

MINUTES OF THE ANNUAL RETREAT OF MAYOR AND CITY COUNCIL HELD
FEBRUARY 26-27, 2020

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The Mayor and Council of the City of Goldsboro, North Carolina, for their Annual Retreat beginning February 26, 2020 at 8:30 a.m. at the Goldsboro Event Center, 1501 S. Slocumb Street, Goldsboro, North Carolina with attendance as follows for February 26, 2020:

Councilmembers Present: Mayor Chuck Allen, Presiding
Mayor Pro Tem Bill Broadaway
Councilmember Antonio Williams
Councilmember Taj Polack
Councilmember Brandi Matthews
Councilmember David Ham
Councilmember Gene Aycock

Others Present: Tim Salmon, City Manager
Melissa Capps, City Clerk
Randy Guthrie, Assistant City Manager
LaToya Henry, Public Information Officer
Octavius Murphy, Assistant to the City Manager
Jennifer Collins, Planning Director
Mike West, Police Chief
Scott Williams, IT Director
Felicia Brown, Interim P&R Director
Mike Wagner, Public Utilities Director
Rick Fletcher, Public Works Director
Chad Edge, Deputy Public Works Director- Operations
Joe Dixon, Fire Chief
Allen Anderson, Chief Building Inspector
Bernadette Dove, HR Director
Shycole Simpson-Carter, Community Relations Director
Catherine Gwynn, Finance Director
Ashlin Glatthar, Travel & Tourism Director
Marty Anderson, City Engineer
Adam Twiss, Paramount Theatre and Event Center Director
Brad Hinnant, Assistant IT Director
Erin Fonseca, Interim Downtown Development Director
Ashlin Glatthar, Travel & Tourism Director (arrived at 10:50 a.m.)
Bertha Johnson, City of Durham
Eddie Fitzgerald, News Argus Reporter
Carl Martin, Citizen
Chretien Dumond, Citizen (arrived at 8:47 a.m.)

Call to Order. The meeting was called to order by Mayor Allen at 8:30 a.m.

Adoption of the Agenda. Upon motion of Mayor Pro Tem Broadaway, seconded by Councilmember Ham and unanimously carried, Council adopted the agenda.

Introduction to Strategic Plan – City of Durham. Ms. Bertha Johnson, Director - Budget and Management Services, City of Durham shared information pertaining to the BMS Organizational Chart and how it all connects. Additional information presented included the following:

Strategic Planning

- Roadmap for translating long term vision into present and future organizational efforts

- Helps engage employees and anyone that lives, works, and plays in Durham with the long-term vision of the City
- Connects resources with long term vision to accomplish priorities

Our Vision

Durham is the leading city in providing an excellent and sustainable quality of life.

Our Mission

To provide quality services to make Durham a great place for people to live, work and play.

Our Goals

- Shared Economic Prosperity
- Creating a Safer Community Together
- Connected, Engaged, and Diverse Communities
- Innovative & High Performing Organization
- Sustainable, Natural, and Built Environment

Goal Teams: The key to progress

- Goal Champion
 - Department Director chosen by the City Manager
 - Ultimately in charge of the success of the goal
- Team Members
 - Approx. 10-15 people from relevant departments
 - From various levels of the organization
- Meet Quarterly
 - Review initiatives
 - Track Performance Measures
- Objective Sub-Groups
 - Meet every other month (or more) to discuss changes/updates

By the Numbers

- 5 Goals
- 18 Objectives
- 95 Initiatives
- 67 Performance Measures

Budget and Capital Improvement

- Budget and Strategy functions should be aligned.
- Budget requests should articulate alignment to the Strategic Plan.
- Prioritize budget request tied to the Strategic Plan.
- Budget process should include update on SP Initiatives and performance measures.
- CIP and Deferred maintenance objectives should be included in the SP.

Long Term Financial Planning

- Multi-Year Financial Plan
 - A financial planning tool used to forecast revenues and expenditures.
 - Funding for initiatives can be planned.

“A modeling tool that helps demonstrate the consequences of decisions, rather than a tool that makes the decisions.” —Tom Bonfield

Performance Measurement

- To use performance data to frame strategic discussions about the future
- To monitor, report and analyze data to make changes to operations throughout the year and to drive budget discussions.
- To use data to make operational, strategic and budget decisions, not anecdotal stories or “gut” feelings:

- The city is growing; therefore we need more firefighters, police officers, building inspectors.
 - Show the need with data... What will be different?
- Each department tracks performance data and reviews daily, weekly, or monthly depending on the type of measure.
- Departments discuss performance data quarterly with their Deputy City Manager.
- Departments provide performance updates to the City Manager twice a year as part of the budget process.
- Departments present to the City Council performance data during the annual budget presentations prior to budget adoption.

Ms. Johnson shared information regarding a resident survey the City of Durham did. Mayor Allen asked staff to pull the survey from the City of Durham's website and share with City Council.

Strategic Plan Update. Mr. Tim Salmon, City Manager shared the following information:

Strategic Direction

- Vision: An extraordinary, diverse citizen experience.
- Mission: The City provides services, promotes equality, and protects the well-being of all citizens for a better tomorrow.
- Goals:
 - Safe and Secure Community
 - Strong and Diverse Economy
 - Exceptional Quality of Life
 - Racial and Cultural Harmony
 - Excellence in Government
- Values:
 - Professionalism
 - Integrity
 - Customer-focused

❖ Developed by Council during 2017 Retreat

Strategic Direction – Proposed by City Manager

- Vision: An extraordinary, diverse ~~citizen~~ experience.
- Mission: The City provides services, promotes equality, and protects the well-being of all **residents and visitors to enhance our quality of life every day.**
- Goals:
 - Safe and Secure Community
 - Strong and Diverse Economy
 - Exceptional Quality of Life
 - Racial and Cultural Harmony
 - Excellence in Government
- Values:
 - Professionalism
 - Integrity
 - Customer-focused

Council ok with proposed changes to vision and mission statements.

Strategic Plan Metrics

- Assistant to the City Manager / Strategic Planner worked with directors and staff to develop our strategic metrics and targets (measures of performance)
 - Where are we at?
 - Where are we going?
 - How are we going to get there?
 - How do we know when we have arrived?
- Metrics will inform our planning, programming, budgeting, and execution (PPBE) cycle processes:
 - Planning: Identifies current and future requirements

- Programming: Aligns expected funding with validated requirements by prioritizing and balancing benefits and costs
- Budgeting: Preparing the financial details
- Execution: Analyzing spending to determine the best practices

Strategic Plan Dashboard
 5 Goals; 24 Performance Measures



Mayor Allen requested a copy of the Parks and Recreation District 6 Master Plan (YMCA) to be forwarded to Council.

Break – Council took a break from 9:47 a.m. to 10:00 a.m.

Six Month Financial Update. Ms. Catherine Gwynn, Finance Director presented the following information:

General Fund – Collections
 (Comparison to 1st Six Months 2018-19)

	<i>FY 2019-20</i>	<i>FY 2018-19</i>	<i>Difference</i>
Taxes	\$ 11,856,491	\$ 11,651,626	\$204,865
Permits	165,215	185,387	(\$20,172)
Utility Franchise	1,373,001	1,395,424	(\$22,423)
Refuse	1,646,290	1,479,121	\$167,169
Golf Course	285,986	213,317	\$72,669
Paramount	91,984	58,476	\$33,508
Investment Earnings	25,854	37,308	(\$11,454)
Recreation Fees	122,666	50,266	\$72,400
Sales Tax	3,873,401	4,403,324	(\$529,923)

General Fund Collections
July – December 2019

	<i>Budget</i>	<i>Collections</i>	<i>% of Budget</i>
Taxes	16,924,894	11,856,491	70.05%
Licenses & Permits	385,888	165,215	42.81%
Revenues Other Agencies:			
Local Option Tax	9,813,576	3,873,401	39.47%
Utility Franchise Tax	2,933,850	1,373,001	46.80%
ABC Revenues	117,698	2,016	1.71%
Beer & Wine Taxes	154,916	-	0.00%
Powell Bill	918,925	909,163	98.94%
Service Fees from UF	2,869,532	1,434,766	50.00%
Grants/Other Revenues	2,100,066	361,351	17.21%
Total Taxes & Shared Revenues	18,908,563	7,953,698	42.06%

	<i>Adjusted Budget</i>	<i>Actual Collections</i>	<i>YTD % Collections</i>
Charges for Services:			
Refuse Services	\$ 3,296,933	\$ 1,646,290	49.93%
Cable TV	\$ 258,064	\$ 56,051	21.72%
Paramount Theater	\$ 171,048	\$ 91,984	53.78%
Recreation Fees	\$ 141,113	\$ 122,666	86.93%
Golf Course Fees	\$ 547,404	\$ 285,986	52.24%
Event Center	\$ 72,275	\$ 38,908	53.83%
Other Misc. Revenues	\$ 764,970	\$ 415,249	54.28%
Total Sales & Use Charges	\$ 5,251,807	\$ 2,657,134	50.59%
Capital Returns & Misc. Revenue:			
Investment Earnings	\$ 65,707	\$ 18,828	28.65%
Loan Proceeds	\$ 1,169,396	\$ -	0.00%
Other Misc. Revenue	\$ 157,193	\$ 34,409	21.89%
Fund Balance Appropriated	\$ 2,153,848	\$ -	0.00%
Total Capital Returns	\$ 3,546,144	\$ 53,237	1.50%
General Fund Revenue Totals	\$ 45,017,296	\$ 22,685,775	50.39%

Stormwater Fund Collections

2nd Qtr. - July – December 2019

	<i>Adjusted Budget</i>	<i>Actual Collections</i>	<i>YTD% Collections</i>
Stormwater Fee	\$ 1,467,481	\$ 767,592	52.31%
Stormwater Fund Totals	\$ 1,467,481	\$ 767,592	52.31%

Utility Fund – Collections

(Comparison to 1st Six Months 2018-19)

	<i>FY 2019-20</i>	<i>FY 2018-19</i>	<i>Difference</i>
Current Water	\$ 3,572,501	\$ 3,063,607	\$ 508,894
Current Sewer	4,716,719	3,463,574	1,253,145
Late Payment Fees	192,375	155,497	36,878
Tap Fees	19,025	16,625	2,400
Compost Fees	20,067	25,200	(5,133)
Investment Earnings	13,705	39,622	(25,917)

Utility Fund Collections

July – December 2019

	<i>Adjusted Budget</i>	<i>Actual Collections</i>	<i>YTD % Collections</i>
Charges for Services:			
Current Water Charges	\$ 6,416,258	\$ 3,572,501	55.68%
UF-SJAFB	\$ 1,616,771	\$ 709,997	43.91%
Current Sewer Charges	\$ 7,749,831	\$ 4,716,719	60.86%
Late Payment/Svc. Fees	\$ 351,170	\$ 192,375	54.78%
Applied Deposits	\$ 203,633	\$ 24,604	12.08%
Reconnections Fees	\$ 15,195	\$ 890	5.86%
Water/Sewer Taps	\$ 35,794	\$ 19,025	53.15%
Compost Revenues	\$ 44,403	\$ 20,067	45.19%
BFP Fees/Insufficient Ck Penalty	\$ 4,000	\$ 1,296	32.40%
Total Charges	\$ 16,437,055	\$ 9,257,474	56.32%
Capital Returns & Misc. Revenue			
Investment Earnings	\$ 23,895	\$ 1,221	5.11%
AMI Loan	\$ 3,221,587	\$ 387,143	12.02%
Other Misc. Revenue	\$ 741,831	\$ 89,698	12.09%
Total Capital Returns	\$ 3,987,313	\$ 478,062	11.99%
Utility Fund Revenue Totals	\$ 20,424,368	\$ 9,735,536	47.67%

DGDC & Occupancy Tax Collections (Comparison to 1st Six Months 2018-19)

	<i>FY 2019-20</i>	<i>FY 2018-19</i>	<i>Difference</i>
<u>DGDC</u>			
Taxes	58,869	30,206	28,663
Investment Earnings	-	488	(488)
<u>Occupancy Tax</u>			
Tax Collections	601,269	539,716	61,553
Investment Earnings/Misc. Revenues	12,531	69,338	(56,807)

DGDC & Occupancy Tax Collections
July – December 2019

	<i>Adjusted Budget</i>	<i>Actual Collections</i>	<i>YTD% Collections</i>
<u>DGDC</u>			
Taxes	99,351	58,869	59.25%
Investments/Misc.	1,000	-	0.00%
<i>Total</i>	100,351	58,869	58.66%
<u>Occupancy Tax</u>			
Occupancy Tax - Civic Ctr.	668,710	401,074	59.98%
Occupancy Tax - T & T	187,000	100,552	53.77%
County of Wayne Occp Tx	212,425	99,643	46.91%
Invest. Earnings/Misc.	45,597	12,531	27.48%
<i>Total</i>	1,113,732	613,800	55.11%

Actual Collections
(Comparison to 1st Six Months 2018-19)

	<i>FY 2019-20</i>	<i>FY 2018-19</i>	<i>Difference</i>
General Fund	22,685,775	22,987,551	(301,776)
Utility Fund	9,735,536	10,378,229	(642,693)
Downtown Development	58,869	31,079	27,790
Occupancy Tax	613,800	609,054	4,746
			-
Stormwater Fund	767,592	673,264	94,328

Actual Expenditures
Comparison with Adjusted Budget

	<i>FY 2019-20 Actual/Budget</i>	<i>FY 2018-19 Actual/Budget</i>
General Fund	\$ 20,367,645 46.03%	\$ 21,507,957 41.85%
Utility Fund	\$ 7,279,367 36.42%	\$ 9,986,924 40.99%
Downtown Development	\$ 18,673 16.32%	\$ 31,225 28.96%
Occupancy Tax	\$ 335,840 30.15%	\$ 515,044 43.35%
Stormwater Fund	\$ 411,531 28.93%	\$ 382,533 25.10%

Fund Balance Adopted Budget Appropriations FY 2019-20

1. General Fund	\$2,153,848
2. Utility Fund	\$3,217,040
3. DGDC	\$ 21,350
4. Occupancy Tax Fund	None
5. Stormwater Fund	\$ 101,232

Fund Balance Council Appropriations FY 2019-20

General Fund		\$ 2,153,848
a. Tiger Match	\$ 626,021	
b. Cemetery Perpetual Fund-Lawn Mower	\$ 10,842	
c. FY18-19 PO Rollover	\$ 1,516,984	
Utility Fund		\$ 3,217,040
a. FY18-19 PO Rollover	\$ 3,217,040	
DGDC		\$ 21,350
a. FY18-19 PO Rollover	\$ 21,350	
Occupancy Tax Fund		NONE
Stormwater		\$ 101,232
a. FY18-19 PO Rollover	\$ 101,232	

Mayor Allen requested a copy of the PO Rollover be forwarded to Council.

