

Memorandum

To: Honorable Mayor and City Council Members
From: Barbara Lipscomb, City Manager *BL*
Date: January 16, 2015
Subject: 2015 City Council Planning Session

Included with this memorandum are the agendas and materials for the 2015 City Council Planning Session to be conducted on Friday, January 23, and Saturday, January 24, at City Hall. I recommend business casual attire for all who attend.

The Friday session will begin at 4:30 p.m. and dinner will be served around 5:30 p.m. We will have presentations regarding Economic Development, Town Common and First Street Corridor, Horizons Comprehensive Plan, and long-term planning related to the Strategic Plan. Warren Miller with FountainWorks will be present again this year to assist in facilitating these discussions.

On Saturday, a continental breakfast will be provided at 8:00 a.m., and the meeting will start at 8:30 a.m. Lunch will be available around 11:45 a.m. The agenda for Saturday includes a financial update and additional budget discussions, followed by discussions on a potential bond referendum and City Council terms.

Included in this notebook are the following materials:

- Economic Development Update
- Town Common and First Street Corridor Information
- Horizons Comprehensive Plan
- Strategic Plan Update
- Tax Rate Comparison Report
- Major Fund Monthly Financial Report for the first six months of FY15
- FY16 Financial Plan
- Information on a Potential Bond Referendum
- Information on City Council Terms

Also included in the notebook, as supplemental information, is the 2014 City Council Retreat Meeting Summary.

Should you have any questions or comments concerning the agenda or arrangements for the Planning Session, please contact me.

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cc: Warren Miller, Fountainworks
Dave Holec, City Attorney
Carol Barwick, City Clerk
Department Heads

**2015 City Council Planning Retreat
Friday, January 23, 2015**

“How Shall We Grow?”

4:30 Introduction to Retreat and Facilitator – Barbara Lipscomb
Warren Miller, FountainWorks

Presentations

4:45 A. Economic Development Update – Carl Rees

5:30 Break/Dinner Served

5:45 B. Town Common and First Street Corridor Update – Gary Fenton and Carl Rees

6:15 C. Strategic Planning and Sustainability: How Shall We Grow?
• Horizons Comprehensive Plan – Merrill Flood
• Strategic Planning – Long-Term Planning – Warren Miller

7:15 Adjourn

**City Council Annual Planning Retreat
Saturday, January 24, 2015**

“How Shall We Pay for Our Community Needs?”

- 8:00 Breakfast
- 8:30 Financial Update – Chris Padgett and Bernita Demery
- 10:45 Break
- 11:00 Budget Guidelines and Continued Discussion
- 11:45 Lunch
- 12:30 Council Discussion
- 12:30 A. Bond Referendum
- 1:30 B. Council Terms
- 2:30 C. Council Business - Other
- 3:00 Adjourn

Note: Chamber of Commerce annual dinner starts at 6:00 p.m. at the Hilton Greenville.


**Review of Strategic
Economic Plan**


OFFICE OF ECONOMIC DEVELOPMENT

REVIEW OF STRATEGIC ECONOMIC PLAN


City Council Planning Retreat
January 23, 2015

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Assets

- East Carolina University
- Vidant Medical Center
- Pitt Community College
- Uptown Greenville
- Location and access via highways
- Proximity to NC beaches
- Water resources
- Low cost of living
- Small town feel
- Growing arts and cultural programs
- Tar River
- Existing base of business and industry


COG ED Assessment (2012)

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Challenges

- Public education
- Remoteness of Eastern NC
- Workforce skill
- Air service
- Nonprofit status of medical facilities
- Greenville needs a "break-through" moment
- Economic development product
- Low risk tolerance, change averse
- High rate of joblessness in some areas of City, overall weak job growth
- Public transportation
- Previous development standards led to haphazard development
- Crime
- Lack of unity in the community

Creative
Economic Development Strategy
COG ED Assessment (2012)

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University-Medical (uni-med) Marketplace

PUBLIC SECTOR/ UNIVERSITY

PRIVATE COMMERCE

Research, advanced learning technologies, medical & health innovation, pharmaceuticals, biotech, military support, F.I.R.E., retail, engineering, construction

PUBLIC/PRIVATE MEDICAL SPHERE

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Target Sectors


- Requirements for success:
 - Workforce
 - Product
 - Marketing
 - Incentives
 - Infrastructure
 - Partners
 - Performance metrics



BACK OFFICE DIGITAL MEDIA RETAIL

LIFE SCIENCE ADVANCED MANUFACTURING

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Strategic Goal #1

Attract and retain jobs by reaching out to companies in targeted economic sectors; complement the efforts of Greenville's economic development partners by focusing on business operations that wish to locate in close proximity to a university or medical campus, at a downtown location, or along a major commercial corridor.

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Strategic Goal #1

- **Progress:**
 - One Source (Back Office)
 - Genome ID (Life Science)
 - Purilum (Advanced Manufacturing)
 - E Audit (Digital Media)
 - Burlington (Retail)



Purilum Project
Advanced Manufacturing

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Strategic Goal #1

- **Opportunities:**
 - Continue & expand funding for programs such as Small Business Plan Competition, Site Ready program and ED marketing efforts.
 - Expand on joint recruiting efforts with local and regional ED partners.



E Audit - Winner
Small Business Plan Competition


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Strategic Goal #2


Develop retail to full potential, maximizing revenue impact and neighborhood vitality.

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Strategic Goal #2

- **Progress:**
 - Filled empty Circuit City and Home Depot stores
 - New Wal-Mart Super Center planned for North Greenville
 - Added new retailers in Uptown District (Retail Challenge Grant)
 - +/- 650,000 sq. ft. of retail development under way



Save-a-Lot Grocery
Dickinson Avenue

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Strategic Goal #2

- **Opportunities:**
 - Large development projects inclusive of retail under consideration for downtown.
 - Leverage Vidant & ECU to increase retail in Medical District
 - Create regional retail center at Frontgate including extension of Frontgate Drive.



Frontgate Drive Area

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Strategic Goal #3

Nurture the success of local small businesses.

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Strategic Goal #3

- **Progress:**
 - Initiated business visitation program (BRE)
 - Entrepreneurial efforts including SEED, Common Grounds, SpazzFest & other "E" to "E" events
 - Small Business Plan Competition
 - Uptown Retail Challenge



Campus Cookies Founder
Common Grounds - 2014

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Strategic Goal #3

- **Opportunities:**
 - Expansion of Business Plan Competition to all EDI zones
 - Enhanced façade grant programs for West Greenville & Dickinson
 - West Greenville culinary training center & Incubator



Gold Post Restaurant
Business Plan Winner

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Strategic Goal #4

Increase Greenville's profile in regional and state forums, emphasizing that Greenville serves the eastern NC region and is a rising uni-med community.

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Strategic Goal #4

- **Progress:**
 - Completed re-branding effort
 - Integrated ED efforts into efforts of local, state and regional ED agencies
 - Developed ED partnerships with regional counties
 - Joined NC East Alliance



Charter member - NCEA

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Strategic Goal #4

- **Opportunities:**
 - Ramp up collaborative business recruiting efforts with state, regional and local partners
 - Work with ECU on Millennial Campus designation and associated projects (PTEC)
 - Work with Vidant on public/private partnership projects



Accepting regional EPA grant
Wilson, NC - 2014

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Strategic Goal #5

Diversify City's tax base to increase City's General Revenue.

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Strategic Goal #5

- **Progress:**
 - Designated economic development investment zones
 - Authorized Capital Investment Grant
 - Authorized & funded Site Ready grant program
 - Began tracking economic development indicators



The map, titled 'Economic Development Investment Zones' and dated February 14, 2013, shows various zones in Greenville, North Carolina. A legend in the top left corner identifies the zones by color: yellow for 'Investment', red for 'Investment', blue for 'Investment', green for 'Investment', and purple for 'Investment'. The map shows a central blue area, likely a river or lake, surrounded by several yellow and red zones. A scale bar and north arrow are also present.


Greenville EDI Zones

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Strategic Goal #5


- **Opportunities:**
 - Expand and invest in efforts that broaden revenue opportunities to include sports tourism and retiree attraction
 - Study opportunities for real estate related tax growth in new SW Bypass Corridor
 - Invest in opportunities for revenue growth presented by Tar River Legacy Plan



The photograph shows a scenic view of the Tar River in Greenville, North Carolina, during sunset. The sun is low on the horizon, casting a warm glow over the water and the surrounding trees. The river flows from the foreground towards the background, with a bridge visible in the distance.

Tar River – Uptown Greenville

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Strategic Goal #6

Promote Greenville's proven track record as a business-friendly community; demonstrate how Greenville's streamlined, consistent, predictable development review process reduces business costs.

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Strategic Goal #6

- **Progress:**
 - Developed and launched “outward oriented” economic development web site.
 - Created “Business Concierge” service for new businesses & developments
 - Launched promotion of Greenville to internal and external audiences



OED Web Site

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Strategic Goal #6

- **Opportunities:**
 - Work with local partners such as Chamber, Uptown & CVB to improve local image
 - Consider “One Stop Shop” for development related services. (physical or virtual)



Chamber Business Expo - 2014


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Strategic Goal #7


Support the PCDC & other economic development partners in promoting manufacturing, biotech, “heavier” industries.

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Strategic Goal #7

- **Progress:**
 - Established inter-office relationships with Chamber, PCDC and ECU ED
 - Launched Mayor's ED Advisory Council
 - Partnered with PCC & PCDC on industrial BRE visits



Gov. Pat McCrory
Patheon announcement - 2014

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Strategic Goal #7

- **Opportunities:**
 - Consider re-work of Committee of 100 to serve as a clearinghouse for economic development activities
 - Consider new economic models that allow for City/County investment in economic development



Genome ID/CADFA
Joint recruitment - 2013


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Strategic Goal #8


8. Make transportation gateways and commercial corridors more attractive, legible, and accessible.

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Strategic Goal #8

- **Progress:**
 - Advanced 10th Street connector project to construction stage
 - Partnered with NCDOT on design of Dickinson Avenue improvements
 - Designed and installed comprehensive wayfinding system



Wayfinding System

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Strategic Goal #8

- **Opportunities:**
 - Fund enhancements for 10th Street Connector and Dickinson Avenue
 - Fund Phase 2 construction of West Fifth streetscape project
 - Consider funding for additional gateway signage at 264 E. and Hwy. 11 N.



W. 5th Streetscape Project
Phase 2 Construction

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Strategic Goal #9

Develop sports, recreational, arts, cultural, and entertainment offerings.

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Strategic Goal #9

- **Progress:**

- Completed permanent and rotating art exhibits along City streets, in parks and in buildings.
- Expanded cultural offerings in Uptown to include new events at Five Points and Town Common
- Purchased and funded building to house science museum on Dickinson Ave.



Eppes Gateway Art
Thomas Foreman Park

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Strategic Goal #9


- **Opportunities:**

- Leverage nominal local funding to complete private sector renovation of former State Theatre.
- Consider City/County percent for the arts
- Pursue local and grant funding for establishment of "Dickinson Zoo" project



Uptown Theatre

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Strategic Goal #10

Position Center City as the vibrant epicenter of Greenville's uni-med community; encourage mixed-use redevelopment including residential and major "anchor" projects that reinforce the identities of downtown districts and adjacent neighborhoods.

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Strategic Goal #10


- **Progress:**
 - Attracted private sector Investment to Include Boundary and "Superblock" projects.
 - Designed, funded and constructed 4th Street parking deck
 - Attracted first microbrewery to Greenville



York-Walton LLC
Complete Edge Apartments, LLC


**The Boundary Mixed Use Project
Uptown Greenville - 2014**

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Strategic Goal #10

- **Opportunities:**
 - Provide public support for additional private sector projects to include hotel and mixed use in Uptown
 - Consider infrastructure investments in 1st Street & Town Common as well as in the Dickinson Corridor in order to catalyze private development



Chattanooga Waterfront


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Strategic Goal #11


Support & promote the community's existing resources for developing human capital: training, technical education, and career and small business support services.

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Strategic Goal #11

- **Progress:**
 - Completed City's first laborshed/workforce study
 - Development strategic alliance with ECU, PCC and others to recruit and train exiting military veterans
 - Partnered with ECU to promote local jobs and entrepreneurial opportunities to upper level ECU students.




Operation ReEntry - 2013
Dyneema - Greenville, NC

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Strategic Goal #11

- **Opportunities:**
 - Work with ECU, PCC, PCDC and other partners to establish a Pharma Training Center (PTEC)
 - Work with PCC to develop a culinary training center in West Greenville
 - Continue to expand offerings and resources at SEED



BTEC - Raleigh, NC

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Strategic Goal #12

Build 21st century infrastructure that serves industry needs, attracts active & creative professionals, improves mobility and accessibility for all Greenville citizens.

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Strategic Goal #12

- **Progress:**
 - Assured funding for SW Bypass & 10th Street Connector projects
 - Funded Town Creek stormwater project
 - Constructed 4th Street parking deck
 - Renovated Dream Park (water feature & public art)



264 GREENVILLE SOUTHWEST BYPASS PROJECT
PITT COUNTY, NORTH CAROLINA

SouthWest Bypass

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Strategic Goal #12

- **Opportunities:**
 - Pursue TIGER grant for Improvements to W. 5th Street, greenway legs and Imperial area street network
 - Work with ENC partners on Interstate designation
 - Work with PGV and other partners to expand air service



Pitt-Greenville Airport


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Strategic Goal #13


Foster a proactive culture within the City government that anticipates needs and trends, cultivates new ideas, pursues innovations, and constantly seeks new ways to promote the City's strategic and long-range goals.

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Strategic Goal #13

- **Progress:**
 - Reorganized existing city personnel to form Office of Economic Development
 - Created ED Strategic Plan, EDI Zones and Capital Investment Grant
 - Revised city ordinances to allow for new uses such as microbreweries and performance venues.



Longleaf Brewing
Initial equipment - 2015

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**Greenville**
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Strategic Goal #13

- **Opportunities:**
 - Remain vigilant for new economic development opportunities, strategies and partnerships



Go-Science Center
Opening 2015

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FY 15-16 ECONOMIC DEVELOPMENT OPPORTUNITIES

Section	Goal Statement	Opportunities	Fiscal Notes
Strategic Goal #1	Attract and retain jobs by reaching out to companies in targeted economic sectors; complement the efforts of Greenville's economic development partners by focusing on business operations that wish to locate in close proximity to a university or medical campus, at a downtown location, or along a major commercial corridor.	<ul style="list-style-type: none"> Continue & expand funding for programs such as Small Business Plan Competition, Site Ready program and ED marketing efforts. Expand on joint recruiting efforts with local and regional ED partners. 	<ul style="list-style-type: none"> \$60,000 per year for Business Plan Competition - no longer funded through 2004 GO Bonds. \$30,000 in FY 15 & 16 for Site Ready Program.
Strategic Goal #2	Develop retail to full potential, maximizing revenue impact and neighborhood vitality.	<ul style="list-style-type: none"> Large development projects inclusive of retail under consideration for downtown. Leverage Vidant & ECU to increase retail in Medical District Create regional retail center at Frontgate 	<ul style="list-style-type: none"> Large development projects may require additional investment in parking as well as ED grants. Frontgate Drive extension at \$3.65 million essential to leverage private investment for regional retail center. Possible donation of right-of-way may decrease cost to \$2.9 million. City may consider GO bonding or TIF district.
Strategic Goal #3	Nurture the success of local small businesses.	<ul style="list-style-type: none"> Expansion of Business Plan Competition to all EDI zones Enhanced façade grant programs for West Greenville 	<ul style="list-style-type: none"> Continued investment in Historic Façade Grant as well as discontinued Building Blocks Grant

	<p>& Dickinson</p> <ul style="list-style-type: none"> • West Greenville culinary training center & incubator 	<p>essential to ongoing urban revitalization. Combined annual funding of \$90,000 per year.</p>
<p>Strategic Goal #4</p> <p>Increase Greenville's profile in regional and state forums, emphasizing that Greenville serves the eastern NC region and is a rising uni-med community.</p>	<ul style="list-style-type: none"> • Ramp up collaborative business recruiting efforts with state, regional and local partners • Work with ECU on Millennial Campus designation and associated projects (PTEC) • Work with Vidant on public/private partnership projects 	<ul style="list-style-type: none"> • Public/Private partnerships may require COG contributions to include Capital Investment Grant and possible early stage leasing of incubation space.
<p>Strategic Goal #5</p> <p>Diversify City's tax base to increase City's General Revenue.</p>	<ul style="list-style-type: none"> • Expand and invest in efforts that broaden revenue opportunities to include sports tourism and retiree attraction • Study opportunities for real estate related tax growth in new SW Bypass Corridor • Invest in opportunities for revenue growth presented by Tar River Legacy Plan 	<ul style="list-style-type: none"> • City may consider bonding of \$12 million for North Greenville Sports Complex. • City may consider strategic investments along Tar River to begin implementation of Legacy Plan. • City may consider funding of \$4 million for improvements to Town Common.
<p>Strategic Goal #6</p> <p>Promote Greenville's proven track record as a business-friendly community; demonstrate how</p>	<ul style="list-style-type: none"> • Work with local partners such as Chamber, Uptown & CVB to improve local image 	

<p>Greenville's streamlined, consistent, predictable development review process reduces business costs.</p>	<ul style="list-style-type: none"> Consider "One Stop Shop" for development related services. (physical or virtual) 	<p>City and County may consider inter-local incentive agreements that allow for revenue sharing of new tax based gained from private investment.</p>
<p>Strategic Goal #7</p> <p>Support the PCDC & other economic development partners in promoting manufacturing, biotech, "heavier" industries.</p>	<ul style="list-style-type: none"> Consider re-work of Committee of 100 to serve as a clearinghouse for economic development activities Consider new economic models that allow for City/County investment in economic development 	<p>City and County may consider inter-local incentive agreements that allow for revenue sharing of new tax based gained from private investment.</p>
<p>Strategic Goal #8</p> <p>Make transportation gateways and commercial corridors more attractive, legible, and accessible.</p>	<ul style="list-style-type: none"> Fund enhancements for 10th Street Connector and Dickinson Avenue Fund Phase 2 construction of West Fifth streetscape project Consider funding for additional gateway signage at 264 E. and Hwy. 11 N. 	<ul style="list-style-type: none"> City may consider bonding to cover expected betterment cost of \$1.75 million for 10th Street Connector. City may consider bonding of \$1.7 million to complete shovel ready W. 5th Phase Two Streetscape. City may consider CIP funding for additional gateway monument signs at \$60,000 each.
<p>Strategic Goal #9</p> <p>Develop sports, recreational, arts, cultural, and entertainment offerings.</p>	<ul style="list-style-type: none"> Leverage nominal local funding to complete private sector renovation of former State Theatre. Consider City/County percent for the arts Pursue local and grant funding 	<ul style="list-style-type: none"> City may consider bargain sale and loan of up to \$250,000 to complete private sector renovation of former State Theatre. Cities often designate 1% of annual capital budget to

<p>for establishment of “Dickinson Zoo” project</p>	<p>support public art as part of yearly projects.</p> <ul style="list-style-type: none"> Local match of 20% required for NEA grant.
<p>Strategic Goal #10</p> <p>Position Center City as the vibrant epicenter of Greenville’s uni-med community; encourage mixed-use redevelopment including residential and major “anchor” projects that reinforce the identities of downtown districts and adjacent neighborhoods.</p>	<ul style="list-style-type: none"> Provide public support for additional private sector projects to include hotel and mixed use in Uptown Consider infrastructure investments in 1st Street & Town Common as well as in the Dickinson Corridor in order to catalyze private development
<p>Strategic Goal #11</p> <p>Support & promote the community’s existing resources for developing</p>	<ul style="list-style-type: none"> Large urban development projects may require additional investment in parking as well as ED grants. City may consider funding of \$4 million for improvements to Town Common. City may consider bonding of \$1 million for completion of streetscape improvements along 1st Street and \$2.75 million for betterments associated with NCDOT Dickinson Avenue project. City may consider CIP funding of \$250,000 for land acquisition in Dickinson corridor for off-street parking. Uptown Greenville contract of \$50,000 per year with continued support from Vidant and ECU.
<p>Strategic Goal #11</p> <p>Work with ECU, PCC, PCDC and other partners to establish</p>	<ul style="list-style-type: none"> Large urban development projects such as PTEC

<p>human capital: training, technical education, and career and small business support services.</p>	<p>a Pharma Training Center (PTEC)</p> <ul style="list-style-type: none"> • Work with PCC to develop a culinary training center in West Greenville • Continue to expand offerings and resources at SEED 	<p>may require additional investment in parking as well as ED grants.</p> <ul style="list-style-type: none"> • HUD entitlement funding of as much as \$500,000 may be required to up-fit a building for the culinary center.
<p>Strategic Goal #12 Build 21st century infrastructure that serves industry needs, attracts active & creative professionals, improves mobility and accessibility for all Greenville citizens.</p>	<ul style="list-style-type: none"> • Pursue TIGER grant for improvements to W. 5th Street, gateway legs and Imperial area street network • Work with ENC partners on interstate designation • Work with PGV and other partners to expand air service 	<ul style="list-style-type: none"> • TIGER grant requires large local match thus local funding for Dickinson, W 5th, and 10th Street are essential. • City has designated an ED matching fund which may be used for FAA match. City should continue to grow this reserve fund from current \$50,000 to \$100,000 per year.
<p>Strategic Goal #13 Foster a proactive culture within the City government that anticipates needs and trends, cultivates new ideas, pursues innovations, and constantly seeks new ways to promote the City's strategic and long-range goals.</p>	<ul style="list-style-type: none"> • Remain vigilant for new economic development opportunities, strategies and partnerships 	

**Town Common and First
Street Corridor**

1st Street and Town Common



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Town Common **Greenville's "Central Park"**



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Master Plan Rendering



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Concerns about Town Common

- Width of 1st St separates it from the uptown.
- Parking is limited.
- Park receives little day-to-day use.
- Hosts many events but event spaces poorly designed.
- Needs access across the river to the trails of RPN.
- There's nothing to do in the park.
- No restrooms or other support buildings.
- Lacks significant access to the river.
- Radio tower creates negative view & takes up valuable space

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Some Citizen Recommendations

- A pedestrian bridge connecting park w/ RPN.
- Restrooms & a multipurpose indoor facility.
- Site improvements,
 - ▶ *Narrowing 1st Street*
 - ▶ *Updating of parking, lighting, walking trails, picnic sites, etc.*
- A public art component.
- Public gardens.
- Improved river access.
- Vendor spaces to support easy set up for park events.

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Floating dock



Accessible walkway



Dumpster Screening



Park Entrances

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Site Amenities



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Public Investment

- Park improvements that attract visitors
 - Boat/kayak launch area
 - Restrooms & concessions
 - Fun for kids including “sprayground” & playground
 - Formal lawns: “The Green”
 - Sycamore Hill Memorial
 - Public Gardens
 - Streetscape along 1st Street



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Restrooms & Concession



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Sycamore Hill Memorial



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Adventure Playground



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Sprayground



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Boat Ramp



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Landscaping / Gardens



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The Green

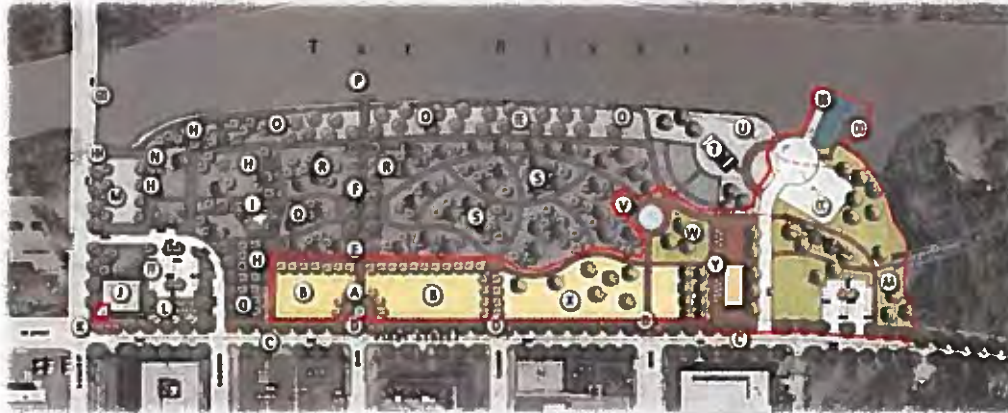


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Additional Site Amenities



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Potential Tax Base Impact

- 5 Blocks South of Town Common = **\$444,330 acre**
 - Taxes generated = \$2,399 acre
- Entire Uptown District = **\$933,586 acre**
 - Taxes generated = \$5,041 acre
- The Boundary (Taft-Ward Site) = **\$7.26 Million acre**
 - Taxes generated = \$39,204 acre
- Block 1 generates \$0.00 in taxes
 - Redeveloped \$9,578 - \$74,488



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Potential Public Investments 1st Street Corridor



Design Development & Constr. Doc \$250,000



Improvements to Town Common \$3.6 million



1st Street Improvements \$1 million

TOTAL \$4.85 million



Note: Development must be supported by future parking.
Total estimated cost \$6 million. Potential partnership
with County and/or others.

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Questions & Discussion

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Horizons Comprehensive Plan



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TO: Barbara Lipscomb, City Manager
FROM: Merrill Flood, Director of Community Development Department
DATE: January 12, 2015
SUBJECT: Horizons Comprehensive Plan Update

MF

The City of Greenville's Comprehensive Plan, "Horizons", is scheduled for a 10-year update. When Horizons was adopted in January 9, 1992, a commitment was made to review the plan every 5 years and complete a full review of the plan every 10 years from the last adoption date. Staff has prepared and released a qualifications-based request for proposals for consultants to assist staff in the update of the plan.

Horizons is a valuable policy tool that is used to help guide the decision making process specifically in land use considerations. The ability to make focused policy decisions that will shape the city "outside" of the public hearing process when land use cases are submitted is one of the major benefits of the plan.

History

Horizons was originally adopted on January 9, 1992. The plan was developed over a 2-year period following an extensive public participation process. The plan development was guided by a 30-member Comprehensive Plan Committee. It was the first city-wide comprehensive plan for the City of Greenville. With the adoption of Horizons, a tool was established to better guide the decision making process in land use decisions. The 1992 effort focused on the development of policies for the beginnings of periods of rapid growth of the city of Greenville as it transitioned from an agricultural and educational community into a multi-faceted, medium sized city.

In the 5 years following Horizons' adoption, on August 7, 1997, the plan was updated by adding a recommended land use plan map. In the 5 years between the adoption of Horizons and the addition of the recommended land use map to the plan, there were a number of area studies and plans that identified recommended land use patterns for those areas. The addition of a city-wide recommended land use plan map helped further clarify the preferred land use pattern and urban form for the city and thus guide the development process. The process to develop the recommended land use plan map took just over 12 months and was guided by a 17-member comprehensive plan committee.

On February 12, 2004, the Horizons plan was amended following a 2 year review and update. A 24-member Comprehensive Plan Committee oversaw the process and produced the first major update of the plan since its adoption in 1992. The plan focused on continued growth of the city, further established the commercial node concept and included policy objectives to refocus growth and reinvestment in the central core areas of the city.

On June 15, 2010, the Horizons plan was reviewed for minor updates to the land use plan in 8 areas around the city and minor policy adjustments. Following the 2004 update, important intergovernmental growth agreements were established between the City of Greenville and Town of Winterville in 2006. The 2010 plan update took into account these agreements as part of the update.

Realizing that no plan is a static document and that circumstances change requiring adjustments to any plan, the scheduled updates and various amendments to Horizons are probably one of the greatest benefits to the community. In total, there have been 42 modifications to the plan since its adoption.

Current Effort

The current update effort is underway. Staff will be providing City Council with a recommendation for the establishment of a Comprehensive Plan Committee. Because the Planning and Zoning Commission is the appointed body of City Council charged with the primary responsibility for planning related matters, the Commission will be asked to weigh in on the establishment of the committee to ensure that the representation of the Comprehensive Plan Committee is a cross section of the community.

Staff recommends that 2 members be selected from the membership of the Planning and Zoning Commission. It is recommended that the remaining members of the committee include one representative from each of the following City boards and community partners: 1. Board of Adjustment, 2. Historic Preservation Commission, 3. Bicycle and Pedestrian Commission, 4. East Carolina University, 5. Vidant Hospital, 6. Home Builders Association, 7. Recreation and Parks Commission, 8. Environmental Advisory Commission, 9. Neighborhood Advisory Board, 10. Uptown Greenville, 11. The Committee of 100, 12. Pitt Greenville Chamber of Commerce and 13. Human Relations Council.

The Mayor and City Council members will be asked to appoint one member each to serve on the committee along with membership from the various entities identified above. The recommended board will have a membership of 22 persons.

In addition staff members of city departments, the Town of Winterville, Pitt County, Greenville Utilities and the North Carolina Department of Transportation will be invited to attend and provide needed input into the Horizon Plan update.

Historically, the Plan Elements of Horizons have focused on 9 policy areas that impact Greenville's future. These elements have included chapters and policy recommendations in the areas of Housing, Mobility, Economy, Recreation and Parks, Community Facilities, Utilities, Environmental Quality, Community Character, Urban Form and Land Use. This update will include evaluation of these vital forces but should also consider additional factors. Some of these factors may include intergovernmental relationships, resource

management, and development of community assets among others.

Staff has published a request for proposals for a professional consultant to assist staff with the plan's preparation. The submittal deadline for proposals is January 30, 2015. City Council authorized \$140,000 in the 2014-15 fiscal year budget for this update. Comprehensive plan updates involve significant review of city goals and objectives, and exercises to engage the public. As with past efforts, the engagement of citizens in this process is a must and staff views this as one of the most important aspects of the planning effort. Past major updates have typically spanned a 2-year period of time. Staff has developed the tentative schedule below.

TENTATIVE SCHEDULE TO PREPARE A NEW HORIZONS PLAN

NOTE: Only Main Milestones are listed

Dec. 22, 2014	The Request for Qualifications (RFQ) was advertised.
January 23	Deadline for Questions regarding the RFQ.
January 30	Deadline for RFQ Submittal.
February 16	The City will identify the most qualified firms.
End of February	Presentations and interviews of short-listed firms.
Mid March	City selects consultant and pursues execution of a contract.
April 9	City Council awards contract. Comprehensive Plan Committee members are appointed/selected.
April thru December 2015	Consultant meets with the Comprehensive Plan Committee.
*January 2016	Plan completion and submission for adoption

*The Planning and Zoning Commission will review the update first and then recommend approval to City Council in the following month(s).

