville Revitalization Plan* as the guiding framework plan for future City activities and investment

Responsibility: Redevelopment Commission, City Council, and Affordable Housing Loan Committee

Timeframe: Ongoing

Fiscal Note: \$10 million initial City investment with bond funds

Status: The City Council adopted the Center City Revitalization Plan on September 8, 2005 and the West Greenville Revitalization Plan on March 9, 2006. The Greenville Redevelopment Commission adopted an Annual Work Plan that includes eighteen separate initiatives or programs to implement the adopted plans in June of 2006. The Redevelopment Commission requested and City Council authorized the expenditure of bond funds on those initiatives and programs on August 10, 2006.

Action Item #2: Foster partnerships with East Carolina University and Uptown Greenville for expanded uptown developments

Responsibility: Community Development Department

Timeframe: Ongoing

Fiscal Note: To be determined

Status: The Redevelopment Commission, along with City staff working on their behalf, continues to foster relationships between Uptown Greenville and East Carolina University. These efforts include periodic meetings with Uptown Greenville members as well as with University staff.

Action Item #3: Explore acquiring former Park Theater for a community performing arts theater

Responsibility: City Manager

Timeframe: September 2006

Fiscal Note: To be determined

Status: Following the sale of the former Park Theater to a private investor who indicated an intention to redevelop the property for private use, in August 2006 the City Council approved suspending efforts to acquire this property.

Action Item #4: Develop requirements for downtown wireless Internet service

Responsibility: Information Technology Department

Timeframe: June 2006

Fiscal Note: No direct costs

Status: Wireless Internet service for the city's Uptown area was analyzed, and a request for proposals was developed. Project will provide outside wireless Internet access to those visiting the Uptown area. See also Goal 3, Objective C, Action Items 2-4.

Action Item #5: Select vendor and implement wireless solution.

Responsibility: Information Technology Department

Timeframe: September 2006

Fiscal Note: \$85,000 cost of hardware and installation services.

Status: Requests for proposals were sent out, received, and evaluated. The vendor, Wind Channel, has been selected to install wireless in the Uptown area. Wireless Internet will be installed in February 2007. Internet access by the public should be available in the March/April 2007 timeframe.

B. *Objective: Create more downtown residential housing with historic architecture for all income levels*

Action Item #1: In accordance with the Center City and West Greenville Revitalization Plans, staff will develop conceptual plans for housing in the 1st Street/Town Common area and in the Historic Warehouse District

Responsibility: Community Development Department

Timeframe: June 2006

Fiscal Note: Minimal direct costs

Status: As part of the Redevelopment Commission's Annual Work Plan, staff is continuing to work with private developers to determine the feasibility of redeveloping a portion of First Street to include housing, office, and retail space.

Action Item #2: Staff will contact private sector financial and development partners to structure development agreements that will move the housing plans from concept to reality

Responsibility: Community Development Department

Timeframe: June 2007

Fiscal Note: To be determined

Status: This Action Item will be addressed when the plans discussed in the previous Action Item move to the implementation stage.

Action Item #3: Working with Uptown Greenville, staff will develop site design guidelines that will ensure new construction and substantial renovations in the Center City conform to the historic and aesthetic character of the area

Responsibility: Community Development Department

Timeframe: June 2007

Fiscal Note: Minimal direct costs

Status: Under the direction of the Redevelopment Commission, staff has worked with a group of volunteers representing the Uptown Greenville organization to develop a set of site design guidelines. Staff met with Uptown Greenville on September 12 and 28, 2006 to discuss the draft standards. On October 11, 2006 an open house was held to give the public the opportunity to provide input on the draft standards. The standards were then presented to the Redevelopment Commission on November 2, 2006. If adopted, these guidelines will provide for development within the Uptown area that is compatible with the architectural form of existing structures.

C. *Objective: Promote opportunities for small and minority businesses, and encourage utilization of the minority workforce*

Action Item #1: Revise/update City's current MWBE program to increase and enhance outreach to small businesses

Responsibility: Financial Services Department

Timeframe: December 2006

Fiscal Note: \$40,082

Status: A revised M/WBE directory for 2006 has been completed and placed on the City's and GUC's websites. A staff position for an MWBE Coordinator was approved in the 2007-2008 budget. These changes will allow the City to increase and

enhance outreach efforts significantly to MWBE and historically underutilized businesses.