Personnel Policy Update. Ms. Bernadette Dove presented the following information:

Objective

To review recommended revisions to the City of Goldsboro Personnel Policy and obtain feedback and questions regarding the recommended revisions.

Timeline

- **Spring, 2007** - Personnel Policy revised by the Mercer Group
- **July 23, 2007** - City Council approved adoption of the current Personnel Policy
- **August, 2019** - Contracted with the Piedmont Triad Council of governments for policy content review, benchmarking and recommended revisions.
- **December, 2019** - Policy revisions distributed to city staff and City Council
- **December 31, 2019** - Feedback and suggestions from staff and council due back to HR
- **January 14, 2020** – Met with City Manager, department heads and administrative staff to review recommended policy and make necessary revisions.
- **March 16, 2020** - Present final policy recommendations to City Council
- **March 17– 31, 2020** – Staff meetings to present final policy revisions
- **April 1, 2020** – Implementation of revised Personnel Policy

**Select Articles of the current policy has been updated or revised since initial adoption on 7/23/07*

Revisions

Article I, Section - 9 Definitions

Section 16. Pay for Interim Assignment in a Higher Level Classification

Old

Pay for Interim Assignment in a Higher Level Classification An employee who is formally designated for a period of at least ***one month*** to perform the duties of a job that is assigned to a higher salary grade than that of the employee’s regular classification shall receive an increase for the duration of the acting assignment effective upon appointment.

Revised

*An employee who is formally designated to perform the duties of a job that is assigned to a higher salary grade than that of the employee’s regular classification shall receive an increase effective **upon appointment**.*

Reason: Employees should be paid for interim assignments upon appointment.

Article VI

Section 2 - Group Health Insurance

Old

Part-time employees who are scheduled ***to work 20 hours or more per week*** on a continuous year-round basis may, if they so desire, purchase available group health through the City for themselves or for themselves and qualified dependents.

Revised

*Part-time employees who are scheduled to work an **average of 30 or more hours per week** on a continuous year-round basis shall be eligible for health coverage in accordance with the Affordable Care Act.*

Reason: To be **in compliance** with the Affordable Care Act.

Article VI

Section 11-Tuition Assistance Program

Old

Employees may be reimbursed eligible expenses up to a total of ***eleven hundred(\$1,100)*** ***per fiscal year***.

Revised

*Employees may be reimbursed eligible expenses up to a total of **twenty five hundred dollars (\$2,500)** per fiscal year.*

Reason: Staff benchmarked similar municipalities. Average tuition reimbursement between \$2,000- \$3,000. Twenty-five hundred dollars estimated to pay for 1-2 classes **and** expenses each academic per year.

Article VII

Section 8 - Vacation Leave – Maximum Accumulation

Old

Effective the last payroll in the calendar year, any employee with more than this maximum amount of accumulated leave shall have the excess accumulation removed so that only 30 days are carried forward to January 1 of the next calendar year.

Employees are not eligible to receive pay for vacation time not taken. Employees may have the excess vacation leave (over the above maximum) converted to sick leave provided that they have taken 5 days of vacation in the calendar year.

Revised

If any employee departs from service, payment for all accumulated vacation leave shall be distributed, up to the following maximum amounts:

Employee Status	Maximum Hours
General Employee	240
Sworn Law Enforcement	257
Firefighter	336

Reason: Employees are encouraged to take their accrued vacation time in order to maintain a healthy work/life balance. After benchmarking other municipalities and state agencies, the maximum is encouraged to limit the city’s financial obligation.

Section 7 - Vacation Leave – Accrual Rate

Old (Revised)

Regular Personnel

<u>Years of Service</u>	<u>Vacation Days Accrued Each Year</u>	<u>Vacation Hours Accrued Each Month</u>
0 but less than 5 Years	12	8
5 but less than 10 Years	15	10
10 but less than 15 Years	18	12
15 but less than 20 Years	21	14
20 or more Years	23 (24)	15.33 (16)

Reason: *Accrual rates for 20+ years of service updated to reflect consistent accrual rates based upon employee’s years of service.*

Section 7 - Vacation Leave – Accrual Rate

Old (Revised)

Police (based upon 42.75-hour week)

<u>Years of Service</u>	<u>Vacation Days Accrued Each Year</u>	<u>Vacation Hours Accrued Each Month</u>
0 but less than 5 Years	12	8.55
5 but less than 10 Years	15	10.69
10 but less than 15 Years	18	12.83
15 but less than 20 Years	21	14.96
20 or more Years	23 (24)	16.39 (17.11)

Reason: *Accrual rates for 20+ years of service updated to reflect consistent accrual rates based upon employee’s years of service.*

Section 7 - Vacation Leave – Accrual Rate

Old

Fire (Revised)

Fire Personnel (based upon 56-hour Week)

<u>Years of Service</u>	<u>Vacation Days Accrued Each Year</u>	<u>Vacation Hours Accrued Each Month</u>
0 but less than 5 Years	12	11.2
5 but less than 10 Years	15	14.0
10 but less than 15 Years	18	16.8
15 but less than 20 Years	21	19.6
20 or more Years	23 (24)	21.47 (22.4)

Reason: *Accrual rates for 20+ years of service updated to reflect consistent accrual rates based upon employee’s years of service.*

Article VII

Section 15 - Sick Leave - Medical Certification

Old

The employee's supervisor or Department Head may require a physician's certificate stating the degree of the employee's or employee’s family member’s illness

Revised

*When submitting requests for FMLA, the employee shall submit a physician's certificate to the **Occupational Health Nurse** or designated official stating the degree of the employee's (or employee's family member's)*

Reason: To become compliant with HIPPA guidelines, medical issues should be handled via the Occupational Health Nurse with efforts to limit exposure of personal health information to administrative staff, supervisors and/or department heads.

Article VII

Section 24 - Civil Leave

Old

City employee called for jury duty or as a court witness for the federal or state governments, or a subdivision thereof, shall receive leave with pay for such duty during the required absence without charge to accumulated leave. The employee may keep fees and travel allowances received for jury or witness duty in addition to regular compensation; except, that ***employees must turn over to the City any witness fees or travel allowance awarded by that court for court appearances in*** connection with official duties. While on civil leave, benefits and leave shall accrue as though on regular duty.

Revised

*A City employee called for jury duty or as a court witness for the federal or state governments, or a subdivision thereof, shall receive leave with pay for such duty during the required absence without charge to accumulated leave. The **employee may keep fees and travel allowances received for jury or witness duty in addition to regular compensation.** While on civil leave, benefits and leave shall accrue as though on regular duty.*

Reason: Court fees and travel allowances are very minimal; time and man hours spent for processing are not cost-effective. This is an incentive for employees who participate in civil leave duties.

Article VII

Section 28 – Adverse Weather & Emergency Conditions Policy

Old

Upon authorizing a closing, non-critical staff ***who do not work do not get paid but may use vacation, earned compensatory time, or time without pay for the hours not worked.***

Revised

*Employees not designated as **essential staff will not be charged for leave time if the City Manager designates a delayed opening or early closing.** If City offices are closed for adverse weather or an emergency, all staff shall be compensated at their regular pay and will not be charged leave.*

Reason: Non-essential staff should not be penalized when city hall is officially closed by using vacation or comp time.

Council discussed. Staff was asked to provide estimated costs to pay essential employees versus providing comp time.

ARTICLE XIII – Tobacco Free Policy

Old

As a responsible business and employer, the City of Goldsboro has implemented the following policy for ***City facilities:***

To establish the City's policy concerning the use of tobacco products in City buildings. ***This includes cigarettes, cigars, pipes or chewing tobacco.***

Revised

*As a responsible business and employer, the City of Goldsboro has implemented the following policy for **City facilities and vehicles. (leased and/or owned)***

To establish the City’s policy concerning the use of tobacco products. This includes cigarettes, e-cigarettes, cigars, pipes or chewing tobacco.

Reason: Included city vehicles and e-cigarettes

New Policy

Article VII

Section 26 – Volunteer Service Leave

With supervisory approval, the City will grant up to 12 hours of volunteer service leave per calendar year to serve at a City designated volunteer agency(ies). Any regular full-time employee with one year of employment with the City is eligible for volunteer leave.

Reason: The City of Goldsboro recognizes the impact of volunteer services and is committed to supporting employee involvement within community service organizations and educational institutions to benefit and sustain the quality of life of our citizens, employees and community.

Article VII

Section 28 – Adverse Weather & Emergency Conditions Policy

- Essential staff who report to work when City Hall is closed will receive one hour of non-FLSA compensatory time for every hour worked. Non-FLSA time should be used as soon as possible; however regular compensatory time shall be used first. Non-FLSA compensatory time is not regulated by the Department of Labor and will not be taken at time and a half or paid out at termination.*

Reason: To compensate staff who are required to work when city hall is closed. **Ex:** Public Works divisions (Street & Storms, Distributions & Collections, Public safety)

ARTICLE VIII – Separation and Reinstatement

Section 6 – Retirement Gift and Recognition Policy for City Employees

All retirement and service award gifts valued \$50 and above shall be recorded as taxable income to the employee.

Reason: To be in compliance with Federal IRS regulations.

APPENDIX B – Professional Certification Program

Certification Policy – Other Employees

The City of Goldsboro is committed to rewarding its employees in pursuit of certifications. Subject to budgetary restraints, individuals who obtain professional certifications (job related) may receive up to a 5% increase with approval of department head and City Manager in accordance with established policy.

Reason: To provide incentive and monetary rewards for staff who obtain professional certifications.

Councilmember Williams suggested with the number of vehicle accidents, staff should consider a hands-free cellphone policy when operating city vehicles.

Police Department Update. Mike West, Police Chief provided the following information:

SENIORITY LIST

109 Sworn Personnel

Years of Service

Number of Officers/Percentage

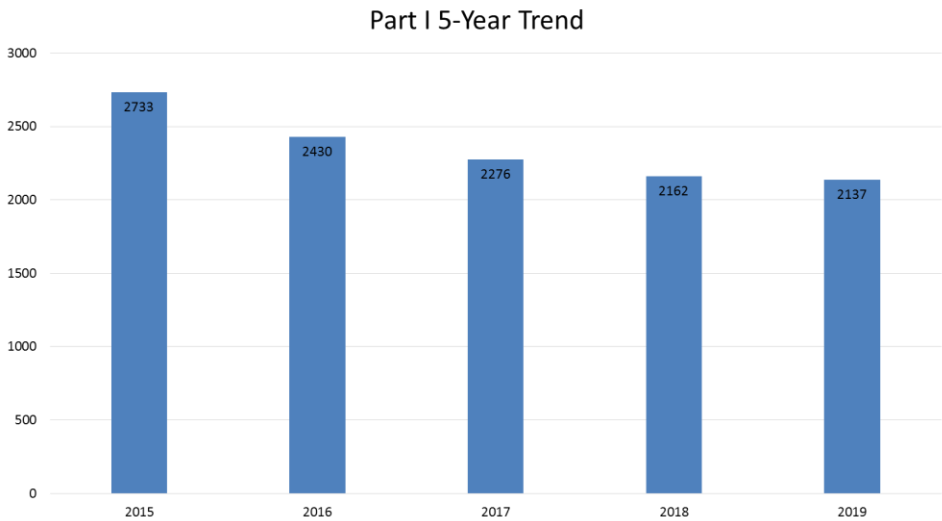
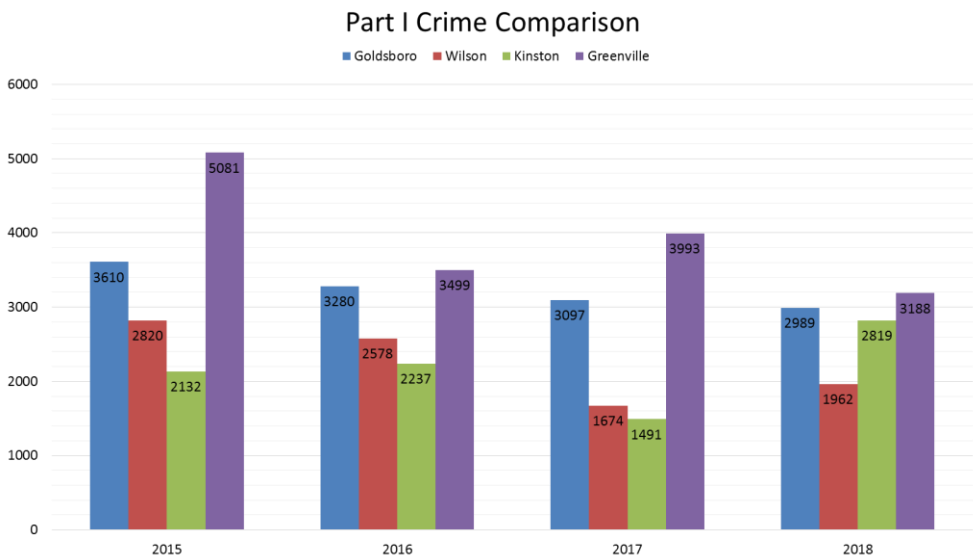
• Over 20 years	11 – 10%
• Over 10 but less than 20 years	31 – 29%
• Over 5 but less than 10 years	20 – 18%
• Less than 5 years	39 – 36%
• Vacant	8 – 7%
• Total	109

*As of February 26, 2020

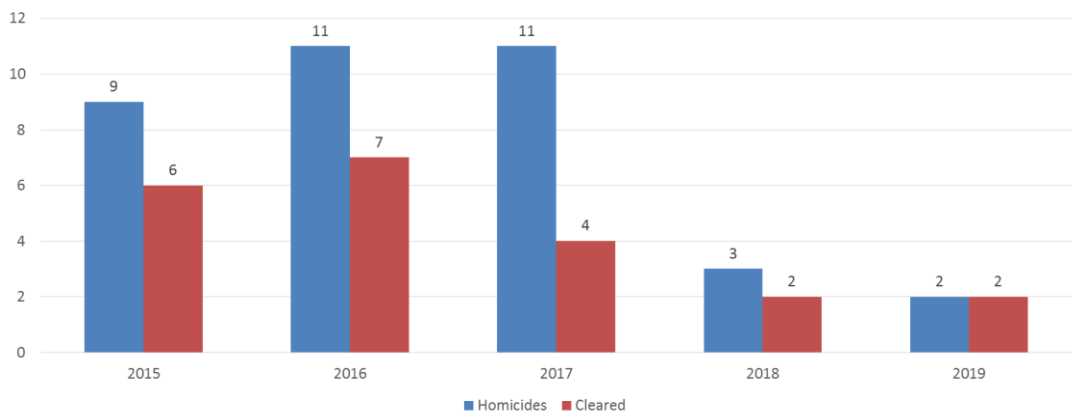
CRIME STATS

Part I Crimes

OFFENSES	2015	2016	2017	2018	2019	% of Change
Homicide	9	11	11	3	2	-33%
Rape	2	3	1	10	9	-10%
Robbery	91	84	81	59	51	-14%
Agg Assault	363	307	213	143	131	-8%
Burglary	541	484	376	397	355	-11%
Larceny	1642	1433	1526	1447	1495	+3%
Vehicle Theft	83	103	65	93	93	-
Arson	2	5	3	10	1	-90%
TOTAL	2733	2430	2276	2162	2137	-1%



HOMICIDES



Councilmember Williams requested Chief West provide juvenile arrests statistics since the implementation of the Summer Youth Employment Initiative.