Staff is anxiously looking forward to receiving input and getting underway with the Comprehensive Plan update. City Council's input into this process is vital and will be built into the update process. The ability to shape the community's vision for the future in a focused planning effort provides the citizens and development interest a voice in Greenville's future and idea of probable outcomes when development proposals are considered.

The reason for preparing and administering a comprehensive plan is to create livable places and not leave planning to chance.

Horizons Greenville's Comprehensive Plan

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HORIZONS: Greenville's Community Plan



- Horizons was adopted on January 9, 1992
- 1st Long Range Planning Policy document to guide decision making & coordinate the development of land in the city
- Established a commitment to review & update the plan every 5 years with complete updates every 10 years
- 31 member committee Cross Section of the Community
- Plan developed over a 2 year period
- Central themes Introduced policies for a city that was beginning to grow from its educational and agricultural beginnings to a multifaceted city

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Policy Chapters of the Plan

- Population
- Mobility
- Economic Development
- Utilities and Community Facilities
- Plan Implementation
- Housing
- Urban Form & Land Use
- Recreation & Parks
- Environment Quality & Community Character

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-Horizons 1997

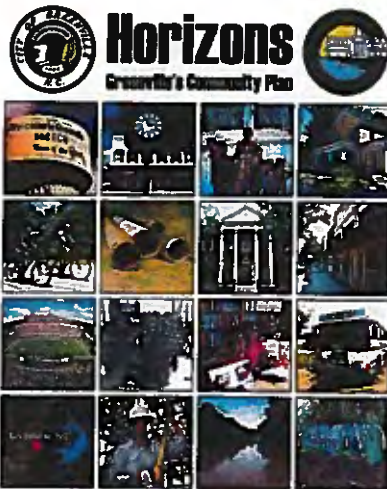
-August 14, 1997 1st Update to the Plan

-adding a Recommended Land Use Plan Map

-just over 12 months of development time

-Central theme development of an official recommended land use plan map to guide development

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Comprehensive Plan Update
Adopted by Greenville City Council
February 12, 2004

-February 12, 2004

-Major Update

-24 member Comprehensive Plan Committee

-2 year process

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Plan Elements

- Housing
- Economy
- Community Facilities
- Environmental Quality
- Urban Form and Land Use
- Mobility
- Recreation & Parks
- Utilities
- Community Character

-Community "changing times workshop" Major part of the effort

-Key points, Land Use Nodal concept, developing a sustainable community and work to redirect growth and reinvest growth in the core of the city

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**Horizons: Greenville's Community Plan
2009 - 2010 Review: Preliminary Report**



Community Development Department,
Planning Division
June 15, 2010

-June 15, 2010 review and
update of the Plan

-Focus of the review of areas for
Land Use Changes and in 8 areas
of the city

-Recognition of growth
agreements with Winterville.
(approved in 2006)

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Summary of Horizons Updates

-January 9, 1992 Horizons Plan Adoption
First City Wide Comprehensive Plan for the City of Greenville

-August 14, 1997
Added the City Wide Recommended Land Use Map

-February 12, 2004
First Major Update of Horizons

-June 15, 2010
Recommended Land Use Map review and plan accomplishments

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2015 Effort

-Full plan review and update. Policy document to help shape Greenville's future

-Will not be a land use plan update centered plan

-This effort should produce additional guidance in the areas of:

- Livability & Sustainability
- Management city resources
- Enhancing economic development
- Continued reinvestment in the core of the city
- Additional intergovernmental cooperation

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2015 Effort

- Urban form and greater efficiencies in land development
- Affordability of housing
- Transportation and recreation
- Environmental resource management
- Community asset development
- Capital improvements, among others

-The plan will be a long range policy document, general in nature and providing a 10+ year vision to guide for the city's long range development

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TENTATIVE SCHEDULE TO PREPARE A NEW HORIZONS PLAN

NOTE: Only Main Milestones are Listed

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- End of February-Presentations and interviews of short-listed firms
- Mid March, 2015 – City selects consultant and pursues execution of a contract
- April 9, 2015 – City Council awards contract, Comprehensive Plan Committee members are appointed/selected

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TENTATIVE SCHEDULE TO PREPARE A NEW HORIZONS PLAN

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The reason for preparing and administering a comprehensive plan is to Create Livable places and not leave planning to chance.

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The Purpose of the Comprehensive Land Use Plan

Community Planning and Zoning - March 16, 2010 (20100316)

Like 3



The comprehensive plan, also known as a general plan, master plan or land use plan, is a document designed to guide the future actions of a community. It presents a vision for the future; with long-range goals and objectives for activities that affect the local government. This includes guidance on how to make decisions on public and private development proposals; the expenditure of public funds; availability of tax policy (tax incentives); cooperative and issues of pressing concern (such as farmland preservation, or the rehabilitation of older neighborhoods and historic preservation). Most plans are written to provide direction for future activities over a ten to twenty year period after plan adoption. However, plans should receive a considered review and possible update every five years.

A community comprehensive plan serves the following functions:

- **The plan provides continuity.** The plan provides continuity across time, and gives successive public bodies a common framework for addressing land use issues.
- **It is the means by which a community can balance competing private interests.** John Public may want to store oil drums on his property. Jane Citizen, his neighbor, would like to open a restaurant on her property. Planning seeks to strike a balance among the many competing demands on land, creating development patterns that are orderly and rational, provide the greatest benefits for individuals and the community as a whole, and avoid nuisance conflicts between land uses.
- **It is the means by which a community can protect public investments.** Planning is the means by which a community avoids digging up last year's new road to lay this year's new sewer pipe. Well planned, and phased development patterns are also less expensive for a community to provide with public services than unplanned, scattered development.
- **It allows communities to plan development in a way that protects valued resources.** Plans identify environmental features like wetlands, agricultural lands, woods, and steep slopes and suggest strategies for preserving those resources from destruction or degradation by inappropriate development.
- **It provides guidance for shaping the appearance of the community.** A plan can set forth policies to foster a distinctive sense of place.
- **It promotes economic development.** The plan contains valuable information that drives the local decisions of prospective firms.
- **It provides justification for decisions.** Plans provide a factual and objective basis to support zoning decisions, and can be used by communities to defend their decisions if challenged in court.
- **Through public dialogue, citizens express a collective vision for the future.** Last, but certainly not least, the planning process provides citizens an opportunity to brainstorm, debate and discuss the future of the community. A plan developed through a robust public input process enjoys strong community support.



Comprehensive Planning



Introduction

An old saying amongst those in the planning profession is that if you fail to plan, what you are in reality doing is planning to fail. Communities are always facing this dilemma. If the community you work, play, and live in does not have a plan for its future, what ultimately may happen is that the community will fail to adapt to change and to take advantage of opportunities.

The concept of comprehensive planning is very much related to the economic prosperity of communities. A comprehensive plan can be a tool for planning the future growth or decline of a local community. Most importantly, a comprehensive plan can be used to address the constant change and evolution of a community. Comprehensive plans are sometimes referred to as land use plans—they often deal with issues related to the appropriate uses of land. In many cases, comprehensive plans are prepared to address compatibility issues between various uses of land, management and preservation of natural resources, identification and preservation of historically significant lands and structures, and adequate planning for infrastructure needs. In other instances, comprehensive plans are utilized to address issues related to schools, recreation, and housing.

History of Comprehensive Planning

The issue of comprehensive planning in the United States has been addressed since the birth of the country. The original Williamsburg was one of the first highly successful products of an attempt to create a land use plan in the colonies. In 1699, Williamsburg was laid out under the most detailed piece of town-planning legislation adopted in the English colonies up to that point. Williamsburg reflected what is referred to as "axial planning," which means that it is formal but not pompous.¹ Many argue that the modern phase of American city planning began with the Columbian Exposition of 1893. However, the modern era of planning for growth and development began in 1900, when several papers dealing with the beautification of government buildings were presented at an annual meeting of the American Institute of Architects in Washington, D.C. This meeting resulted in the appointment of a committee responsible for preparing a plan for the District of Columbia's park system. In 1901 the final plan for the park system was completed, and it left an impression on many cities and villages throughout the country. Public improvement groups were established in these communities, and they began the work of applying the new gospel of planning. Early on, this planning process was referred to as the "City Beautiful Movement." This movement established two aspects of the local comprehensive planning process that are still in use: (1) the professional consultant in the field of comprehensive land use planning, and (2) the planning commission, which is used in communities all across the country. The City Beautiful Movement was the beginning of what is more commonly referred to today as "Comprehensive Planning."²

What is a Comprehensive Plan?

Comprehensive planning is an attempt to establish guidelines for the future growth of a community. As the term "comprehensive" suggests, this is an all-inclusive approach to addressing the issue of a community's future growth. A comprehensive plan is the formal document produced through this process. The document is official in nature, meaning that it is designed to be adopted into law by some form of local government. The document should then serve as a policy guide to decisions about community development.

According to William I. Goodman, a well-known author on the subject of comprehensive planning, the key principle in the concept of the comprehensive plan is that it is an instrument to

be used by community leaders who establish the policies and make the decisions regarding physical development. According to Goodman, the plan document should fulfill six basic requirements:

1. It should be comprehensive.
2. It should be long-range.
3. It should be general.
4. It should focus on physical development.
5. It should relate physical design proposals to community goals and social and economic policies.
6. It should be a policy instrument first, and a technical instrument only second.³

Goodman goes on to say that the procedure for creating a comprehensive plan also has six basic requirements:

1. There should be only one official comprehensive plan.
2. The legislative body should formally adopt the plan.
3. There should be a lengthy period of public debate prior to adoption.
4. The plan should be available and understandable to the public.
5. The plan should be formulated to capitalize on its educational potential.⁴

What Is Included Within a Comprehensive Plan?

The elements of a comprehensive plan can vary from community to community. In most cases though, the plan consists of a study of existing conditions and a discussion of future trends, goals, and objectives. Land use patterns, housing conditions, population, roadways, and other infrastructure issues are usually the principle elements that are studied.

In some cases, educational facilities are reviewed along with recreational and other government facilities. Social service facilities may also be discussed. Comprehensive plans deal with the land-use-related issues relevant to each of these topics.

The Comprehensive Planning Process

A comprehensive plan should be a vision of what a community is to be in the future. The process of developing this plan should be a community-wide effort. All interest groups should play a part in delineating this vision. Specific goals and objectives should be developed along with a time frame for implementation. The contents of a comprehensive plan can vary from community to community, but in most cases, a plan should consist of the following elements:

1. land use (both existing and future),
2. demographics (existing and projected),
3. housing,
4. infrastructure,
5. education,
6. recreation, and
7. throughfares.

The first phase of the process consists of collecting all available data on these topics. A citizens' participation process should also be developed.

Getting Organized

Before any work begins on the comprehensive plan, a leader should be appointed to coordinate this project. A committee should also be appointed to provide direction to the person or persons held responsible for developing the plan. A popular scenario is for the county commissioners or village (city) council to appoint the committee and assign the task of leading the process to an administrative department head or consultant.

Data Collection

One of the first steps in the comprehensive planning process is to collect data on existing conditions. The data collected should relate to each of the elements that will make up the plan. For example, obtaining existing zoning maps or land use maps that have been developed in the past can be a starting point for reviewing current land use information. If this information is not available, it may be necessary to conduct a survey of the existing uses of land. A classification system identifying the various types of land use must then be developed. Typically, existing land uses can be identified as falling into three major categories: residential, commercial, or industrial. Additional categories can include recreation/open space, agricultural, and government. You can then break down each major category into other classifications. For example, you can have multi-family (meaning more than one unit) and single family as two classifications within the residential land-use category. The industrial land use category can be divided into heavy industrial classifications or light industrial classifications. Each parcel of land within the community should be classified and identified on a map with a specific classification.

If housing is an element of the comprehensive plan, data regarding existing housing in the community must be collected. Information pertaining to conditions, age, number of units, whether or not each unit has adequate plumbing and kitchen facilities, and whether the unit is owner- or renter-occupied could be relevant. Most of this data can be obtained from U.S. Census Bureau information. The Census Bureau can also provide data related to the demographics of the community population. However, a more detailed house-by-house survey may also be desired.

If the comprehensive plan is to include a study of transportation, then the community's existing roadway system should be evaluated. Reviewing existing maps of the community can initiate this process. A review of current transportation services can also be included as part of the transportation element.

Various methods for collecting data can be used. The best approaches vary depending on what elements are to be included in the comprehensive plan. It is important to remember that most information needed for planning is already available through a number of sources.

Analyzing Data

Once the data has been collected, the next step in the comprehensive planning process is to analyze it. The coordinator and committee should take time to study data provided for each of the planning categories. The data should be analyzed for trends or other significant considerations. Upon thorough review and analysis, the next step in the process is to come up with goals and objectives.

Goal Setting

The comprehensive plan should conclude with a set of recommendations established by the committee. The recommendations should be presented in the form of goals and objectives. The objectives should consist of strategies for addressing each of the main goals.

Citizen Participation

Throughout the entire comprehensive planning process, citizen input should be obtained. After all, the comprehensive plan is a document for the community. The citizens of the community should have a say regarding the future of their community. There are a number of ways to obtain citizen input:

1. Hold a series of open forums or public meetings to obtain public comment.
2. Distribute news releases explaining what is being worked on and inviting written comments.

3. Include a citizen survey as part of the comprehensive planning process and incorporate the results into the body of the plan.

Citizen input helps to determine the goals and objectives of the plan.

Conclusion

In 1972 President Nixon appointed a Citizens' Advisory Committee on Environmental Quality. This committee established a task force to study land use and urban growth. The task force consisted of prominent people, including Lawrence S. Rockefeller from the famous Rockefeller family and Mayor Pete Wilson of San Diego, California. Other appointees were experts from the academic, legal, banking, land development, and conservation communities specializing in different areas. A nine-month study was funded by a grant from the Rockefeller Brothers Fund, and it led to the publication of a report entitled *The Use of Land: A Citizen's Policy Guide to Urban Growth*. A major conclusion of this study was that land is a basic resource on which human activity ultimately depends. Comprehensive planning is a tool for determining how to use this resource.

Where To Get More Information About Comprehensive Land-Use Planning

American Planning Association, 122 South Michigan Avenue, Suite 1600, Chicago, IL 60603, phone 312-431-9100, fax 312-431-9985. www.planning.org

How Will America Grow? A Citizen Guide to Land-Use Planning. 1976. Washington, DC: Citizens Advisory Committee on Environmental Quality.

Illinois Association of Regional Councils, 500 East Capitol Avenue, PO Box 1093, Springfield, IL 62705-1093, phone 217-525-7431, fax 217-525-7438.

Ohio Planning Conference, 129 South Third Street, Suite 510, Columbus, OH 43125-7100, 614-221-4349.

Ohio State University Extension, Community Development, 700 Ackerman Road, Suite 235, Columbus, OH 43202-1578, phone 614-292-8436.

The Practice of Local Government Planning. 2nd ed. 1988. Frank S. So and Judith Getzels, eds. Chicago, Ill.: International City/County Management Association.

Principles and Practices of Urban Planning. 1968. William I. Goodman, ed., and Eric C. Freund, assoc. ed. Chicago, Ill.: International City Managers Association.

The Small Town Planning Handbook. 2nd ed. 1995. Thomas L. Daniels, John W. Keller, and Mark B. Lapping. Chicago, Ill.: American Planning Association Press.

References

1. William I. Goodman, ed., and Eric C. Freund, assoc. ed. 1968. *Principles and Practices of Urban Planning*. Chicago, Ill.: International City Managers Association, p. 1.

2-4. Ibid.

This material written by John B. Conglose, Community Economic Development Agent, Huron County, Ohio, Ohio State University Extension. Reprinted as part of a multi-state effort to improve land use education.

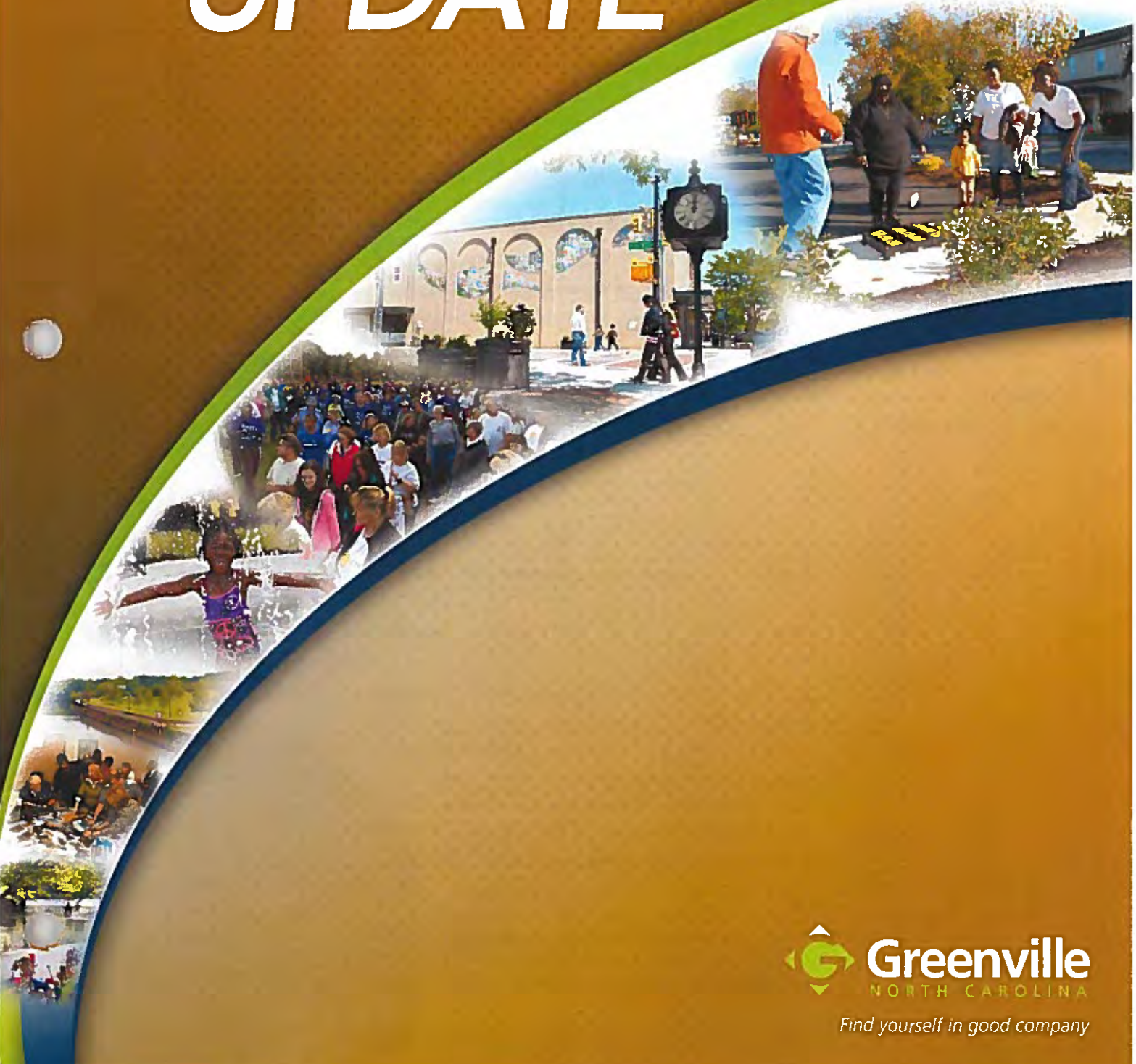
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2014-2015 Strategic

Plan Update

City of Greenville
STRATEGIC PLAN
2014–2015
UPDATE



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GOAL 1 DYNAMIC AND INVITING COMMUNITY

1. Well-Planned City

- 1a. Development Standards—Review existing development standards (i.e. zoning ordinance and subdivision regulations) to identify substantive modifications that would result in better implementation of the vision, policies and objectives of *Horizon's: Greenville's Community Plan*.
- City Council adopted a zoning ordinance text amendment on February 13, 2014, that established standards for outdoor storage of automobile tires.
 - The Planning Division led the review of existing historic district and local landmark design guidelines and the development of revised Historic District and Local Landmark Design Guidelines, which the Historic Preservation Commission adopted on March 25, 2014. The guidelines are used to review Certificates of Appropriateness in the College View Historic District which are also applicable to individual Local Landmarks.
 - To help the City promote sustainable streets infrastructure, the Planning Division and Public Works prepared and the City Council adopted a text amendment on August 14, 2014 to require that private streets are constructed to city standards.
 - City Council adopted a zoning ordinance text amendment on November 13, 2014 that requires developers to construct sidewalks along major and minor thoroughfares and boulevards when non-residential development is constructed on existing lots.
 - Work continues on the development of new policies related to open space preservation, commercial design standards and a city-wide mixed use ordinance.
- 1b. Comprehensive Plan Update—Initiate a scheduled Major Update of *Horizon's: Greenville's Community Plan*. *A Request for Qualifications to solicit consultant interest to prepare a new comprehensive plan is anticipated to be issued for proposals in January, 2015.*

2. Arts, Culture, Recreation, & Parks

- 2a. Town Common Improvements—Finalize specific improvements for project phasing, identify funding source(s) for Phase 1 improvements, and develop construction plans for Phase 1 improvements.
- City Council approved \$150,000 for Town Common improvements in the City's FY 15 budget. Recreation and Parks staff developed a menu of improvement options for review by City Council and the Recreation and Parks Commission. The final program recommended by the Recreation and Parks Commission, which was approved by City Council on November 10, 2014, included:
1. A walkway from parking lot to amphitheater
 2. Ornamental benches
 3. A floating fishing pier
 4. Vinyl coated picnic tables
 5. Dumpster relocation with pad and PVC screening
 6. Recycling bin/trash can combinations
 7. Water fountains with pet fountain
 8. Decorative park entrances
- Staff is currently developing specifications so that these improvements can be bid and/or designed.
- 2b. Comprehensive Recreation and Parks Master Plan—Initiate and complete scheduled 5-year update of the Comprehensive Recreation and Parks Master Plan.
- Staff is scheduled to begin in-house update of the Comprehensive Recreation and Parks Master Plan by March 2015. The update is expected to take approximately 6-months to complete.
- 2c. South Greenville Recreation Center Design—Continue to pursue a partnership with Pitt County Schools to jointly pursue a new South Greenville Recreation Center facility to begin with a design process.
- Staff has continued to engage Pitt County Schools in an effort to secure a financial commitment for this project, with the City Manager and Recreation and Parks Director making a presentation at a Pitt County School Board Property Committee meeting. These efforts resulted in the Superintendent and a School Board Member attending the November 13, 2014, City Council meeting and advising that Pitt County Schools has included \$600,000 in their capital request to the Pitt County Commissioners for this project.

GOAL 1 DYNAMIC AND INVITING COMMUNITY (cont'd)

The total estimated cost of the project has been reduced from \$3.1M to \$2.8M, primarily by reducing the size of the proposed facility expansion. The remaining unbudgeted need for the project is approximately \$2M (\$2.8M less the tentative \$600,000 contribution from Pitt County Schools and the \$200,000 already budgeted by the City for design).

An RFQ for engineering and design services has been finalized and advertised. Staff plans to bring a design contract to City Council for approval in February, 2015 and estimates that the design process will take approximately 9-months.

- 2d. Tar River Legacy Plan—Complete the public input process and plan development associated with the Tar River Legacy Plan and present the final plan to City Council.

Three public input meetings were held as follows:

- March 15, 2014: 1st Public Meeting – Willis Building
- April 26, 2014: 2nd Public Meeting – City Hall Gallery
- July 7, 2014: 3rd Public Meeting – 3rd Street Community Center

Materials and information were compiled and draft report created by Rhodeside and Harwell during the Fall. The consultant presented and City Council accepted the Plan on November 10, 2014. Efforts are currently underway to begin implementing those recommendations not requiring significant funding. Staff will investigate funding possibilities for other Legacy Plan initiatives.

- 2e. Arts Partnerships—Continue public arts partnerships with Pitt County Arts Council and Greenville Museum of Art.

The City continues public arts partnerships with Pitt County Arts Council and Greenville Museum of Art as follows:

- The Community Development Department has issued calls for an artist for the Live United Park, and the Evans and Tenth Street gateway.
- Work continues with the Arts Council and Pitt Community College for classes for Pitt County artists.
- The Recreation and Parks Director currently serves on the Pitt County Arts Council Board of Directors.
- The City has continued its contract with the Greenville Museum of Art to display art in City Hall.

- 2f. Public Art—Identify opportunities for the inclusion of public art in public spaces and facilities.

- Completion, installation & unveiling of two public art projects at Dream Park occurred on June 6, 2014.
- The Community Development Department continues to partner with the Pitt County Arts Council for the addition of public art through calls for artist for the Live United Park, and Evans and Tenth Street gateway.
- Opportunities for the display of public art are being evaluated in the planning of the Dickinson Avenue streetscape improvements as well as plaza adjacent to the 4th Street parking deck.

3. Transportation Alternatives

- 3a. Short-Range Transit Plan—Complete plan and present to City Council.

The Short-Range Transit Plan was presented to the Public Transportation and Parking Commission in August, 2014 and was accepted by City Council on September 11, 2014.

- 3b. West 5th Street Phase II Streetscape—Complete design work associated with the West 5th Street Phase II Streetscape improvements project.

The preliminary design is complete and was shared with City Council in October, 2014. Final design will be completed in early 2015.

- 3c. Green Mill Run Greenway, Phase 2 (Sections 2–3)—Complete right-of-way and easement acquisition, contract award and begin construction (construction to be completed November 2015).

Projects bids were received on December 17, 2014. Award of the contract is expected in March 2015 with construction to begin immediately thereafter. Project completion is expected by the end of the year.

- 3d. South Tar Greenway, Phase 3—Complete design and right-of-way/easement acquisition.

Design plans are approximately 80% complete. The City received ROW Authorization from FHWA in November, 2014. Preparation of easement documents and subsequent owner contact has been initiated and acquisition is anticipated to take approximately 8 months.

GOAL 1 DYNAMIC AND INVITING COMMUNITY (cont'd)

3e. East 10th Street Traffic Management and Pedestrian Safety Initiative—Actively participate in East 10th Street Traffic Management and Pedestrian Safety Initiative being conducted by NCDOT.

The NCDOT consultant has been selected, and a kick-off meeting has been conducted. The project is currently in the critical data gathering stage. Once collected, the Consultant will start their review of the data and ultimately prepare a summary of data driven goals for the project. The data and goals will be presented at the first public workshop that will be scheduled to engage users and stakeholders in and adjacent to the corridor.

4. Inviting Community

4a. Uptown Events—Continue to partner with Uptown Greenville and others to provide quality events and entertainment in the Uptown area.

- The City continued to partner with Uptown Greenville on various events including PirateFest; Umbrella Market; Sunday in the Park; Freeboot Fridays in accordance with the active contract between the two entities.
- The City provided a variety of support services associated with the Greenville Gives Holiday Kickoff and other events.
- The City sponsored and coordinated the Greenville Grooves concert, Fall Festival and co-sponsored the BMX festival in 2014; all in the Uptown area.

4b. Street Trees—Partner with ReLeaf to plant new street trees along primary corridors and/or in neighborhoods.

- The City partnered with ReLeaf of Greenville to plant 219 trees within the City rights-of-way during the Community Tree Day Activity on November 8, 2014. ReLeaf donated \$ 10,413 for the purchase of these trees that were planted in the area between 1st Street to 5th Street, and Holly Street to Elm Street. The Community Tree Day is an annual tree planting event.
- A representative of ReLeaf made a presentation to City Council on May 8, 2014, outlining the history of the organization and its benefit to the community.

4c. Animal Welfare—Continue public information efforts related to animal welfare.

The Animal Control Unit has undergone a name change and is now the Animal Protective Services Unit. Welfare of animals and enforcement of applicable ordinances and statutes is the main objective of the unit. Efforts to provide education to the public continue with a new Lost and Found Pets page added to the City's Website and Facebook page, and three CityScene segments produced this year related to this topic.

GOAL 2 ECONOMIC DEVELOPMENT

1. Economic Development Strategic Plan—

Fully implement the current year's initiatives associated with the Economic Development Strategic Plan.

Current year activities include:

1a. Talent Development

- Continue support of Operation Re-Entry veteran training initiative.
- Develop a career fair to link underserved populations with employers and resources.
- Continue partnerships with PCC, United Way and other agencies to ensure that the local workforce is ready to fill technology-based 21st Century jobs.
- As part of the Economic Development Strategy, work continues with partners at ECU to reach out to service members exiting the armed forces. In the fall of 2014, the City co-hosted, along with ECU, speed interviews and a career day for exiting military members.
- Career fair initial discussions with partners have taken place and activities for this project will ramp up in early 2015.
- City Economic Development staff now serve on the workforce advisory committee of the United Way that distributes workforce dollars to local partners. Staff also worked with PCC and the Arts Council to develop training modules for local art entrepreneurs.

GOAL 2 ECONOMIC DEVELOPMENT (cont'd)

1b. Business Attraction and Retention

- Continue implementation of Business Retention and Expansion (BRE) program to include North Greenville business survey.
- Continue recruitment of target sector businesses.
- Continue support for SEED and other entrepreneurial initiatives.
- Launch Uptown Retail Challenge grant.
- Continue funding for Small Business Plan Competition.
- Develop fund that allows for required match to state incentives.
- Completed site visits with 41 local businesses during FY 14 and staff is on pace to complete a similar number of visits in FY 15 in the BRE efforts.
- Staff has marketed Greenville in a wide range of venues to include national retail conventions, regional life science and food service trade shows, as well as at North Carolina-based tech and entrepreneurship events. The City currently has projects in development in target sectors including life science, retail, advanced manufacturing, food and beverage, and hospitality.
- Working with the Chamber of Commerce and other partners to include GUC, SEED has been moved to a larger location and additional office and cubicle space has been added. Partnerships for programming and staffing are being discussed with ECU and other not-for-profit entrepreneurship organizations.
- Working with Uptown Greenville as lead partner, the City sought and was awarded grant funding from ElectriCities for funding of the first round of applications for the Retail Challenge Grant program. Uptown Greenville anticipates making the initial award in February 2015.
- The Small Business Grant program had been funded until the current fiscal year through the 2004 GO bond issue for Center City and West Greenville revitalization. With those funds exhausted, funding for this program is a greater challenge although some HUD and economic development program funds are currently being used to continue the program. Absent additional earmarks for the program, the grants will need to be scaled back or eliminated. In 2014, 7 small business competition grants were approved.
- City Council earmarked \$50,000 in a reserve fund for FY 15 to cover potential matches to state incentives. Staff recommends adding an additional \$25,000 to the fund over the next two fiscal years in order to develop a mature fund of \$100,000 per year.