Action Item #2: Implement process for analyzing the City's use of minority contractors to determine whether the stated goals of the MWBE program are being met. Prepare monthly/quarterly/yearly reports on the utilization of MWBE firms by the City of Greenville and Greenville Utilities Commission

Responsibility: Financial Services Department

Timeframe: December 2006

Fiscal Note: \$40,082

Status: In working with the Information Technology Department, Financial Services is able to prepare monthly/quarterly/yearly reports that list the total purchase orders awarded to MWBE firms. This report also lists the percent of purchase orders issued to MWBE firms.

D. *Objective: Retain businesses in the redevelopment areas*

Action Item #1: Evaluate the establishment of a small business incubator similar to the one recently built in Raleigh.

Responsibility: Financial Services and Community Development
Departments

Timeframe: October 2007

Fiscal Note: To be determined

Status: The Redevelopment Commission has included this item in their 2006-2007 Annual Work Plan. It is expected that staff working on behalf of the Commission will begin to explore the feasibility of this concept in the spring of 2007. Work on this item will also be coordinated between the Community Development and Financial Services Departments. Financial Services staff have conducted research and found information on the six most prominent North Carolina business incubator programs and have also researched data through the National Business Incubator Association (NBIA). City staff will begin exploring the feasibility of implementing this concept in the spring of 2007. The Financial Services Department has contacted the Raleigh Business and Technology Development Center to schedule an appointment to visit the Center and discuss the steps they took to build their center. The establishment of an Incubator Center will require the City to provide office space and assistance to the businesses. Therefore, this task will be one of the major projects that the

new MWBE Coordinator will work on in Fiscal Year 2007-2008.

Action Item #2: Contact all businesses within the West Greenville Redevelopment Area that are considering relocation to offer assistance to relocate within the Redevelopment Area

Responsibility: Community Development Department
Timeframe: July 2006 and then ongoing
Fiscal Note: To be determined

Status: City staff, working on behalf of the Redevelopment Commission, hosted a business roundtable event on May 30, 2006, during which many current and prospective West Greenville business owners offered comments on how to improve the business climate in the area. A second meeting will be scheduled during 2007.

E. *Objective: Encourage small business development*

Action Item #1: Sponsor HUB Academy in partnership with East Carolina University and Carolinas Associated General Contractors

Responsibility: Financial Services Department
Timeframe: June 2006
Fiscal Note: \$2,000

Status: The City of Greenville, along with East Carolina University and Carolinas Associated General Contractors, sponsored its first HUB Academy. The classes began on March 14, 2006, and graduation was held on June 27, 2006. There were 21 participants in the academy, which is the largest HUB Academy conducted in North Carolina.

Action Item #2: Research and evaluate the possibility of implementing a mentor program for small businesses. This program would partner small contractors with a large firm doing business in the same industry to assist the small business in being successful in a very competitive environment

Responsibility: Financial Services Department
Timeframe: September 2006
Fiscal Note: To be determined

Status: Research has been done on business mentor programs. While more research and planning are required to implement this type of program, relationships formed during the HUB

Academy will serve as the program's foundation. Staff has contacted the City of Asheville and the City of Charlotte, both of whom currently have Mentor-Protégé Programs. The staff of the City of Charlotte has agreed to assist us by sharing the steps that they took to implement their program. Also, the Diversity & Strategic Alliance Specialist for Capstone Civil Group has been contacted through his membership in the MWBE Coordinator's Network and has also agreed to offer his assistance and expertise to the City to assist with establishing our program.