Criminal Investigations Division
Investigator Assignments



Case Load Assignments

- 128 Cases assigned to 3 Persons Crimes Investigators
- 183 Cases assigned to 3 Property Crimes Investigators
- 94 Cases assigned to 2 Financial Crimes Investigators
- 67 Cases assigned to 1 Juvenile/Missing Person/Sex Crimes Investigator
- 33 DSS Cases assigned to (4) Investigators
- A total of 475 Felony cases were assigned in 2019 (Average of 47.5 cases per Investigator)
 - 6.3% increase from 2018

The case load is consistent with other departments

Training Hours

Officers of the Goldsboro Police Department received 8,338 hours of training in 2019. This training included 24 hours of training mandated by the NC Criminal Justice Education and Training Standards Commission for each sworn officer, along with other specialized training courses to enhance officer’s skills and knowledge as they continue to effectively serve the citizens of Goldsboro:

- * Juvenile Law Update (Raise the Age)
- * Best Practices for Officers During Community Dissent
- * Intelligence Update: Gangs and Divisive Groups
- * Individual Wellness: Coping with Stress and PTSD

Councilmember Matthews asked Chief West if the training included sympathy training. Chief West shared training included critical incident training and that they are trying to get more training out at Wayne Community College.

PATROL VEHICLES

56 Total Vehicles

Model Year

- 2008 - 1

- 2009 - 2
- 2010 - 1
- 2011 - 1
- 2013 – 8
- 2014 - 9
- 2015 - 1
- 2016 - 19
- 2018 - 10
- 2019 - 4

***Average Age of the Vehicle Fleet – 5.1 yrs*

PATROL VEHICLES

Mileage

- 42 Vehicles have under 80,000 miles.
- 5 Vehicles have 80,001 to 100,000 miles.
- 2 Vehicles have 100,001 to 120,000 miles.
- 7 Vehicles have over 120,000 miles.

2016 model-year take-home cars are averaging 11,000 miles per year.

NOTE:

- The service life of a take-home car is approximately 8-10 years
- Service-life is based on 80,000 to 100,000 miles and the average cost to maintain the vehicle
- The decision to deadline a car is based on model-year, mileage, parts availability, maintenance cost and overall safety of the car

PATROL VEHICLES

Summary

- 4 vehicles are ten years old or older.
- 9 vehicles currently have over 100,000 miles on them and that number could increase to 14 by the end of 2020.
- 50% of the total yearly maintenance cost on the fleet is for vehicles that comprise 23% of the fleet.
- High mileage vehicles are less reliable, use more fuel, require more oil between servicing and due to the poor appearance of the cars, reflect negatively upon the Police Department and the City of Goldsboro.

FLEET VEHICLE REPLACEMENT PLAN

- 10 Patrol/2 Admin per year
- Increase the size of the fleet to allow for additional take home cars for officers living outside of the city limits and to replace older cars
- More vehicles under warranty; reduces maintenance cost
- Enhance public image of Police Department
- Improve officer morale and aid retention

2020	2021	2022	2023	2024	
10	10	10	10	10	Patrol
2	2	2	2	2	Admin

ADMIN VEHICLES

36 TOTAL VEHICLES

Model Year

- 2001 - 2
- 2002 - 2
- 2005 - 2
- 2006 - 2
- 2007 - 2
- 2009 – 3
- 2010 - 5
- 2013 - 1
- 2014 - 2
- 2016 - 7

- 2018 - 2
- 2019 - 6

**Average Age of Admin Vehicles is 3 yrs*

FY '20-'21 Police/Admin Vehicle Request

- (2) 2020 Dodge Durango Admin
- (1) 2020 Jeep Compass Admin
- (12) 2021 Dodge Charger Line & Admin

Or

- (10) 2021 Chevy Tahoe PPV-Line
- (2) 2021 Dodge Charger Admin

Councilmember Williams asked if the Chief was looking at electric vehicles. Chief West stated that is something we could look into.

CALEA Accreditation

- Enrollment in CALEA on August 22, 2017 – Currently have 6 months remaining in our Self Assessment
 - Annual update of General Orders, with 2 left to implement
 - Making updates to our Strategic Plan and Recruitment Plan for 2020-2021
 - Collecting proofs of compliance – to show that we are doing what we have written
- Web-Based Assessment – June 5-13, 2020
 - Consists of an online review of all files and standards for compliance. All proofs must be submitted into the assessment for review.
- Site-Based Assessment – July 20-23, 2020
 - 2-3 assessors will come to the Department
 - Confirmation that we are doing what we say we do
 - Interviews/Tours with PD staff, City staff, and Communications Center
 - Public Hearing and Call-In Session held at City Hall

2020-2021 Proposed Street Resurfacing. Mr. Marty Anderson shared the following information:

Pavement Condition Survey

Pavement Distress Type

Pavement Condition Rating (PCR)

Last survey was completed by Engineering Department Staff in February 2018

Pavement Condition Rating (PCR)

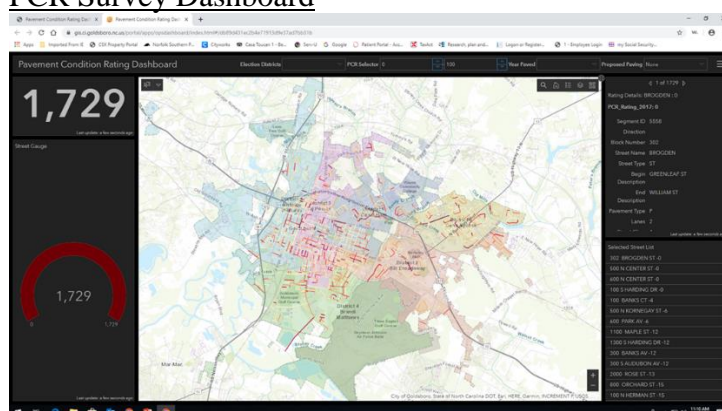
PCR range is 0 to 100

0 is the worst condition

100 is the best condition

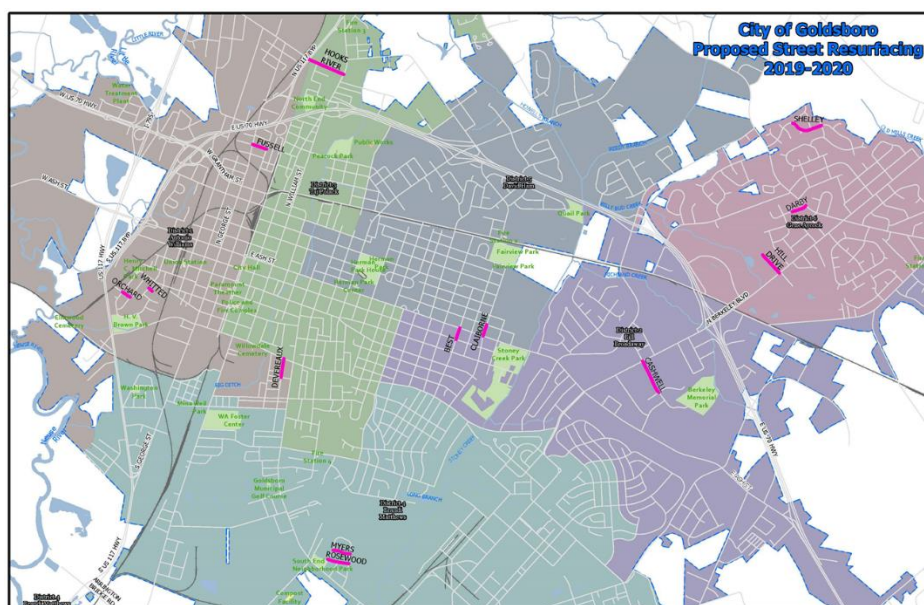
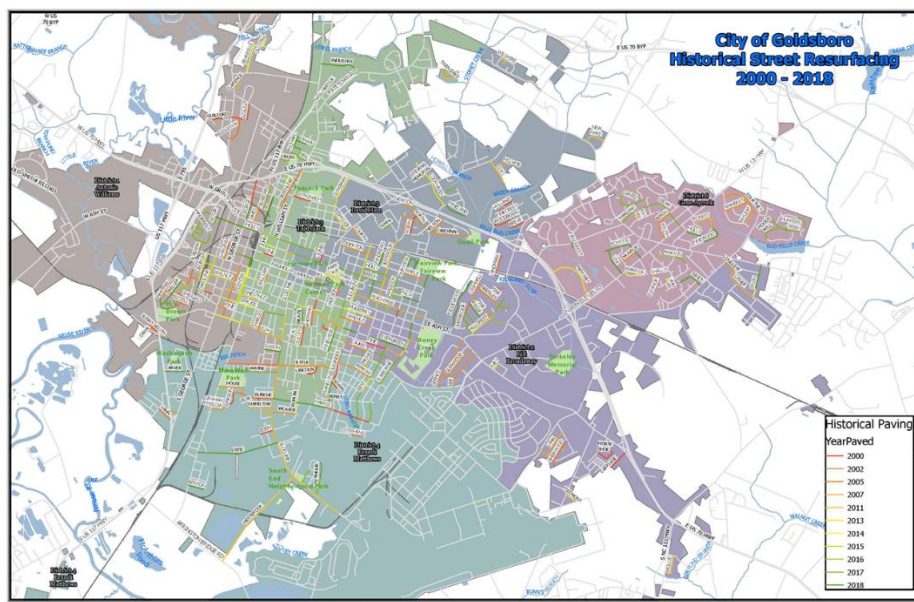
A good pavement condition is considered >75-80

PCR Survey Dashboard



City of Goldsboro PCR Metrics

- ❖ Total number of paved street miles within the PCR database = ~159 miles
 - Street miles with PCR < 10 = ~4.3 miles (2.7%)
 - Street miles with PCR < 20 = ~8.4 miles (5.3%)
 - Street miles with PCR < 30 = ~15.6 miles (9.8%)
 - Street miles with PCR < 40 = ~23.9 miles (15.0%)
 - Street miles with PCR < 50 = ~39.6 miles (24.9%)
 - Street miles with PCR < 60 = ~55.3 miles (34.8%)
 - Street miles with PCR < 70 = ~71.7 miles (45.0%)
 - Street miles with PCR < 80 = ~95.0 miles (59.8%)
- ❖ Current percentage of paved street miles with a PCR < 80 = ~59.8%
- ❖ Average percentage of paved street miles with a PCR < 80 for cities our size = ~35% (per 2009 Pavement Condition Survey findings)
- ❖ After 2019-2020 Street Resurfacing completion (~8.5 miles), street miles with a PCR < 80 = ~54.4%



2020-2021 Street Resurfacing Schedule

- August/September 2020 – Street resurfacing list finalized
- December 2020 – Detailed drawings and estimate completed
- January 2021 – Project bid documents completed and advertised
- February 2021 - Project bid opening
- Council Meeting in March 2021 – Project award by City Council
- April 2021 – Project construction begins
- July 2021 – Project complete

Council discussed streets that are in need of paving. Mayor Allen asked for a list of the streets that will be bid out this spring. Councilmember Williams requested a copy of the

dirt streets list and asked about Kadis and Seaboard Streets. Councilmember Matthews shared she had received complaints regarding Hart Circle and Graham Street.

Council recessed for lunch at 11:25 a.m.

Council returned from lunch at 12:30 p.m.

City Project Update. Mr. Randy Guthrie, Assistant City Manager provided an update on the following projects:

- Police/Fire Complex
- Fire Station 4 Addition
- Streetscape/Hub
- Wayfinding Signage
- Herman Park Center

Additional discussion included:

Mr. Guthrie shared The Hub will be completed by mid-April with the exception of the stage/bus shelter and the water feature or splash pad. The reason for that is there is not funding for that at this time. There was not enough money in the TIGER grant budget to include those, the stage is about a \$419,000 item and the splash pad is \$100,000 up depending on the number of jets, etc. There was hope that this could be funded through the state budget. The state budget did have some money in there \$400,000 in the upcoming budget and \$100,000 in the past budget that we have received which was earmarked for downtown projects. It appears it will be the summer before the state approves the budget. The city will need to decide do we want to wait till the summer or go ahead and fund while the contractor is still there and save on mobilization fees. If Council was interested in funding the stage, it could be done without a substantial blow to the budget. Mr. Guthrie shared it could be done by utilizing \$100,000 from the Rural Center grant we received, \$100,000 from the MSD fund, \$100,000 we received for administering the Adair Place grant and get the rest from project fallout and sales tax refund.

Mayor Allen asked if Council could get that in writing to review and discuss.

Councilmember Polack asked what the surface would be for the splash pad. Mr. Guthrie stated the splash pad had not been designed yet, could be rubberized or concrete; something non-slippery.

Development Finance Initiative. Ms. Sarah Odio, Project Manager, Development Finance Initiative | UNC School of Government presented the following information:

Affordable Housing Overview

- Agenda
 - Introduction to DFI
 - “Affordable” housing overview
 - Introduction to Low-Income Housing Tax Credits (LIHTC)
 - DFI Housing Pre-Development Services
 - Case Study: Lumberton

UNC School of Government

- Largest university-based local government training, advisory, and research organization in the U.S.
- Serves 12,000+ public officials each year through courses, webinars, and specialized conferences, publications, calls, and emails.
- Values: Nonpartisan, policy-neutral, responsive.

Development Finance Initiative (DFI)

The Development Finance Initiative (DFI) is a program of UNC Chapel Hill’s School of Government and advises communities in NC to attract private investment for

transformative projects by providing specialized real estate development and finance expertise.