1c. Product Development

- Complete study phase and begin implementation phase of Dickinson Market Study elements related to urban technology park and tech transfer facility partnership with ECU to include opportunities for broadband advantages.
- Continue discussions with private sector developers regarding creation of office and retail space.
- Continue discussions with PGV on business recruitment opportunities at the airport.
- Work with partners to identify opportunities for the development of culinary and arts incubators.
- The Dickinson Market study has been completed and was adopted by City Council on December 8, 2014. Phase "0" and Phase "1" action items should be commenced in early 2015.
- Discussions with private sector developers continue for office projects in the urban core and industrial projects in the limited industrial areas within the City limits. City Council also signed off on initial funding for the Site Ready Program that will provide low interest loans for predevelopment activities ultimately creating more developable sites and available buildings.
- The City worked with PGV and Pitt County on a new hanger opportunity that could generate additional property tax revenue.
- The City has engaged PCC as a partner and is actively exploring the redevelopment of a building on W. 5th Street as a culinary training and incubation facility.

1d. Quality of Life

- Continue discussions with partners to redevelop Uptown Theatre and with ECU to develop a performing arts center in Uptown Greenville.
- Continue work with CVB, Chamber, and other partners on sports attraction and development including BMX.
- Work with regional partners to explore opportunities to attract retirees.
- Continue partnership with Go-Science to open science museum and education center in Uptown Greenville.
- Uptown Greenville issued a RFI on behalf of the City seeking private sector partners to redevelop the Uptown Theatre as a live performance venue. The City is currently exploring such an opportunity with a private sector partner with hopes of bringing a development proposal to the City Council in early 2015.

GOAL 2 ECONOMIC DEVELOPMENT (cont'd)

- Working in partnership with the CVB, a Sports Development Committee has been formed that includes representation of City and County recreation agencies. In November 2014, the City Council appointed Bond Committee recommended development of a new sports complex. The Sports Development Committee will assist in refining the sports complex concept as needed and as requested by the City.
- Preliminary discussions have taken place on potential partnerships with the City of Washington, Beaufort County as well as other Pitt County towns. As a concrete next step in the process, the partners have discussed bringing Pat Mason of Carolina Living, a noted expert in the field of Tourism and Retiree Attraction to Greenville for a discussion on the topic. Such a meeting could take place in the second quarter of 2015.
- The Redevelopment Commission provided a \$1 per year lease and \$200,000 of tenant improvements to prepare a portion of a building on Dickinson Avenue for occupancy by Go Science. It is expected that Go Science will occupy the building during the first quarter of 2015.

1e. Urban Revitalization

- Complete implementation of the priority and carry-over projects in the Redevelopment Commission's work plan.
- Develop recommendations to City Council on priority projects and funding sources to carry Redevelopment Plan forward.
- Continue assessment and clean-up work through EPA Brownfield program.
- Implement items in City's Annual Action Plan for HUD-funded activities.
- The Redevelopment Commission is on pace to complete all projects outlined in their FY 15 work plan.
- The Redevelopment Commission plans to initiate discussion and develop recommendations for next generation projects and programs at their January 2015 meeting. This information is planned to be forwarded City Council.
- EPA funded work has led to development and redevelopment projects including Nathaniel Village, Go-Science, Federal Courts expansion, Superblock and other smaller projects. The City, in partnership with the City of Wilson, was awarded a \$1 million grant for the EPA in the summer of 2014 to create a revolving loan fund for clean-up of Brownfield sites.
- Implementation is proceeding in accordance with the approved annual action plan.

1f. Marketing

- Continue development and distribution of sector-specific marketing collateral for target sectors.
- Promote Greenville at target sector trade shows.
- Co-promote Greenville MSA with Department of Commerce, ElectriCities, Pitt County Development Commission and NC East Alliance at trade shows and site selector events.
- Work with regional partners to host periodic site selector tours of the Greenville MSA.
- Marketing and promotional materials have been developed and are distributed at trade shows and during site visits by business and industry.
- Staff has marketed Greenville in a wide range of venues to include national retail conventions, regional life science and food service trade shows, as well as at North Carolina-based tech and entrepreneurship events.
- The City has worked with the Chamber of Commerce to promote retail development at a national retail event hosted by the International Council of Shopping Centers. The City has also been represented by the NC East Alliance and ElectriCities at a food and beverage trade show in the spring of 2014.
- The City, along with Pitt and Beaufort counties, hosted a site selector tour during the summer of 2014. Plans are underway with the NC East Alliance to host a larger site selector visit in the spring of 2015. City staff will also join staff from GUC, the Chamber of Commerce, and ElectriCities to promote the Greenville MSA at a site selector event in the spring of 2015.



GOAL 3 WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION

1. Organizational Optimization

- 1a. Update Personnel Policies—Conduct a comprehensive review and re-write of the City's personnel policies to ensure that they reflect best practices and current legal standards.

The City has engaged the services of a consultant to assist with the comprehensive review and re-write. The Human Resources Director and consultant have met with an employee group with representation from each department to discuss how the existing policies can be improved and the consultant has provided staff with an initial draft for review. It is anticipated that a final draft will be ready for City Council presentation in the late winter – early spring of 2015.

- 1b. Performance Evaluation System—Develop a new performance evaluation system for City employees that is equitable and based on best practices. This system will be used as the foundation for a pay for performance (merit) program.

In December 2014, a RFP was issued for the selection of a consultant to develop and implement a turn-key performance management system. The anticipated contract start date is February 2015 and the process is expected to take approximately four months to complete.

- 1c. Human Resources and Financial Services Modifications—Implement organizational and operational modifications in the Human Resources and Financial Services Departments based upon the results of the operational evaluations conducted for those departments.

Staff provided City Council with a copy of the consultant report that resulted from the operational reviews conducted for the Human Resources and Financial Services Departments on May 7, 2014.

Changes that have been implemented in the Financial Services Department include:

- (1) Training Officer and Benefits Manager have been transitioned to HR Generalists.
- (2) HR Generalists have received additional training related to compliance and other aspects of new job responsibilities.

Changes that have been implemented in the Human Resources Department include:

- (1) Phased out the central store and moved to a just-in-time ordering system.
- (2) Transitioned an Accounting Tech II position to an Internal Auditor to facilitate improved internal controls. It is expected that this position will be filled in early 2015.
- (3) Expanded the number of months in which departments can purchase items.
- (4) The Purchasing Division has been relocated to the Municipal Building so it is now located closer to other Financial Services functions.
- (5) Transitioned three Accounting Technicians to Accounting Generalists.

- 1d. City Council Terms—Develop a report outlining the process and potential advantages and disadvantages of pursuing a charter amendment to extend the length of City Council terms for Council's consideration.

A memo was provided to City Council in the August 27, 2014, Notes to Council, which addressed the process for amending the terms of office of City Council. Further discussions related to this topic are scheduled for City Council's upcoming Annual Planning Session scheduled for January 23 – 24, 2015.

2. Fiscal Sustainability

- 2a. Health Insurance Benefits Strategic Plan—Collaborate with GUC to develop a Strategic Plan for health insurance benefits that ensures that these benefits are in line with market and financially sustainable.

2014 Meetings include:

- 3/17 and 4/15: Joint Pay & Benefits Committee meetings
- 4/21: Joint City/GUC meeting
- 8/19: Joint Pay & Benefits Committee meetings
- 9/22: Joint City/GUC meeting – adopted 3 year strategic plan

GOAL 3 WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION (cont'd)

2b. Local Vendor Preference Policy Implementation—Implement first year of policy.

The Local Preference Policy was adopted by Resolution of City Council on November 7, 2013 and became effective on February 1, 2014. Procedures for implementing the policy were developed by the Purchasing Division and a total of 10 training sessions were held with City Staff related to the implementation procedures. Staff plans to provide City Council with a report on the policy's first year results in early spring of 2015.

2c. Privilege License Cap Review—Develop a report outlining potential alternative modifications to the current privilege license cap for City Council's consideration.

Staff presented a report on the City's Privilege License Fee structure, including alternative fee structure approaches and comparative information from other communities, at the March 17, 2014 City Council meeting. City Council then adopted an ordinance amending the privilege license fees on April 7, 2014.

In May of 2014, the General Assembly approved legislation that limited the City's authority related to collecting privilege license fees in FY 15 and eliminated the authority altogether in FY 16. In response to these changes in authority, City Council adopted an ordinance on June 9, 2014, which reversed the actions taken on April 7, 2014.

2d. Sanitation Automation Plan—Continue to implement sanitation automation plan.

The Sanitation Division of the Public Works Department has continued to implement the sanitation automation plan over the past year. Significant milestones accomplished during that period included:

- March, 2014: Memo regarding refuse status sent in NTC.
- May, 2014: Four new automated trucks were received.
- August, 2014: 2nd phase of curbside recycling implemented.
- September, 2014: 6,000 residential recycling carts distributed.
- November, 2014: 5-Year Plan Update presented to City Council.
- December, 2014: Approximately 60% of the City is currently receiving automated service.

Communication and Collaboration

3a. City Website—Complete and launch redesign of City Website.

Work on the website began in early spring with the new site going live on September 23, 2014. The site is now more professional looking, user-friendly and easily used on mobile devices.

3b. City Compass—Facilitate increased use of City Compass through education and promotion to streamline and enhance customer service for citizens.

Staff provided a presentation to City Council on the City Compass on February 10, 2014, and the program went-live on the City Website that same week. Use of the City compass has been strong. There has been a 3% increase in use of the app and a 27% increase in the web-based system in the last five months.

3c. Collaboration with Partners—Continue development of positive relationships with community partners and actively pursue opportunities for collaborations that will benefit the community.

All City departments strive to develop positive relationships and mutually beneficial collaborations with various community partners. Some of the community partners the City works with regularly include:

Greenville – Pitt Chamber of Commerce
Greenville Museum of Art
Greenville Housing Authority
Pitt-Greenville Airport
Convention and Visitors Bureau
Go-Science
Uptown Greenville
United Way of Pitt County
ReLeaf
Pitt Community College
East Carolina University

Vidant Medical Center
Greenville Utilities Commission
Pitt County Government (multiple components)
NCDOT
Habitat for Humanity
Lucille Gorham Intergenerational Center
Neighborhood Associations and various HOAs
Friends of the Greenville Greenways (FROGGS)
Pitt County Schools
Chamber of Commerce
Magnolia Arts Center

1. Maintenance and/or Improvement of Existing Infrastructure

1a. Facility Maintenance Plan—Fully implement proposed plan.

The Facilities Improvement Plan (FIP) was presented to City Council during the January 2014 Planning Session. The FIP projects were included within the FY15 Budget and FY16 Financial Plan, and approximately \$1.6M was budgeted to fund these projects each year.

A staff committee consisting of representatives of the Public Works Department, Recreation and Parks Department, Financial Services Department and City Manager's Office has been meeting regularly since June, 2014 to ensure that all funded improvements are moving forward as planned. Staff is scheduled to provide City Council with a detailed report on the current year's progress on the FIP in January, 2015.

1b. Town Creek Culvert Project—Complete design, obtain required permit approvals and begin construction.

- A Public Meeting to collect citizen input on the project and potential design was conducted in February, 2014.
- An engineering report was submitted to and approved by NC Division of Water Infrastructure in June / July, 2014.
- The 0%-interest loan amount was increased to just under \$10M in October, 2014.
- The final design contract was approved by City Council in October, 2014
- 30% design plans were submitted for review in November, 2014.
- The consultant is currently preparing 60% plans which include identifying utility relocation work. These are being coordinated with GUC and scheduled to be complete in February 2015.

1c. Street and Sidewalk Improvements—Incrementally increase annual budget allocations for street and sidewalk improvements with the objective of achieving a 20-year resurfacing schedule in the next 5 years and continuing progress on identified sidewalk needs.

On October 6, 2014, City Council approved a resurfacing contract in the amount of \$1,978,650 for the 2014 Street Resurfacing program with the goal of letting another resurfacing project in 2015. This contract will utilize the remaining allocated funds approved for use by City Council. Included with the resurfacing will be ADA improvements, subgrade repairs, storm drainage repairs, and striping. Also, on October 6, 2014, City Council approved an agreement with NCDOT for a Safe Routes to School grant for \$503,000 to construct sidewalks from:

- North side of east 5th St. from 10th St. to Beech St.;
- East side of Memorial Drive from Millbrook St. to Arlington Blvd.;
- North side of Norris St. to east side of South Skinner St.

1d. Traffic Signal Timing—Coordinate with NCDOT to initiate optimization of traffic signal timing along Greenville Boulevard between Memorial Drive and 10th Street.

The City is currently working with the NCDOT to finalize a scope for the project. The project will consist of collecting new traffic data at 14 signalized locations with a goal to coordinate and optimize peak time-of-day signal plans throughout the corridor. The final product will provide new signal timings that will optimize signal progression through two distinct signal systems within the project limits. Data collection is anticipated to commence in early 2015.

2. New Infrastructure

2a. Uptown Parking Deck—Complete design, financing, and construction.

The 4th Street Parking Garage is nearing completion with work underway on the exterior improvements to the surrounding sidewalks and plaza areas. Contractor is completing the interior improvements such as lighting, elevator, and signage. Recently, the City expanded the scope of the plaza work, which will push completion to early 2015.

2b. Greenville Transportation Activity Center—Complete environmental permitting, obtain additional project funding through FTA/NCDOT and begin property acquisition and final design.

Staff is reviewing submittals received by eight firms responding to a revised Request for Qualifications. The approval of the selected firm is anticipated to be in February 2015. Design should be completed in May 2015 with construction complete by August 2016.

GOAL 4 INFRASTRUCTURE (cont'd)

- 2c. Convention Center Expansion—Complete land acquisition, design, and financing and begin construction on proposed expansion and improvement project.
- Land acquisition was completed in May, 2014 with City Council's acceptance of a property gift.
 - On October 6, 2014, City Council approved a budget amendment allowing financing in the amount of \$4.6M
 - A groundbreaking ceremony was conducted on November 18, 2014.
 - The convention center renovations and expansion is currently underway with the improvements scheduled for completion in June 2015.
- 2d. ERP System Replacement—Begin implementation process for new ERP system to include year-one project tasks. Phase 1 implementation for this project is progressing on schedule. Meetings have been conducted with the ERP team to gather insight into the new system and begin system configuration. Tyler Technologies has conducted several weeks of training sessions with Financial Services staff, IT staff, and other City staff. The project is scheduled for a July 2015 "go-live".

3. Policy and Planning

- 3a. Southwest Bypass Highway Project—Continue due diligence regarding alternative funding opportunity.
- The City received a letter from the Local Government Commission on May 2, 2014, advising that they would not be supportive of the alternative funding solution the City had previously suggested.
 - The Draft State Transportation Improvement Program was released in December 2014 depicting the project as fully funded.
- 3b. "Gig-City" Public/Private Partnership—Bring together public and private entities to discuss the feasibility of creating a public /private partnership for the development of a metropolitan fiber optic backbone resulting in high-speed (1,000Mb/sec or 1 gig) broadband speed internet services and potentially other services. This would be comparable to Google's Gig City projects.
- In November 2014 representatives of the City Manager's Office, Information Technology Department, and Economic Development Office met with SuddenLink representatives to discuss the high speed broadband services that they provide. SuddenLink advised that broadband gig internet speeds are currently available in Greenville and are being utilized by some SuddenLink customers. In 2015, gig internet speeds will be available to all SuddenLink customers in Greenville.
- 3c. LED Street Lights—Collaborate with GUC to develop a cost effective process to transition the City's street lights to LED and report outcomes to City Council.
- A LED lighting rate schedule has been completed and all new street light installations will be LED. Nearly 50 LED street lights have been installed to date.
- 3d. Stormwater Basin Modeling and Inventory—Develop hydraulic modeling of the City's watersheds and inventory of stormwater infrastructure to determine required system improvements.
- In August 2014 an inventory of stormwater infrastructure was initiated, the project website was developed, and the citizen survey finalized. The past four months have focused on an extensive public input process including seven public input meetings, attendance at a Neighborhood Advisory Board Meeting, and attendance at two "Sundays in the Park" events and two "Freeboot Fridays." The inventory is scheduled to be complete in February 2015. Work will continue on water quality monitoring and modeling throughout the summer with submittal of the final master plan in December 2015.

GOAL 5 QUALITY NEIGHBORHOODS

1. Neighborhood Plans

- 1a. Review Existing Plans—Review all adopted neighborhood plans and develop a report outlining the status of implementation activities.

The Planning Division consolidated multi-departmental review comments of the status of neighborhood plans' implementation activities into one report and presented it to City Council on December 8, 2014.

- 1b. Develop a New Plan—Initiate and complete the South Greenville Neighborhood Plan

The Planning Division held the first South Greenville neighborhood meeting on July 8, 2014, which was attended by multi-departmental representatives. A neighborhood plan has been drafted. A second meeting will be scheduled in early 2015 with the neighborhood to share the plan. The city's neighborhood ombudsman has participated in the planning process.

2. Neighborhood Associations

- 2a. Provide staff support and expertise to facilitate the establishment of two new neighborhood associations.

Initiated outreach to three unorganized neighborhoods for new potential associations. The neighborhoods that were identified (Paladin Drive area and South Greenville area) are in the early stages of association formation.

- 2b. Support Neighborhood Advisory Board efforts related to hosting an annual neighborhood symposium.

Organized symposium planning committee that has completed the agenda and is finalizing the plans for the 2015 symposium.

3. Housing Programs

- 3a. Implementation of the adopted Housing Annual Plan (includes efforts related to the down payment assistance program, owner-occupied home rehabilitation, and infrastructure improvements).

Every year the City provides the community, City Council, and HUD with a CAPER (Consolidated Performance and Evaluation Report). The CAPER is an annual report on how the City administered CDBG, HOME and local funds throughout the program year. In addition the Annual Plan for the 2014-15 CDBG and HOME program was approved in May of 2014. For the program year 2013-2014, the following accomplishments were submitted to HUD:

- Three (3) Small Business Competition deferred loans were administered
- Seventeen (17) owner-occupied home rehabs completed
- Five (5) homes were cleared of Lead-Based Paint Hazards
- Five (5) public services grants awarded to public service agencies serving low income clients
- Nine (9) substandard properties were acquired
- Six (6) substandard units were demolished and removed
- One (1) displaced tenant was relocated
- One (1) public facility improvement was completed
- One (1) new single-family home was sold
- Three (3) down payment assistance (deferred loans) were administered

- 3b. Expand the University Area Homebuyer Assistance program to West Greenville.

Staff has made the necessary changes to the program to allow homebuyer assistance in West Greenville. Staff is currently marketing the program via the City website, related public meetings, City sponsored homebuyer workshop presentations, and at the Municipal Building. In 2014, three loans were processed, two closed and one loan is pending closing.

- 3c. Continue the Historic Preservation Pilot Loan program.

The Planning Division continues to administer the Historic Preservation Pilot Loan program within the College View Historic District and among Local Landmarks. In 2014, one loan has been completed in the program.

- 3d. Develop a strategy to transfer residential City-owned parcels that cannot legally or practically be developed (i.e. too small for a new house to be constructed) to adjacent homeowners.

City Council approved, as one of its 2014 Legislative Initiatives, seeking a local act which authorizes the City to dispose of lots in residential areas which are nonconforming due to the size of the lot being less than the minimum requirement by private sale to an adjacent property's owner. The local act was ratified by the North Carolina General Assembly on June 26, 2014.

GOAL 5 QUALITY NEIGHBORHOODS (cont'd)

- 3e. Continue efforts to develop new housing in the Lincoln Park neighborhood by partnering with third parties that agree to construct housing on City-owned properties.

Staff is working with the Greenville Housing Development Corporation to construct two (2) homes along Bancroft Avenue. Furthermore, staff is working on a second Request for Bids to construct additional single-family homes along Bancroft Avenue with HOME funds. Habitat for Humanity has completed and sold a new home in the area in November 2014.

4. Neighborhood Aesthetics

- 4a. Continue minimum housing and nuisance code enforcement efforts.

Code Enforcement continues to proactively patrol neighborhoods to seek out nuisance and other code violations for remediation or mitigation. Additionally, the Division actively seeks to obtain compliance with minimum housing standards for deficient properties. Properties that are severely neglected and cost-prohibitive to repair and/or renovate are being brought to City Council for demolition.

- 4b. Continue support for the Neighborhood Improvement Grant program overseen by the Community Appearance Commission.

Six neighborhood improvement grants were approved during 2014 for neighborhood improvements. Grants were approved for the Brentwood, Cambridge, Cherry Oaks North, Colonial Heights, Treetops and Windsor Downs neighborhoods. In addition, the Community Appearance Commission presented awards as part of its Biennial Beautification Awards recognition program. Awards to area businesses and locations were made to the following entities:

1. Winslow's (patio garden)
2. Jonathan Bowling (metal sculptures)
3. Elmhurst Elementary School Outdoor Classroom
4. Drew Steele Center
5. WITN
6. Mellow Mushroom
7. Wasabi 88
8. Oakwood School

5. Neighborhood Marketing

- 5a. Develop a neighborhoods page on the City's website to include maps, pictures and neighborhood profiles.

Staff developed a comprehensive "neighborhood dashboard" which was presented to City Council on December 11, 2014, and will go-live in early 2015.

- 5b. Produce and air six "Neighborhood Spotlight" segments for GTV-9.

To date staff has produced and aired five segments for Greenville Heights, Lincoln Park, Englewood, Williamsburg Manor / Sedgefield, and Greenfield Terrace. Additional segments will be produced and aired during the first quarter of 2015.

6. Staff Resources

- 6a. Ensure that appropriate staff resources are available to support various neighborhood improvement efforts.

The City filled the vacant Neighborhood Ombudsman position in April 2014. Additional Community Development staff resources are tasked with neighborhood issues as needed, such as the development of neighborhood plans and improvement initiatives.



1. Police Department Three-Year Strategic Plan—Fully implement the first year of the Police Department's Strategic Plan 2014–2016. Current year tactics included in the Plan are provided below:

1a. Community Engagement

- Maximize use of social media to deliver information to citizens city-wide.
- Create periodic Public Service Announcements in partnership with local media outlets.
- Formalize the Adopt-A-School Program in order to assign officers to each school within the city limits.
- Provide multiple aspects of Community Education (i.e. Citizen's Police Academy and Youth Citizen's Police Academy).
- Develop a civic liaison program.

The Police Department PIO has used social media to reach out to the public with great success. Twitter, Facebook and Snapchat are used heavily by the department.

Media outlets have hosted members of the department for various public service announcements and have utilized the mass distribution of press release information to circulate the department's message.

The Adopt-a-School program is formalized and is now well known and utilized.

Two Citizen Police Academy sessions occur each year. The Youth Citizens Academy was changed to a summer program lasting one full week.

Community education efforts have included informational checkpoints conducted by the Traffic Safety Unit and topics of concern that have been shared with establishments open 24-hours a day as well as those that deliver food.

The Civic Liaison Program is thriving. Community members are more familiar now than ever before with the officers assigned to their specific residential areas and work closely with those officers on a monthly basis.

1b. Crime Reduction

- Adjust law enforcement strategies to address changing City dynamics.
- Increase capacity to offer Crime Prevention Through Environmental Design (CPTED) assessments.
- Utilize Crime Reduction Initiative Area (CRIA) technique also known as Hot Spots Policing.
- Increase bicycle patrol deployment.
- Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program.
- Continue efforts related to Focused Deterrence Program
- The Police Department implemented new Geographic Deployment strategies on May 3, 2014. The department is the first in the country to employ this concept in full and completely eliminate traditional police "beats." This change created a focused approach where supervisors in the three zones, West, East and South, work with the officers assigned to the zone to address crime causes as determined through various data sets.
- Since its inception CPTED has offered citizens a new approach to target hardening. The original officers trained in CPTED have now received advanced training and additional officers have been trained in the basic principles.
- The CRIA concept has proven extremely beneficial in combating root causes of crime within the city limits. Officers are now better aware of the specific areas that require attention and are able to focus enforcement efforts more effectively.
- Cpl. Ben Quick received certification from the International Police Mountain Bike Association [IPMBA] to certify other officers in bicycle patrol techniques. This allowed for increases in the number of officers trained and certified to operate the police bicycles while on duty.
- DDACTS has been successfully implemented. Initial results of using the model to reduce crashes resulted in a 5 percent reduction in crashes in 2013 as compared to 2012.
- The initial phase of Focused Deterrence, with eight initial participants, is well under way. Only two of the original selectees are no longer in the program due to poor choices. The others are taking advantage of the assistance that has been offered to them in some form. Plans are already underway for the second phase of the program as research into appropriate offenders is currently in process.

1c. Leadership and Ethics

- Develop and implement a Career Development Program.
- Redevelop supervisor responsibilities and priorities through training and education.
- Update Recruitment Plan.

GOAL 6 SAFE COMMUNITY (cont'd)

- Supervisors attend the City's STAR program and utilize training all over the country to bring our department's employees up to speed on nationally accepted best practices in law enforcement.
- The rank of Corporal is being eliminated. As part of the geographic deployment strategy, four Lieutenants were converted to Watch Commanders. In May 2014, the department initiated our geographic deployment strategy. This strategy divided the city into three geographical zones and our Center City. As such, each zone now has a Zone Commander who is responsible for police operations and the implementation of crime reduction strategies in the zone.
- The Recruitment Plan is updated annually in January. It was last updated in January 2014 as required by CALEA and department policy. It includes provisions for recruitment of applicants that work to assist our department in mirroring our community.

1d. Optimize Organizational Structure

- Review deployment structure.
- Civilianization of applicable positions.
- Reorganization of Code Enforcement Division.
- Access needs for current and future substations.
- Numerous changes have taken place within the structure of the police department. Additional positions have been added to the supervisory hierarchy of the Field Operations Bureau to ensure proper span of control in each of the three newly created zones. Each of the three zones were created using data to determine the appropriate physical size. Officers were then assigned accordingly. Additionally, units were redesigned to ensure the correct numbers of personnel are assigned as needed.
- The Gang Unit was moved into the Field Operations Bureau, the School Resource Officers were moved into the Administrative Services Bureau and the Warrant Unit was moved into the Criminal Investigations Bureau. All of these reallocations were made to ensure proper supervision is in place and that unit responsibilities match unit assignment.
- Three positions were converted from sworn to civilian. These changes were made to provide more efficient and professional services to the residents of Greenville.
- The Accreditation Manager's position was converted from a sworn position to civilian as was the Public Information Officer and the Code Enforcement Coordinator. Each of these positions are now filled by a professional trained in the specifics of the assignment.
- The Code Enforcement Coordinator position was changed from a sworn police lieutenant to a non-sworn director in December 2013. The assignment of Code Enforcement officers was changed to mirror the geographic zones of the police geographic deployment plan with the exception of the code officer that works as part of the City of Greenville/East Carolina University agreement. The Department is currently continuing reorganization efforts by implementing a new Senior Code Enforcement Officer position which will be a first line supervisor position in the unit.
- The West 5th St. Substation was formerly only serving as a satellite location. During 2014, and as a direct result of the Geographic Deployment Plan, it became the official West Zone Substation with all personnel assigned to that area working from that location. When the GTAC center is complete, the Center City Unit will move into the included office space and utilize that space as an official substation for that particular unit. Lastly, the addition of an East Zone Substation began in 2014 and is expected to be in full operation in early 2015. All officers assigned to the East Zone will work from this location.

1e. Technology and Infrastructure

- Increase License Plate Recognition System (LPR) infrastructure.
- Increase use of fuel-efficient vehicles in specific assignments.
- Expand the Police Department's rifle program.
- Expand the Police Department's bicycle program.
- Three LPRs are currently in use by the department. These units are costly and require a significant infrastructure. A recent evaluation has sustained that three LPRs are sufficient.
- The Department has transitioned from the old 8-cylinder police vehicles to the new, more fuel efficient, 6-cylinder police vehicles. This transition is well underway. Several fuel efficient hybrid vehicles have been assigned to Code Enforcement and Parking Enforcement. Parking Enforcement has recently acquired a new fully electric vehicle. The Department also utilizes an electric motorcycle for uptown and Greenway patrols.

GOAL 6 SAFE COMMUNITY (cont'd)

- 70 additional patrol rifles were added to the department complement and put in service during 2014. Originally, the department purchased 20 rifles and have now increased the complement to 90.
- In 2013, 30 new police bicycles were purchased and officers were trained through the International Police Mountain Bike Association. The bicycles are personally assigned to the certified officers and are utilized in hotspots, in the Center City area, and in other neighborhoods throughout the city as needed.

1f. Traffic Safety

- Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program.
- Deploy Light Detection and Ranging (LIDAR) Speed Measuring Instruments and License Plate Recognition System (LPRs).
- Host four DWI checkpoints per year.
- Provide periodic Public Service Announcements and Public Awareness Campaigns.
- DDACTS has been successfully implemented. Initial results of using the model to reduce crashes resulted in a 5% reduction in crashes in 2013 as compared to 2012. On June 1, 2014, East Tenth Street and Southeast Greenville Boulevard, as well as South Memorial Drive and Southwest Greenville Boulevard, were identified as areas where vehicle crashes and crimes overlaid. High visibility patrols and enforcement activity closely matches the DDACTS overlay and reductions in criminal activity and crashes have been observed in these specific locations since implementation.
- Two LIDAR's are in use by the Traffic Safety Unit as well as one LPR. Two additional LPR's are in use by officers in the Field Operations Bureau.
- The Traffic Safety Unit has either hosted or provided mutual aid assistance in more than four checkpoints during 2014.
- The Traffic Safety Unit has completed this action item through delivery of the "Watch-For-Me-N.C." campaign which is a pedestrian crosswalk safety initiative. During all Traffic Safety checkpoints, public service announcements are made via media coverage both before and during the event. Additionally, the GHSP campaigns to include the "Click-it-or-Ticket," "Booze-it-or-Looze-It," "Motorcycle Safety Month," and "Child Passenger Safety Week" have been publicized and participated in by the department as a whole.

2. Fire/Rescue Services

- 2a. Fire/Rescue Department Assessment—Complete ICMA Fire/Rescue Department Assessment and begin implementation.

An ICMA representative presented the final report to City Council in October 2014. Implementation of recommendations has begun.