F. *Objective: Promote the City to retain and expand business/industry and provide quality jobs*

Action Item #1: Continue to work closely with Pitt County Development Commission, Chamber of Commerce, East Carolina University, Pitt Community College, University Health Systems, and others to retain and expand business and industry and to encourage job creation with full benefits

Responsibility: City Manager

Timeframe: Ongoing

Fiscal Note: To be determined as needed

Status: The City Manager coordinates regularly with the Development Commission staff on business and industrial prospects. The City Manager represents the City on the Chamber of Commerce and Committee of 100 Boards. In the 2006-2007 budget the City Council approved the second and final appropriation of \$10,000 to facilitate the opening in Greenville of a regional office of the North Carolina Biotechnology Center.

8. **Goal: Provide a Safe Community**

A. *Objective: Create and implement community policing policies that increase public contact and improve the perception of the Police Department*

Action Item #1: Allocate resources to best provide community policing based on calls for service analysis completed in 2005

Responsibility: Police Department

Timeframe: December 2006

Fiscal Note: To be determined

Status: This is an ongoing action item with the Information Technology, Police, and Fire Rescue Departments slated to

make a final recommendation for the upgrade of the public safety software in the first quarter of 2007. This upgrade will improve the capabilities of the two departments' Computer-Aided Dispatch (CAD) and Records Management Systems (RMS). The Police Department command staff has been directed by Chief Anderson to develop a new comprehensive "Community Policing Plan" that will dictate district assignments based on geographical areas, an improved call-management system where calls for service will be based on priorities, improved interaction with community watch groups, and increased visibility of officers in problem areas. The plan is scheduled for implementation in March 2007.

Action Item #2: Increase use of activity data to hold officers and supervisors accountable to assigned communities

Responsibility: Police Department

Timeframe: Ongoing

Fiscal Note: Cost of upgraded computer system is \$1,200,000

Status: This Action Item is largely dependent on the installation of new computer software to generate more detailed crime analysis data. The Information Technology Department along with both the Police and Fire Rescue Departments will be making recommendations of a vendor in the first quarter of 2007. The Police Department is currently working with the Information Technology Department and has identified crime analysis software that will be utilized in conjunction with the "Community Policing Comprehensive Plan".

Action Item #3: Increase public contact by the command staff of the Police Department by attendance at more community organization meetings

Responsibility: Chief of Police

Timeframe: On-going

Fiscal Note: No cost

Status: The command staff as well as IMPACT Officers, Crime Prevention Officers, and other members of the Police Department have identified and are attending various community watch and other meetings of organizations. This was highlighted by the Town Hall Meeting held at Mount Calvary Freewill Baptist Church on October 10, 2006. The Police Community Relations Committee (PCRC) plans to sponsor more town hall meetings in an effort to get the citizens more involved.

Action Item #4: Provide support for expanded community policing efforts

Responsibility: City Council and City Manager

Timeframe: On-going

Fiscal Note: To be determined

Status: On December 14, 2006 the City Manager recommended and the City Council approved an additional appropriation of \$1,000,000 for new public safety technology. These funds will be essential to purchase the new public safety software that will facilitate the community policing initiatives described in the preceding Action Items. Total funds appropriated for public safety technology are now \$1,750,000.

B. *Objective: Become more active in the prevention of juvenile violence in the community*

Action Item #1: Implement after school program to target at risk youth

Responsibility: Police Department

Timeframe: December 2006

Fiscal Note: To be determined

Status: The Department is currently researching the possibility of establishing a Police Athletic league (PAL) program similar to the one implemented in Elizabeth City. The program will focus on activities centered on athletic, social, and academic programs targeting at-risk youth of Greenville. It is the goal of the Department to implement a PAL program in 2007. During 2006 the Police Department began sponsoring youth dances in selected neighborhoods.

Action Item #2: Partner with Pitt County and other municipal law enforcement agencies to target gang activity

Responsibility: Police Department

Timeframe: October 2006

Fiscal Note: To be determined (Federal funding request made)

Status: Several law enforcement, criminal justice, and non-profit agencies in Pitt County are currently working together toward this goal. On March 31, 2006, the Department received a state gang prevention grant of \$370,561. The Greenville Police Department was also awarded \$184,136 for Blue Print for Peace and Project Unity. Both grants target intervention and prevention of gang violence, and both grants

funded a part-time position. Recently, both part-time positions were combined into a full-time position. The full-time coordinator will also facilitate the PAL program once implemented. In addition, the Police Department partnered with the Pitt County Sheriff's Department to apply for a Gang Resistance Education and Training grant through the U.S. Department of Justice. This grant will educate all Pitt County ninth graders concerning gang activity.