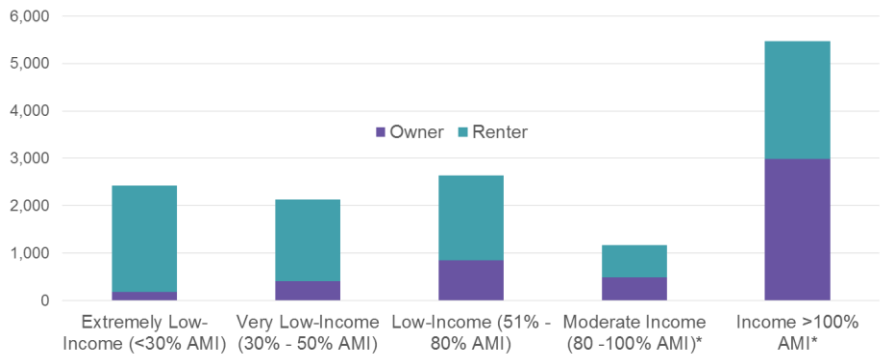
What is Affordable Housing?

According to U.S. HUD, housing is affordable if costs no more than 30% of a household’s monthly gross income.

Renters: Rent + utilities

Owners: Mortgage + property taxes, insurance and utilities

Goldsboro Households by Income



Supporting Production

	Demand	Supply
Public	Rental vouchers Homeownership grant and loan programs Home interest deduction	Public housing
Public-Private		Low-Income Housing Tax Credits (LIHTC) Removal of barriers to production Necessary subsidy for private development
Private	Employer-sponsored homeownership programs	Non-traditional loans

Supporting Preservation

- Rehabilitation grants and loan programs
- Older neighborhoods & historic districts
- Weatherization and energy efficiency
- Acquire expiring LIHTC apartment buildings
- Code enforcement

Affordable Housing Restrictions for Public Purpose

- Number of affordable units
- Household income eligibility
- Affordability level as % of income
- Timing and phasing of construction of affordable units
- Process for certification of eligible households and transfer controls
- Control period in number of years

Low-Income Housing Tax Credits (LIHTC)

- Federal program established in 1986 to incentivize **private** development of affordable housing → More than 3M units to date
- Provides tax credits for acquisition, rehab or new construction of affordable **rental** housing (nearly \$8B annually)
 - Awarded to private or non-profit partners, *not* to government entities
- Set aside requirements: 40/60, 20/50, income-average
- State agencies (i.e. NC Housing Finance Agency) establish additional requirements, award credits and monitor projects.

Examples of LIHTC Development

- NCHFA establishes strict design quality standards.

- High-quality materials and methods used in the construction of all projects financed privately with Low-Income Housing Tax Credits (LIHTC)
- Development must also meet green building standards.
- NCHFA monitors all developments.

NCHFA Qualified Allocation Plan (QAP)

A comprehensive document, updated annually, that establishes criteria and requirements related to:

- Market demand
- Target households
- Site suitability
- Financial structure
- Developer and management experience
- Design and energy efficiency

Site Suitability

Some examples of site requirements:

- Neighborhood Characteristics
- Proximity of Amenities
- Bus/Transit within walking distance
- Absence of incompatible uses (i.e. landfill, wastewater treatment, adult entertainment, active railroad tracks, electricity substation (active or not), etc.)
- Visibility

	Driving Distance in Miles			
<i>Primary Amenities</i> (maximum 26 points)	≤ 1	≤ 1.5	≤ 2	≤ 3
Grocery	12pts.	10 pts.	8 pts.	6 pts.
Shopping	7 pts.	6 pts.	5 pts.	4 pts.
Pharmacy	7 pts.	6 pts.	5 pts.	4 pts.
<i>Secondary Amenities</i> (maximum 12 points)	≤ 1	≤ 1.5	≤ 2	≤ 3
Other Primary Amenity	5 pts.	4 pts.	3 pts.	2 pts.
Service	3 pts.	2 pts.	1 pt.	0 pts.
Healthcare	3 pts.	2 pts.	1 pt.	0 pts.
Public Facility	3 pts.	2 pts.	1 pt.	0 pts.

Public School (Family)	3 pts.	2 pts.	1 pt.	0 pts.
Senior Center (Elderly)	3 pts.	2 pts.	1 pt.	0 pts.
Retail	3 pts.	2 pts.	1 pt.	0 pts.

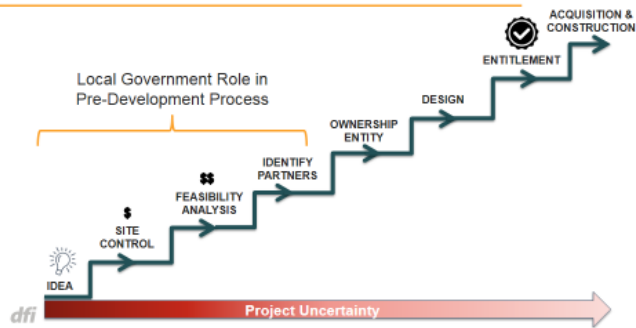
	Driving Distance in Miles, Small Town*			
<i>Primary Amenities</i> (maximum 26 points)	≤ 2	≤ 2.5	≤ 3	≤ 4
Grocery	12 pts.	10 pts.	8 pts.	6 pts.
Shopping	7 pts.	6 pts.	5 pts.	4 pts.
Pharmacy	7 pts.	6 pts.	5 pts.	4 pts.

Key Differences: 9% and 4% LIHTC

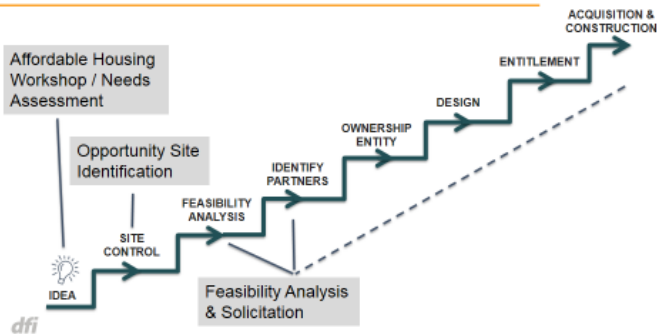
	9% LIHTC	4% LIHTC
Credit value	70%	30%
Credit award	Highly competitive	“Automatic”
Other federal subsidies	None	Volume Cap Tax-Exempt Bonds
Site suitability	Likely requires perfect score to compete	Meet minimum threshold
Maximum units	120 units	200 units
Costs	Moderate	High
Complexity	Moderate	High

How can DFI help?

Private Pre-Development Process



DFI Affordable Housing Services



Case Study: Lumberton, NC

- HUD Area Median Income (AMI) is \$43,800.
- Prior to Hurricane Matthew:
 - Est. 6,000 low-income renter households in substandard and/or overcrowded housing, and/or were cost-burdened.
 - Overall population steadily in decline, even as senior population grows
- Hurricane Matthew displaced nearly 500 very low-income households.

DFI Feasibility Analysis



Identify Land Suitable for Housing Development

- Meets LIHTC requirements (i.e. access to amenities, transportation, etc.)
- Clear path to site control
- Outside 100- and 500-year flood zones
- Development of site meets local public interests

Identify Feasible Building Program

- Targeting senior households (55+) earning 60% AMI
- Accommodate up to 68 apartments – mix of single-story and two-story
- Rooted in QAP and input from council, staff and community meetings

Identify Development Partner

- City received 5 responses from experienced developers.
- Council selected firm and executed option for sale of land within month
- Full LIHTC application submitted in January 2020

Mr. Salmon asked what are the costs to the City. Ms. Odio stated there is an upfront fee, then for market rate development we apply a development fee on the back so we only get

paid if the project happens. The actual project pays for that. In the case of private development, it is a different fee structure. We try to pass along most of those to private developer.

Water Rate Study. Mr. Mike Wagner, Public Utilities Director shared the following information:

Process

- The last “official” rate study was completed in 1987.
- Objectives of rate study is to create user-friendly rate model for a 10-year period
- Key considerations include
 - Capital Improvement Plan
 - Asset management
 - Affordability
 - Succession Planning
- Stantec sent data request on 10/4/2019
 - Process kicked off 10/24/19 with Engineering, Finance, Public Works, & Public Utilities
 - Initial goal was to have “draft” by end of January
 - Delays have occurred
 - Customer billing data
 - FY 18-19 audit/trial balance is not complete
 - Additional interactives were held 1/7/20, 1/29/20, 2/5/20, & 2/20/20

Mr. Wagner stated the goal is for them to present the study at the Council Meeting on April 20, 2020.

Summer Youth Employment Program. Councilmember Williams stated I asked the Summer Youth Employment be discussed because I always feel strongly about our youth working. Last year at the Retreat we discussed the economic value. This basically stops our youth from school to the prison pipeline. Last year Mr. Gene came and shared information from his study about the poverty level. I think at this point we don’t have a lot of ideas from anyone that is going to help our community financially. I think this helps our community financially by adding additional income to the family household by allowing the youth to work. Councilmember Williams stated something I would like to focus on that I and some constituents had issue or concern with include increasing the summer employment; instead of having two tracks have one track and keep them busy all summer long. Also, having only one member per household participate in this program, some households may have five kids, and need to have them working. I think that if this can Council do something immediately like increase this program. Chief West even stated he saw a decline in crime with our teens when we have this program.

Mayor Allen stated what you are saying is that you would like to see one track instead of two, so we would need to see if we could handle 50 kids in one tract. To your other point, if you have a household of 5 kids and you allow 2 or 3 to work, you are kicking someone else out; does that matter.

Councilmember Williams stated it depends on the household’s income.

Additional discussion included increasing the number of worksites and increasing the number of summer youths employed.

Ms. Shycole Simpson-Carter shared the following information:

City of Goldsboro Summer Youth Employment Initiative (SYEI) Program - Brief History

In February 2017, the Community Relations Department was tasked with researching Summer Youth Programs for Council. It was March 2017 when Council authorized the Department to develop and implement a Summer Youth Employment Program. The City of Goldsboro Summer Youth Employment Initiative (SYEI) Program launched on April 6, 2017 with Sponsoring Partners from the Housing Authority of the City of Goldsboro, Wayne Community College, & NCWorks Career Center — with the intent of a holistic approach to enhance the SYEI program. The SYEI program has been administered by

the City and Sponsoring Partners for three summer cycles to date. The SYEI program has been featured numerous time within publications by the local media and was featured on CBS - WNCN more than once.

SYEI Program - Framework

The framework of the program was designed for interested youth applicants to be provided job training through one of the Mandatory Information Sessions and an interview process aimed at providing constructive feedback in real-time. The framework also allowed youth employees the opportunity to work for six weeks within one of two designated track sessions for sixteen (16) hours per week. They also participated in soft skills trainings and excursions for four or more hours per week on Wednesdays or Fridays. Training were provided by Wayne Community College, Bank on Wayne, and Literacy Connection to enhance youth employees' workforce readiness and financial literacy skills. Excursions included Meet & Greets, Industry & Business Tours facilitated by Wayne County Development Alliance, and day visits to Beaufort, to Raleigh to tour the State Capitol and Museums, and City Employee Appreciation Cookout August of 2017.

SYEI Program – Three Year Demographics

Demographic: Sex (Comparison)				
	2017 Program	2018 Program	2019 Program	3-Year Average
Female	31	33	36	33
Male	29	24	14	22
Total	60	57	50	56

Demographic: Income (Comparison)				
	2017 Program	2018 Program	2019 Program	3-Year Average
Low Mod	51	51	47	50
Non Low Mod	9	6	3	6
Total	60	57	50	56

Demographic: Race (Comparison)				
	2017 Program	2018 Program	2019 Program	3-Year Average
African Amerian	53	53	47	51
White	4	0	0	1
Asian	1	1	1	1
Hispanic	2	2	0	1
Other	0	1	2	1
Total	60	57	50	56

Demographic: Age (Comparison)				
	2017 Program	2018 Program	2019 Program	3-Year Average
Age 13	0	0	0	0
Age 14	21	11	13	15
Age 15	11	18	19	16
Age 16	16	14	11	14
Age 17	11	9	6	9
Age 18	1	5	1	2
Total	60	57	50	56

SYEI Program – Three Year Demographics

Demographic: District (Comparison)				
	2017 Program	2018 Program	2019 Program	3-Year Average
District 1	13	8	2	8
District 2	4	7	11	7
District 3	8	10	9	9
District 4	8	8	13	10
District 5	14	12	6	11
District 6	7	12	9	9
ETJ	6	0	0	2
Total	60	57	50	56

ETJ = City's extraterritorial jurisdiction

Demographic: School (Comparison)						
			2017 Program	2018 Program	2019 Program	3-Year Average
Charles B. Aycock High			4	0	0	1
Dillard Academy Charter			0	0	1	0
Eastern Wayne High			17	24	19	20
Eastern Wayne Middle			0	0	1	0
Goldsboro High			27	18	16	20
Greenwood Middle			0	2	2	1
Norwayne Middle			0	0	0	0
Rosewood High			1	1	0	1
Southern Wayne High			0	1	3	1
Spring Creek High			2	0	1	1
Wayne Middle/High Academy			0	3	0	1
Wayne Christian			1	3	1	2
Wayne Country Day			1	0	0	0
Wayne Early/Middle College High			6	3	5	5
Wayne School of Engineering			1	2	1	1
WCC High School Equivalency			0	0	0	0
		Total	60	57	50	56

Proposed Schedule for FY 20 Summer Youth Employment

March 6th – Open Applications

April 24th – Close Applications

April 29th – Mandatory Orientation

May 11th – 22nd – Orientation

June 15th – August 21st – Summer Youth Employment Program

SYEI – Benchmarking

Goldsboro, NC (pop. 34,234)

Teens Ages: 15-18

Employed Youth: 50

of Weeks: Two - 6 weeks 20-30hrs @ \$7.25

Please note: FY19 CDBG Funds have not been drawn down from HUD. The City will have until June 30, 2020 to drawdown available funds no more than \$6,569 can be drawn down. This will decrease the General Funds spent to \$30,000 for FY19.

Funding Analysis - 3 Year Comparison				
	2017 Program	2018 Program	2019 Program	3-Year Average
General Funds	\$38,180	\$34,956	\$36,569	\$36,569
CDBG Funds	\$0.00	\$9,862	\$0	\$3,287
Total	\$38,180	\$44,818	\$36,569	\$39,856

Town of Chapel Hill, NC

(pop. 60,988)

Teens Ages: 14-18 HUD-LMI

Employed Youth: 29

of Weeks: One - 6 to 7 weeks

20hrs @ \$7.25

Funding Source: **\$30,000 - CDBG**

(No more than \$40,000 provided)

Offered Employment Preparation

Process begins January to March, interviews are immediately after deadline, and hiring notification is made by June.