- 2b. Fire Inspection Program—Improve current fire inspection processes and increase efficiencies through the use of Geographic Information Systems.

Staff has worked to refine a master address list that identifies all of the locations that require a fire inspection.

- 2c. Educational Programs—Enhance public safety through improved fire and life safety educational programs.

Between January – October, 2014, F/R staff has attended 140 life safety education events where fire and life safety education programs were presented to 11,083 people.

- 2d. Education and Training—Provide CPR and AED training for the public and staff to improve opportunities for survival of patients in cardiac arrest.

Staff has taught hands-on CPR in the community 13 times to a total of 861 attendees.

- 2e. Grant Funding—Actively pursue grant funding to support life safety programs.

To date, F/R has received \$26,868 in donations consisting of smoke alarms, community CPR kits, and batteries.

- 2f. Emergency Operations Plan—Review and coordinate the City's Emergency Operations Plan.

On May 6 – 7, 2014, the City's Management Team participated in an Emergency Operations Center activation exercise.

Tax Rate Comparison –

North Carolina's 15

Largest Cities

Tax Rate Comparison –

North Carolina's 15 Largest Cities

**Report Developed by
City of Greenville – City Manager's Office
January 16, 2015**

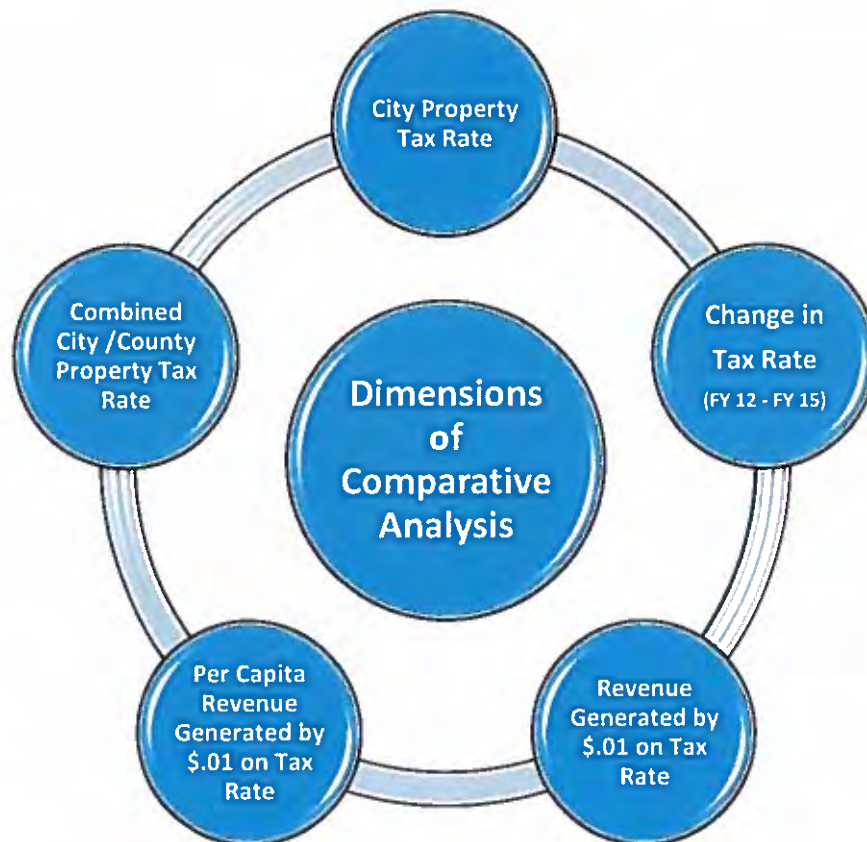


Find yourself in good company

Section 1. Introduction

Any discussion related to funding municipal operations and services in North Carolina will inevitably include some conversation about ad valorem or property taxes. This is because property taxes are the single largest revenue source for a vast majority of North Carolina municipalities. Consequently, municipal property tax rates are often compared among cities, and while such comparisons can provide valuable information, they can also result in overly broad and uninformed conclusions.

The reality is that each city is unique and other variables related to the revenue generated by property taxes should be considered along with the rate. To this end, the purpose of this report is to examine multiple dimensions of municipal property tax rates that will allow for a more comprehensive comparison to our peers.



Section 2. Cities Included in Comparison

It is often challenging to determine which communities to include in various types of comparisons because each community is in some way unique and defining one's peers often depends on the specific nature and context of the comparison. In some instances, it may be useful to use a set of communities that are of a similar size, while other situations may dictate using communities based upon their location or other factors.

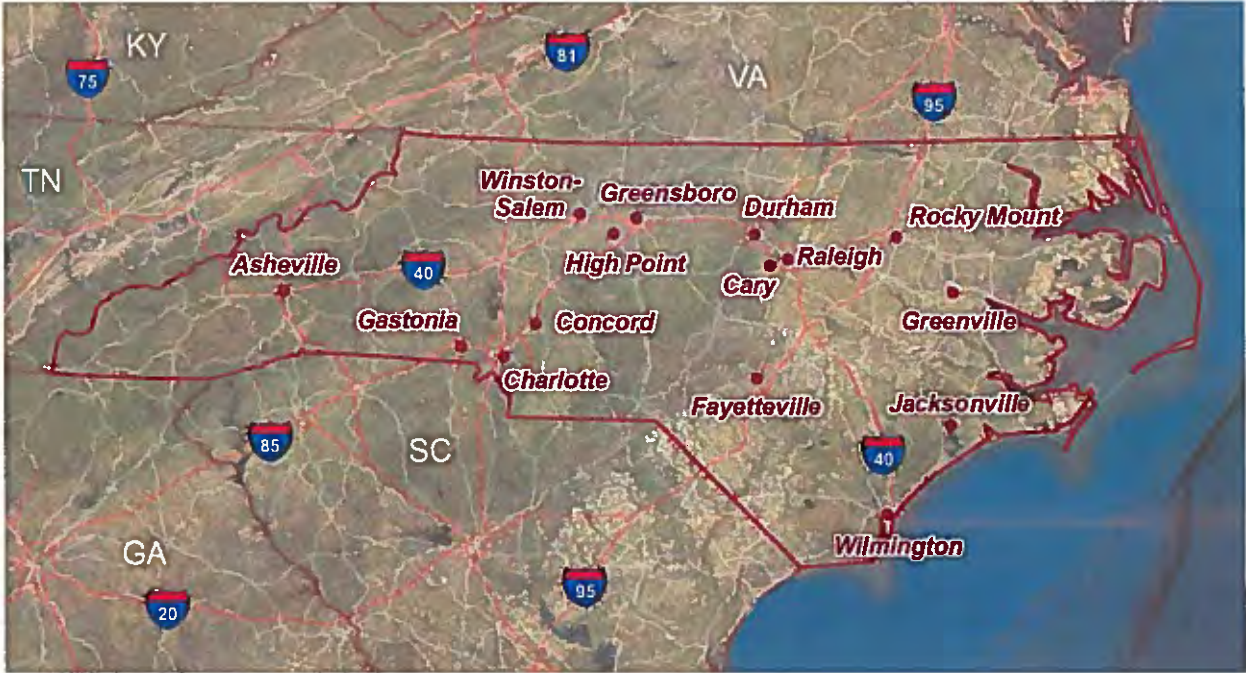
For the purposes of this comparison, the 15 largest (i.e. most populous) North Carolina cities have been utilized. This peer group includes the State's seven largest cities, each with a population of at least 135,000 (Charlotte, Raleigh, Greensboro, Winston-Salem, Durham, Fayetteville, and Cary); various communities with a similar population size to Greenville (High Point, Asheville, Concord, and Gastonia); and cities located in the Eastern portion of the State (Wilmington, Jacksonville, and Rocky Mount).

Table 1. North Carolina's 15 Largest Cities by Population

City	Population	Population Rank
Charlotte	731,424	1
Raleigh	403,892	2
Greensboro	269,666	3
Winston-Salem	229,617	4
Durham	228,330	5
Fayetteville	200,564	6
Cary	135,234	7
Wilmington	106,476	8
High Point	104,371	9
Greenville	84,554	10
Asheville	83,393	11
Concord	79,066	12
Gastonia	71,741	13
Jacksonville	70,145	14
Rocky Mount	57,477	15

Note 1: Source of Population data is 2010 Census.

Map 1. North Carolina's 15 Largest Cities by Population



Section 3. Property Tax Rate and Revenue Comparison

This section of the report provides information related to the City property tax rates and associated revenues for the State's 15 largest cities (see Table 2 below) and includes detailed comparisons of the same.

Table 2. City Property Tax Data

City	FY 12 Tax Rate	FY 15 Tax Rate	FY 12 – FY 15 Tax Rate Change	Revenue Generated by \$.01 on Tax Rate	Per Capita Revenue Generated by \$.01 on Tax Rate
Charlotte	\$.4370	\$.4687	+.0317	9,050,469	\$12.37
Raleigh	\$.3826	\$.4038	+.0212	5,119,413	\$12.68
Greensboro	\$.6325	\$.6325	+.0000	2,466,098	\$9.15
Winston-Salem	\$.4750	\$.5300	+.0550	2,171,347	\$9.46
Durham	\$.5575	\$.5912	+.0337	2,354,736	\$10.31
Fayetteville	\$.4560	\$.4980	+.0420	1,346,672	\$6.71
Cary	\$.3300	\$.3500	+.0200	2,155,735	\$15.94
Wilmington	\$.3700	\$.4600	+.0900	1,275,561	\$11.99
High Point	\$.6330	\$.6670	+.0340	888,743	\$8.52
Greenville	\$.5200	\$.5400	+.0200	585,769	\$6.93
Asheville	\$.4200	\$.4600	+.0400	1,112,684	\$13.34
Concord	\$.4200	\$.4800	+.0600	911,300	\$11.53
Gastonia	\$.5200	\$.5300	+.0100	522,896	\$7.29
Jacksonville	\$.5380	\$.6240	+.0860	366,049	\$5.22
Rocky Mount	\$.5500	\$.5500	+.0000	390,280	\$6.79
AVERAGE	\$.4828	\$.5190	+.0362	\$2,047,850	\$9.88

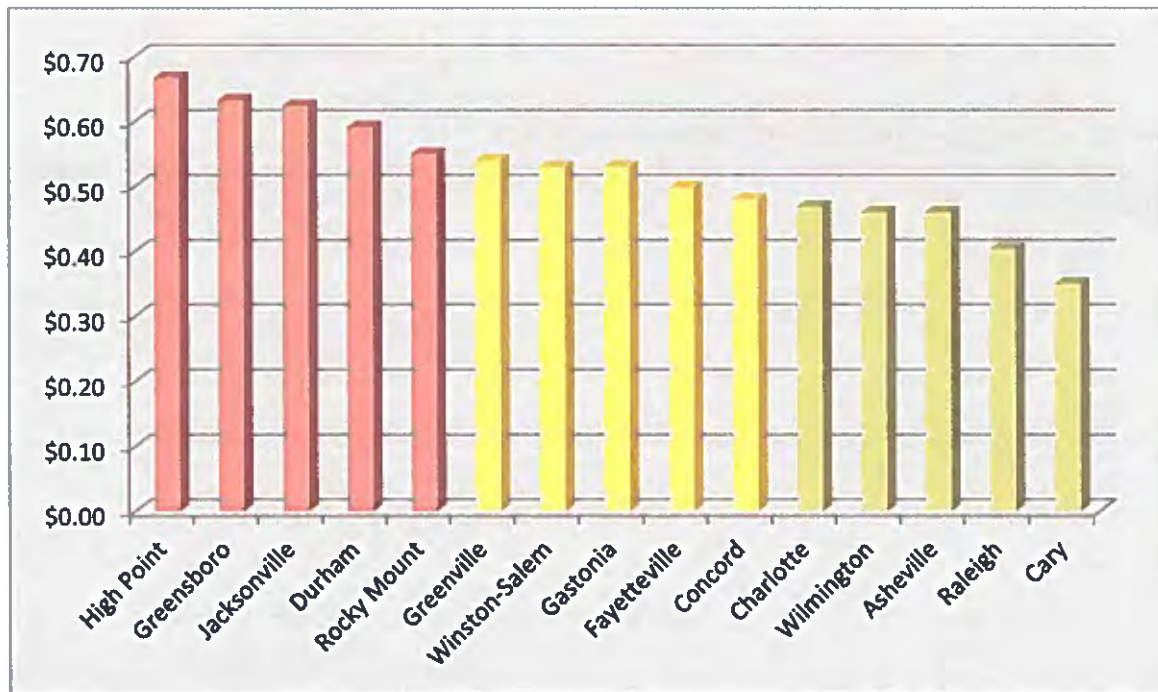
Note 1: Sources of tax rate information are City websites and budgets.

Note 2: Sources of revenue generated by \$.01 on tax rate are the City's FY 2013 Comprehensive Annual Financial Reports (CAFR's).

FY 15 Tax Rate Comparison

The City of Greenville's FY 15 tax rate is \$.5400 per \$100 valuation. This is the 6th highest rate among the 15 cities (top 40%). The average tax rate of the 15 cities is \$.5190 per \$100 valuation, meaning that Greenville's tax rate is \$.0210 above the average.

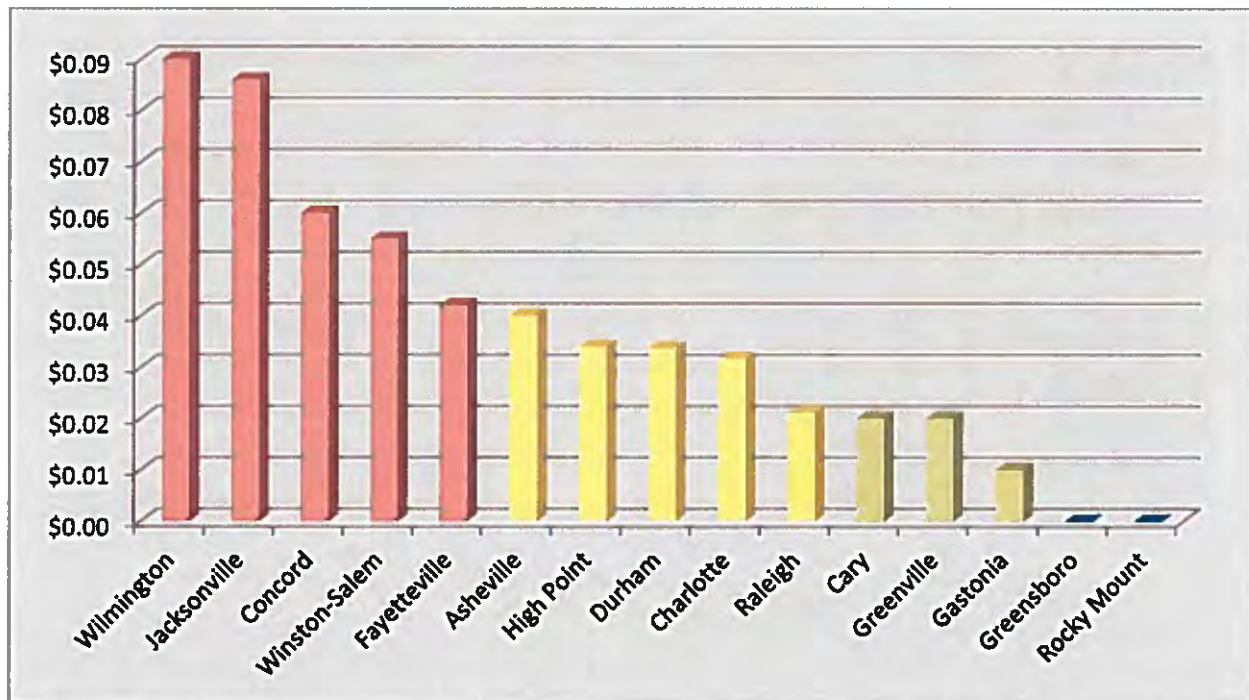
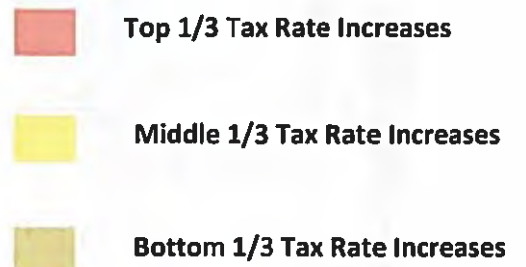
City	FY 15 Tax Rate	Rank (Highest to Lowest)
High Point	\$.6670	1
Greensboro	\$.6325	2
Jacksonville	\$.6240	3
Durham	\$.5912	4
Rocky Mount	\$.5500	5
Greenville	\$.5400	6
Winston-Salem	\$.5300	7 (t)
Gastonia	\$.5300	7 (t)
Fayetteville	\$.4980	9
Concord	\$.4800	10
Charlotte	\$.4687	11
Wilmington	\$.4600	12(t)
Asheville	\$.4600	12(t)
Raleigh	\$.4038	14
Cary	\$.3500	15



Change in Tax Rate FY 12 to FY 15

13 of the 15 cities (87%) increased their tax rates from FY 12 to FY 15. Greenville's FY 15 tax rate is \$.02 higher than FY 12. This is tied for the 4th smallest increase among the State's 15 largest cities (bottom 33%). The average increase was +\$.0362, meaning that Greenville's tax rate increase during this period was +\$.0162 less than the average.

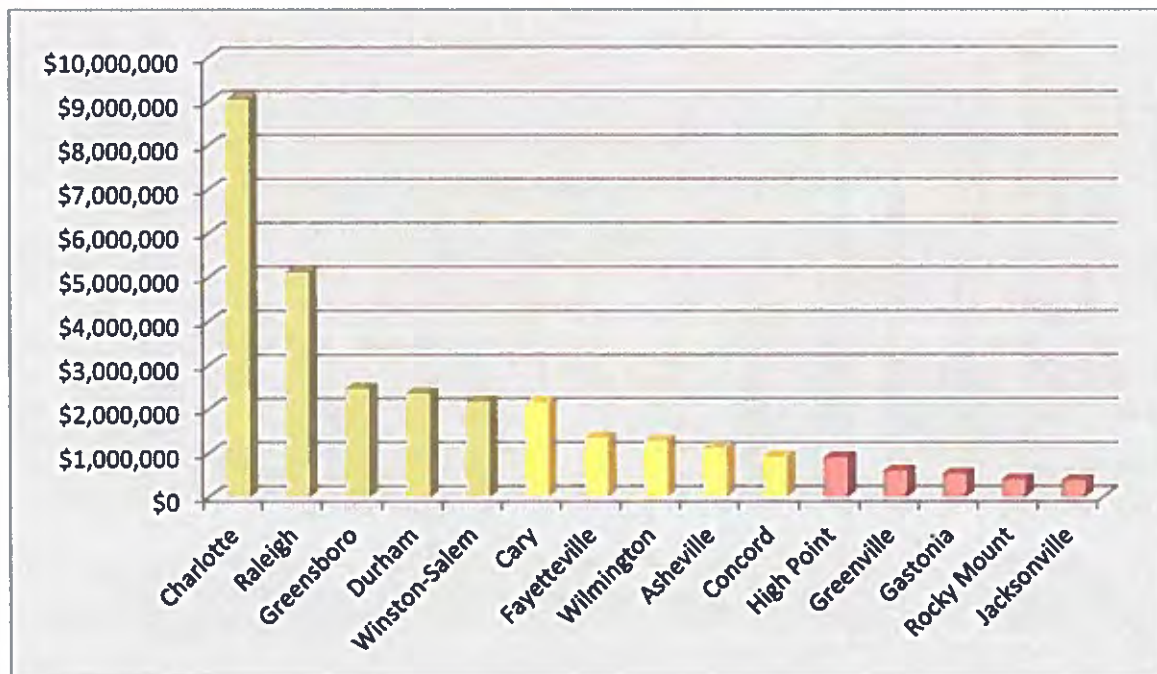
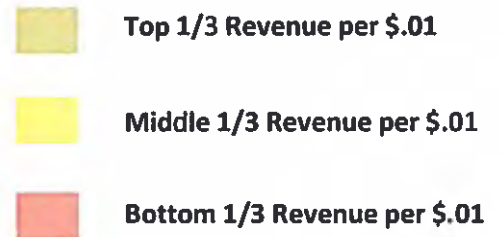
City	FY 12 Tax Rate	FY 15 Tax Rate	FY 12 – FY 15 Tax Rate Change	Rank (Highest to Lowest)
Wilmington	\$.3700	\$.4600	+.0900	1
Jacksonville	\$.5380	\$.6240	+.0860	2
Concord	\$.4200	\$.4800	+.0600	3
Winston-Salem	\$.4750	\$.5300	+.0550	4
Fayetteville	\$.4560	\$.4980	+.0420	5
Asheville	\$.4200	\$.4600	+.0400	6
High Point	\$.6330	\$.6670	+.0340	7
Durham	\$.5575	\$.5912	+.0337	8
Charlotte	\$.4370	\$.4687	+.0317	9
Raleigh	\$.3826	\$.4038	+.0212	10
Cary	\$.3300	\$.3500	+.0200	11 (t)
Greenville	\$.5200	\$.5400	+.0200	11 (t)
Gastonia	\$.5200	\$.5300	+.0100	13
Greensboro	\$.6325	\$.6325	+.0000	14 (t)
Rocky Mount	\$.5500	\$.5500	+.0000	14 (t)



Revenue Generated by \$.01 on the Tax Rate

The amount of revenue generated by \$.01 on the tax rate varies greatly among the 15 cities. Charlotte, the State's largest city by a wide margin, produces the most revenue per \$.01 on the tax rate (over \$9 million), while Jacksonville, the 14th largest city, generates the least (\$366,049). Greenville generates \$585,769 per \$.01 on the tax rate, the 12th most of the 15 cities (bottom 20%). It is recognized that the usefulness of this measure is limited as the value of \$.01 of taxation will, with limited exceptions, naturally increase with the size (i.e. population) of a city.

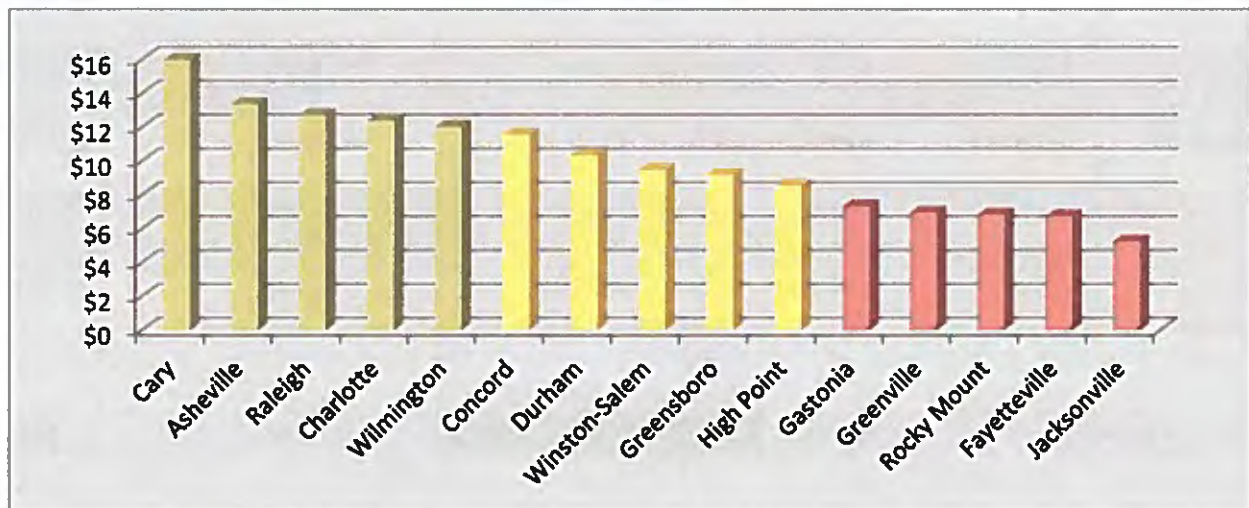
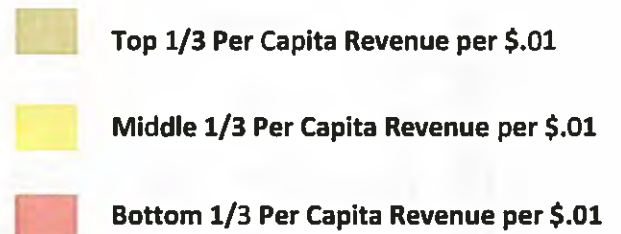
City	Revenue Generated by \$.01 on Tax Rate	Rank (Highest to Lowest)	Population Rank
Charlotte	9,050,469	1	1
Raleigh	5,119,413	2	2
Greensboro	2,466,098	3	3
Durham	2,354,736	4	5
Winston-Salem	2,171,347	5	4
Cary	2,155,735	6	7
Fayetteville	1,346,672	7	6
Wilmington	1,275,561	8	8
Asheville	1,112,684	9	11
Concord	911,300	10	12
High Point	888,743	11	9
Greenville	585,769	12	10
Gastonia	522,896	13	13
Rocky Mount	390,280	14	15
Jacksonville	366,049	15	14



Per Capita Revenue Generated by \$.01 on the Tax Rate

Per capita revenue generated by \$.01 on the tax rate normalizes for the size variance of cities and provides a more “apples to apples” comparison of taxation levels. By this measure, Greenville generates the 12th most revenue at \$6.93 (bottom 20%). The average revenue per capita generated by \$.01 on the tax rate is \$9.88, which means that Greenville produces 30% less revenue than the average. It should be noted that there is a strong correlation between this measure and tax rates (i.e. cities with higher per capita revenue generated by \$.01 on tax rate tend to have lower tax rates). This correlation is demonstrated by the fact that the six cities with the highest per capita revenue generated by \$.01 on the tax rate are the same six cities with the lowest tax rates.

City	Population	Revenue Generated by \$.01 on Tax Rate	Per Capita Revenue Generated by \$.01 on Tax Rate
Cary	135,234	2,155,735	\$15.94
Asheville	83,393	1,112,684	\$13.34
Raleigh	403,892	5,119,413	\$12.68
Charlotte	731,424	9,050,469	\$12.37
Wilmington	106,476	1,275,561	\$11.99
Concord	79,066	911,300	\$11.53
Durham	228,330	2,354,736	\$10.31
Winston-Salem	229,617	2,171,347	\$9.46
Greensboro	269,666	2,466,098	\$9.15
High Point	104,371	888,743	\$8.52
Gastonia	71,741	522,896	\$7.29
Greenville	84,554	585,769	\$6.93
Rocky Mount	57,477	390,280	\$6.79
Fayetteville	200,564	1,346,672	\$6.71
Jacksonville	70,145	366,049	\$5.22



Section 4. Annual Property Tax Due Comparison

This section of the report provides and compares the property tax rates of the 15 cities, the combined City/County property tax rate for the same, and the annual taxes that would be due for a \$150,000 residence (City and combined City/County).

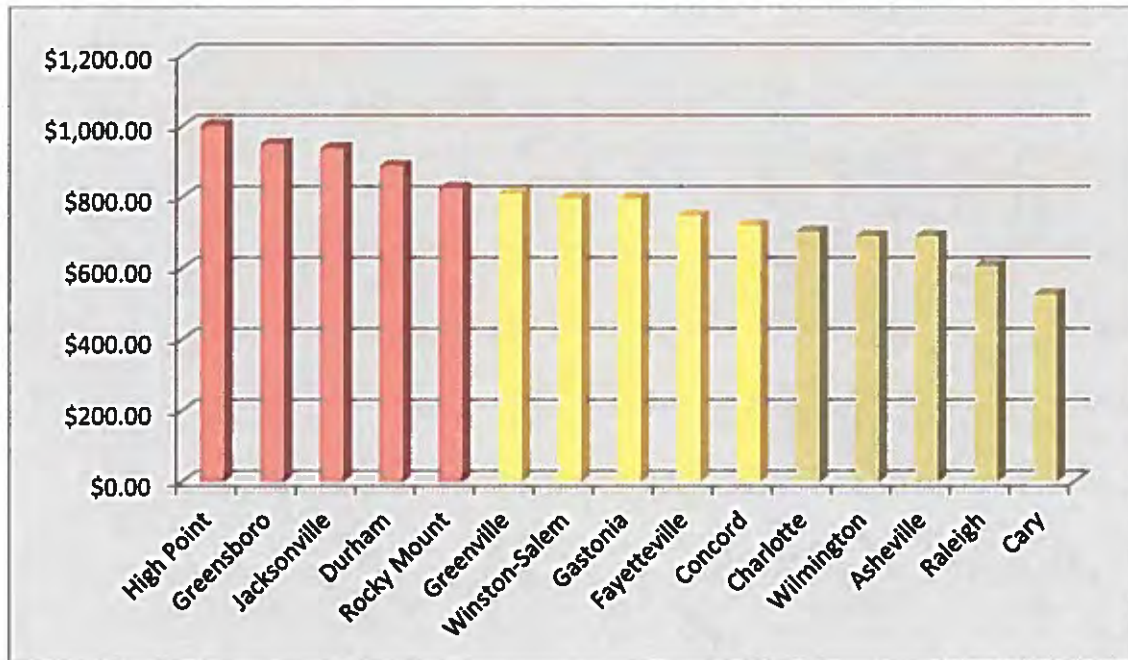
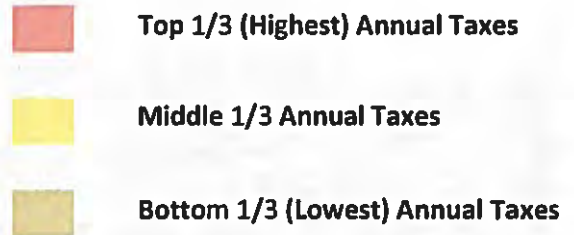
Table 3. City / County Property Tax Data

City	City Tax Rate	Annual City Property Taxes on \$150,000 Residence	County Tax Rate	Combined City / County Tax Rate	Combined Annual City / County Property Taxes on \$150,000 Residence
Charlotte	\$.4687	\$703.05	Mecklenburg \$.8157	\$1.2844	\$1,926.60
Raleigh	\$.4038	\$605.70	Wake \$.5780	\$.9818	\$1,472.70
Greensboro	\$.6325	\$948.75	Guilford \$.7700	\$1.4025	\$2,103.75
Winston-Salem	\$.5300	\$795.00	Forsyth \$.7168	\$1.2468	\$1,870.20
Durham	\$.5912	\$886.80	Durham \$.7931	\$1.3843	\$2,076.45
Fayetteville	\$.4980	\$747.00	Cumberland \$.7400	\$1.2380	\$1,857.00
Cary	\$.3500	\$525.00	Wake \$.5780	\$0.9280	\$1,392.00
Wilmington	\$.4600	\$690.00	New Hanover \$.5540	\$1.014	\$1,521.00
High Point	\$.6670	\$1,000.50	Guilford \$.7700 (95%) Davidson \$.5400 (5%) Weighted Rate: \$.7585	\$1.4255	\$2,138.25
Greenville	\$.5400	\$810.00	Pitt \$.6800	\$1.2200	\$1,830.00
Asheville	\$.4600	\$690.00	Buncombe \$.6040	\$1.0640	\$1,596.00
Concord	\$.4800	\$720.00	Cabarrus \$.7000	\$1.1800	\$1,770.00
Gastonia	\$.5300	\$795.00	Gaston \$.8700	\$1.4000	\$2,100.00
Jacksonville	\$.6240	\$936.00	Onslow \$.6750	\$1.2990	\$1,948.5
Rocky Mount	\$.5500	\$825.00	Nash \$.6700 (70%) Edgecombe \$.8950 (30%) Weighted Rate: \$.7375	\$1.2875	\$1,931.25
AVERAGE		\$778.52		\$1.2237	\$1,835

Annual City Property Taxes on a \$150,000 Residence

The average annual City property taxes due for a residential property valued at \$150,000 is \$778.52. High Point has the highest property taxes due at \$1,000.50, while Cary has the lowest at \$525. Greenville's property taxes due are \$810, which is \$31.48 more than the average.