Action Item #3: Partner with Citizens United Against Violence to address youth violence issues

Responsibility: Police Department

Timeframe: October 2006

Fiscal Note: To be determined (Grant applications pending)

Status: The Police Department has remained active with Citizens United Against Violence to address youth violence issues. Police Captain Hardy serves as a leader of the group. Investigators are participating in weekly gang meetings with other Pitt County agencies.

C. *Objective: Strengthen crime prevention efforts by increasing participation in community watch programs*

Action Item #1: Coordinate district officer participation with community watch programs

Responsibility: Police Department

Timeframe: Ongoing

Fiscal Note: Some overtime cost to be determined

Status: The Crime Prevention Unit recently identified 58 community watch groups in the City of Greenville. Twenty-one groups were found to be active. With the exception of one, the groups meet on an as-needed basis. Thirty-seven groups were found to be inactive. Currently, district officers and members of the IMPACT Team are attending community meetings when held. The Crime Prevention Unit will also be working with the inactive groups to assist them in becoming active again.

Action Item #2: Develop and implement new crime prevention programs with existing partners (community watch and other community organizations) and pursue new partnerships with faith based organizations

Responsibility: Police Department

Timeframe: March 2007

Fiscal Note: Minimal direct cost

Status: Ongoing. The Department recently expanded the very successful Problem Solving Team (PST) to the Increased Mobilization of Police and Community Together (IMPACT) Team. This group of officers specializes in problem solving in specific areas of the City. This change has allowed the Department to expand its efforts, thus being able to address more issues in our communities. The Department is also partnering with the Police Community Relations Committee (PCRC) to identify 5-6 communities to host Town Hall meetings. The first meetings are slated to begin in February.

D. *Objective: Improve the efficiency of public safety resources by addressing the Police response to false alarms*

Action Item #1: Study the current ordinance and current practices of other municipalities.

Responsibility: Police Department

Timeframe: July 2006

Fiscal Note: No direct cost

Status: Revised ordinance expected to be brought before City Council in February 2007.

Action Item #2: Formulate implementation plan to be presented to Council

Responsibility: Police Department and City Attorney

Timeframe: October 2006

Fiscal Note: To be determined

Status: Implementation plan will be part of proposal presented to the City Council in February 2007.

E. *Objective: Strengthen preparedness for a major disaster*

Action Item #1: Partner with the Pitt County Red Cross to jointly provide training to the business community on emergency management and business survival from disasters

Responsibility: Fire-Rescue Department

Timeframe: September 2006

Fiscal Note: To be determined

Status: Limited business survival training has been provided; however, the partnership with the American Red Cross has

not been implemented due to a change in direction with the Red Cross.

Action Item #2: Rewrite the City's Emergency Management Operations Guidelines

Responsibility: Fire-Rescue Department

Timeframe: July 2006

Fiscal Note: No direct cost

Status: Scope of project expanded to include the Emergency Operations Plan, Continuity of Operations Plan, and Information Technology Disaster Recovery Plan. A \$62,000 grant was secured to complete all three plans with assistance from an expert consultant (Beck Disaster Recovery). Drafts of all documents have been delivered by the consultant with final adoption by City Council targeted prior to June 1, 2007.

9. **Goal: Develop Transportation Initiatives to Meet Community Growth and Ensure a Sustainable Community**

A. *Objective: Improve roads leading into and out of the City*

Action Item #1: Continue the inventory of conditions for all State and City-maintained roadways within the City

Responsibility: Public Works Department

Timeframe: October 2006

Fiscal Note: Direct cost estimated at \$75,000 for ITRE Street Condition Inventory Update

Status: A firm capable of performing an update to the Street Condition Survey has been hired. The inventory will begin in January 2007 and be completed by February 2007. NCDOT has provided its 2006 Pavement Condition Survey for State-maintained streets within the city. The State information will be incorporated into the City's inventory.