Greenville, NC

(pop. 93,137)

Teens Ages: 16-21

Employed Youth: 25

of Weeks: One - 7 weeks

29 hrs @ \$7.25

Funding Source: **\$36,794 - City**

Offered Employment Preparation

The program is year-round through Greenville NCWorks Center funded by WIOA. The City funds youth that are typically already within the program for the summer that are 16-21.

Raleigh, NC

(pop. 469,298)

Teens Ages: 15-18

Employed Youth: 184

of Weeks: One - 9 weeks

20-30 hrs @ \$8.25

Funding Source: **\$220,000** - **City**

Offered Life Skills Development

Process begins the first of February, interviews are completed by the end of March, and hiring notification is made mid-April of each program year.

Wayne Community College,

Workforce Innovation and Opportunity Act (WIOA)

Goldsboro, NC (pop. 34,234)

Teens Ages: 16-24 (HS Dropouts)

Employed Youth: 34

of Weeks: 6 months (max. 520 hrs)

20 hrs @ \$7.25

Funding Source: **\$127,000** - **WIOA**

Offered Career and Workforce Development

The program is year-round through WCC funded by WIOA.

Councilmember Williams stated initially he went to Mr. Guthrie and told him about several grants that would have helped pay for the program. Mr. Salmon if you get a chance, will you follow-up with him. Fifty jobs are nice but it is not making a dent.

Ms. Simpson-Carter stated on your FY18 Summer Final Report and Recommendation it addresses Councilmember Williams comment regarding the four grants, TANF, WIA, CSBG and HHS. Primarily, three of those we do not qualify for and the WIA is an extension of the WIOA that Wayne Community College receives therefore that would be us competing with a sponsoring partner.

Mayor Allen stated here is a question for Council. Councilmember Williams would like to see the program increase, Ms. Simpson-Carter is recommending it stay the same, would Council like to think about it and discuss tomorrow or add to a future work session.

Councilmember Williams stated he would like to see the program expanded to 100.

Councilmember Matthews requested time to review the information. I agree it should be growing.

Additional discussion included speaking with partners and increasing work sites.

Council asked that the Summer Youth Employment Initiative added to the work session for the March 2nd meeting agenda.

Council took a break from 2:13p.m. – 2:21 p.m.

Seymour Johnson Air Force Base Maintenance Contract. Mr. Dennis Goodson with Seymour Johnson Air Force Base shared the following information:

City of Goldsboro - Seymour Johnson AFB Grounds Maintenance Partnership Opportunity

Why have a City & Air Force Partnership?

- Leverages resources to enable mutual benefits
- Cost-effective efficiencies...reduces risk

- Strengthens community-base relationship
- Supports National Defense Strategy – “...leadership can harness opportunities and ensure effective stewardship of taxpayer resources.”

Existing City & AF partnerships:

- Fire, police, EOD mutual aid/training
- Water & sewer service
- Bryan Multi-Sports Complex
- Refuse collection

Grounds Maintenance

Installation grounds maintenance

- 1,685 acres of grounds (no base housing grounds)...includes 885 acres of airfield
- Informal discussions indicate cost savings to Air Force...potential benefits to City

Intergovernmental Support Agreement (IGSA) candidate

- Need Letter of Intent from City...starts formal negotiation process
- State statute issue to resolve
- If mutually beneficial, IGSA signed ~15 Oct 2020...work will start ~1 Mar 2021

Mr. Rick Fletcher shared the following information:

Proposed Grounds Maintenance Intergovernmental Support Agreement (IGSA) with SJAFB

General Overview

The intent of the IGSA initiative is to encourage partnerships between Air Force installations and local governments where similar services, that local governments are already providing, can also be provided on Air Force installations. Although the concept appears to be simple, considering a Grounds Maintenance IGSA has presented its own challenges.

Unlike the Commercial Refuse IGSA the City enter into with Seymour Johnson Air Force Base (SJAFB) last year, which provides exactly the same type and level of service the City provides and contracts out to its commercial customers, the proposed Grounds Maintenance IGSA has distinctly different requirements that are above and beyond the level of service the City currently provides. Additionally, concerns have been raised regarding NC General Statute limitations and/or restrictions. Specifically, based on preliminary research, grounds maintenance is not seen as an approved public enterprise. The City maintains its own properties, but does not contract to provide grounds maintenance to others.

To better understand the scope and magnitude of the grounds maintenance services requested, and assist council with making an informed decision, the requirements of the proposed IGSA Performance Work Statement for Grounds Maintenance have been provided and summarized in the slides that follow.

Scope of the SJAFB Grounds IGSA

ITEM	DESCRIPTION	ESTIMATED QUANTITIES		ESTIMATED WORKLOAD		BY REQUEST* Items 1 & 5
		Quantity	Unit	Growing Season	Non-Growing Season (Nov)	Non-Growing Season (Dec-Feb)
1*	Improved Grounds Turf	580	Acres	34	2	3
2	Edging	44	Miles	16	2	0
3	Maintain Semi-Improved Grounds Non-Airfield	220	Acres	16	2	0
4	Maintain Semi-Improved Grounds Airfield	885	Acres	12	2	0
5*	Leaf Removal	200	Acres	0	0	3
6	Prune Shrubs/Hedges	3500	Each	2	N/A	N/A
7	Fertilization Areas	292	Acres	2	N/A	N/A
8	Weed Control improved turf	292	Acres	2	N/A	N/A

9	Maintain Special Landscaped/Flower/Rock Beds	2	Acres	16	1	3
10	Litter Removal	1500	Acres	36	4	12

Description of Services

- Improved Grounds Turf Mowing Trimming/Weed Eating - 580 Acres
 - Mowed/Trimmed between 2 to 4 inches - *Including drainage ditches*
 - Trimming shall be concurrent with mowing and height shall match surrounding area grass
 - Grass clippings shall be removed or mulched when visible after mowing
 - All litter, tree limbs, pine cones, trash, etc. shall be removed prior to each mowing/trimming
 - Ditches shall be free of shrubs, trees, silt & trash to keep water free flowing
 - Damage to trees & shrubs from trimming shall be repaired by the City
 - City will replace damaged plants with same size and type w/in 15 days after notification
- Improved Grounds Edging - 44 Miles
 - Sidewalks, driveways, curbs, patios, pavilions & other concrete or asphalt edges
 - Edge no more than ½-inch from the hard surface edge & maintain even contour
 - Grass, vegetation & dirt from edging shall not be left on paved surfaces
- Improved Grounds Fertilization - 292 Acres
 - The City shall have a pH adjustment & fertilizer application program for all improved turf
 - Type & amount of fertilizer or amendments applied should be based on the needs of the individual types of turf to maintain optimal root growth
- Improved Grounds Non-Turf Areas
 - Remove all vegetation/litter from “Low Maintenance Rock Beds” to show neat/profession appearance
 - City may use various methods of weed control that do not degrade the quality of the mulch surfaces
 - Dyes may also be used to enhance and track chemical applications
 - Running tracks around gym and hospital shall be blown off and kept free of grass and other debris
- Improved Grounds Leaf Removal – 200 Acres
 - Leaves & tree debris shall be removed as requested during non-growing season
 - Sparse amount of leaves may be mulched in place if the residual mulch does not excessively cover turf
 - The City shall dispose of excess material in approved waste containers
- Special Landscaped/Flower/Rock Beds – 2 Acres
 - Maintain beds to present a manicured appearance
 - Beds include shrub beds, hedge beds, flower beds, a mixture of vegetation or even single trees
 - Maintenance includes pruning shrubs, hedges & trees, trimming flowers, adding soil amendment/ fertilizing, watering, weed, trash/debris removal and replacement of plants and bedding materials
 - City may use various methods of weed control that do not degrade the quality of the mulch surfaces
 - Dyes may also be used to enhance and track chemical applications
- Improved Grounds Prune Shrubs/Hedges - 3,500 each
 - Shrubs not included in “Special Landscaped/Flower/Rock Beds”
 - Maintain their natural growth characteristics, existing shape, and health to promote safety and security
 - Prune hedges to maintain natural mature height, shape and form by removing new growth
 - Prune shrubs to maintain a minimum of 3 inches from buildings and other obstructions
- Remove Debris/Police Improved Grounds, and Base Fence Lines - 1,500 Acres

- The City shall pick up all litter or other debris from all roads, streets & parking lots weekly or as directed
 - In non-growing seasons, all litter or other debris shall be picked up in turf areas weekly or as directed
 - The City shall dispose of collected material in appropriate waste containers designated by the COR
 - Besides weekly, 4 additional policings will be added as directed for special occurrences on SJAFB
 - The City shall remain flexible and provide debris removal after windy conditions as a top priority
- Semi-Improved Grounds (Non-Airfield) - 220 Acres
 - Grass, weeds and vegetation shall be maintained between 4 to 10 inches
 - Drainage ditches shall be mowed, free of shrubs, trees, silt & trash to keep water free flowing
 - Cutting bunkers in munitions area shall be coordinated with Contracting Officer Representative (COR)
- Semi-Improved Grounds (Airfield) - 885 Acres
 - Grass, weeds and vegetation shall be maintained between 7 to 14 inches
 - Drainage ditches shall be mowed, free of shrubs, trees, silt & trash to keep water free flowing
- Semi-Improved Grounds Trimming/Weed Eating
 - Grass, weeds & vegetation shall be trimmed, between 4 to 10 or 7 to 14 inches as appropriate around trees, shrubs, buildings, fences, poles, posts, fire hydrants, parking lot bumper blocks, boulders etc.
 - Trimming height shall match or be less than surrounding area grass heights
 - Damage to trees & shrubs from trimming shall be repaired by the City
 - City will replace damaged plants with same size and type w/in 15 days after notification
- Mow Taxiway, Runway Edge Lights & Signs
 - Maintained between 4 to 7 inches in a 15 foot diameter circle around runway edge lights and signs
 - No loose vegetation or debris created from operations shall be left on paved areas
- Airfield Coordination
 - The City shall coordinate all activities on the airfield by contacting Airfield Management
 - Flight-line drivers training must be completed prior to operating vehicles or mowers on the flight line
 - All employees working on airfield grounds will always have a flight-line driver's license card on them
 - Vehicles must have a valid pass issued by Airfield Management prior to operating on the flight line
 - The City must remain flexible and ready to adjust to changing airfield priorities and/or aircraft missions
 - The City shall be responsible for insuring all foreign objects and debris produced by ground maintenance is cleared off of all taxiways, runways, and aircraft parking aprons
- Airfield Tower Communications
 - When operating near runways, overruns and taxiways, the City shall maintain constant two-way radio contact with the control tower and Airfield Management
 - The City shall maintain contact with the control tower when operating on or within 150 ft. of the runway
 - The City shall provide all communication equipment – VHF w/minimum 5-mile range & private line
 - The City will be responsible for any changes to radio types the base makes in the course of this contract
 - The City shall respond immediately to the directions of the Air Traffic Control Tower Personnel
- Control Vegetation in Sidewalks and Parking Areas

- Parking lots and sidewalks shall be maintained vegetation free – no grass, weeds, etc.
- City may use various methods of weed control that do not degrade the quality of the surfaces
- Dyes may also be used to enhance and track chemical applications
- Herbicide Application Procedures/Weed Control Improved Turf
 - The City shall submit a weed control plan to the Contracting Officer for approval prior to application and it must be updated before any new herbicide is used and shall detail:
 1. The type of herbicide(s) to be applied; with the name & EPA number & application rate (amount per acre)
 2. Timing of application(s)
 3. The type of application equipment
 - Personnel shall possess required state certifications in Right of Way and Ornamental & Turf categories
 - The City shall perform treatment of pest weeds (broadleaf weed control) in accordance with federal and state regulations and DoD Pest Management Programs prescribed in AFI 32-1053 and DoDI
 - Storage and mixing of herbicides by the City is not allowed on base
 - City must have a spill kit on each vehicle capable of containing 110% of the greatest container volume
 - All wastes shall be the responsibility of the City and will be disposed of offsite

City's Current Grounds Requirements

- Public Works Department
 - Right-of-Ways and Vacant Lots ~ 100 Acres
 - Cemeteries ~ 60 Acres
 - Sewer outfalls ~ 18 miles
 - Spray fields ~ 12 Acres
- Parks and Recreation
 - City Parks, Ball Fields, etc. ~ 200 Acres
 - Golf Course ~ 85 Acres
 - Center Street Downtown

Considerations

- Creating a New/Separate Off-Site Division – *Base Grounds Maintenance*
 - All new personnel and equipment assigned will be staged on base
- Scope and Magnitude of Service Requirements
 - Outside the scope and magnitude of anything the City currently accomplishes for grounds
 - Special training and certifications for airfield mowing operations
 - Communication requirements with Air Control Tower
- Added Liability
 - Mowing around all base facilities, parking areas, roads, etc.
 - Airfield mowing
- Additional Equipment for Garage to Maintain
 - Currently undermanned in heavy equipment mechanics
 - Must add fulltime mechanic
- FY 20/21 Budget Obligations/Impacts – Startup Costs \$1.3M
 - Fronting the equipment purchases (\$650K)
 - Labor Costs (\$650K - \$750K)
- NC General Statute Limitations – *Default to City Attorney*
 - Initial research indicates it is NOT an approved public enterprise

Council also discussed number of employees needed.

Mayor Allen requested a list of equipment including hours on equipment. Mayor Allen asked Mr. Goodson when they needed a decision. Mr. Goodson replied by the fall; they would like a letter of intent. Mr. Fletcher stated there is no commitment with the letter of

intent, it is just saying we will continue the discussion. There is not official commitment, we would come back to Council for an official commitment.

Rails to Trails Update. Councilmember Williams shared a video regarding Rails to Trails. He also shared photos of North End.

Ms. Jennifer Collins, Planning Director presented the following information:

What is a Rail-Trail?

- Rail-trails are multipurpose public paths created from former railroad corridors.
- These paths are flat or gently sloping, making them easily accessible and a great way to enjoy the outdoors.
- Rails-to-Trails Conservancy serves as the national voice for trails, setting the precedent that rail-trails are need-to-have community assets and establishing policies and practices that ensure trails are built.