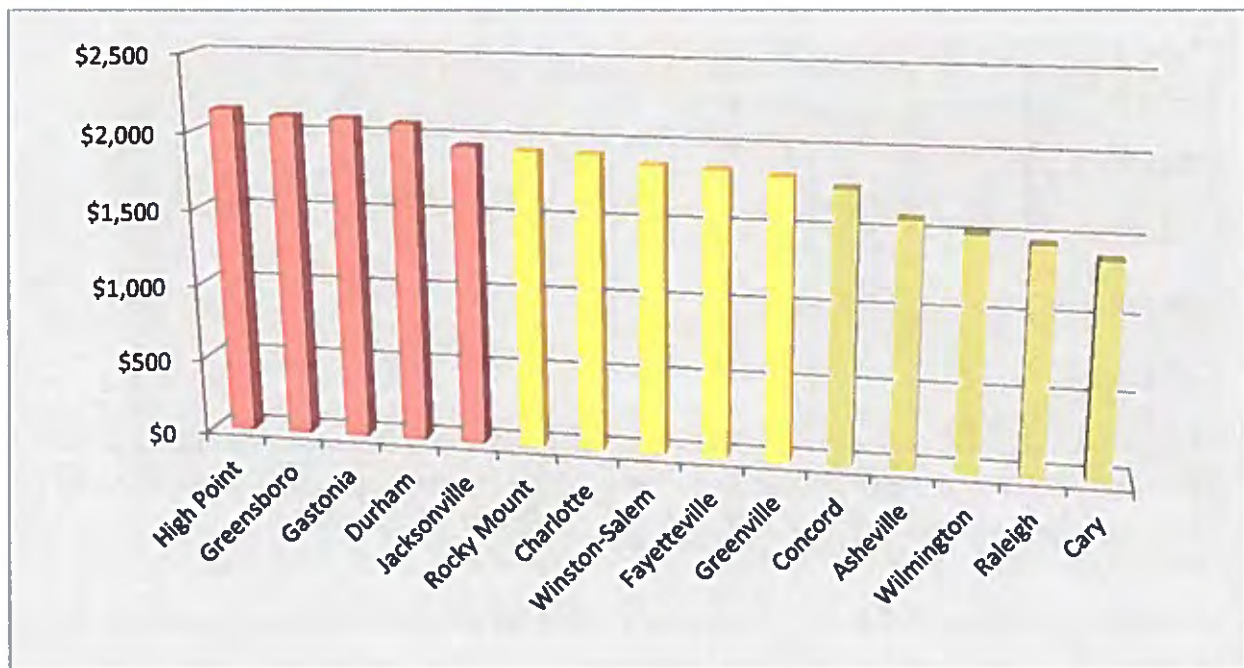
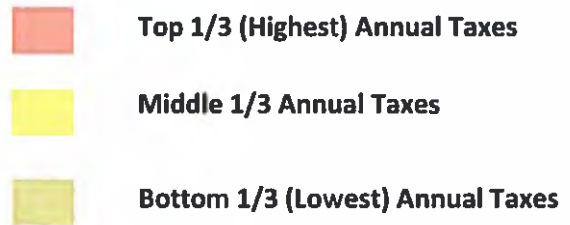
City	FY 15 Tax Rate	Rank (Highest to Lowest)
High Point	\$1,000.50	1
Greensboro	\$948.75	2
Jacksonville	\$936.00	3
Durham	\$886.80	4
Rocky Mount	\$825.00	5
Greenville	\$810.00	6
Winston-Salem	\$795.00	7 (t)
Gastonia	\$795.00	7 (t)
Fayetteville	\$747.00	9
Concord	\$720.00	10
Charlotte	\$703.05	11
Wilmington	\$690.00	12(t)
Asheville	\$690.00	12(t)
Raleigh	\$605.70	14
Cary	\$525.00	15



Combined Annual City/County Property Taxes on a \$150,000 Residence

The average combined City/County property taxes for a residential property valued at \$150,000 is \$1,835. High Point, which is located in Guilford and Davidson Counties, has the highest combined property taxes at \$2,138, while Cary, located in Wake County, has the lowest at \$1,392. Greenville's combined annual property taxes (Pitt County) are \$1,830, just slightly below the average.

City	Combined Annual City / County Property Taxes	Rank (Highest to Lowest)
High Point	\$2,138.25	1
Greensboro	\$2,103.75	2
Gastonia	\$2,100.00	3
Durham	\$2,076.45	4
Jacksonville	\$1,948.50	5
Rocky Mount	\$1,931.25	6
Charlotte	\$1,926.60	7
Winston-Salem	\$1,870.20	8
Fayetteville	\$1,857.00	9
Greenville	\$1,830.00	10
Concord	\$1,770.00	11
Asheville	\$1,596.00	12
Wilmington	\$1,521.00	13
Raleigh	\$1,472.70	14
Cary	\$1,392.00	15



Section 5. Summary of Staff Observations and Conclusions

1. Property tax rates vary greatly among the 15 cities with a high of \$.6670 (High Point) and a low of \$.3500 (Cary). Greenville's rate of \$.5400 is the 6th highest of the 15 cities and is just over \$.02 above the average. Based on the current property tax rate, a Greenville resident who owns an average single family property valued at \$150,000 would pay annual City property tax of \$810. This is \$31.48 more than the average of \$778.52, or about \$2.62 per month more than the average.
2. The combined City/County property tax rates also vary greatly among the 15 cities with a high of \$1.4255 (High Point/Guilford and Davidson Counties) and a low of \$0.9280 (Cary/Wake County). Greenville/Pitt County's rate of \$1.2200 is the 6th lowest of the 15 cities and is slightly less than the average. Based on the current property tax rates, a Greenville resident who owns an average single-family property valued at \$150,000 would pay annual combined City/County property tax of \$1,830. This is \$5 less than the average of \$1,835. It is important to recognize that cities and counties across the State have different relationships related to the types of services that are entirely provided by the county or jointly provided by the city and county. From a policy perspective, it is important to ensure that City residents, who pay County taxes, are not double taxed for certain services as this could potentially lead to City property tax rates being unnecessarily high and County tax rates artificially low.
3. 13 of the 15 cities have increased their tax rate over the past three years. The average increase during that period was just under \$.04. Based upon commentary found in the budget messages of these communities, these increases were primarily due to negative revaluations, changes in State authority that negatively impacted revenue growth (i.e. annexation), a recognized need to invest in infrastructure and other capital, and demands for additional services and/or increased service levels from citizens.
4. Recognizing that the value of \$.01 on the property tax rate is closely correlated to the size of a city (i.e. the bigger the city, the more revenue is generally generated by \$.01), a better and more equitable measure of revenue generation is per capita revenue generated by \$.01 on the property tax rate. By this measure a \$.01 increase in the tax rate in Cary will generate \$15.94 per resident, more than three times what is generated by Jacksonville (\$5.22). Consequently, cities that generate more revenue per capita can fund their public services with lower tax rates than other cities. This correlation is demonstrated by the fact that the six cities with the highest per capita revenue generated by \$.01 on tax rate are the same six cities with the lowest tax rates (i.e. Cary, Raleigh, Asheville, Wilmington, Charlotte, and Concord).
5. Greenville generates \$6.93 per capita for each \$.01 on the property tax rate, the fourth least amount of the 15 cities, and 30% less revenue than the average (\$9.88). This limitation requires that the City be proactive in two areas: growing the tax base and diversifying revenues.

- Growing the tax base will require continued and increased efforts in the area of economic development. The City must actively recruit and pursue growth in our target sectors. We must also continue to work with our large non-profit partners (ECU and Vidant) to ensure that their approach to growth does not adversely impact the City's property tax base.
- State law restricts how the City can diversify revenues, but some opportunities to do so include:
 - Ensure that Enterprise Funds are fiscally self-sufficient and operate with no General Fund subsidy.
 - Ensure that fees for service are in line with the market (i.e. development related fees, recreation program fees, rescue fees, etc.).
 - Pursue authority for a Prepared Meals Tax.

Current Fiscal Year

Financial Information

As of December 31, 2014



**FROM THE OFFICE OF THE
DIRECTOR OF FINANCIAL SERVICES**

MEMORANDUM

TO: Barbara Lipscomb, City Manager
Christopher Padgett, Assistant City Manager

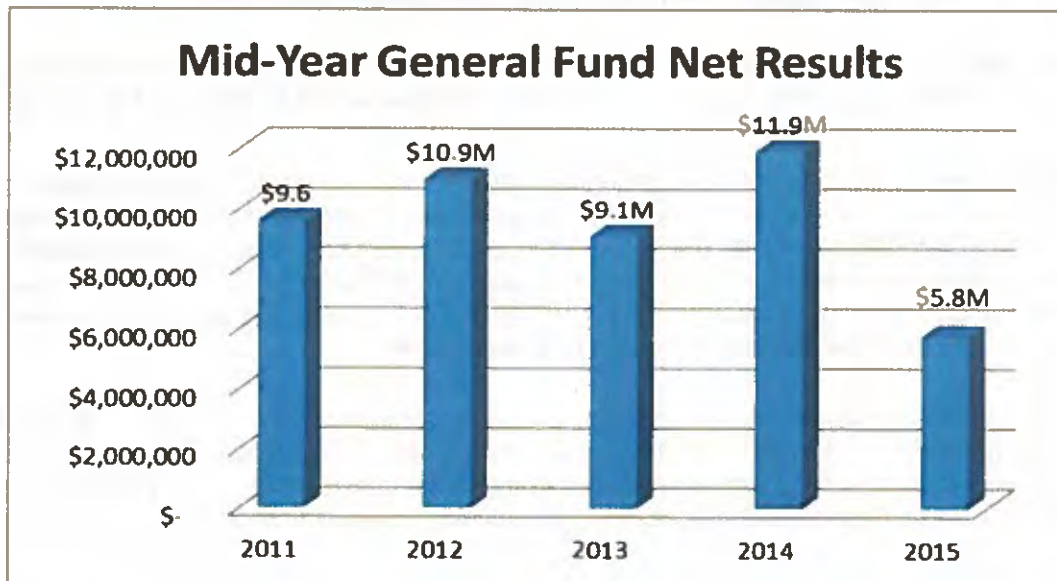
FROM: Bernita Demery, CPA, MBA, Director of Financial Services *BD*

DATE: January 15, 2015

SUBJECT: Major Fund Quarterly Financial Report – As of December 31, 2014

Attached is the financial report for the quarter ending December 31, 2014. Report data reflects the first six months (50%) of fiscal year (FY) 2015. Overall, the net results of revenue over expenses indicate a decline of 52% over previous year. This, however, is misleading because of the timing of transfers that have been completed during the first half of the year, when compared to prior year. Unexpected and/or significant variances greater than 10% will be noted. Additionally, within this report is a mid-year budget versus actual discussion.

GENERAL FUND SUMMARY AS OF DECEMBER 31, 2014						
	2015 YTD	2014 YTD	\$ CHANGE	% CHANGE	2015 BUDGET	% REC./ SPENT
REVENUES	\$ 43,157,097	\$ 44,273,581	\$ (1,116,484)	-3%	\$ 83,643,519	52%
EXPENSES	\$ 37,388,228	\$ 32,320,059	\$ 5,068,169	16%	\$ 83,643,519	45%
NET	\$ 5,768,869	\$ 11,953,522	\$ (6,184,653)	-52%		



*This chart illustrates that historically revenues have been greater than expenses at mid-year.

cc: Department Heads

GENERAL FUND REVENUE BY TYPE SUMMARY AS OF DECEMBER 31, 2014						
TAXES & FEES	2015 YTD	2014 YTD	\$ CHANGE	% CHANGE	2015 BUDGET	'% REC/
PROPERTY	\$ 24,556,382	\$23,877,778	\$ 678,604	3%	\$32,943,768	75%
SALES	5,328,189	4,958,280	369,909	7%	15,236,079	35%
UTILITIES	3,281,428	2,734,653	546,775	20%	5,763,988	57%
MOTOR VEHICLE	456,953	522,366	(65,413)	-13%	1,065,237	43%
INSPECTION	396,960	295,402	101,558	34%	768,431	52%
RESCUE	1,359,890	1,282,325	77,565	6%	3,055,250	45%
RECREATION	876,216	841,727	34,489	4%	1,935,908	45%
INVESTMENTS	249,386	345,223	(95,837)	-28%	551,012	45%
GUC TRANS. IN	3,323,296	2,997,825	325,471	11%	6,524,100	51%
POWELL BILL	1,117,871	2,215,848	(1,097,977)	-	2,215,848	50%
SUBTOTAL	40,946,570	40,071,427	875,143	2%	70,059,621	58%
ALL OTHER REV.	2,210,527	4,202,154	(1,991,627)	-47%	13,583,898	16%
SUBTOTAL	2,210,527	4,202,154	(1,991,627)	->100%	13,583,898	16%
TOTAL	\$ 43,157,097	\$44,273,581	\$ (1,116,484)	-3%	\$83,643,519	52%

- Year-to-date total revenues have declined three percent. Property tax does not reach the 10% variance threshold to warrant a justification; however since this revenue source is 39% of overall budget, it should be noted that the three percent increase, in this category, over last year is consistent with the budget expectations as a result of a two cent increase on property taxes made effective this fiscal year.
- Sales tax, making up 18% of the budget, is consistent with last year's receipts. Sales tax is reviewed monthly for consistency; however the timing of distributions (four versus five weeks in a month) can sometimes be an issue when forecasting. This report includes four months of sales tax. The final Comprehensive Annual Financial Report (CAFR) will include 12 months of sales tax.

At this point in the fiscal year, both revenue property and sales tax revenue, which combine to make up over 57% of total budget, are projected to come within a marginal amount of budget by the end of the fiscal year.

- Utilities Franchise tax increased approximately 20% over last year. Recent tax reform law eliminates the State and Local franchise tax on electricity and natural gas and applies the combined general sales tax rate of 7% to the sale of both. Each municipality was to project to receive a quarterly distribution equal to the amount of tax it received for the same quarter during FY 2014. After such distribution, any remaining funds are divided among cities and towns based on a percentage of property tax value. Based on receipts to date this revenue is on target to meet budget.
- Year-to-date Motor Vehicle revenue decreased 13% when compared with the prior year. The State's current tax and tag program has been in existence for approximately 14 months. This decline can be attributed to motor vehicle tax and tag receipts leveling since the transition to a State collection process versus the County. The city anticipated this decline in revenue for the 2015 fiscal year.
- Year-to-date Inspection revenue increased 34% due to an increase in permits issued for multi-family construction and various other retail projects throughout the city.

- Year-to-date Investment Earnings decreased 28% due to the change in coupon payment receipts and losses incurred during investment buy/sale transactions.
- Year-to-date GUC Transfer In shows an increase of 11%. This revenue source is based on a calculation that includes assets net of outstanding debt for electric and gas only. With each year these results will be adjusted based on actual audit results.
- Year-to-date, Other Revenue decreased due to the timing of a transfer that was made in prior year for \$1,779,000, from the Capital Reserve Fund.

GENERAL FUND EXPENSE BY TYPE SUMMARY AS OF DECEMBER 31, 2014				
TYPE	2015 YTD	2014 YTD	\$ CHANGE	% CHANGE
PERSONNEL	\$ 22,092,586	\$ 21,446,048	\$ 646,538	3%
OPERATIONS	7,206,469	6,864,804	341,665	5%
CAPITAL OUTLAY	115,297	269,109	(153,812)	-57%
CAPITAL IMPROVEMENTS	1,300,009	1,655,662	(355,653)	-21%
TRANSFERS	6,673,867	2,084,436	4,589,431	>100%
TOTAL	<u>\$ 37,388,228</u>	<u>\$ 32,320,059</u>	<u>\$ 5,068,169</u>	<u>16%</u>

Expenses have increased 16% when compared to prior year. This increase is directly linked to the timing and amount of transfers that were completed during the first quarter of this year that were not made in prior year. Personnel expenses have increased 3% compared to prior year. This increase is primarily the result of the 1.5% market adjustment implemented in FY 2015 and the filling of vacant positions. The other categories (Operations, Capital Outlay, and etc.) fluctuate year to year due to the timing of payment for various items. A brief explanation is provided below:

- **CAPITAL OUTLAY & IMPROVEMENTS:** These costs will vary depending on department needs, the timing of purchases, and project activity. The Capital Improvements decrease is because building improvements are in a separate fund this year. (The Facilities Improvement Fund.)
- **TRANSFERS:** This category is up more than 100% due to the timing of transfers made during the first half of the year that were not made in the prior year. The largest of these transfers were the transfers to the Facilities Improvement Program fund, which was established this year in the amount of \$1,545,434, and the transfer to the Street Improvements Project fund of \$2,650,000.

GENERAL FUND EXPENSE BY DEPARTMENT SUMMARY AS OF DECEMBER 31, 2014						
	2015	2014	\$	%	2015	%
	YTD	YTD	CHANGE	CHANGE	BUDGET	SPENT
MAYOR & COUNCIL	\$ 145,733	\$ 188,541	\$ (42,808)	-23%	\$ 319,836	46%
CITY MANAGER	499,553	458,588	40,965	9%	1,223,689	41%
CITY CLERK	112,089	113,157	(1,068)	-1%	256,359	44%
CITY ATTORNEY	208,840	195,162	13,678	7%	455,458	46%
HUMAN RESOURCES	1,134,584	1,059,986	74,598	7%	2,916,963	39%
INFORMATION TECH.	1,441,928	1,293,218	148,710	11%	3,233,383	45%
FIRE/RESCUE	5,777,871	5,631,291	146,580	3%	13,674,632	42%
FINANCIAL SVCS.	1,248,364	1,206,984	41,380	3%	2,586,383	48%
CONTINGENCY	-	-	-	-	155,869	-
OPEB CONTRIBUTION	400,000	350,000	50,000	14%	400,000	-
POLICE	10,624,561	10,687,184	(62,623)	-1%	23,916,299	44%
RECREATION & PARKS	3,538,419	3,409,886	128,533	4%	7,832,278	45%
PUBLIC WORKS	3,779,610	3,510,169	269,441	8%	9,190,127	41%
COMM. DEVELOPMENT	1,136,908	983,081	153,827	16%	2,657,267	43%
SUBTOTAL	30,048,460	29,087,247	961,213	3%	68,818,543	44%
CAPITAL IMPROV.	1,300,009	1,655,662	(355,653)	-21%	4,885,293	27%
TRANSFERS	6,673,867	2,084,436	4,589,431	>100%	11,248,467	59%
INDIRECT COST	(634,107)	(507,286)	(126,821)	25%	(1,268,214)	50%
TOTAL	\$ 37,388,228	\$ 32,320,059	\$ 5,068,169	16%	\$ 83,684,089	45%

Overall, departmental spending was within the expected limit as a percentage of budget. Also, compared to prior year, total expenses have increased by 16%. Departmental variances greater than +/- 10% are noted below:

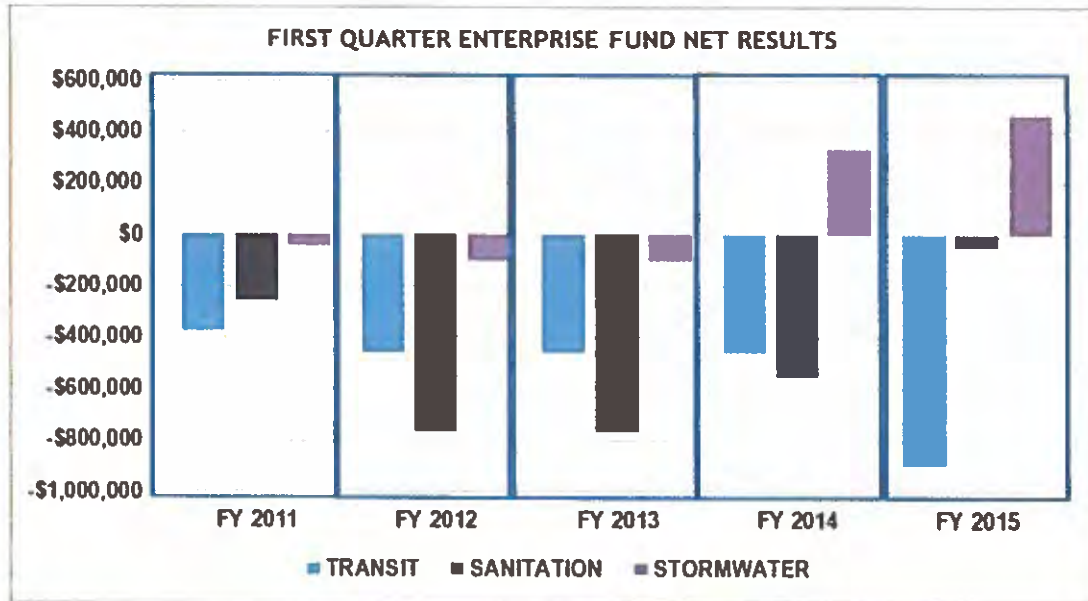
- **Mayor and City Council:** The decrease of 23% is due to the decrease in health insurance caused by coverage elections and the timing of dues and subscription renewals.
- **Information Technology:** The increase of 11% is skewed due to the purchase of cameras for the parking deck that will later be reimbursed by the Police Department. Funds had not yet been appropriated within the Police Department, prior to payment being due.
- **OPEB:** The increase in OPEB is in line with the original approved Budget per direction of the City Council. This expense will increase \$50,000 annually until the annual contribution reaches \$500,000 in FY 2017.
- **Community Development:** The increase of 16% in this category is due to the timing of payment for various items (i.e. Uptown Contract, Façade Improvement Grants).
- **Capital Improvements and Transfers:** These variances have been discussed above.

Mid-Year Projection

Below is a summary of projections on significant revenue and expenditures for the General Fund based on results through December 31, 2014. This detail will be updated monthly to determine if statutory guidelines will be met as of June 30, 2015. Projections will become more accurate as the City gets closer to year end.

GENERAL FUND BUDGET AS OF DECEMBER 31, 2014				
	2015	2015	2015	Variance
Revenues	BUDGET	YTD	Projection	Budget vs. Proj.
PROPERTY TAX	\$32,943,768	\$24,556,382	\$32,845,631	\$ (98,137)
SALES TAX	15,236,079	5,328,189	15,902,521	666,442
UTILITIES	5,763,988	3,281,428	5,763,988	-
MOTOR VEHICLE	1,065,237	456,953	926,985	(138,252)
INSPECTION	768,431	396,960	754,814	(13,617)
RESCUE	3,055,250	1,359,890	3,055,250	-
RECREATION	1,935,908	876,216	1,933,097	(2,811)
INVESTMENTS	551,012	249,386	451,535	(99,477)
GUC TRANSFER IN	6,524,100	3,323,296	6,524,100	-
POWELL BILL	2,215,848	1,117,871	2,215,848	-
ALL OTHER REVENUES	13,583,898	2,210,527	6,537,642	(7,046,256)
SUBTOTAL	83,643,519	43,157,097	76,911,411	(6,732,108)
Expenses				
PERSONNEL	\$50,639,294	\$22,092,586	\$48,616,703	\$ (2,022,591)
OPERATING	17,713,597	7,555,873	16,037,879	(1,675,718)
CAPITAL	4,823,315	1,300,009	2,893,989	(1,929,326)
REIMBURSEMENT INDIRECT COST	(1,268,214)	(634,107)	(1,268,214)	-
TRANSFERS OUT	11,187,405	6,673,867	11,187,405	-
OTHER EXPENSES	548,122	400,000	400,000	(148,122)
TOTAL	83,643,519	37,388,228	77,867,762	(5,775,757)
Net	-	5,768,869	(956,351)	(956,351)

- 1) Revenues provided above do not include the \$6.4 million of budgeted fund balance.
- 2) While the City has budgeted \$6.4 million of fund balance to be used, the final amount used will be determined by the results of all operational and capital activity for the remainder of the fiscal year. Please note the items below:
 - Based on the estimated results, there will be a need for \$1 million in fund balance as of June 30, 2015.
 - That estimate includes spending 60% of the budgeted capital and 100% of budgeted transfers.
 - The budgeted fund balance is a part of the "Other Revenue" Category above.
 - Fund Balance is used if expenses exceed revenues in any given year (i.e. ending the year with a deficit). Therefore, Appropriated Fund Balance is only a budget number.



TRANSIT FUND SUMMARY AS OF DECEMBER 31, 2014						
	2015	2014	\$	%	2015	% REC./
	YTD	YTD	CHANGE	CHANGE	BUDGET	SPENT
REVENUES						
INTERGOVT	\$ 787,324	\$ 344,559	\$ 442,765	>100%	\$ 2,166,223	36%
SALES AND SERVICES	167,859	168,189	(330)	0%	368,617	46%
TRANSFERS IN	-	-	-	-	711,443	-
APPRO. FUND BAL.	-	-	-	-	1,299,921	-
TOTAL REVENUES	\$ 955,183	\$ 512,748	\$ 442,435	<1%	\$ 4,546,204	21%
EXPENSES						
PERSONNEL	\$ 478,982	\$ 415,779	\$ 63,203	15%	\$ 1,052,225	46%
OPERATIONS	295,702	228,517	67,185	29%	1,054,087	28%
CAPITAL OUTLAY	166,325	187,522	(21,197)	-11%	425,273	39%
CAPITAL IMPROV.	911,421	135,128	776,293	>100%	2,014,619	45%
TOTAL EXPENSES	\$ 1,852,431	\$ 966,946	\$ 885,485	92%	\$ 4,546,204	41%
NET	\$ (897,248)	\$ (454,198)	\$ (443,050)	98%		

- The overall net loss of the Transit fund changed by 98% when compared to prior year results. The Transit fund normally has a negative net result during this time of year, as the majority of the fund revenues are FTA and NCDOT grant reimbursement based. During the first quarter the Transit fund was reimbursed 80% for two buses that were purchased during the quarter.
- The increase in operations is primarily due to the increases in General Liability Insurance, Fleet Replacement, Building and Grounds Maintenance, and Commercial Labor. All of these increases were planned for and made a part of the current year's budget.

- The Capital Outlay and Capital Improvements variances are due to the timing of these expenses. There has been a decrease in the ADA Service provided by PATS and decreases in purchases of vehicle parts and shelter parts. These decreases may or may not extend throughout the remainder of the current FY. The Capital Improvement variance is directly related to the purchases of two GREAT buses, which are linked to the reimbursement that was received during the first quarter.

SANITATION FUND SUMMARY AS OF DECEMBER 31, 2014						
	2015	2014	\$	%	2015	% REC./
	YTD	YTD	CHANGE	CHANGE	BUDGET	SPENT
REVENUES						
INTERGOVT	\$ 7,500	\$ 3,124	\$ 4,376	>100%	\$ 12,000	63%
REFUSE FEES	2,799,271	2,670,865	128,406	5%	7,224,314	39%
SALES / SERVICES	66,470	79,208	(12,738)	-16%	274,500	24%
OTHER INCOME	32,418	30,070	2,348	8%	64,000	51%
BOND PROCEEDS	360,000	-	360,000	-	370,000	97%
APPRO. FUND BAL.	-	-	-	-	45,844	-
TOTAL REVENUES	\$ 3,265,659	\$ 2,783,267	\$ 482,392	17%	\$ 7,990,658	41%
EXPENSES						
PERSONNEL	\$ 1,347,106	\$ 1,439,483	\$ (92,377)	-6%	\$ 3,147,411	43%
OPERATIONS	1,150,721	1,315,944	(165,223)	-13%	3,211,594	36%
CAPITAL IMPROV.	376,214	205,612	170,602	83%	716,040	53%
TRANSFERS OUT	435,063	374,521	60,542	16%	915,613	48%
TOTAL EXPENSES	\$ 3,309,104	\$ 3,335,560	\$ (26,456)	<1%	\$ 7,990,658	41%
NET	\$ (43,445)	\$ (552,293)	\$ 508,848	-92%		

- The Sanitation fund normally has a negative net result during the first half of the year, as there is a one-month lag in receiving fees for services. However, the net for this fund has been improving since the onset of Sanitation's 5-Year plan. This improvement is depicted by the improvement in net results at mid-year. The Sales & Services decrease is due to leveling off in Cart and Dumpster receipts. This receipt was higher last fiscal year due to the adoption of increased rates, causing many citizens to convert from backyard to curbside service.
- Implementation of the new Sanitation plan has resulted in a reduction in Personnel and Operational costs and expenses due to greater efficiencies.
- The increase in Capital Improvements is due to the purchase of the second round of carts for automated collections that are compatible with the new sanitation vehicles.
- The increase in Transfers Out is the result of an increase in the budget for indirect cost. The increase is in line with total budget.