Action Item #2: Prioritize for improvement/repair based on condition survey

Responsibility: Public Works Department

Timeframe: December 2006

Fiscal Note: No direct costs. Priority established in-house based on condition survey

Status: All City and State-maintained streets will be prioritized based on condition once the updated inventory report has been completed as identified in the preceding Action Item.

Action Item #3: Develop schedule for repair of City-maintained streets (resurfacing program)

Responsibility: Public Works Department

Timeframe: December 2006

Fiscal Note: No direct cost. Schedule prepared in-house

Status: A schedule will be developed based on priorities established in the preceding Action Item. This schedule will be the basis for future resurfacing projects.

Action Item #4: Meet with NCDOT to develop schedule for repair of State highways

Responsibility: Public Works Department

Timeframe: October 2006

Fiscal Note: No direct costs. Meeting and negotiations with NCDOT performed in-house

Status: City staff has reviewed NCDOT's 2006 Pavement Condition Report and will be making recommendations to NCDOT's County Maintenance Engineer for consideration in its upcoming resurfacing project.

Action Item #5: Work with Greenville Urban Area MPO and NCDOT to promote construction of new roads

Responsibility: Mayor, City Manager, and Public Works Department

Timeframe: Ongoing

Fiscal Note: Will be direct reimbursable for some of these activities as part of the MPO Grant; otherwise, no direct cost.

Status: In November 2006, the Greenville City Council and Greenville Urban Area MPO reviewed and endorsed the NCDOT "Draft" 2007-2013 State Transportation Improvement Program (STIP), with the addition of two projects requested for inclusion in the STIP. City staff continues to work with NCDOT to secure funding for new projects, keep funded projects on schedule, and promote other needed transportation projects for the urban area. Details on the NCDOT "Draft" 2007-2013 STIP and the projects requested to be added are available through the Public Works Department.

B. *Objective: Develop initiatives/programs to reduce urban congestion*

Action Item #1: Conduct Congestion Management Study for the Greenville Boulevard/
Memorial Drive Corridor

Responsibility: Public Works Department

Timeframe: April 2006

Fiscal Note: Estimated cost of study \$70,000 with \$56,000 reimbursable
through MPO Grant.

Status: Completed. A final report with recommendations was presented to City Council in June 2006. In November 2006, the Greenville Urban Area MPO requested NCDOT to include the Greenville Boulevard Widening Project in the 2007-2013 STIP as well as project funding for an environmental study, right-of-way acquisition, and construction.

Action Item #2: Meet with largest employers to discuss feasibility of staggered starts, and
park and ride programs

Responsibility: Public Works Department

Timeframe: June 2006

Fiscal Note: No direct cost. Contact and discussions performed by in-
house personnel

Status: The largest manufacturing employers were contacted and information forwarded relative to transportation options. Met with officials of the Pitt County Development Commission to discuss local transportation needs and interests. Contact was also made with NACCO, Pitt County's largest industrial employer, with the main interest identified as convenient/timely public transportation for shift workers. Response received from Hammock Source indicated the company presently implements staggered starts for employees, and employees utilize public transportation. Parking at industry sites is not an issue at this time for employers. This Action Item will be an ongoing process.

Action Item #3: Continue to participate in Public Transportation Working Group

Responsibility: City Manager and Public Works Department

Timeframe: Ongoing

Fiscal Note: No direct cost. Staff works with Pitt County, ECU, and PATS

Status: This Action Item has been delayed due to changes in key positions with ECU (related to its Transit System) and a change in operations with Pitt Area Transit System (PATS). The Public Works Department will incorporate representatives from ECU and PATS in the process of developing the Intermodal Transportation Center, which will lead to the formation of the Transit Working Group. It is expected this will occur by May 2007.