North Carolina Rail-Trail Stats

- 31 total rail-trails
- 125 miles of rail-trails
- 21 current projects
- 162 miles of potential rail-trail
- Funding
 - \$22,574,906 (FY 18 TA Set-Aside Apportionment)
 - Transportation Alternatives (TA) Program

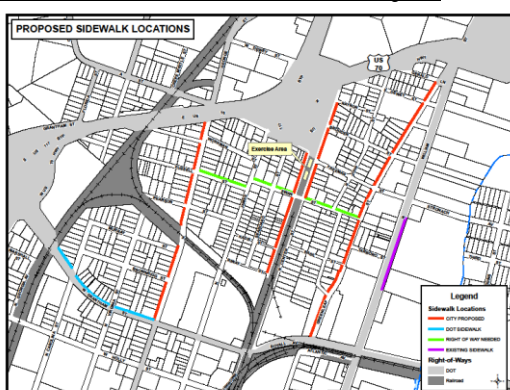
Transportation Alternatives (TA) Funds

- Transportation Alternatives Program (TAP)
- Established by Congress in the Moving Ahead for Progress in the 21st Century Act of 2012 (MAP-21)
- Fixing America’s Surface Transportation Act of 2015 replaced TAP with TA Set-Aside (TASA) of the Surface Transportation Block Grant Program (a core Federal-aid Highway Program)
- Eligible activities include most activities historically funded as “Transportation Enhancements”, the Recreational Trails Program, and the Safe Routes to School program
- TA projects must be one of 10 eligible activities and must relate to surface transportation.

TA Eligible Activities

- Pedestrian & Bicycle Facilities
- Safe Routes for Non-Drivers
- **Conversion of Abandoned Railway Corridors to Trails**
- Scenic Turnouts and Overlooks
- Outdoor Advertising Management
- Historic Preservation & Rehab of Historic Transportation Facilities
- Vegetation Management
- Archaeological Activities
- Stormwater Mitigation
- Wildlife Management

N. Center Street – Possible Project



North End – Possible Project

- Railroad Right-of-way not Abandoned
- Acquisition of Right-of-way necessary for sidewalk construction within City right-of-way
- Possible pedestrian access along Greenleaf Street and N. George Street (sidewalk installation within right-of-way)
- City Sidewalk Fund (\$65,527.87)
- Bicycle, Pedestrian and Greenway Plan Recommendations for North End

Bicycle, Pedestrian and Greenway Plan

- Recommended sidewalk
 - George Street
 - William Street
 - W. Grantham Street

Council discussed the proposed North End project and asked that staff come back with estimated costs.

Retreat Decisions. Ms. Melissa Capps, City Clerk reviewed the following with Council:

- Pull resident survey from the City of Durham’s website to share with Council.
- Council agreed with the proposed revisions to the City’s vision and mission statements.
- Provide Council with a copy of the Parks and Recreation Master Plan recently done for District 6.
- Provide Council with a copy of the Purchase Order Rollover.
- City Vehicles – Policy regarding Bluetooth or hands-free use of cellphones.
- Inclement Weather Policy – provide estimated costs to pay essential employees versus providing comp time.
- Provide juvenile arrests statistics.
- Provide a copy of the proposed street resurfacing list to bid out this spring. Also provide a copy of the priority list for dirt streets.
- Revise March 2, 2020 Agenda – add Summer Youth Employment Initiative to Work Session.
- Provide a list of proposed equipment, hours and costs for potential maintenance of SJAFB grounds.
- Cost estimates for sidewalks in North End.

Councilmember Williams asked that an email be send to departments to see if they could use more SYEI employees.

There being no further business, the meeting recessed at 3:15 p.m.

FEBRUARY 27, 2020

The Mayor and Council of the City of Goldsboro, North Carolina, for their Annual Retreat beginning February 27, 2020 at 8:30 a.m. at the Goldsboro Event Center, 1501 S. Slocumb Street, Goldsboro, North Carolina with attendance as follows for February 26, 2020:

Councilmembers Present: Mayor Chuck Allen, Presiding
Mayor Pro Tem Bill Broadway
Councilmember Antonio Williams
Councilmember Taj Polack
Councilmember Brandi Matthews
Councilmember David Ham
Councilmember Gene Aycock

Others Present: Tim Salmon, City Manager
Melissa Capps, City Clerk

Call to Order. The meeting was called to order by Mayor Allen at 8:30 a.m.

Ethics Training. Ms. Capps shared North Carolina’s local government ethics education statute requires governing board members to receive a minimum of 2 clock-hours of ethics training within 12 months of each election or re-election to office. The UNC School of Government provides an On-Demand Webinar that will satisfy the 2 clock hours of local ethics training required by state law for elected and appointed members of city councils and county boards of commissioners.

A PowerPoint lecture was presented which covered a number of topics including the following:

- Defining ethics and ethical behavior;
- Distinguishing between legal and ethical standards;
- Explanation of the effects of role conflicts and interest conflicts on ethical decision making;
- Applying a process when making ethical decisions;
- Description of the development of a successful code of ethics;
- Laws governing conflicts in contracting;
- Determining when a member cannot vote and when a member must vote on issues before the governing board.

Roberts Rules of Order and Board Procedures. Mr. Trey Allen, Associate Professor of Public Law and Government with the UNC School of Government shared the following information:

PURPOSES OF PARLIAMENTARY PROCEDURE

- To allow the will of the majority to be determined in an orderly and efficient manner.
- To protect the rights of individual members and minorities, particularly their right to participate in the group’s deliberations. *Mason’s Manual of Legislative Procedure*, § 1 (2010 ed.)

SOURCES

- Statutes
- Case Law
- Charters
- Local Rules
- “Fall-back” Resources

7 BASIC PRINCIPLES

1. The council’s authority is defined and limited by state law.
2. The council must act as a body.
3. A quorum is necessary for the council to act.
4. Every member has an equal right to participate.
5. There must be an opportunity for debate.
6. The council must act by majority vote.
7. Meetings should be characterized by fairness and good faith.

Councilmember Aycock stepped out at 11:00 a.m.

7 COMMON PROBLEM AREAS

1. AGENDA

- The council is ultimately responsible for its own meeting agendas
- Preparing a preliminary agenda may be delegated
- A majority of the council can amend the agenda
- Is there a legal restriction on the subject-matter of the meeting (regular, special, etc.)?

2. QUORUM

- Number of members who must be present to conduct business

- Usually defined as “majority of membership” (more than ½ of total seats)
- What about vacancies?
 - City Quorum Statute
 - 5 (total seats) + 1 (mayor) = 6
 - Quorum = 4 (majority of 6)
 - 5 (total seats) + 1 (mayor) = 6
 - 6 – 1 (vacancy) = 5
 - Quorum = 3 (majority of 5)

3. MOTIONS

- Main (substantive) motions
- Procedural motions
- Are seconds to motions always required?
- Motion before discussion, or vice versa?

4. HANDLING DEBATE

- All members should have a similar opportunity to speak
- Extend courtesy to each other and the public in the debate
- “I call the question” –*treated like any other motion and requires vote of the board*

5. VOTING

Simple majority (more than ½) of votes cast required to adopt most motions

- Special voting requirements for some actions
- Adopt ordinance or approve contract
 - Majority of all members not excused from voting
- Adopt ordinance on date of introduction
 - 2/3 actual membership – vacant seats
 - Example:
 - Council has 7 seats, but 2 are vacant. Mayor votes only in the event of a tie. On DOI council votes 3 to 2 in favor of proposed ordinance.
 - Result?
 - Ordinance fails 7 (total seats) – 2 (vacancies) = 5
 - 2/3 of 5 = 3.33
- Members have a duty to vote unless properly excused
- Default “Aye” Rule
- Does the Mayor vote?
- Record votes in the minutes

6. POSTPONING AND REVIVING MATTERS

Procedural Options:

- Table
- Remove from the table
- Postpone to Certain Time
- Reconsider
- Rescind (or repeal)

Councilmember Matthews stepped out at 11:25 a.m.

7. MANAGING PUBLIC INPUT

Establish rules for speakers to ensure fairness and maintain order

- Announce rules before comment period/hearing
- Provide rules in writing
- Apply rules consistently to all speakers
- Determine subject matter limitations – if any – in advance (be careful not to trample 1st Amendment)

Council discussed the public comment period.

Councilmember Williams stated I am not an attorney but I did some research. It says that government officials cannot silence speech because someone criticizes them or even silence them because they consider them troublemakers. You cannot silence them because they something offensive to you.

Mr. Trey Allen stated offensive is not a good standard, slander or abusive is a better standard; because what is offensive to people varies.

Councilmember Ham shared the following proposed amendment to the City's Public Comment Period Policy:

Add a definition of "decorum" - "correct or proper behavior that shows respect and good manners." Add to the policy a description to the decorum standard, including prohibitions on vulgar language, profanity, inappropriate gestures, insults, personal attacks, or accusations. Encourage speakers to be courteous and respectful.

Mr. Trey Allen stated he thinks that would be fine but shared concerns regarding the definition of vulgar, profanity. Restrictions on speech can be invalid if they are too vague.

Discussion continued. Mr. Allen stated in the Open Meetings Law, it is a misdemeanor to disrupt an official meeting of a public body. He cautioned the law is not triggered unless the presiding officer instructs the person to leave.

Mr. Allen suggested Council work with the city attorney.

RONR for Small Boards

- Member may raise hand instead of standing when seeking to obtain the floor and may remain seated while speaking.
- Motions need not be seconded.
- There is no limit to number of times members may speak to debatable question.
- Informal discussion of subject is permitted while no motion pending.
- When proposal is perfectly clear to all present, vote may occur without a motion.
- Presiding officer need not rise while putting questions to a vote.
- If presiding officer is a member, she may, without leaving the chair, speak in informal discussions and in debate, and vote on all questions. *RONR* (11th ed.), pp. 487-88.

Councilmember Aycock returned at 11:57 p.m.

Council took a break from 12:00 p.m. to 12:15 p.m.

State of the Fire Department. Chief Dixon shared the following information:

Objective

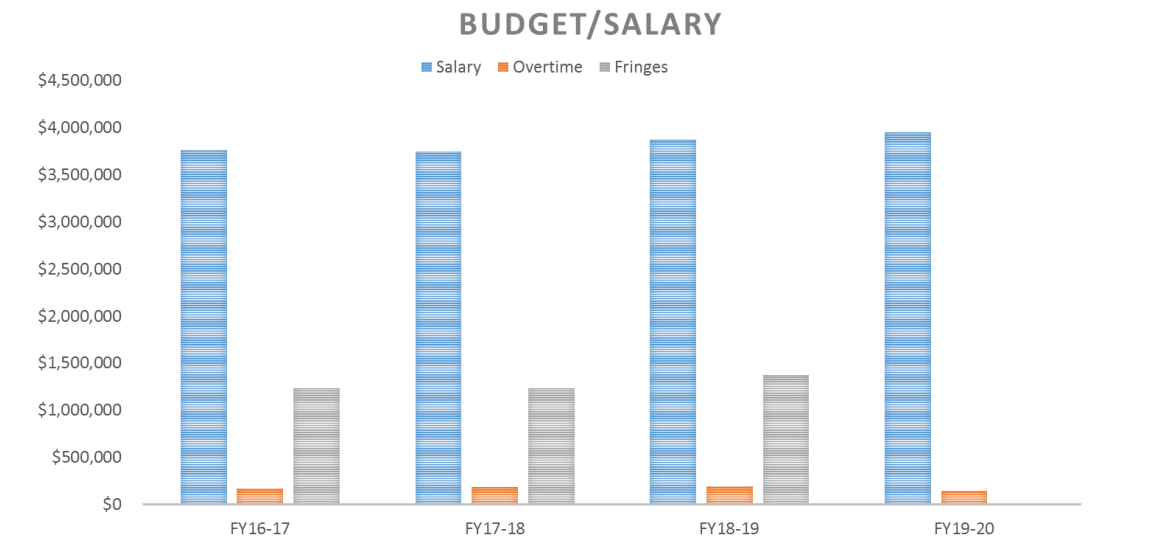
- The City of Goldsboro will establish a comprehensive plan for Capital replacement.
- The City of Goldsboro will maintain or establish policies/procedures that promote diversity and the maintenance of qualified staffing
 - Military model
 - P/T staffing
 - Short Academy
 - Non-EMT requirement

Summary

The GFD is seeking assistance in acquiring the resources needed (per NFPA, NIST, ISO, IAFC, IAFF, COG, etc.) to provide core public safety services to citizens, members, and guests.

State of the Fire Department

If fire department resources are deployed to match the risk levels inherent to hazards in the community, it has been scientifically demonstrated that the community will be far less vulnerable to negative outcomes in **firefighter injury and death, civilian injury and death and property loss.**



Nist High Rise Report

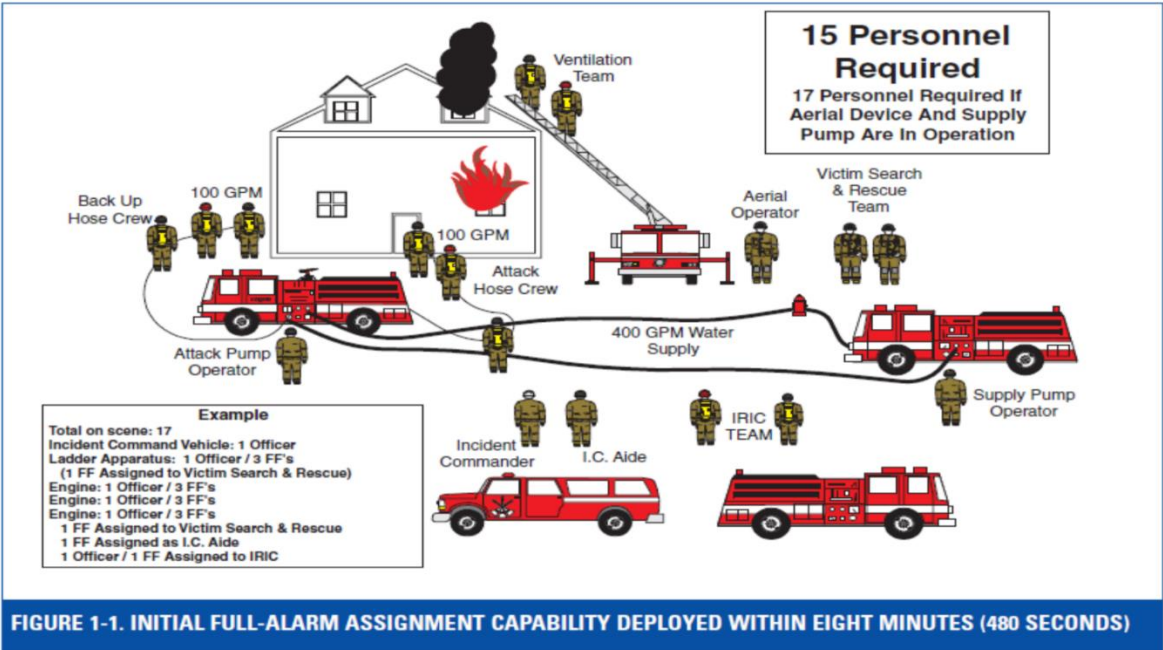
This study explored fires in a residential structure, where the vast majority of fatal fires occur. The researchers built a "low-hazard" structure as described in National Fire Protection Association Standard 1710 (NFPA 1710), a consensus standard that provides guidance on the deployment of career firefighters.

https://www.nist.gov/publications/report-residential-fireground-field-experiments-0?pub_id=904607

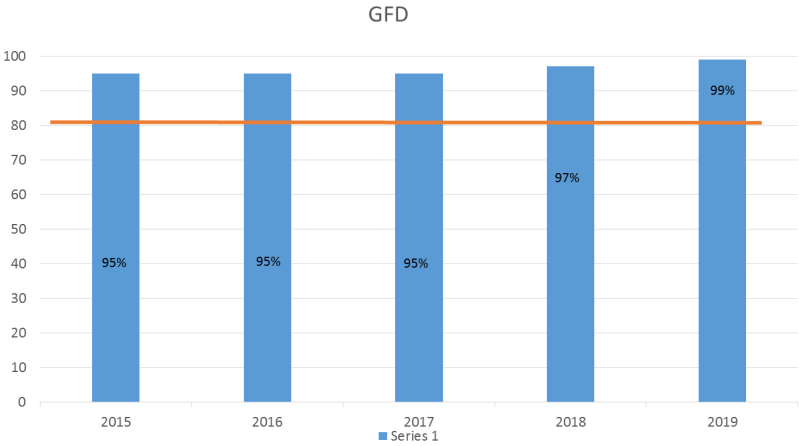
No.... Not a Law, but

1710 is not a law, but OSHA places two important responsibilities on employers (with fire departments being employers). The first responsibility is to comply with all OSHA standards. The second is to provide a workplace that is free from “recognized hazards”. This second requirement is known as the general duty requirement.