STORMWATER FUND SUMMARY AS OF DECEMBER 31, 2014						
	2015	2014	\$	%	2015	% REC./
	YTD	YTD	CHANGE	CHANGE	BUDGET	SPENT
REVENUES						
STORMWATER FEES	\$ 1,722,280	\$ 1,457,759	\$ 264,521	18%	\$ 4,301,401	40%
OTHER INCOME	582	503	79	16%	2,000	-
APPRO. FUND BAL.	-	-	-	-	601,603	-
TOTAL REVENUES	\$ 1,722,862	\$ 1,458,262	\$ 264,600	18%	\$ 4,905,004	35%
EXPENSES						
PERSONNEL	\$ 697,540	\$ 718,393	\$ (20,854)	-3%	\$ 1,359,989	51%
OPERATIONS	141,347	166,110	(24,763)	-15%	1,379,563	10%
CAPITAL OUTLAY	89,953	-	89,953	100%	114,953	-
CAPITAL IMPROV.	34,248	11,907	22,341	>100%	1,265,650	3%
TRANSFERS OUT	294,154	228,806	65,348	29%	784,849	37%
TOTAL EXPENSES	\$ 1,257,241	\$ 1,125,216	\$ 132,025	12%	\$ 4,905,004	26%
NET	\$ 465,620	\$ 333,046	\$ 132,574	40%		

- Effective fiscal year 2014, this fund has also experienced an improvement in nets results based on a seven year plan. This operation has implemented an annual fee increases in an effort to allow the fund to cover future expenses. The current year's increase in revenues is a result of increasing the Stormwater fee by an additional \$.50 per ERU.
- Stormwater expenses vary largely according to the amount of Stormwater maintenance activity and timing of capital projects. Operating expenses fluctuate based on timing differences of when items are paid. Capital Improvements vary from year to year based on the timing of the projects. Transfers out has increased due to the change in allocation calculated for the current year.

Fiscal Year 2016

Financial Plan

Memorandum

To: Barbara Lipscomb, City Manager
From: Bernita W. Demery, CPA, MBA, Director of Financial Services 
Date: January 16, 2014
Subject: Fiscal Year 2016 Financial Plan

Staff will be presenting at the City Council Planning Session the Fiscal Year 2016 Financial Plan. The funds presented will include the General, Public Transportation, Sanitation, Stormwater, Health and Vehicle Replacement. Attached is a summary of the Plan along with the adjustments for consideration based on information obtained, and projections made, as of December 31, 2014. Based on the approved budget schedule, additional adjustments will be required based the most current information prior to the Budget Preview. Below is an excerpt that follows the FY 2015 – 2016 Budget Schedule.

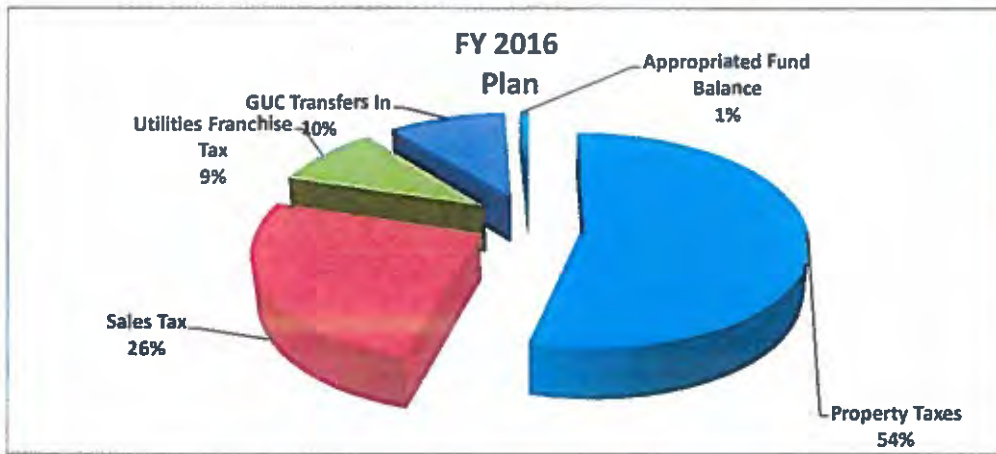
**City of Greenville
Budget Schedule
Fiscal Year 2015 – 2016**

Monday	April 6, 2015	City Council Budget Preview
Monday	May 11, 2015	Proposed City Budget presented to City Council
Friday	May 22, 2015	Public Display of balanced budgets prior to the Public Hearing
Monday	June 8, 2015	Public Hearing – Fiscal Year 2015 – 2016 Budget
Thursday	June 11, 2015	Adoption of the Fiscal Year 2015 – 2016 Budget

cc: Mayor and City Council
Christopher Padgett, Assistant City Manager
Department Heads

**General Fund
Revenue Summary**

	2013 Actual	Incl/ (Dec)	2014 Actual	Incl/ (Dec)	2015 Original	Incl/ (Dec)	2016 Plan	Incl/ (Dec)	2016 Adjusted Plan	Adj
Property Taxes	\$ 29,342,474	5%	\$ 30,940,533	6%	\$ 32,943,768	0%	\$ 32,885,747	2%	\$ 33,473,747	\$ 588,000
Sales Tax	14,672,441	1%	14,804,914	3%	15,236,081	1%	15,388,440	4%	15,902,519	514,079
Utilities Franchise Tax	5,441,125	-1%	5,413,757	6%	5,763,988	2%	5,879,268	2%	5,879,268	-
GUC Transfers In	5,761,460	6%	6,080,280	7%	6,485,183	-4%	6,210,609	-4%	6,210,609	-
Powell Bill - State Allocation	2,171,367	2%	2,215,848	0%	2,215,848	4%	2,305,369	4%	2,305,369	-
Rescue Fees	3,237,867	-5%	3,074,923	-1%	3,055,250	1%	3,085,803	1%	3,085,803	-
Investment Earnings	62,362	>100%	455,380	21%	551,012	0%	553,765	-17%	458,765	(95,000)
Motor Vehicle Fee	933,412	41%	1,315,164	-19%	1,065,237	2%	1,086,344	-10%	954,560	(131,784)
All Other Revenues	8,684,398	17%	10,172,258	-9%	9,269,299	-1%	9,210,398	-14%	7,995,076	(1,215,322)
Subtotal	\$ 70,306,906	6%	\$ 74,473,057	5%	\$ 76,585,666	0%	\$ 76,605,743	0%	\$ 76,265,716	\$ (340,027)
Appropriated Fund Balance										
General Fund					1,835,629		200,000		200,000	-
Powell Bill					128,792		273,585		273,585	-
Total	\$ 70,306,906	6%	\$ 74,473,057	5%	\$ 78,550,087	-2%	\$ 77,079,328	-2%	\$ 76,739,301	\$ -



Revenue Adjustment Proposed FY 2016

- Increase to reflect additional one cent added to the tax rate prior to the final FY 2015 budget adoption-\$588,000
- Based on receipts through December 31, 2014 Sales Tax estimate increases-\$514,079
- Based on receipts through December 31, 2014 Investment Earnings estimate decreases-\$95,000
- Based on receipts through December 31, 2014 Motor Vehicle tax fee estimate decreases-\$131,784
- Reduction in Other Revenues relating to Business Licenses, per State Legislation-\$1,138,770
- Net reduction in Other Revenues due to receipts and projections as of December 31, 2014-\$76,552

Expenses Adjustment Proposed FY 2016

- Health Insurance Reduction to maintain FY 2015 Budget levels (\$700,861)
- Reduction in the Transfer to the Housing Fund based on current year's budget (\$123,040)

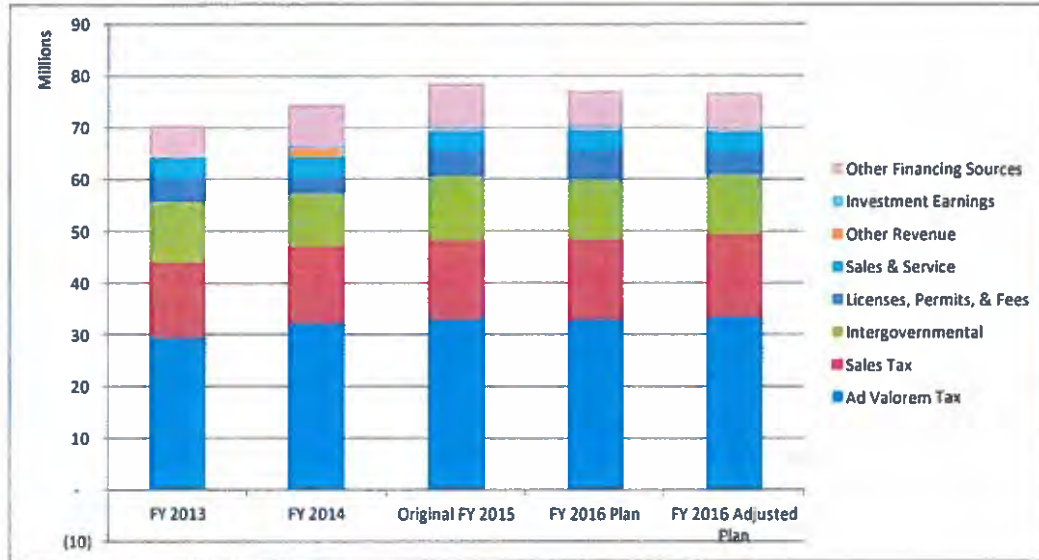
	2013 Actual	Incl/ (Dec)	2014 Actual	Incl/ (Dec)	2015 Original	Incl/ (Dec)	2016 Plan	Incl/ (Dec)	2016 Adjusted Plan
Net Impact									
Total Revenue	\$ 70,306,906	6%	\$ 74,473,057	5%	\$ 78,550,087	-2%	\$ 77,079,328	-2%	\$ 76,739,301
Total Expense	\$ 70,921,504	5%	\$ 74,127,719	6%	\$ 78,550,087	-2%	\$ 77,079,328	-1%	\$ 76,255,427
	\$ (614,598)		\$ 345,338		\$ -		\$ -		\$ 483,874

**General Fund
Detailed Revenue Summary**

	2013 Actual	2014 Actual	2015 Original	2016 Plan	2016 Adjusted Plan	Adj.
Unrestricted Intergovernmental						
Ad Valorem Taxes						
Current Year Taxes	\$ 29,258,868	\$ 29,939,846	\$ 30,487,782	\$ 30,406,821	\$ 30,994,821	\$ 588,000
DMV Property Tax Collections	-	1,951,684	2,414,206	2,438,348	2,438,348	-
Prior Years Taxes	444,458	614,470	386,325	390,188	390,188	-
Tax Penalties & Interest	184,568	229,021	180,000	180,180	180,180	-
Tax Discounts	(404,962)	(365,886)	(369,545)	(373,240)	(373,240)	-
Tax Refunds	(140,513)	(113,438)	(110,000)	(111,100)	(111,100)	-
NC Collections Fees	-	-	(45,000)	(45,450)	(45,450)	-
Subtotal	<u>\$ 29,342,419</u>	<u>\$ 32,255,697</u>	<u>\$ 32,943,768</u>	<u>\$ 32,885,747</u>	<u>\$ 33,473,747</u>	<u>\$ 588,000</u>
Other Unrestricted Intergovernmental						
Sales Tax	\$ 14,672,441	\$ 14,804,914	\$ 15,236,081	\$ 15,388,440	\$ 15,902,519	\$ 514,079
Rental Vehicle - Gross Receipts	118,679	119,582	124,440	126,929	126,929	-
Video Program & Supplemental Peg	919,187	903,072	904,000	904,000	904,000	-
Motor Vehicle Fee	933,412	-	1,065,237	1,086,344	954,560	(131,784)
Payment in Lieu of Taxes	91,335	56,620	15,000	15,000	50,000	35,000
State Fire Protection	396,706	393,938	395,000	397,200	397,200	-
Utilities Franchise Tax	5,441,125	5,413,757	5,763,988	5,879,268	5,879,268	-
Wine & Beer	343,423	376,811	367,245	370,917	370,917	-
Subtotal	<u>\$ 22,916,308</u>	<u>\$ 22,068,694</u>	<u>\$ 23,870,991</u>	<u>\$ 24,168,098</u>	<u>\$ 24,585,393</u>	<u>\$ 417,295</u>
Restricted Intergovernmental						
Traffic Control Lights Maintenance	\$ 345,686	\$ 183,737	\$ 274,716	\$ 183,500	\$ 183,500	\$ -
Street Sweeper Agreement	25,035	-	25,035	25,035	25,035	-
Reimbursable Agreements	192,831	-	413,600	-	-	-
Federal Forfeiture Money	90,631	111,414	134,000	-	-	-
Powell Bill State Allocation	2,171,367	2,265,848	2,215,848	2,305,369	2,305,369	-
Special State/Federal/Local Grants	167,010	72,490	118,679	-	-	-
Controlled Substance Tax	65,322	27,443	325,000	84,000	84,000	-
Police Dept Grants	14,939	2,825	19,100	19,100	19,100	-
Task Force Overtime Reimbursement	35,310	855	-	-	-	-
Section 104F Planning Grant MPO	173,862	389,216	339,461	339,461	339,461	-
Fire/Rescue Safer Grant	155,288	-	-	-	-	-
Subtotal	<u>\$ 3,437,281</u>	<u>\$ 3,053,828</u>	<u>\$ 3,865,439</u>	<u>\$ 2,956,465</u>	<u>\$ 2,956,465</u>	<u>\$ -</u>
Licenses, Permits & Fees						
Privilege Licenses	\$ 601,335	\$ 488,325	\$ 535,495	\$ 1,138,770	\$ -	\$ (1,138,770)
Inspection Division Permits	683,851	769,488	768,431	881,146	865,514	(15,632)
Planning Fees	82,388	96,606	110,000	140,248	140,248	-
Recreation Dept Activity Fees	2,032,002	1,106,914	1,935,900	1,990,805	1,945,885	(44,920)
Police Fees	951,183	299,768	1,200,914	1,216,458	1,188,458	(28,000)
Engineering Fees	9,955	11,390	10,400	11,900	11,900	-
Fire/Rescue Fees	195,170	169,824	201,550	203,305	203,305	-
Subtotal	<u>\$ 4,555,884</u>	<u>\$ 2,942,315</u>	<u>\$ 4,762,690</u>	<u>\$ 5,582,632</u>	<u>\$ 4,355,310</u>	<u>\$ (1,227,322)</u>
Sales and Services						
Rescue Service Transport	\$ 3,237,867	\$ 3,099,049	\$ 3,055,250	\$ 3,085,803	\$ 3,085,803	\$ -
Leased Parking & Meters	111,688	216,188	220,650	223,500	150,500	(73,000)
Parking Violation Penalty	192,902	187,382	210,000	212,100	212,100	-
Other Sales and Services	402,623	578,031	372,577	427,577	427,577	-
Subtotal	<u>\$ 3,945,080</u>	<u>\$ 4,080,650</u>	<u>\$ 3,858,477</u>	<u>\$ 3,948,980</u>	<u>\$ 3,875,980</u>	<u>\$ (73,000)</u>
Other Revenues						
Donations	\$ 88,494	\$ 175,814	\$ -	\$ -	\$ -	\$ -
GUC Joint Programs	27,984	180,267	38,917	39,112	39,112	-
Sale of Property	14,392	-	25,250	25,503	25,503	-
Other Revenue	(291,748)	1,256,801	183,939	184,832	234,832	50,000
Subtotal	<u>\$ (160,878)</u>	<u>\$ 1,612,882</u>	<u>\$ 248,106</u>	<u>\$ 249,447</u>	<u>\$ 299,447</u>	<u>\$ 50,000</u>
Investment Earnings						
Investments Earnings	\$ 62,362	\$ 457,877	\$ 551,012	\$ 553,765	\$ 458,765	\$ (95,000)
Other Financing Sources						
Transfer in GUC	\$ 5,733,476	\$ 6,080,280	\$ 6,485,183	\$ 6,210,609	\$ 6,210,609	-
Capital Reserve	70,000	1,779,000	-	50,000	50,000	-
Transfer from Sanitation	104,920	104,920	-	-	-	-
Transfer from General Fund	300,000	-	-	-	-	-

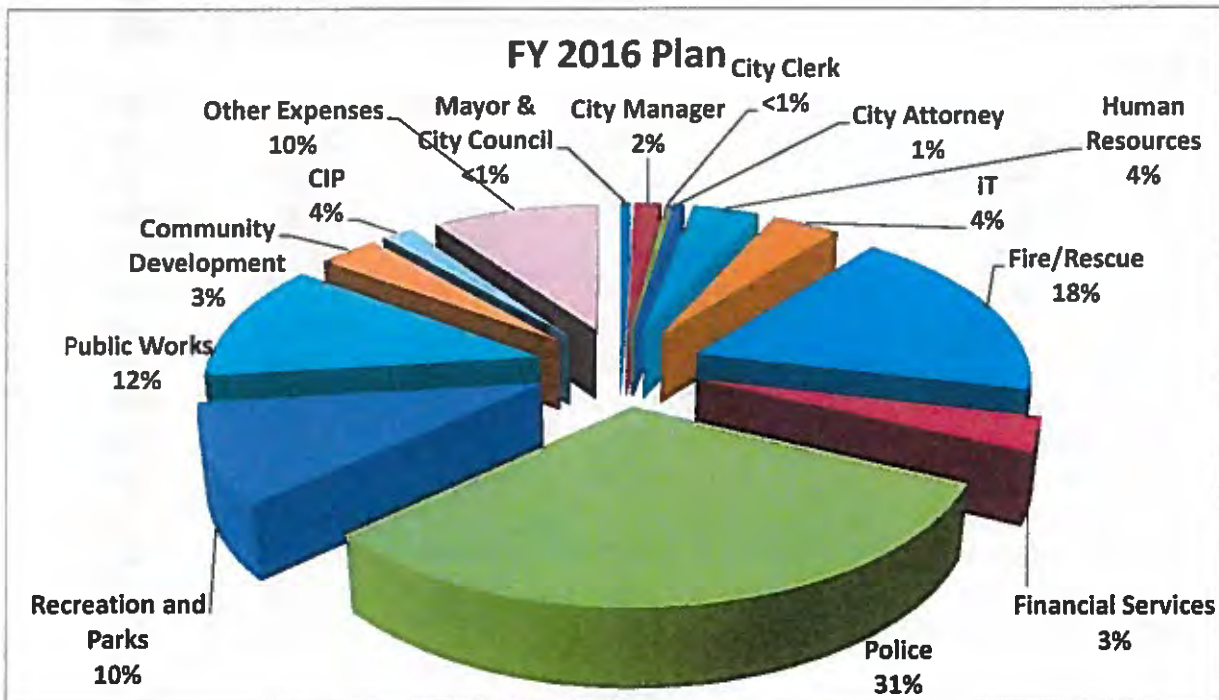
General Fund Detailed Revenue Summary

	2013 Actual	2014 Actual	2015 Original	2016 Plan	2016 Adjusted Plan	Adj
Other Transfers	-	36,914	-	-	-	-
Appropriated Fund Balance General Fund	-	-	1,835,629	200,000	200,000	-
Appropriated Fund Balance Powell Bill	-	-	128,792	273,585	273,585	-
Subtotal	\$ 6,208,396	\$ 8,001,114	\$ 8,449,604	\$ 6,734,194	\$ 6,734,194	\$ -
Total Revenues not including Other Financing Sources	\$ 69,831,932	\$ 66,471,943	\$ 70,100,483	\$ 70,345,134	\$ 70,005,107	\$ (340,027)
Total Revenues including Other Financing Sources	\$ 70,306,852	\$ 74,473,057	\$ 78,550,087	\$ 77,079,328	\$ 76,739,301	\$ (340,027)



**General Fund
Expense Summary by Department**

	2013 Actual	2014 Actual	2015 Original	2016 Plan
Mayor & City Council	\$ 297,960	\$ 372,245	\$ 319,837	\$ 397,661
City Manager	1,003,757	1,103,392	1,203,835	1,193,946
City Clerk	232,301	234,498	256,358	259,960
City Attorney	444,252	431,871	455,458	468,251
Human Resources	2,147,256	2,412,600	2,823,055	2,934,647
Information Technology	2,781,371	2,643,615	2,949,536	3,011,197
Fire/Rescue	12,518,984	12,763,569	13,503,707	13,805,955
Financial Services	2,228,036	2,207,037	2,583,953	2,601,023
Police	22,226,337	22,878,563	23,676,250	24,096,652
Recreation and Parks	7,111,553	7,429,094	7,638,976	7,630,739
Public Works	8,380,468	8,129,886	8,934,835	9,178,816
Community Development	1,633,906	2,234,844	2,647,991	2,648,206
Total by Department	\$ 61,006,181	\$ 62,841,214	\$ 66,993,791	\$ 68,227,053
Indirect Cost Reimbursement	\$ (1,014,572)	\$ (1,111,218)	\$ (1,268,214)	\$ (1,268,214)
Other Post Employment Benefits	300,000	350,000	400,000	450,000
Contingency	-	-	155,869	200,000
Total Expenses by Department	\$ 60,291,609	\$ 62,079,996	\$ 66,281,446	\$ 67,608,839
Transfers to Other Funds	\$ 6,863,989	\$ 8,457,031	\$ 8,598,467	\$ 8,049,832
Total Capital Improvements	3,765,906	3,590,692	3,670,174	1,420,657
Total General Fund	\$ 70,921,504	\$ 74,127,719	\$ 78,550,087	\$ 77,079,328



**General Fund
Detailed Expense Summary**

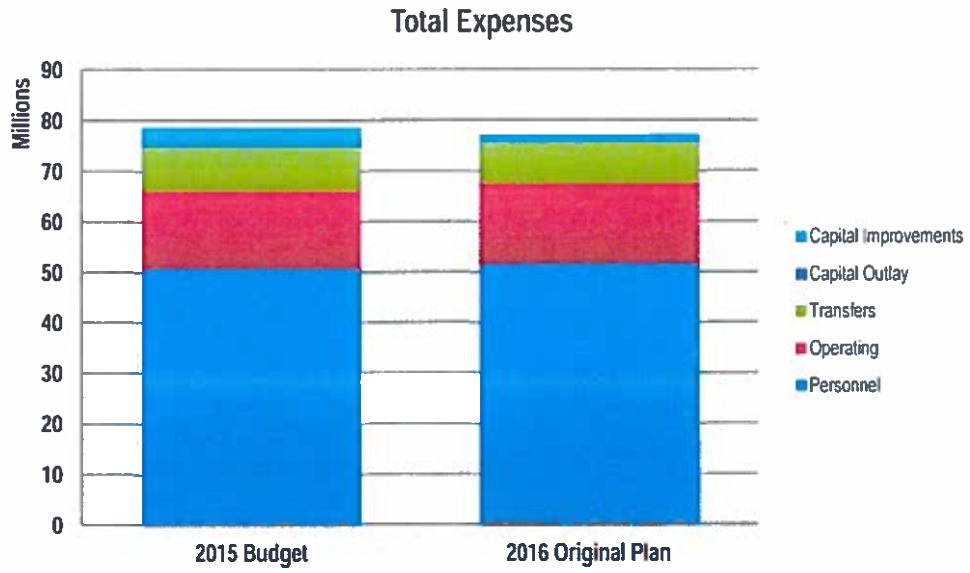
	2013 Actual	2014 Actual	2015 Original	2016 Plan
Personnel				
Salaries	\$ 32,848,238	\$ 32,921,505	\$ 34,443,770	\$ 34,857,592
Allowances	388,977	446,551	466,940	467,940
FICA	2,408,968	2,421,409	2,303,147	2,332,141
Group Life Insurance	88,049	79,910	149,191	148,940
Group Life Insurance Retirees	565	505	600	600
Retirement	2,127,340	2,241,121	2,295,961	2,324,216
Health Insurance	6,171,895	6,661,727	7,608,436	8,217,121
Retirees Supplemental BC/BS	215,372	227,909	351,402	379,515
Health Insurance - Retirees	597,640	664,772	801,549	865,612
401K Regular Employees	326,445	321,456	349,206	349,206
401K Police	501,725	503,610	471,832	471,832
Workers Comp Premium	76,814	99,455	184,474	184,474
Workers Comp Loss	580,135	465,994	718,500	606,000
ICMA	14,243	16,047	16,001	16,001
Unemployment Compensation	47,445	23,034	247,000	247,000
Employee Medical Services	80,641	90,495	147,185	154,545
Educational Assistance	9,122	8,452	17,100	17,100
Fees Paid to Elected Officials	66,383	68,354	67,000	67,000
Total Personnel	\$ 46,549,997	\$ 47,262,306	\$ 50,639,294	\$ 51,706,835
Operating				
Printing	\$ 63,797	\$ 50,926	\$ 91,983	\$ 81,027
Travel/Training	320,641	313,951	380,120	383,375
Equipment Maintenance	208,432	279,518	191,770	152,040
Vehicle Maintenance	553,824	625,145	692,500	712,688
Building Maintenance	298,449	387,876	308,900	324,635
Fleet/Commercial Labor	525,201	526,923	603,575	623,966
Fleet Service Cost-Fixed	1,073,089	1,074,204	966,141	967,040
Demolitions	87,956	112,091	175,000	175,500
Radio Maintenance	111,318	132,387	137,037	153,870
Copier Maintenance	52,960	55,309	61,730	61,730
Supplies & Materials	1,182,716	1,194,003	1,580,947	1,532,060
EMS Supplies	-	69,301	-	-
Computer Hardware & Software	507,764	492,638	827,998	774,952
Fire Fighting Gear	91,725	115,847	95,675	129,100
Traffic Signals Maintenance	105,969	147,171	83,000	101,000
Branding	-	26,725	-	-
Contracted Services	2,235,882	2,485,462	2,553,995	2,688,853
Commissions Pitt County	456,506	443,594	550,000	560,000
Economic Development	176,804	176,812	210,800	215,800
Dues & Subscriptions	176,872	176,611	189,513	191,638
Advertising	81,264	85,621	107,450	109,950
Postage	66,702	36,361	69,000	70,935
Telephone	316,732	307,168	305,732	309,374

**General Fund
Detailed Expense Summary**

	2013 Actual	2014 Actual	2015 Original	2016 Plan
Utilities	1,064,491	1,184,300	1,093,041	1,101,674
Street Lighting	1,414,354	1,352,837	1,524,530	1,536,660
Fuel	948,135	949,328	922,387	946,210
Insurance	456,257	570,457	745,000	745,000
Uniforms/Laundry & Dry Cleaning	170,611	407,491	318,973	326,927
Other Expenses	317,306	719,523	431,881	622,746
Property & Casualty Loss	437,104	301,061	406,000	322,000
Special Investigations & Drug Task Force	297,369	293,980	284,000	284,000
Special Programs	179,349	371,403	182,441	135,601
Grants & Donations	200,379	112,884	123,178	121,367
Total Operating	<u>\$ 14,179,958</u>	<u>\$ 15,578,908</u>	<u>\$ 16,214,297</u>	<u>\$ 16,461,718</u>
Indirect Cost Reimbursement	(1,014,572)	(1,111,218)	(1,268,214)	(1,268,214)
Other Post Employment Benefits	300,000	350,000	400,000	450,000
Contingency	-	-	155,869	200,000
Transfers				
Debt Service	3,795,422	3,384,782	4,232,013	4,116,382
Capital Reserve Fund	12,591	25,000	25,000	-
Public Transportation	84,804	-	711,443	677,740
Sanitation	139,163	373,598	-	-
Sheppard Memorial Library	1,110,181	1,149,486	1,248,774	1,162,192
Group Benefits	-	-	-	-
Housing Fund	219,937	130,427	457,803	514,338
NCLM	-	7,664	-	-
Emergency Operations Center	48,700	-	-	-
BANA - ERP	-	2,500,000	-	-
Wayfinding Signs	52,906	-	-	-
Public Safety FC	8,750	-	-	-
South Greenville Recreation Center	-	-	200,000	-
Dream Park Capital Project	534,841	-	-	-
Tar River Study	-	-	-	-
South Tar River Greenway	-	12,556	-	-
Greenways	68,790	-	-	-
Powell Bill	300,000	-	-	-
Health Insurance	467,904	783,044	-	-
Special Revenue Fund	20,000	9,000	-	-
COPS Law Enforcement	-	81,474	-	-
Transfer to GTAC	-	-	178,000	-
Transfer to Facilities Improvement	-	-	1,545,434	1,579,180
Total Transfers	<u>\$ 6,863,989</u>	<u>\$ 8,457,031</u>	<u>\$ 8,598,467</u>	<u>\$ 8,049,832</u>
Capital Outlay	<u>\$ 276,226</u>	<u>\$ 478,950</u>	<u>\$ 140,200</u>	<u>\$ 58,500</u>
Capital Improvements	<u>\$ 3,765,906</u>	<u>\$ 3,111,742</u>	<u>\$ 3,670,174</u>	<u>\$ 1,420,657</u>
Total General Fund Capital	<u>\$ 4,042,132</u>	<u>\$ 3,590,692</u>	<u>\$ 3,810,374</u>	<u>\$ 1,479,157</u>

**General Fund
Detailed Expense Summary**

	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Original</u>	<u>2016 Plan</u>
Total Expenditures	\$ 70,921,504	\$ 74,127,719	\$ 78,550,087	\$ 77,079,328



**PUBLIC TRANSPORTATION FUND
REVENUE SUMMARY**

	2013 Actual	2014 Actual	2015 Original	2016 Plan
Revenues:				
Grant Income	\$ 1,451,223	\$ 1,425,349	\$ 2,166,223	\$ 2,024,009
Bus Fare / Ticket Sales	326,919	329,858	368,379	376,474
Other Revenues	31,767	465	238	238
Transfer from General Fund	84,804	214,889	711,443	677,740
Appropriated Fund Balance	-	-	472,014	-
Total	<u>\$ 1,894,713</u>	<u>\$ 1,970,561</u>	<u>\$ 3,718,297</u>	<u>\$ 3,078,461</u>
Expenses:				
Personnel	\$ 1,100,542	\$ 1,129,828	\$ 1,052,225	\$ 1,053,270
Operating	868,443	659,929	1,048,664	1,069,029
Capital Improvements	530,450	474,773	1,617,408	956,162
Total	<u>\$ 2,499,435</u>	<u>\$ 2,264,530</u>	<u>\$ 3,718,297</u>	<u>\$ 3,078,461</u>
Net:	<u>\$ (604,722)</u>	<u>\$ (293,969)</u>	<u>\$ -</u>	<u>\$ -</u>