C. *Objective: Promote/lobby for state and federal funding for local transportation improvements*

Action Item #1: Continue to work through the Greenville Urban Area MPO to publicize and lobby for the most important transportation needs

Responsibility: Mayor, City Manager, and Public Works Department

Timeframe: Ongoing

Fiscal Note: No direct costs anticipated; 80% of incurred costs reimbursable through the MPO

Status: On November 29, 2006, the Mayor of Greenville, serving also as Chairman of the Greenville Urban Area MPO, presented comments on the "Draft" 2007-2013 STIP to NCDOT officials requesting continued and adequate funding for area projects. In fall 2007, the Greenville Urban Area MPO will re-evaluate the urban area's Transportation Priorities List. This list will identify the area's transportation needs and is used to lobby for transportation projects.

Action Item #2: Work with NCDOT Board members and local legislative delegation to promote the most important transportation needs

Responsibility: Mayor and Council, City Manager, and Public Works Department

Timeframe: Ongoing

Fiscal Note: No direct costs anticipated; 80% of incurred costs reimbursable through the MPO

Status: By working through the local legislative delegation, the MPO, and The Ferguson Group, several transportation projects have received funding through Federal earmarks and NCDOT sources. These projects include public transportation, new street construction and redevelopment, and greenway/bikeway expansion.

Action Item #3: Work with NCDOT and CSX to relocate rail switching yard

Responsibility: Public Works Department

Timeframe: December 2006

Fiscal Note: To be determined

Status: NCDOT is in the process of completing a study related to this issue. NCDOT has also identified \$3.1 million for the relocation of the CSX rail switching yard in FY 2008 as indicated in the "Draft" 2007-2013 STIP.

D. *Objective: Increase ridership on Greenville Area Transit (GREAT)*

Action Item #1: Develop marketing program to better promote Greenville Area Transit (GREAT)

Responsibility: Public Works Department

Timeframe: Immediate

Fiscal Note: Costs will be absorbed in this year's budget and included as part of the FY 06-07 budget

Status: Ridership on GREAT has increased by more than 14 percent as compared to last year. GREAT route schedules and service listings are now available in both English and Spanish. Informational fliers, a new paratransit brochure, a summer brochure for kids, and GREAT stickers were distributed. Staff has appeared on local radio and video shows to promote GREAT. Website information on GREAT has been increased and updated. Staff also participated in the Disability Resource Fair to promote GREAT, and GREAT ads have been placed in the Community Forum to promote ridership.

Action Item #2: Increase distribution of information/route schedules for GREAT

Responsibility: Public Works Department

Timeframe: July 2006

Fiscal Note: Cost associated with this Action Item is included in 06-07 budget

Status: As of December 2006, 3,000 schedules were printed and are being distributed to public and private agencies throughout the City for easy access by citizens. Schedules are also now available in Spanish.

Action Item #3: Develop partnerships with other agencies to facilitate the use of GREAT

Responsibility: Public Works Department

Timeframe: December 2006

Fiscal Note: No direct cost associated – Will be completed in-house

Status: Public Works staff has continued to work with Pitt Area Transit System (PATs), Vocational Rehabilitation, Social Services, and others to increase the use of GREAT for their clients. Pass/ticket sales to agencies have increased significantly. In addition, staff participates on the Board of Directors for Pitt Area Transit.

E. Objective: Improve and make safer pedestrian crossings throughout Greenville

Action Item #1: Evaluate crosswalks at all existing signalized intersections

Responsibility: Public Works Department

Timeframe: July 2006

Fiscal Note: No direct cost. Evaluations will be performed with existing staff

Status: Staff has completed their evaluation process of crosswalks at all signalized intersections and mid-block crossings on City and State-maintained roads. A survey report was developed that identified the locations in need of new pavement markings. Traffic Services has started to replace those pavement markings that are worn out.

Action Item #2: Replace worn out crosswalk markings with thermoplastic pavement markings

Responsibility: Public Works Department

Timeframe: Complete by December 2006

Fiscal Note: Direct costs of materials and labor are included in current operating budget and for the FY 2006-2007 budget

Status: Traffic Services continues its work based on the evaluation completed in the preceding Action Item. Evaluation of pavement markings and replacement of worn-out markings is an ongoing process and included in the operation budget.