	Low Risk	4	Moderate Risk	17	Significant Risk	23	Maximum Risk	28
GFD	1E	3.5	3E, 1L, 1BC	15	4E, 1L, 1BC, 2CO	18	5E, 1L, 1BC, 2CO	24
Mutual Aid			1E, 1SS		3E, 1SS, 1CO		4E, 1L, 2SS, 1CO	
	IC/Safety	1	IC/Safety	1	IC	1	IC	1
	Pump Op.	1	Pump Op.	1	Pump Op.	1	Pump Op.	1
	Attack Crew	2	Prim. Line	2	Prim. Line	2	Prim. Line	2
			B/U Line	2	B/U Line	2	B/U Line	2
			Salv./OH	2	Salv./OH	0	Salv./OH	2
			Search/ResQ	2	Search/ResQ	2	Search/ResQ	2
			Vent	2	Vent	2	Vent	2
			IRIC	2	RIC	2	RIC	4
BC= Bat. Chief			H2O sup.	1	H2O Sup.	1	H2O Sup.	2
CO= Cmd. Ofc					Safety	1	Safety	1
E= Engine					Aerial Op	1	Aerial Op	1
L= Ladder					Acct. Ofc.	1	Acct. Ofc.	1
Salv.= Salvage					Exposures	2	Exposures	2
OH=Over Haul					Rehab		OSC	1
SS= Spcl. Svc.							Rehab	



Full Response



% of full response within 8 minutes travel time.
Metric Target is 81%

“If fire department response times and force assembly times are low, it is more likely sufficient resources have been deployed, which is associated with more positive outcomes. The converse is also true. Higher response times lead to more negative outcomes.”
Dr. Lori Moore-Merrell

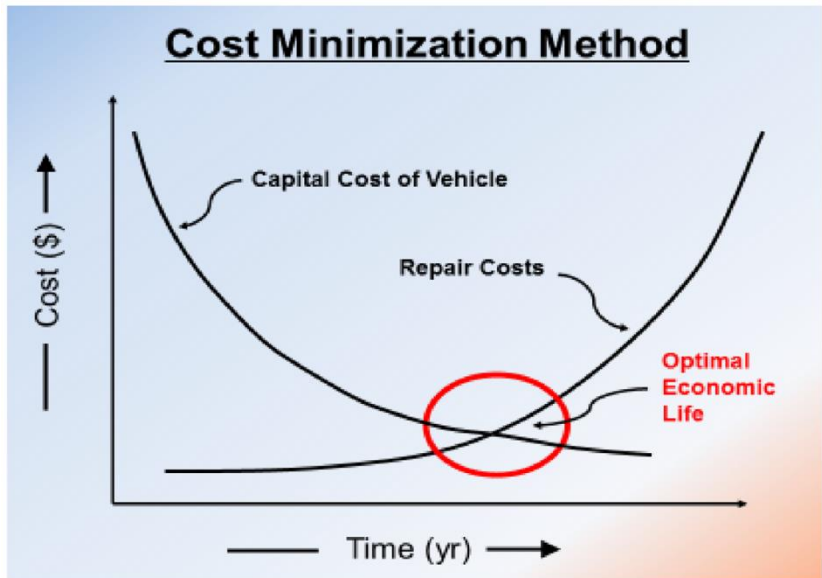
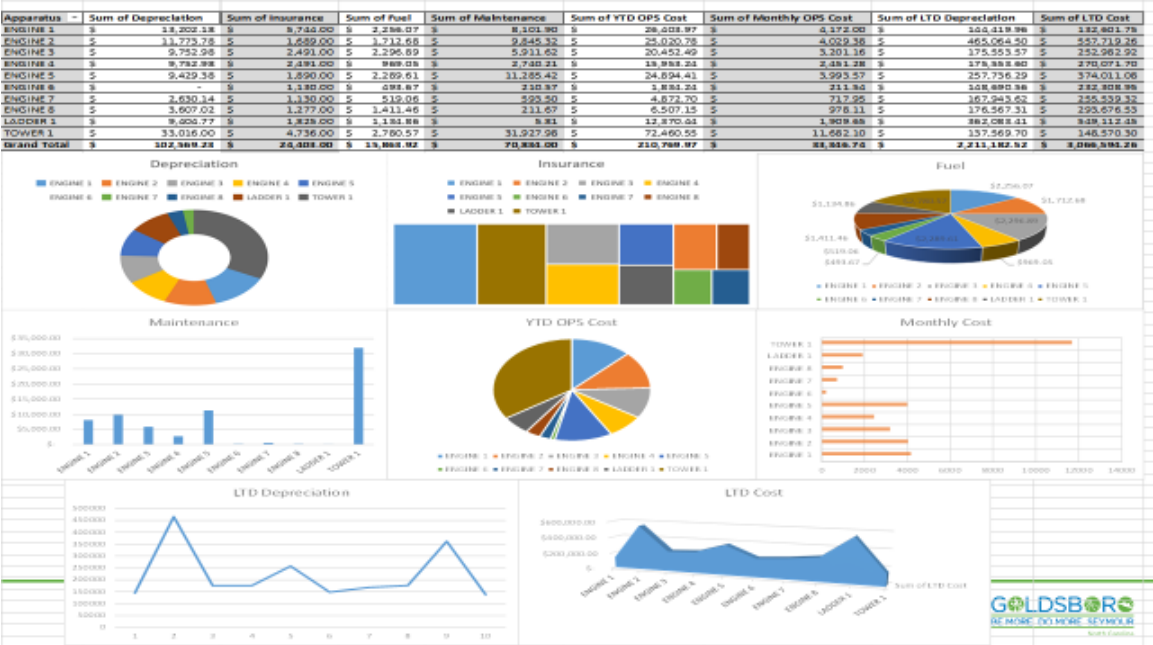
APPARATUS

Aging apparatus has contributed significantly to higher maintenance costs...

State of the Department

UNIT	AGE	MILES	HOURS	ISR%	RFR
Engine 1	3	29629	2995	99	2040
Engine 2	19	133867	15322	69	2025
Engine 3	9	72224	6603	90	2032
Engine 4	9	66139	6207	42	2030
Engine 5	13	106280	9133	92	2028
Engine 6	30	175006	17303		2015
Engine 7	29	161904	15041		2016
Engine 8	22	13488	13515		2023
Tower 1	2	13913	1718	70	2042
Ladder 1	19	9301	11452		2024
Brush 1	44				?

ISR= In Service Rate
RFR= Recommended for Replacement
The City of Goldsboro policy indicates replacement at 20 years
NFPA recommends replacement at 25 years



The chart illustrates the annual costs of a vehicle, where the intersection of the capital cost curve with the repair cost curve identifies the point in time where the annual cost of owning the vehicle is lowest (U Curve theory).

** Per NFPA 1901 2016 edition:

It is recommended that apparatus more than 15 years old that have been properly maintained and that are still in service-able condition be placed in reserve status; be upgraded in accordance with NFPA 1912; and incorporate as many features as possible of the current fire apparatus standard (see Section D.3). This will ensure that, while the apparatus might not totally comply with the current editions of the automotive fire apparatus standards, many of the improvements and upgrades required by the current editions of the standards are available to the fire fighters who use the apparatus.

Life-cycling aids in:
Minimizing overall fleet cost;

Maximizing vehicle availability;
Providing fleet users with safe and reliable tools to perform their jobs.

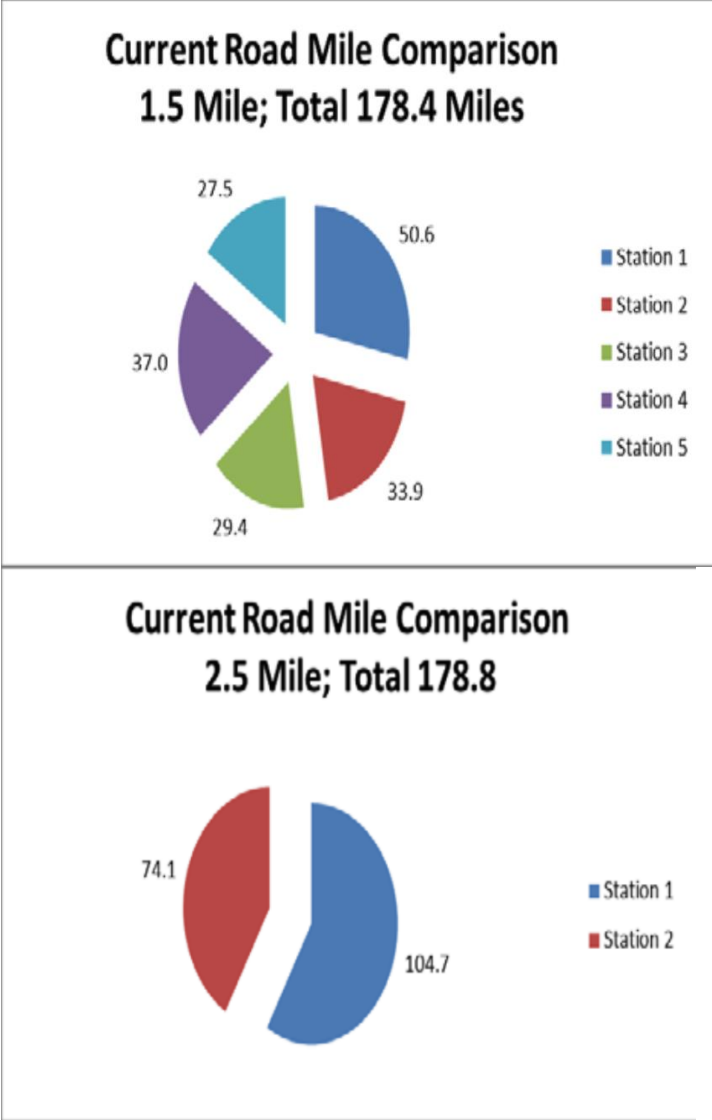
Source: APWA Vehicle Replacement Guide

A Way Forward.....

	#	7 Years	20	25	30	50	Unit Cost	FY21	FY22	FY23	FY24	FY25	FY26
Engine	7			*			550	\$1,000,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
Aerials/Quint	3			*			1M	\$500,000.00	\$500,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00
Brush truck	1				*		150	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
Staff/support vehicles	9	*					35k	\$45,000.00	\$45,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
15 passenger van	1				*		60	\$ -	\$60,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
Fire station	5					*	2.5M	\$2,500,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00
SCBA	90		*				7K		\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
Radios	50		*				9000		\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
COST								\$4,070,000.00	\$955,000.00	\$513,000.00	\$513,000.00	\$513,000.00	\$513,000.00

The NCRRS considers station placement and road miles fire engines and ladders travel within a geographical area. Engines have a 1.5 mile “response area” and ladders have a 2.5 mile “response area” that are calculated within the rating process. Any overlap within these response areas does not aid in the NCRRS process, though it may be found beneficial within the operational aspects of firefighting and emergency response.

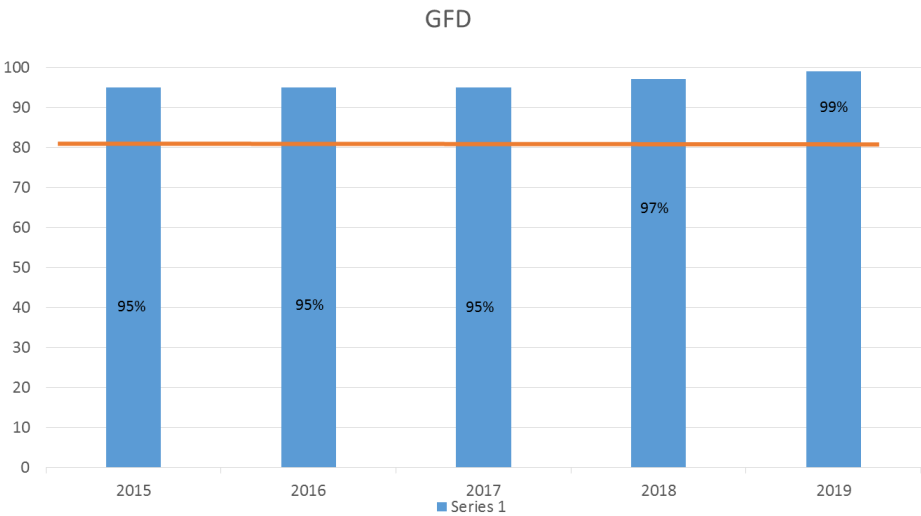
Road Miles



STATION LOCATIONS

STATION	AGE	SQUARE FT	BAYS
#1 Center Street	43	12,000	4
#2 Royall Avenue	19	7,000	2
#3 Patetown Road	53	3,500	1
#4 Poplar Street		6,900	2
#5 3521 Central Heights	22	8,000	3
Station #1 is currently undergoing renovation			

Full Response



% of full response within 8 minutes travel time.
Metric Target is 81%

The uncertainty facing the state governments heightens the need for municipal officials to be prudent in their budgeting. Local governments need to be fiscally solvent, but they also need to demonstrate service solvency..... the ability to provide the level and quality of services needed to ensure the general health and welfare of the community.