**SANITATION FUND
REVENUE SUMMARY**

	2013 Actual	2014 Actual	2015 Original	2016 Plan
Revenues:				
Refuse Fees	\$ 6,289,347	\$ 6,610,506	\$ 7,219,314	\$ 7,116,078
Cart & Dumpster Sales	177,476	127,393	140,000	140,000
Other Revenues	183,920	462,131	215,500	215,500
Transfer from General Fund	139,163	373,598	-	-
Transfer from FEMA	-	-	-	-
Bond Proceeds	-	-	370,000	330,000
Appropriated Fund Balance	-	-	-	-
Total	<u>\$ 6,789,906</u>	<u>\$ 7,573,628</u>	<u>\$ 7,944,814</u>	<u>\$ 7,801,578</u>
Expenses:				
Personnel	\$ 3,780,996	\$ 3,585,621	\$ 3,147,411	\$ 3,233,895
Operating	2,913,810	3,449,002	4,048,947	3,952,396
Capital Improvements	46,415	556,089	695,000	510,000
Transfer Out	104,920	104,920	53,456	105,287
Total	<u>\$ 6,846,141</u>	<u>\$ 7,695,632</u>	<u>\$ 7,944,814</u>	<u>\$ 7,801,578</u>
Net:	<u>\$ (56,235)</u>	<u>\$ (122,004)</u>	<u>\$ -</u>	<u>\$ -</u>

**STORMWATER FUND
REVENUE SUMMARY**

	2013 Actual	2014 Actual	2015 Original	2016 Plan
Revenues:				
Stormwater Utility Fee	\$ 3,112,661	\$ 3,667,563	\$ 4,301,401	\$ 4,903,758
Other Revenue	4,508	2,450	2,000	2,000
Trans fm SW Drainage Maint. Fund	1,363,214	-	-	-
Bond Proceeds	-	-	-	-
Transfer from Other Funds	-	1,243	-	-
Appropriated Fund Balance	-	-	477,102	-
Total	<u>\$ 4,480,383</u>	<u>\$ 3,671,256</u>	<u>\$ 4,780,503</u>	<u>\$ 4,905,758</u>
Expenses:				
Personnel	\$ 1,793,688	\$ 1,602,482	\$ 1,359,989	\$ 1,393,430
Operating	632,607	1,057,358	1,810,619	2,606,368
Capital Improvements	649,583	134,342	1,231,102	539,000
Transfer Out	200,401	3,675,669	378,793	366,960
Total	<u>\$ 3,276,279</u>	<u>\$ 6,469,851</u>	<u>\$ 4,780,503</u>	<u>\$ 4,905,758</u>
Net:	<u>\$ 1,204,104</u>	<u>\$ (2,798,595)</u>	<u>\$ -</u>	<u>\$ -</u>

**HEALTH FUND
REVENUE SUMMARY**

	2013 Actual	2014 Actual	2015 Original	2016 Plan
Revenues:				
City Employer Contribution	\$ 8,167,226	\$ 8,896,226	\$ 9,179,044	\$ 9,903,432
City Employee Contribution	1,744,335	1,673,797	1,665,942	1,732,579
CVA Contributions	83,310	44,920	60,400	64,875
Library Contributions	189,508	169,590	168,832	179,733
Airport Contributions	142,108	138,940	136,059	144,865
Housing Authority Contributions	591,768	568,368	492,415	528,535
Retiree Contributions	927,101	1,166,350	1,214,558	1,295,202
Other Revenues	(34,303)	76,327	-	-
Insurance Company Refund / Reimb.	188,486	236,127	188,219	188,219
Total	\$ 11,999,539	\$ 12,970,645	\$ 13,105,469	\$ 14,037,440
Expenses:				
City Administration	\$ 445,359	\$ 537,361	\$ 566,033	\$ 646,235
City Transfer to Claims Account	9,731,879	7,864,381	10,020,471	10,482,157
City Stop Loss	315,678	315,186	421,996	489,886
Library Administration	9,951	8,883	11,835	13,740
Library Transfer to Claims Account	196,522	128,954	159,408	185,053
Library Stop Loss	8,465	7,760	10,194	11,834
CVA Administration	2,071	1,916	2,823	3,276
CVA Transfer to Claims Account	46,393	30,908	45,385	52,686
CVA Stop Loss	1,536	1,518	2,175	2,525
Housing Authority Administration	23,674	22,166	30,202	35,060
AuTransfer to Claims Account	414,625	523,162	498,877	579,135
Housing Authority Stop Loss	20,052	19,065	25,657	29,785
Airport Administration	6,893	5,836	8,389	9,739
Airport Transfer to Claims Account	139,624	100,305	127,479	147,986
Airport Stop Loss	5,938	5,002	7,121	8,267
Retiree	863,845	770,627	1,073,168	1,245,820
Wellness Program	69,705	53,593	90,000	90,000
Other Expense (PCORI)	-	32,283	4,256	4,256
Total	\$ 12,302,210	\$ 10,428,905	\$ 13,105,469	\$ 14,037,440
Net:	\$ (302,671)	\$ 2,541,740	\$ -	\$ -

**VEHICLE REPLACEMENT
REVENUE SUMMARY**


	2013 Actual	2014 Actual	2015 Original	2016 Plan
Revenues:				
Sale of Property	\$ 389,224	\$ 129,819	\$ -	\$ -
Insurance Proceeds	144,071	156,047	-	-
Transfer from City Departments	3,151,508	3,597,337	2,687,394	2,702,781
Appropriated Fund Balance	-	-	221,106	144,502
Total	<u>\$ 3,684,803</u>	<u>\$ 3,883,203</u>	<u>\$ 2,908,500</u>	<u>\$ 2,847,283</u>
Expenses:				
Capital Equipment	\$ 3,019,129	\$ 4,924,343	\$ 2,908,500	\$ 2,847,283
Total	<u>\$ 3,019,129</u>	<u>\$ 4,924,343</u>	<u>\$ 2,908,500</u>	<u>\$ 2,847,283</u>
Net:	<u>\$ 665,674</u>	<u>\$ (1,041,140)</u>	<u>\$ -</u>	<u>\$ -</u>

FY 16 Financial Plan – Potential Expense Adjustments

PROJECT	ESTIMATED FUNDS NEEDED	NOTES
10 th Street Connector	\$1.5M	This project involves constructing facility improvements beyond NCDOT's base design to include additional berm width, 6-foot wide sidewalks, decorative LED lighting, and gateway improvements at the intersection of 10 th and Evans Streets. Project recommended for Bond Funding by Bond Advisory Committee.
South Greenville Recreation Center Reconstruction	\$2.0M *175k annual debt service over 15 years	This project involves a complete reconstruction of the existing facility, a small addition and various other site / park improvements. The total estimated cost of this project is \$2.8M, but \$200k has already been appropriated for design and a \$600k contribution is expected from Pitt County Schools.
Salary Adjustments	2% - 270k 2.5% - 437k	A 1.25% market adjustment is already included in the FY 16 financial plan. Staff will have the results of the 5-year true-up in early Spring which could impact this decision.
New positions	Unknown	Management will meet with departments later this winter to discuss staffing needs and those will be discussed with City Council during the budget preview.
Street Resurfacing / Improvements	\$475k	The FY 16 financial plan currently includes \$525k for street resurfacing / improvements. An additional \$475k is proposed, which would bring the total up to \$1M. It is recognized that the ultimate goal is an annual street resurfacing program of \$2.5M.
West 5 th Street Streetscape, Phase II	\$1.7M	This project involves completion of streetscape improvements from Tyson Street to Albemarle Avenue, including a traffic circle at Albemarle Avenue.
Imperial Warehouse Site	\$1,033,000	The City has the contractual opportunity to purchase the 6.6 acre site after the environmental clean-up activities are complete.
Various Economic Development Investment	\$415k	-Incentive Grants \$25k (50k total) -Business Plan Competition \$60k -Façade Grant \$50k -Site Ready Program \$30k -Land Assembly along Dickinson Corridor for Public Parking \$250k
Shelter for Fire/Rescue Vehicles	\$275k	This shelter is needed to protect and extend the useful life of various F/R vehicles and equipment at the EOC.
Town Common	\$250k	Master-grading plan for the entire park and Phase 1 construction design documents.
Tar River Legacy Plan – Initial Implementation	\$50k	Initial funding for first year efforts (i.e. low-hanging fruit) such as river viewing stations, floating camping platforms, etc.

**Information for Potential
Bond Referendum**

Memorandum

To: Honorable Mayor and City Council Members
From: Barbara Lipscomb, City Manager 
Date: January 16, 2015
Subject: Bond Referendum

At the May 19, 2014, City Council meeting, City Council voted to establish a Bond Advisory Committee (BAC). At the June 12, 2014, City Council meeting, the Mayor and each Council Member appointed two people to serve on this 14-member committee to advise the City Council on the content, amount, timing, structure of an advocacy committee, and other relevant aspects of a voter bond. The BAC held their first meeting on July 16, 2014. Over the next several months, staff members presented requested information to the BAC for their consideration. On December 11, 2014, the BAC presented their recommendations to City Council. Their proposal was a \$21.9M bond package consisting of the following:

- \$9.9M for Streets
 - \$5M for street improvements
 - \$1.75M for 10th St. Connector enhancements
 - \$2.45M for Dickinson Avenue
 - \$500K for sidewalks
 - \$200K for debt issuance
- \$12M for a Sports Complex

The BAC also recommended City Council consider the following items:

- Utilize \$.01 of the \$.02 property tax increase approved for the current year to fund debt service associated with the proposed bond;
- Allocate street resurfacing funding annually in an amount sufficient to get the City on a 20-25 year street resurfacing schedule;
- Further refine conceptual projects, such as 1st Street / Town Common Improvements, various parks improvement projects, various recommendations of the Tar River Legacy Plan, that could be included in future bond initiatives or be funded through alternative means (i.e. prepared meals tax); and,
- Establish and maintain a regular bond schedule.

A copy of the draft presentation is attached, as well as a draft schedule/timeline for a potential November 2015 Bond Referendum.

als

Attachments

Discussion of Potential Bond Referendum

January 24, 2015

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What is a Bond?

A bond is the certificate or evidence of debt issued by a governmental unit. The City borrows from the purchasers of the bonds and pledges to pay the bondholders interest and principal over a predetermined number of years (normally 20 years).

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What is a General Obligation Bond?

A General Obligation (G.O.) Bond pledges the full faith and credit of the City. Issuance of G.O. Bonds require a vote of the people through a bond referendum, whereby voters decide whether to authorize the sale of bonds and the potential levy of a tax to repay the bonds.

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Previous G.O. Bond Programs

- **1992 Bond Program Totaled 25.5M**
 - Public Building (New Police – Fire / Rescue Facility) - \$3.5M
 - Streets - \$3M
 - Storm Sewer (Drainage Improvements) - \$1M
 - Housing - \$1M
 - Sanitary Sewer Improvements - \$17M
- **2004 Bond Program Totaled 20.8M**
 - Street Improvements - \$5.7M
 - West Greenville Revitalization - \$5.0M
 - Center City Revitalization - \$5.0M
 - Stormwater Drainage - \$5.1

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Bond Questions

Bond questions must be developed for a specified purpose.

Examples

- Streets
- Recreation and Parks
- Housing
- Stormwater Drainage
- Public Safety
- Library

Bond questions can include new facilities, improvements to existing facilities, or combinations thereof.

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Timing of a Bond Referendum

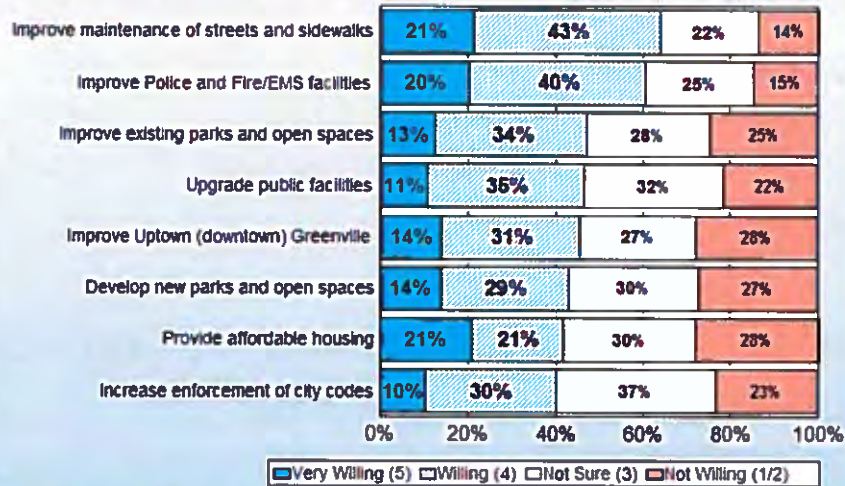
Next available opportunities for a Bond Referendum:

- November, 2015 (General Election)
- May, 2016 (Primary Election)

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

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



Source: ETC Institute (City of Greenville - February 2014)

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How Did We Get Here?

- The City's Capital Needs discussed at City Council Planning Retreat, CIP Presentation, and Budget Meetings (January – May, 2014).
- At their May 5th, 2014 meeting City Council directed staff to develop a bond program and to present the same at their next meeting (May 19th).
- Staff presented a conceptual bond program to City Council at their May 19th, 2014 meeting. This program included three areas / questions related to Streets, Recreation and Parks, and Public Safety.

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How Did We Get Here?

- Some of the projects included were new facilities and others were related to deferred facility maintenance.
 - After hearing staff's presentation, City Council voted to appoint a Bond Advisory Committee consisting of 14 individuals (2 appointments each for the Mayor and Council Members) to advise the City Council on the content, amount, timing, structure of an advocacy committee, and other relevant aspects of a voter bond.
 - City Council made their individual appointments at their June 12th ,2014 meeting.
-

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Committee Process

- The Committee conducted 9 meetings from July to November, 2014.
- A Committee Chair was elected and it was determined that the Committee would make decisions by a majority vote of members present.
- A Web Page was developed and all meeting materials were posted.



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Committee Process

- The Committee requested staff presentations on various topics.
- The Committee conducted a Project Ranking Exercise related to 17 potential projects.
- In total, the Committee discussed over 20 projects as possible bond candidates.

Staff Presentations

Streets –
Public Works Director Kevin Mulligan

Parks and Recreation –
R&P Director Gary Fenton

Economic Development –
E.D. Officer Carl Rees

Other Presentations

2004 Bond Advocacy Efforts –
Co-Chair of 2004 Bond Advocacy
Committee Phil Dixon

Go-Science –
Go-Science Executive Director Roger Conner

Sports Complex –
CVB Executive Director Andrew Schmidt

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Committee Process

Projects Discussed - Streets

Street Improvements (Resurfacing)

10th St. Connector Enhancements

Dickinson Avenue Streetscape

Sidewalks

W. 5th St. Streetscape, Phase II

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Committee Process

Projects Discussed - Parks

South Greenville Recreation Center

Park Land Acquisition in Westgate & Southwest Site and New Park Development in Westgate

River Related Improvement Projects

- South Tar Greenway Amenities
- River Park North Renovations and Expansion
- Eastside Park Initial Development
- Phil Carroll Nature Preserve Improvements

Town Common Improvements

City-Wide Park Improvements

- Boyd Lee Park Improvements
- Bradford Creek Public Golf Course Improvements
- Bradford Creek Soccer Complex Improvements and Land Acquisition
- Greenfield Terrace Park Improvements
- Paramore Park Improvements

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Committee Process

Projects Discussed – Economic Development

Enhanced Versions of Streets Projects

10th St. Connector Enhancements

Dickinson Corridor Enhancements

1st Street and Town Common

Frontgate Retail Corridor

Medical District Tech Park

Sports Complex

Baseball Stadium

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Committee Recommendations

The Bond Advisory Committee recommended a \$21.9M bond referendum consisting of two parts:

1. A \$9.9M streets package
- approved by an 11-1 vote of the Committee
2. A \$12M Sports Complex
- approved by a 7-5 vote of the Committee

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Committee Recommendations

The Committee also unanimously approved the following recommendations:

- City Council consider utilizing at least \$.01 of the \$.02 property tax increase approved for the current year to fund debt service associated with the proposed bond.
- City Council allocate street resurfacing funding annually in an amount sufficient to get the City on a 20 – 25 year street resurfacing schedule.
- City Council take the steps necessary to further refine conceptual projects that could be included in a future bond initiative or be funded through alternative means (i.e. prepared meals tax). Such projects include, but are not limited to, 1st Street / Town Common Improvements; various parks improvement projects, and various recommendations of the Tar River Legacy Plan.
- City Council discuss the need to establish and maintain a regular bond schedule.

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Committee Recommendations

\$9.9M streets package to include:

- \$5M for Street Improvements
- \$1.75M for 10th St. Connector Enhancements
- \$2.45M for Dickinson Avenue Enhancements
- \$500K for Sidewalks
- \$200K for Debt Issuance



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City Staff Presented Street Bond Projects of \$14 Million

1. Large Projects that would be difficult to do within a routine resurfacing program - \$8M
 2. NCDOT projects (10th St and Dickinson) where City is responsible for 20% or more. \$3.7M
 3. Complete Sidewalk Master Plan \$2.1M
- * - Bond Financing – approx. \$200k

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1) Major Improvement Needs Roadway Work (65 lane miles)



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Committee Recommendations

\$12M Sports Complex

Rocky Mount, NC



Myrtle Beach, SC



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Sports Complex

\$12M Sports Complex

- Regional Scale Facility - Approximately 180 acres in size.
- Amenities could include baseball, softball, soccer, lacrosse and football fields, a stadium, playgrounds, concessions, restrooms and parking.
- Potentially located adjacent to the Bradford Creek Soccer Complex.
- Intended to serve both large tournaments and existing City programs.
- Intended to increase out-of-town visitors, which would directly or indirectly lead to increased tax base (i.e. occupancy taxes, property taxes, sales taxes)



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Decisions to be Made

- Should a G.O. Bond be put to voters and, if so, when?
 - November, 2015 (General Election)
 - May, 2016 (Primary Election)
- Which bond question(s) and specific project(s)?
- Bond amount and debt service coverage?
 - \$.01 on tax rate would cover debt service on \$7M
- Advocacy Committee?
- Public Education Efforts?

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City Council Terms

POTENTIAL COUNCIL TERM OPTIONS

Current: Mayor and Council Members have 2 year terms

Examples: Charlotte, Raleigh, Greensboro, Fayetteville, High Point, Greenville, Wilson and Huntersville

Available Statutory Options:

Council Members: Terms may be either 2 years or 4 years and all of the terms need not be the same length and all of the terms need not expire in the same year.

Mayor: Term may not be less than 2 years or more than 4 years.

Assumptions in Options:

- 1) No change would be implemented for the 2015 election.
- 2) For staggered terms for Council Members, 3 of the 6 Council Members would be elected at each election. The first election under the new system (2017) would have 3 Council Members being elected to 4 year terms and 3 Council Members being elected for 2 year terms. Thereafter, all Council Members would be elected to 4 year terms when their terms expire with three of the Council Members being elected at each municipal election.
- 3) For staggered terms for Council Members, choosing which Council Members are first elected to 4 year terms is arbitrary. It could be the Council Members representing the odd-numbered districts or it could be the At Large Council Member and the Council Members representing the even-numbered districts. Or, it could be chosen by lot. For the options listed, the first election under the new system (2017) would have the odd-numbered district seats being elected to 4 year terms and the At Large seat and the even-numbered district seats being elected for 2 year terms.
- 4) If the Mayor's term is changed to 4 years, it will be effective for the first election under the new system (2017).

OPTION A

Move to 4 Year Staggered Terms – All Council Members and Mayor

Examples: Cary, Ashville, Jacksonville, Rocky Mount and Kannapolis

2015 Election – No change

2017 Election – Mayor, Districts 1, 3, and 5 would be elected to a 4 year term and At Large, District 2 and 4 would be elected to a 2 year term

2019 Election – At Large, Districts 2 and 4 would be elected to a 4 year term.

2021 Election - Mayor, Districts 1, 3, and 5 would be elected to a 4 year term.

2023 Election – At Large, Districts 2 and 4 would be elected to a 4 year term.

NOTE: At every municipal election, citizens would vote for either the Mayor or At Large Council Member. Citizens would vote for their district Council Member every other municipal election.

OPTION B

Move to 4 Year Terms (not staggered) - All Council Members and Mayor

Examples: Winston-Salem and Concord

2015 Election – No change

2017 Election – All Council Members and the Mayor would be elected to a 4 year term

2019 Election – No Election

2021 Election – All Council Members and the Mayor would be elected to a 4 year term

2023 Election – No Election

NOTE: Municipal elections would be conducted every 4 years. At every municipal election, citizens would vote for the Mayor, At Large Council Member, and their district Council Member

Option C

Move to 4 Year Staggered Terms - All Council Members with Mayor elected every two years

Examples: Durham, Wilmington, Burlington, Gastonia, and Chapel Hill

2015 Election – No Change

2017 Election – Districts 1, 3, and 5 would be elected to a 4 year term. At Large, Districts 2 and 4 would be elected to a 2 year term. Mayor would be elected to a 2 year term

2019 Election – At Large, Districts 2 and 4 would be elected to a 4 year term. Mayor would be elected to a 2 year term

2021 Election – Districts 1, 3, and 5 would be elected to a 4 year term. Mayor would be elected to a 2 year term

2023 Election – At Large, Districts 2 and 4 would be elected to a 4 year term. Mayor would be elected to a 2 year term

NOTE: At every municipal election, citizens would vote for the Mayor. Citizens would vote for the At Large Council Member every other municipal election. Citizens would vote for their district Council Member every other municipal election.

Option D

Move to 4 Year Terms (not staggered) - All Council Members with Mayor elected every two years

Examples: None in top 20 cities

2015 Election – No change

2017 Election – All Council Members would be elected to a 4 year term. Mayor would be elected to a 2 year term

2019 Election – Mayor would be elected to a 2 year term

2021 Election – All Council Members would be elected to a 4 year term. Mayor would be elected to a 2 year term

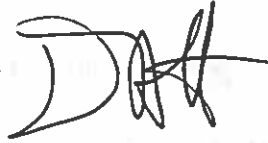
2023 Election – Mayor would be elected to a 2 year term

NOTE: At every municipal election, citizens would vote for the Mayor. Citizens would vote for the At Large Council Member and their district Council Member every other municipal election

ADDITIONAL NOTE

There may be consideration by the General Assembly to move all elections to even years – the same as national elections. This may be a more cost effective approach. Some persons believe that such a move would enhance local elections since more voters will be turning out. Some persons believe that such a move would dilute local elections as local elections could become “lost” due to the influence of national elections.

TO: Mayor and Council Members
FROM: David A. Holec, City Attorney
DATE: August 27, 2014
SUBJECT: City Council Terms



The 2014-2015 Strategic Plan establishes as a current year tactic under the category "Organizational Optimization" within "Goal 3: Well-Managed and Fiscally Sustainable Organization" the following:

City Council Terms - Develop a report outlining the process and potential advantages and disadvantages of pursuing a charter amendment to extend the length of City Council terms for Council's consideration.

* * *

City Charter Provisions

The two year terms of office of the Mayor and Council Members are established by the City Charter. The provision relating to the Mayor's term of office is contained in Section 3.3 of the Charter and the provision relating to Council Members' terms of office is contained in Section 3.4 of the Charter. These provisions of the Charter may be amended either by (1) an act of the General Assembly, (2) an ordinance after following the procedure set forth in North Carolina General Statute 160A-102 (which may be subject to the approval of the voters by a referendum at Council's discretion or as a result of a referendum petition), or (3) an ordinance following a referendum called by an initiative petition pursuant to the procedure set forth in North Carolina General Statute 160A-104.

North Carolina General Statute 160A-101 provides the available options if the amendment occurs by a method other than by an act of the General Assembly. For Council Members, the terms shall be either two years or four years and all of the terms need not be of the same length and all of the terms need not expire in the same year. For Mayor, the term is to be not less than two years nor more than four years.

Amendment by Act of the General Assembly

The Charter of the City is established by an act of the General Assembly. An amendment to the Charter may be accomplished by an act of the General Assembly. City Council could request the members of its local legislative delegation to enact a bill which would amend the City's Charter

provisions relating to the terms of office.

Amendment by Ordinance

The procedure for amending by ordinance the Charter provisions relating to the terms of office is as follows:

- (1) Council adopts a resolution of intent to consider a Charter amendment. The resolution must describe the proposed amendment. At the same time the resolution of intent is adopted, Council is to set a public hearing on the proposed Charter amendment on a date not more than 45 days after the date of the adoption of the resolution of intent.
- (2) Notice of public hearing is to be published at least 10 days prior to the public hearing date.
- (3) Public hearing held.
- (4) After the public hearing but no sooner than at the next regular meeting after the hearing and no later than 60 days after the hearing, Council may adopt an ordinance implementing the Charter amendment. In the ordinance, Council may make the ordinance effective if only approved by a vote of the people, in which event, a resolution calling a special election may be adopted on the date the ordinance is adopted. The date fixed for the special election shall be the next date permitted under G.S. 163-287(a) that is more than 70 days after adoption of the ordinance. G.S. 163-287(a) lists available dates for a special election as:
 - (1) At the same time as any other State or county general election.
 - (2) At the same time as the primary election in any even-numbered year.
 - (3) At the same time as any other election requiring all the precincts in the county to be open.
 - (4) At the same time as a municipal general election, if the special election is within the jurisdiction of the municipality only.
- (5) Within 10 days after adopting the ordinance, a notice must be published which states that an ordinance amending the Charter has been adopted and which summarizes its contents and effect. Publication of a notice of the special election (instead of the notice of adoption of the ordinance) is to be published at least 45 days prior to the special election, if Council makes the ordinance effective if only approved by a vote of the people.
- (6) An ordinance which Council does not make effective upon approval by the vote of the people is subject to a referendum petition. A valid referendum petition would require that approval by the vote of the people is necessary prior to the ordinance being effective. A petition requesting a referendum on an ordinance containing the signatures and addresses of at least ten percent (10%) or 5,000 (whichever is less) of the voters registered to vote in a City election is required. It must be filed with the City Clerk not later than 30 days after the notice of the adoption of the ordinance is published. If the petition is valid, then City Council is to adopt a resolution calling for a special election and the date fixed for the special election is to be a date permitted under G.S. 163-287 (a). Notice of the special election is to be published no less than 45 days prior to the date of the special election. If the petition is not valid or if a petition is not submitted within 30 days after the notice of the adoption of the

ordinance is published, then the ordinance becomes effective for the next election.

(7) If a special election is held and the majority votes cast are in favor of the ordinance, then the ordinance is valid for the next election. If the majority votes cast are not in favor of the ordinance, then the ordinance is void and of no effect.

(8) Charter amendments adopted pursuant to this procedure continue in effect for at least 2 years after the beginning of the term of office of the officers elected in accordance with the amendment.

Amendment Following Initiative Petition and Referendum

The people may initiate a referendum on a Charter amendment relating to the terms of office.

The procedure is as follows:

(1) A petition describing the proposed amendment must contain the signatures and addresses of at least ten percent (10%) or 5,000 (whatever is less) of the voters who are registered to vote in City elections. The petition is to be submitted to City Council.

(2) Upon receipt of a valid petition, Council is to adopt a resolution calling a special election on the proposed Charter amendment. The date of the special election shall be fixed on a date permitted by G.S. 163-287(a).

(3) Notice of the special election is to be published no less than 45 days prior to the date of the special election.

(4) If a majority of the votes cast in the special election are in favor of the amendment, Council is required to adopt an ordinance to put into effect. The ordinance becomes effective for the next election.

(5) Charter amendments adopted pursuant to this procedure continue in effect for at least 2 years after the beginning of the term of office of the officers elected in accordance with the amendment.

Advantages/Disadvantages

The current two (2) year term format allows the citizens to vote on their representatives every two years. However, the two (2) year term format means that the elected representatives have a short period of time between elections to implement programs and initiatives.

The staggered term format promotes continuity on the Council.

* * *

From information provided by the UNC School of Government, attached is the following:

- 1) Listing of terms of offices for the twenty (20) largest cities in North Carolina; and
- 2) Summary of methods of elections in North Carolina cities with information on the terms of office highlighted.

cc: Barbara Lipscomb, City Manager

CITY	MAYOR TERM	COUNCIL MEMBER TERM
Charlotte (731,424)	2 Years	2 Years
Raleigh (403,892)	2 Years	2 Years
Greensboro (296,666)	2 Years	2 Years
Winston Salem (229,617)	4 Years	4 Years
Durham (228,330)	2 Years	4 Years Staggered
Fayetteville (200,564)	2 Years	2 Years
Cary (135,234)	4 Years	4 Years Staggered
Wilmington (106,476)	2 Years	4 Years Staggered
High Point (104,371)	2 Years	2 Years
Greenville (84,554)	2 Years	2 Years
Asheville (83,393)	4 Years	4 Years Staggered
Concord (79,066)	4 Years	4 Years
Gastonia (71,741)	4 Years 2 Years*	4 Years 4 Years Staggered*
Jacksonville (70,145)	4 Years	4 Years Staggered
Rocky Mount (57,477)	4 Years	4 Years Staggered
Chapel Hill (57,233)	2 Years	4 Years Staggered
Burlington (49,963)	2 Years	4 Years Staggered
Wilson (49,167)	2 Years	2 Years
Huntersville (46,773)	2 Years	2 Years
Kannapolis (42,625)	4 Years	4 Years Staggered
Hickory (40,010)	4 Years	4 Years Staggered

*NOTE: Effective for the 2015 election, Gastonia changed the term of the Mayor to 2 years and the Council Member terms to 4 years staggered

Forms of Government and Methods of Election in North Carolina Cities

Summary

	34 cities over 25,000	48 cities 10,000- 25,000	50 cities 5,000- 10,000	90 cities 2,500- 5,000	111 cities 1,000- 2,500	93 cities 500- 1,000	127 cities under 500	553 cities TOTAL
STYLE OF CORPORATION								
City	24	22	14	7	0	3	0	70
Town	19	24	34	83	110	85	119	463
Village	0	2	2	3	1	4	5	20
STYLE OF GOVERNING BOARD								
Aldermen	3	3	5	10	19	13	12	65
Commissioners	4	6	12	37	65	54	71	251
Council Members	27	37	33	43	27	25	44	237
FORM OF GOVERNMENT								
Council Manager	34	47	41	64	54	7	8	255
Mayor Council	0	1	9	26	57	85	119	293
SELECTION OF MAYOR								
By and from Governing Board	1	0	2	6	5	9	10	33
Council Member with the most votes	0	0	0	0	0	1	1	2
Elected	33	48	48	84	105	83	116	518
MAYOR'S TERM								
2 Years	17	23	24	43	57	44	80	192
4 years	17	25	25	45	52	38	31	213
At pleasure of board	0	0	1	2	2	6	5	16
NUMBER OF MEMBERS OF GOVERNING BOARD								
11 members	1	0	0	0	0	0	0	1
9 members	1	0	0	0	0	0	0	1
8 members	4	6	1	0	0	0	0	11
7 members	7	6	2	1	0	1	0	17
6 members	14	10	6	16	9	3	1	59
5 members	6	18	27	56	72	69	68	316
4 members	1	8	14	16	29	15	28	111
3 members	0	0	0	1	2	4	29	36
2 members	0	0	0	0	0	0	1	1
TERM OF OFFICE OF GOVERNING BOARD								
2	11	11	4	12	25	25	71	161
4	5	0	5	1	5	7	12	35
4 1/2	18	10	10	69	81	50	42	315
4 5/2	0	1	1	3	0	2	2	9
MODE OF ELECTION OF GOVERNING BOARD								
AL	15	29	38	77	100	92	127	477
AL/D	9	8	4	3	2	0	0	26
AL/DAL	2	3	1	2	1	1	0	10
D	6	4	2	2	3	0	0	17
DAL	2	5	5	6	5	0	0	23

TYPE OF ELECTION

Majority	5	5	2	1	2	3	0	18
Partisan	3	3	0	0	1	0	0	7
Plurality	17	36	46	85	106	88	125	504
Primary	9	4	2	4	2	2	1	24

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2014 City Council Retreat

Meeting Summary



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City of Greenville City Council Retreat

**Third Floor Gallery
and Conference Room 337 -
City Hall
January 24-25, 2014**

■ Meeting Summary ■

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The Strategic Plan



Introduction and Orientation to Retreat

This report summarizes the work of the City of Greenville City Council in its strategic planning retreat, held January 24th and 25th, 2014 at the Greenville City Hall. Council members met to address the following objectives:

- Develop vision for City of Greenville
- Identify five year goals
- Identify preliminary one year tactical actions

This two-day planning retreat was professionally facilitated and included the opportunity for participants to interact in open conversation, to share and build upon ideas. The session also combined traditional strategic planning with visioning, graphic facilitation and group process—tapping into participants' knowledge of the past and present so they could see 'the big picture' and develop a common vision for the City of Greenville. This report describes the activities, comments, and ideas of the participants, as well as accomplishments and future goals. The major headings of this report correspond to the key agenda items and discussions during the retreat.