Action Item #3: Develop program to replace existing pedestrian signal heads with countdown pedestrian signals

Responsibility: Public Works Department

Timeframe: Program will be developed by July 2006. Implementation of program will be ongoing.

Fiscal Note: Program is subject to receiving funds for signal equipment.

Status: An inventory of existing signalized intersections with pedestrian signal heads was included as part of the survey work presented in Action Item #1 for this Objective. As funds are available, intersections in the downtown area will be replaced first. This work will be ongoing and completed as funding permits.

At the City's request, NCDOT installed countdown pedestrian signals at six locations as part of its work on Phase II of the Computerized Traffic Signal System. Traffic Services installed countdown pedestrian signals at the Stantonsburg Road/Arlington Boulevard intersection. Funding for this installation was included as part of an NCDOT Enhancement Grant Project for sidewalks and other enhancement improvements along Stantonsburg Road.

Action Item #4: Include countdown pedestrian signal heads at new signal installations where sidewalks exist

Responsibility: Public Works Department

Timeframe: Ongoing as signalization projects develop

Fiscal Note: Costs of countdown pedestrian signal heads will be included as part of an overall project for a new traffic signal installation at an intersection with sidewalks.

Status: As new signals are installed, countdown pedestrian signal heads will be included as part of the design and equipment where sidewalks exist. This work will be an ongoing process.

10. Goal: Maintain the Financial Stability of the City

A. Objective: *Improve the format of financial information decision-making*

Action Item #1: Reformat the budget to a two-year budget and establish a fleet management fund

Responsibility: Financial Services Department and City Manager

Timeframe: June 2006

Fiscal Note: To be determined by budget process

Status: The budget was reformatted to a two-year budget and adopted by City Council on June 8, 2006. As part of the adopted budget, a vehicle replacement (fleet management) fund was established for the replacement cost of vehicles and equipment. In January 2007 Public Works and Financial Services staffs completed the purchasing procedures to fully implement the vehicle replacement fund. In December 2006 the City received the Biennium Budget Presentation Award from the Government Finance Officers Association for this first Biennium Budget.

Action Item #2: Adopt revised investment policy to better manage City funds

Responsibility: City Council

Timeframe: March 2006

Fiscal Note: No direct cost

Status: The City Council adopted a revised investment policy on March 6, 2006. On August 7, 2006 the policy was further revised to include a new Investment Advisory Committee.

B. *Objective:* Determine plans for moving forward on annexations

Action Item #1: Develop an Annexation Policy and Implementation Plan for City Council consideration

Responsibility: City Manager and Community Development Department

Timeframe: September 2006

Fiscal Note: No direct cost

Status: Staff has developed a list of areas that generally meet the North Carolina General Statutes requirements of density and contiguity for annexation. Staff meetings were held on May 3, August 2, November 11, December 6, and December 13, 2006 to discuss past annexations of the City and future areas that may or soon will be eligible for annexation based upon growth of the City. These areas were platted under Pitt County development standards, but are urban in nature and are generally adjacent to City developments. These developments use adjacent City streets and other services and are part of the urban landscape. Previous estimates for the cost of extending required utilities as a result of a City-initiated annexation are being revised. Staff is working to identify issues related to future annexations particularly in the areas of water service and a program for financing the expenses associated with the extension of required utilities following a

City-initiated annexation. Staff intends to forward a recommended policy to City Council in June 2007.

Action Item #2: Adopt an Annexation Policy and Implementation Plan

Responsibility: City Council

Timeframe: October 2006

Fiscal Note: No direct cost

Status: Pending completion of preceding Action Item.

Action Item #3: Initiate annexation process for River Hills Subdivision

Responsibility: City Manager and Community Development Department

Timeframe: July 2006

Fiscal Note: To be determined

Status: The resolution of intent to annex contiguous City-owned property was approved by City Council on December 14, 2006 and the annexation ordinance was adopted on January 11, 2007. The schedule for the River Hills Subdivision annexation is as follows: (i) adoption of resolution of intent to annex River Hills Subdivision in March 2007, and (ii) public hearing and adoption of annexation ordinance in June 2007.