PARTICIPANTS

Mayor Allen Thomas
Mayor Pro-Tem Calvin Mercer
Council Member Kandie Smith, District 1
Council Member Rose Glover, District 2
Council Member Marion Blackburn, District 3
Council Member Rick Smiley, District 4
Council Member Richard Croskery, District 5

PRESENTERS

Barbara Lipsomb, City Manager
Chris Padgett, Assistant City Manager
Steve Hawley, Communications Manager / Public Information Officer
Bernita Demery, Director of Financial Services
Kevin Mulligan, Director of Public Works

The retreat began with welcoming remarks by Mayor Thomas, followed by opening comments by City Manager, Barbara Lipscomb. Next, Warren Miller and Julie Brenman of Fountainworks were introduced as the facilitators of the retreat, and would be charged with leading all of the activities over the course of the two days.

Fountainworks presented an overview of the agenda and expected outcomes.

History—Where Have We Been?

In this session, participants focused on discussing the history of the City of Greenville over the last decade, with a focus on capturing major milestones, events and strategies, as well as reflecting on the key learnings that occurred during this period. The overall goal was to begin answering the question: **What have we learned that will inform the City's future direction?** Pictured is a graphical representation of Greenville's history over the last decade. Listed below are the key learnings/comments generated during this session:



ITEMS ADDED TO THE HISTORY MAP:

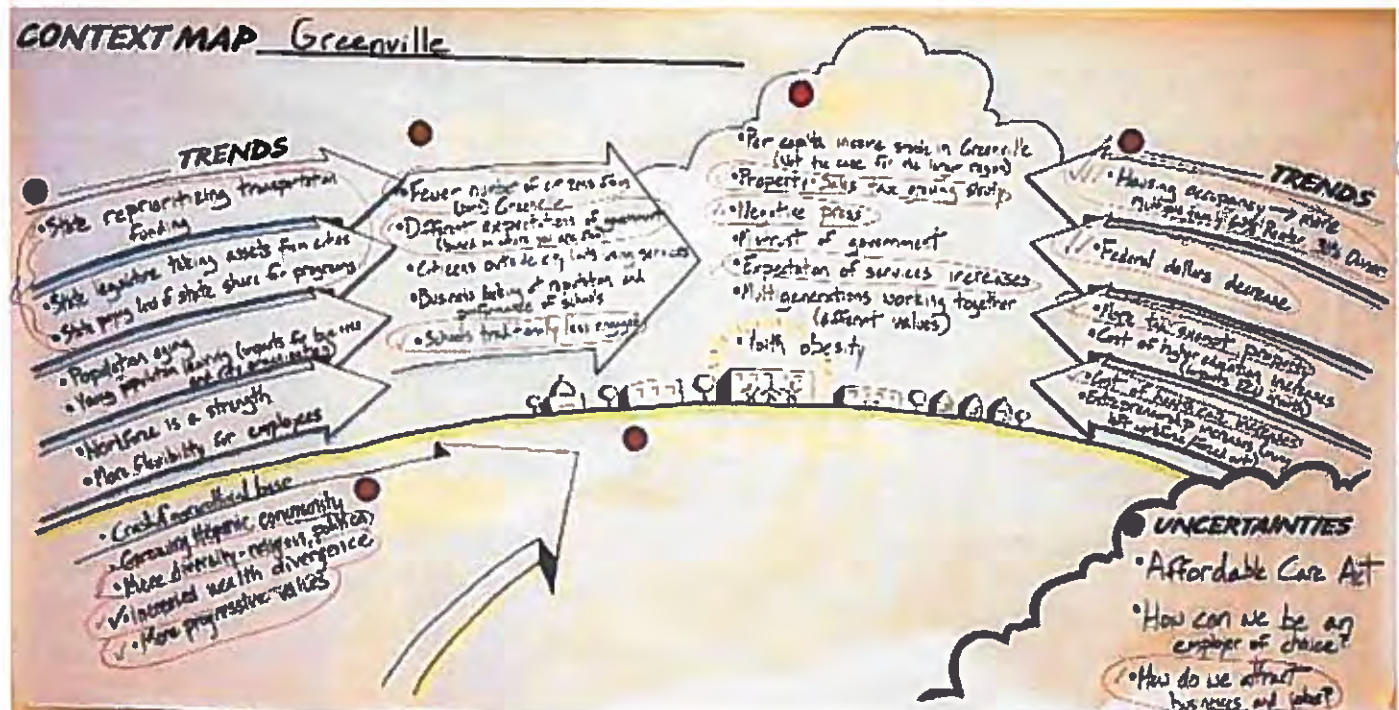
- Widening of Arlington
- ECU announces growth plan
- Hospital Growing / Private
- Nathaniel Village (2008)
- Construction Industry Crash
- ECU commits to distance education
- Industry losses
- First Street Place (2009)
- South Tar Greenway (2009)
- Funding stopped coming from Raleigh (ECU)
- School system takes hit
- Population growth steady
- Retooling → community college
- Legislative action has impacted us

Current Environment Scan

This segment began with a presentation on the preliminary results of the citizen survey. The survey is not yet finalized as responses are still coming in, but the results to date include responses from 438 households, which provides a statistically valid sampling (+/-5% at the 95% confidence level). A few highlights include:

- 70% of respondents were satisfied or very satisfied with the quality of services provided by the City.
- Citizens were least satisfied with overall management of traffic flow on City streets and overall maintenance of City streets and sidewalks
- Police and Fire services are most important to residents, followed by traffic flow, trash/recycling/yard waste and maintenance of City streets and sidewalks.
- Public safety, economic development and infrastructure were rated as the most important focus areas for Greenville.
- More than 50% of respondents were willing to support a bond measure for street/sidewalk maintenance or improving Police/Fire/EMS facilities.

The final results of the citizen survey will be presented to Council in March.



Next the Council reviewed and added to a context map detailing the current environment in which the City is operating. The Context Map was developed by the senior management staff and included trends and uncertainties relevant to the City.

The purpose of the context map is to provide leadership with an understanding of current issues, trends and factors that have an impact on the City today. Building off of their collective knowledge,

Council members were able to better understand and respect the complexities of their shared environment within the context of the City's work.

Participants placed check marks next to trends that they believe deserve the most attention. All Trends and Uncertainties from the Context Map are listed below with X's representing check marks placed on the map:

Trends

- Housing occupancy → 62% Renter; 38% Owner **XXX**
- Property—sales tax growing slowly **XX**
- Negative press **XX**
- Federal dollars decrease **XX**
- Increased wealth divergence **XX**
- State reprioritizing transportation funding **X**
- State legislature taking assets from cities **X**
- State paying less of state share for programs **X**
- Fewer number of citizens from (born) Greenville **X**
- Different expectations of government (based on where you are from) **X**
- Schools traditionally less engaged **X**
- Expectation of services increase **X**
- More tax exempt property **X**
- Cost of healthcare increases **X**
- More diversity—religious, political **X**
- More progressive values **X**
- Population aging
- Young population leaving (impacts for business and city organization)
- Workforce is a strength
- More flexibility for employees
- Citizens outside city limits using services
- Business looking at reputation and performance of schools
- Per capita income stable in Greenville (not the case for the larger region)
- Mistrust of government
- Multigenerations working together (different values)
- Youth obesity
- Cost of higher education increases (impacts ECU growth)
- Entrepreneurship increases (many left workforce/forced out)
- Crash of agriculture base
- Growing Hispanic community

Uncertainties

- How to attract business and jobs? **X**
- Affordable Care Act
- How can we be employer of choice?

Mission Statement

A **Mission Statement** defines the organization's fundamental purpose and primary objectives, succinctly describing why it exists and what it does to achieve its vision. Its prime function is internal—to define the key to the organization's success.

Greenville's Current Mission Statement: *The City of Greenville is dedicated to providing all citizens with quality services in an open, ethical manner, insuring a community of distinction for the future.*

Participants reviewed the Mission Statement and the following notes were recorded from the discussion:

Like: providing all citizens with quality services

Change: to achieve (delete dedicated)

Change: high quality

Change: ensuring

Change: what is "distinction"

Add:

- shared values, ethical, open, action-oriented
- creative community—sense of place
- all-inclusiveness (everyone feels included)
- to make Greenville best place to live, work, and do business

Values

Shared Values describe the basic beliefs and norms of an organization. The values establish standards of behavior for the people in the organization and govern decision-making.

The City Manager is soliciting input from employees to develop a list of shared values. Participants reviewed the potential list of City of Greenville's Values and were pleased with the contents. The potential values include:

Accountability
Commitment to Service
Fairness and Equity
Fiscal Responsibility

Innovation
Integrity
Open
communication/Transparency

Professionalism
Respect
Stewardship
Teamwork

The following additional input was provided and recorded:

- Excellence
- Dedication, responsible

Vision

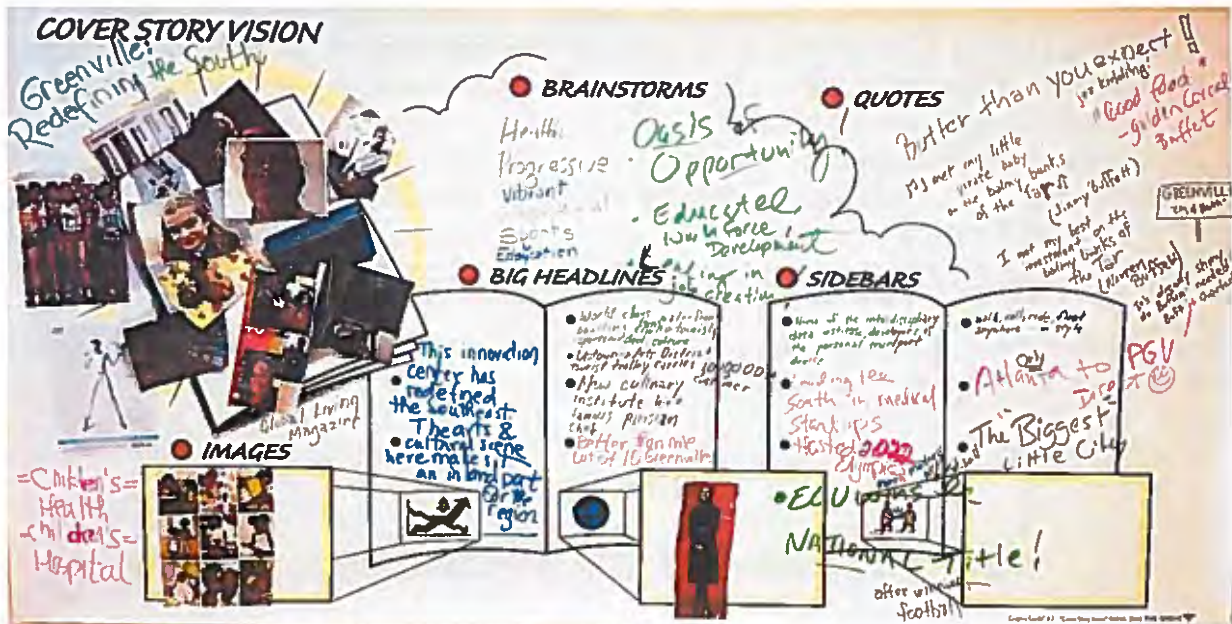
Next, participants were instructed to leave present day, analytical thinking behind and imagine that it was twenty years in the future. The City of Greenville had been extremely successful and featured on the cover of a prominent magazine or Internet site. Working in two groups, council members were asked to design a cover story for a magazine of their choosing, including the title and content of the story, pictures, quotes and sidebars. This activity enabled participants to turn their attention and imaginations toward their desired future and to add specificity to the City's current vision to show what is unique about the vision for Greenville.

Participants broke out into groups to develop Cover Story Visions for Greenville in 2034. The following cover stories were generated:

Best City in America to Raise a Child! Greenville, NC!



Greenville: Redefining the South



Teams then reported out on their visions and the group identified common themes. The following ideas were recorded from the conversation:

Vision Themes

- Jobs—across the board, for everyone
- Education system supports jobs
- Culture
- Open spaces, parks
- Healthy
- Safe
- Fun
- Forward looking, planning for future
- Progressive
 - Tolerance
 - New
 - Alternative transportation
 - Clean energy
- Innovative
 - entrepreneurship
 - research
- Welcoming, collaborative
 - Citizen
 - Institutional
- No limits

Sets Us Apart

- Pulsing center city—multiple centers
- Pedestrian bridge at Town Common—brings people to park
- Central Park
- True mixed-use
- Multi-modal
 - within Greenville
 - to other communities
- Friendly
 - don't leave
 - good company
- Generating assets each year as students graduate
- Take risks and be successful/opportunity

Financial Presentations

Staff provided City Council with updates on the Financial Outlook:

- The Current Year Financials provided an update on how the City performed financially in FY 13, and year to date information for financial performance in FY 14 for the general fund and other funds. The City is projected to end the year within budget.
- The General Fund Financial Forecast looked at the projected revenues and expenses for FY 2014-18. The summary shows a projected deficit in future years if no changes are made to revenues and expenses. Additionally, the projection does not include funding beyond historic levels for street and sidewalk improvements, facility maintenance needs, capital spending or staffing for new/increased services.
- The draft 10-year facility plan was presented to Council, demonstrating how facility maintenance could be better managed with a structured approach and dedicated source of funds. Long term savings and better overall facilities could be achieved with investment.

Goal Areas

In this session, the group sought to determine what goals the City of Greenville would hope to accomplish in the next five years. Participants reviewed each goal statement generated by the management team and used electronic voting to provide an initial reaction to them. The three voting choices were:

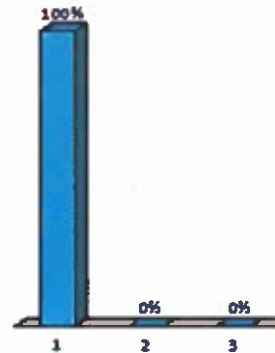
- a) I support this goal statement
- b) I support this goal statement with modifications
- c) I do not support this goal statement

The initial voting was used to confirm or fine-tune the goals

Participants reviewed drafts of each goal statement and then used electronic voting to provide initial reactions to them. The results are as follows in order of strongest support:

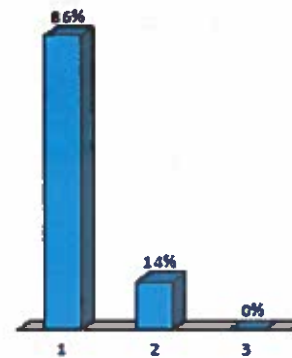
Safe Community: The city of Greenville will provide citizens, visitors, and businesses with a safe community.

- 1. I support this goal
- 2. I support this goal with modifications
- 3. I do not support this goal



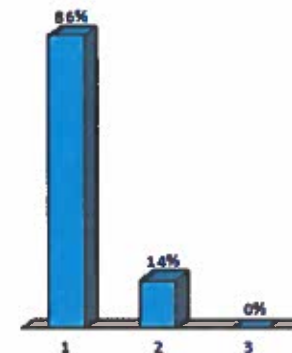
Economic Development: Develop an economic climate that supports tax base growth and living wage jobs to foster fiscal sustainability for the delivery of city services.

- 1. I support this goal
- 2. I support this goal with modifications
- 3. I do not support this goal



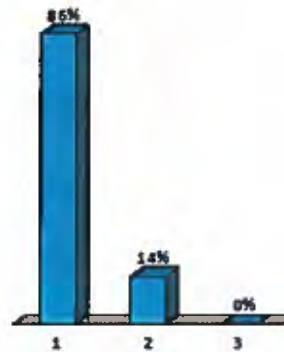
Infrastructure: Promote a sustainable and accessible city of Greenville through quality, efficient, and well-maintained infrastructure.

- 1. I support this goal
- 2. I support this goal with modifications
- 3. I do not support this goal



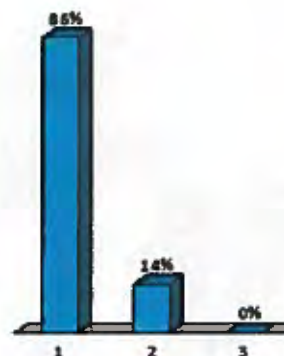
City Organization: The city of Greenville will be a preferred employer that will attract, value, and retain a professional, motivated, and well-trained workforce.

1. I support this goal
2. I support this goal with modifications
3. I do not support this goal



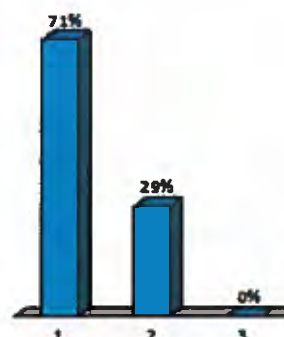
Fiscal Sustainability: Create fiscal sustainability for the city of Greenville by balancing resource allocation for short and long term needs.

1. I support this goal
2. I support this goal with modifications
3. I do not support this goal



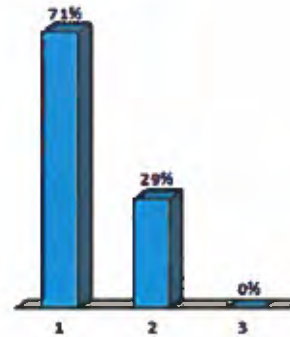
Neighborhood Quality: The city of Greenville will provide an environment that produces and maintains high quality neighborhoods that are attractive, well-designed, and sustainable providing citizens a variety of housing choices.

1. I support this goal
2. I support this goal with modifications
3. I do not support this goal



Quality of Life: The city of Greenville will build upon and enhance the quality of life of all citizens and visitors so that there is variety and equally accessible parks, recreation, entertainment and other activities.

1. I support this goal
2. I support this goal with modifications
3. I do not support this goal



Goal Review and Refinement



Participants reviewed the draft goal areas and discussed ways to refine them. The following notes were recorded for each goal area:

General

- Council should have a philosophy statement
- Language should be visionary

Economic Development

- AND instead of for
- Add more visionary language
 - a strong middle class

- entrepreneurs
- Infrastructure
- Add High quality
- Add connected community, sustainable, connected, innovative community
- Looking to the future or Progressive, forward looking

Neighborhood Quality

- Specifics
- Active association in measure
- Engaged

Quality of Life

- Sounds so generic
- Add entertainment and arts & culture
- Supports full range of cultural and arts amenities
- Health
- Parks
- Look at unemployment, education, teen pregnancy (measures)

Safe Community

- The city of Greenville including its citizens, visitors, and businesses will work together to sustain a safe community
- The welfare of every person; animal
- We all have a role – business owners, citizens
- Could be larger/involve other things
- A safe, cohesive, robust

Fiscal Sustainability

- Like self-awareness of fiscal sustainability
- A well-managed city

Decision Filters



Next, the Council developed a set of criteria for use by staff and City Council in deciding whether to move forward with particular tactics. The purpose of decision filters is to help council members and staff evaluate and prioritize action items (both during the strategic planning process and in the ongoing business of the City). While these criteria were discussed, City Council did not prioritize them so as to provide staff with clear direction on how to evaluate projects and/or programs.

- Cost to implement (no cost has priority)
- Speed to implement (fast)
- Staff time required (existing staff capacity)
- Additional staffing requirements
- Alignment with and advances City's vision, mission and goals
- Impact on City (how many impacted; how big an impact)
- Impact on performance measures
- Long range effect (forward thinking/ visionary)
- Citizen demand
- Degree of consensus among staff, experts and Council members

2014 Opportunities



Next, Council members identified the most important things that need to be done in order to accomplish the vision and goals that were set forth. Ideas were generated for each of the goal areas and organized by time horizon between ideas that can be accomplished in the next year and that can be accomplished over a longer period of 2-3 years. Participants then dot voted to prioritize their ideas. **Red** dots represent #1 priorities and **green** dots represent other top priorities. The following ideas were generated and recorded:

1. Neighborhood Quality

1 Year Action Items

- Set aside open park space as part of development. (1 **red** dot)
- Neighborhood liaison, ombudsman (1 **green** dot)
- Landlord accountability (1 **green** dot)
- Code enforcement. Keep and focus. (1 **green** dot)
- More Trees
- Increase NA's all over the city to include as many as possible
- More cohesive neighborhood voices, having more policy influence
- More resident homeownership in university community
- Re-establish councils for vision for the NAB
- More homeownership incentives for university communities
- Code enforcement throughout the city equally (now)
- City/private streets. Decision on acceptance.
- Streetscape 10th Street
- Public staff city compass. Use of program.
- Enhance our special & historic neighborhoods
- Streetscape university neighborhood

- Neighborhood watch. More use.
- Revitalization areas / Funding for programs
- Encourage grid development
- Pre-approved zoning in appropriate places. Planned community.
- Parks with a different emphasis or “personality” for each neighborhood
- More river access points

2-3 Year Action Items

- Continue to keep a focus on code enforcement
- Policy discussions for neighborhoods
- Public facility and condition improvements
- Sidewalks in older communities
- A fully connected community
- CEPTED evaluation of neighborhoods
- Multi-use, mixed-use nodes, Establish areas
- Rental/Homeownership. Evaluate factors and ways to increase ownership
- Bonds for neighborhood improvements

2. Infrastructure

1 Year Action Items

- Southwest Bypass (1 green dot)
- 10-Year maintenance fund/Fund the facilities maintenance fund (1 green dot)
- Sidewalks and street lights in older communities (1 green dot)
- Crosswalks. Sidewalks.
- Continue with data driven road improvements
- Continue with storm water improvements
- Town Creek culvert, open (daylight) part of it

2-3 Year Action Items

- Roads / Traffic
- Reduce speeds on 10th Street (1 green dot)
- Review GUC efficiencies (1 green dot)
- Private roads—become public
- Street diets

Parks / Misc.

- Town common improvements
- Park set aside in new development
- Multi-functional arts center
- Greenway east to Portertown Road
- New South Greenville gym project! (NOW)

Multi-modal bike, auto, train, bus, plane

- Continue integrating transit

- Zipcars. Citibike
 - GTAC
 - Light rail, multi-modal center to PGV—then on to Amtrak
- Storm Water Utility
- Wetlands restoration means fewer storm water infrastructure needs
 - Discuss business vs. residential storm water utility rates

- IT Bandwidth (GIG City) East
- Wi-Fi community access
 - Ultra-high speed internet bandwidth
 - Dark fiber area for data-research incubator
 - High speed Internet. 100MB+
- Funding / Partnering
- Where does GNC envision growth?
 - GNC variables
 - State/Fed funding

3. Forward Looking

- 1 Year Action Items
- Development Standards (sidewalk/parks) / What have we planned but not implemented?
(1 red dot)
 - Town Common Bridge. Natural/eco tourist destination. Aquarium, botanical gardens, etc.
(1 green dot)
 - In-house medical provider?
 - Greenway east (10th Street) to Portertown
 - Data/research medical business park
 - Town Common improvements, concessions, restrooms, kayaks/canoes
 - Comp/pay & benefits methodology
 - Infrastructure planning
 - Horizons revision
 - Leader in brewing, culinary arts, hospitality, tourism, culture, “no to NASCAR”

- 2-3 Year Action Items
- Maintenance plan
 - Greenville: “The Healthy City”
- 2-3 Year Action Items
- Review new traffic planning to not create excessive congestion (service roads) (1 green dot)
 - Multi-functional arts center with visiting artist
 - Fully connected by sidewalks and greenways
 - Health Insurance sustainability
 - Fully realized Tar River improvements
 - Bond Pattern
 - Roundabouts in university neighborhood
 - Benchmarking and best practice
 - More parks
 - Skate park

4. City Organization

1 Year Action Items

- Allow City Manager to work with staff to work on city organization
- Progressive personnel policies
- Merit performance measures
- Respectful staff evaluations with accountability
- HR plan for future needs
- Adopt model of excellence

2-3 Year Action Items

- 4 year Council terms staggered (1 green dot)
- Continue to support city management
- Flex time, telecommuting
- Maintain full health benefits
- Competitive salary/benefits

5. Quality of Life

1 Year Action Items

- Town Common improvements, boat ramp improvements, restrooms, paint amphitheater, ice cream (1 red dot)
- South Greenville Recreation Center (1 red dot)
- Performing Arts Center (DPAC-like) / Swim and Dive facility, partner with ECU (1 green dot)
- Put signs up: Tree City USA
- More money to support public art
- Visiting artist program
- Another sprayground
- Expand cultural events throughout city (NOW)
- Designate and be a “healthy community”
- Anti-tether law for dogs

2-3 Year Action Items

Recreation & Cultural and Spice of Life

- State theater—fund and open (1 green dot)
- Respond to river study recommendations (1 green dot)
- Multi-functional performing arts center
- Park set aside in new development
- More parks
- Invest in the arts → ← Recreational opportunities

- More things to do (positive)
 - Animal welfare emphasis & ordinances
 - Increased resident ownership in university community
 - University neighborhood streetscape
- Multi-transportation opportunities, walkability, bikeability, public transport train
- 1st St. Promenade
 - More specialized districts
 - Historic
- Arts/gallery
 - Entertainment
- Citywide walkability and connectivity (full connectivity)
 - Bike lanes
 - Street roads
 - Bridge Town Community
 - Transit plan implementation
 - Development standards - sidewalks
 - Greenways (more)
 - Crosswalks (segments)

6. Economic Development

1 Year Action Items

- Streets and roads (1 green dot)
- Connect workforce with jobs (transportation-location) / Connect workforce with PCC (2 green dots)
- Workforce development
- Recruit a medical startup (related)
- Office park. S.W. Greenville
- Data business incubator
- Create a research incubator
- Entrepreneur academy
- Minority business incubator
- Market ourselves (branding)
- Tar River brewery

2-3 Year Action Items

- New Business Incubation Partnerships
- Econ strategic plan (1 red dot)
 - State/federal funding
 - Public/private partnerships
 - Collaboration with county employers
- Prepared resources that businesses can utilize
- Unique Sportstown USA. BMX expand!
 - Multi-functional performing arts center
 - Ultra-high speed internet bandwidth
 - Shell structures
 - Master planned community
 - Adaptive reused re-adaptation as economic incentive

Targeted Geographic

- Establish sustainable businesses North of the River (1 red dot)
- Town Common improvements (1 red dot)
- Center City Growth (1 green dot)
- Downtown anchor hotel with parking deck for west end uptown
- Fund the State Theater and open it for arts
- 1st Street promenade

7. Fiscal Sustainability

1 Year Action Items

- Consider bond / Bond for parks, sidewalks (1 green dot)
- Fees compared to other cities / Gaming Fees / Fee Differential Resident/Non-Resident / Privilege fees on Big Boy (1 green dot)
- Diversify tax base
- Maintenance fund
- Town Common improvements
- Virtual (electronic) Business employee work connectivity
- Continue with transparency of the use of city funds
- Continue with maintaining the 14% fund balance policy

- (Infill) transform empty buildings and lots → tax base

- Enhance relationships, state government elected and appointed

2-3 Year Action Items

- Develop innovation station (destination)
- Property not on the tax rolls: other options for revenue
- Prepared meals tax
- 5-10 year plans
- 16% (2 month reserve)?
- Benefits strategy
- MSD Uptown

8. Safe Community (continuous improvement)

1 Year Action Items

- Animal welfare / community caretaking / human welfare: education and awareness (1 green dot)
- Traffic and Pedestrian Safety/Design
- Slower traffic on 10th Street
- Encourage grid development
- Red light timing
- Pedestrian safety
- Road/traffic safety
- Improve traffic flow, enforcement
- Crosswalks, sidewalks, greenway

Prevention

- Response times improvements for police and fire/EMS
- Lighting and camera
- Retail CPTED
- ROSC (CPR training)
- Focused deterrence

Community Engagement

- Park use for 17-24
- Youth program inventory
- Neighborhood liaisons

- Improve communication system: City → County → Municipalities
- Citizen etc. engagement
- Building codes that encourage CPTED
- Stronger community policing (Diversity)
- More youth initiatives
- Code enforcement throughout the city equally

2-3 Year Action Items

- Reduce our Part 1 crimes by 10% (2018)
- Fire station southwest Greenville
- Vehicle storage facility

Closing and Adjourn

Mayor Thomas thanked all in attendance for their participation and each council member was given the opportunity to offer their closing remarks.