A Way Forward

	#	7 Years	20	25	30	50	Unit Cost	FY21	FY22	FY23	FY24	FY25	FY26
Engine	7			*			550	\$1,000,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
Aerials/Quint	3			*			1M	\$500,000.00	\$500,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00
Brush truck	1				*		150	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
Staff/support vehicles	9	*					35k	\$45,000.00	\$45,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
15 passenger van	1				*		60	\$ -	\$60,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
Fire station	5					*	2.5M	\$2,500,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00
SCBA	90		*				7K		\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
Radios	50		*				9000		\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
COST								\$4,070,000.00	\$955,000.00	\$513,000.00	\$513,000.00	\$513,000.00	\$513,000.00

Councilmember Polack stated I would like to say thank you, being a former firefighter I have seen the trend change, dramatically in your presence, in the presence in the community. I also want to thank you for collaborating with Wayne County Schools and

the pre-requisite of noting have the EMT I think will bring some more people into the department and that is a good change.

Councilmember Williams asked what are the needs the department needs. Chief Dixon stated to save the city money, we have to address the apparatus needs.

Affordable Housing – Goldsboro Housing Authority (GHA). Ms. Dorothy Smith, Chair of the GHA Board, thanked Council for allowing them to come. GHA Board members were asked to stand and were recognized. Mr. Anthony Goodson also thanked Council for the opportunity. The following information was shared by staff at the Goldsboro Housing Authority:

Our Goal For Today’s Briefing

- Review who we are and our impact on the City
- Discuss our proactive plans for the future
- Discuss opportunities for partnership with the City – “A Win-Win”

Who is HACG?

- Established in the 1940s
- Employer – 48 employees
- Houser/Landlord – 1306 Families housed currently
- Largest Local Property Manager in Goldsboro – 1225 units managed (plus vouchers)
- Owner of 229 acres of property
- House 8% of households in Goldsboro
- Invest \$8.5M annually in the City

HACG Properties

- West Haven
- Woodcrest Terrace
- Park Court
- Little Washington
- Trinity Court
- Fairview
- Walnut Street
- Elmwood Terrace
- Lincoln

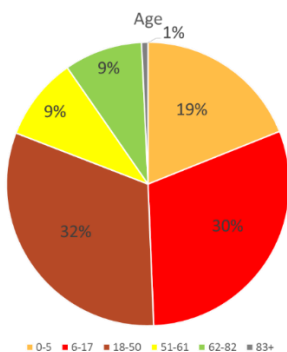
The People We Serve

- 1306 Families Served
 - 1073 Public Housing Resident Families
 - 8 Veteran Voucher Holders
 - 225 Housing Choice Voucher Holders

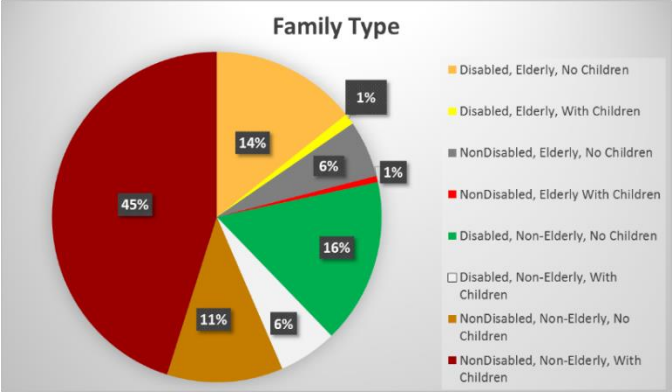
PH Demographics

- Race/Ethnicity - PH
 - 98% Black/African American
 - 2% White
 - 2% with Hispanic ethnicity/98% non-Hispanic
- Household Information - PH
 - Avg Household Size: 2 people
 - 39% of households are 1 Person Household

Demographics – Age PH



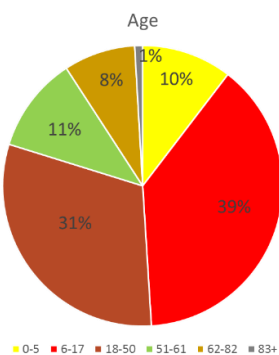
Demographics – Family Type PH



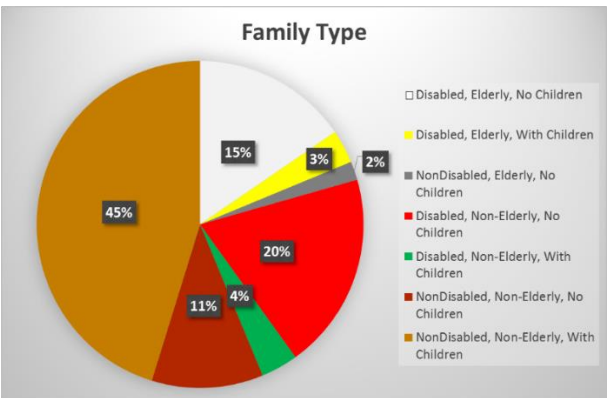
Voucher Demographics

- Race/Ethnicity
 - 91% Black/African American
 - 6% White
 - 3% Multi-racial/Other
- Household Information
 - Avg Household Size: 2 people
 - 36% of households are 1 Person Household
 - 45% of Voucher holders stay in HCV subsidized housing less than 5 years

Demographics – Age Voucher



Demographics – Family Type



Councilmember Matthews returned at 12:51 p.m.

Our Programs and Services

- Public Housing
 - Resident Opportunity and Self-Sufficiency (ROSS)
 - Jobs Plus
 - Family Self-Sufficiency (FSS)
 - Robust Resident Services Department
- Housing Choice Vouchers
 - Mainstream Vouchers
 - Veterans Administrative Supportive Housing (VASH)

Services

- Basic Computer Skills
- Financial Literacy
- Soft Skills Training
- GED
- Nutrition Classes
- Job Search
- Resume Writing
- Hiring Events and Job Fairs
- Case Management
- Women's Support Group
- Housekeeping Classes
- Basic Driving Course

Jobs Plus Program Impact

4th Quarter 2016 Employment Data (Year 1):

- % of work-able residents who live in West Haven and are employed: 41.86%
- % of Jobs Plus participants who are employed: 38.46%
- % of Jobs Plus participants who earn a living wage (living wage is a federal definition based on family size): 1.86%

4th Quarter 2019 Employment Data (Year 4):

- % of work-able residents who live in West Haven and are employed: 45.13%
- % of Jobs Plus participants who are employed: 51.48%
- % of Jobs Plus participants who earn a living wage: 3.53%

Youth Programs

- HACG Scholar Program
- Homework Club
- Teen Advisory Board
- Hangin' with the CEO
- HACG Hornets Basketball Team
- Girl Scouts
- Sydney's Book Club
- Kindergarten Bootcamp
- Onsite Daycare

Senior Services

- Adult Literacy
- Senior Center
- BINGO
- Paint and Punch
- Wreath Making

Information Portal - Marketing

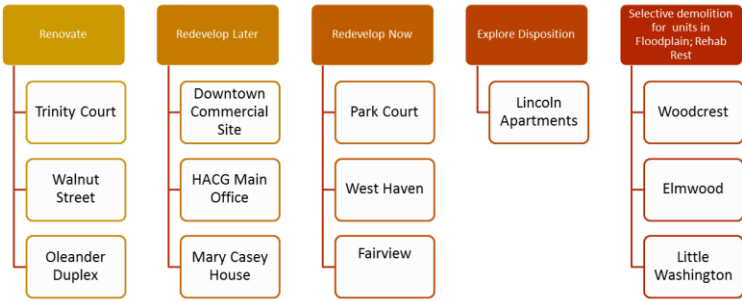
- The Community Connect
 - distributed quarterly
- Teen Talk Newsletter
 - distributed quarterly
- Event Calendars
 - distributed monthly
- Website
 - www.hacg.org
- Social Media
 - [Facebook](#) and [Twitter](#)

Where do we go from here?

- Staying the Course is Not an Option Anymore...
 - Diversification
 - Preservation and Growth
 - Financial Viability
 - Long-Term Sustainability

- Portfolio Repositioning
 - EJP completed assessment in 2019
 - Evaluated residential market
 - Evaluated Capital Needs: \$118,691,392 (20 year estimate)
 - Examined Strengths, Challenges and Opportunities
 - Explored Tools available locally and via HUD

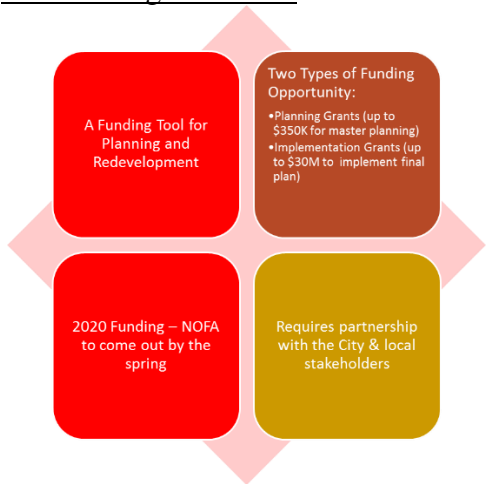
A Proactive Plan



Tools to Support Redevelopment



Choice Neighborhoods

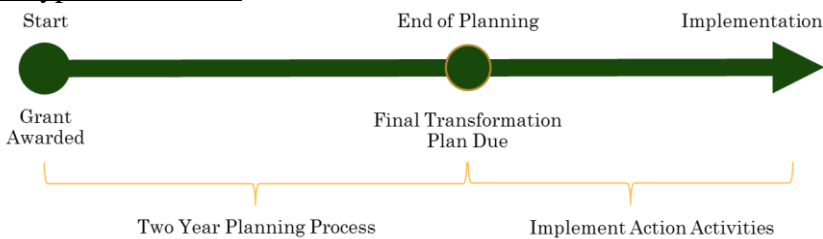


Core Goals

Holistic Plan: Neighborhood + Housing + People

1. **Neighborhood** – support public and private reinvestment in distressed neighborhoods to offer access to services, amenities and public assets
2. **Housing** – replace distressed public or assisted housing with high-quality mixed-income housing
3. **People** – improve outcomes of target households related to employment and income, health, and children’s education

A Typical Timeline



Why Should the City Support a Choice Planning Effort?

- Align city investment/spending to support agreed upon priorities (financial predictability and operational efficiency)
- Leverage what HACG is doing to proactively plan for its development sites and its future
- A growing and thriving Goldsboro requires thoughtful plans; if we do not change and grow as a city, we are likely to die
- Not tied to political cycles; a plan that can live above politics
- Helps to reaffirm/confirm our mission, vision and core values as a city
- Opportunity to build strong city/community partnership

Benefits of Partnership



Examples of properties:

- Norwalk, CT
 - Joint City/Housing Authority Planning Effort (Co-funders)
 - Joint Implementation Team Effort
 - Housing Authority with Lead for housing
 - City with lead for Critical community projects
- Springfield, MA
 - Joint Planning Effort Between City, Housing Authority and County
- Louisville, KY
 - Joint Planning Effort Between City, Housing Authority and County
- New Bern, NC
 - Joint Planning Effort Between City and Housing Authority
- Durham, NC
 - Joint Planning Effort Between City, Housing Authority and County

Discussion included rental versus homeownership and match funding requirements.

Economic Development Plan – City of Chapel Hill. Mr. Dwight Bassett, Economic Development Officer for the Town of Chapel Hill provided the following information:

2008 Economic Development Strategy

- Grow the non-residential tax base consistent with the principles of the Town’s Comprehensive Plan.
- Develop educational and employment opportunities to reduce commuting.
- Focus on locally owned and/or oriented businesses.
- Maintain an open and collaborative relationship with the University.
- Welcome green and ecologically sound businesses and developments.
- Maintain a community character that promotes economic vitality, environmental protection and social equity.

2010 Council Goal to Create Small Area Plan

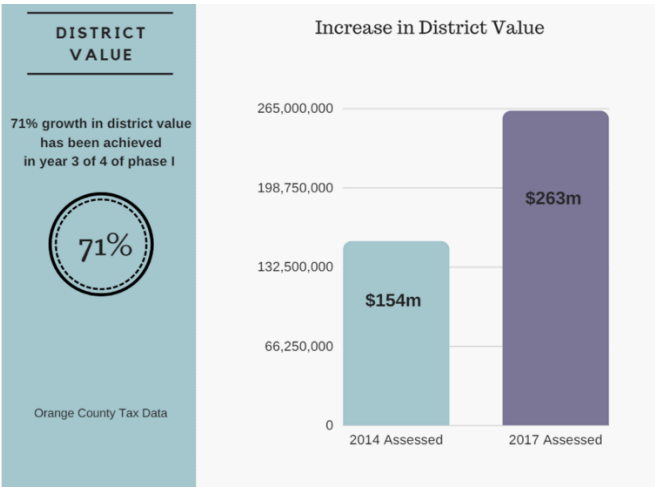
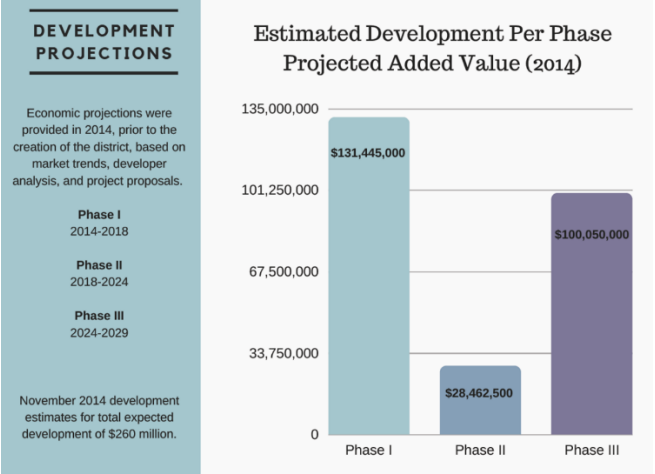
Ephesus-Fordham – Name of crossroads

- Framework of the Plan
 - Increased Connectivity Throughout
 - Create Greenspace System
 - Create Mixed-Use Nodes

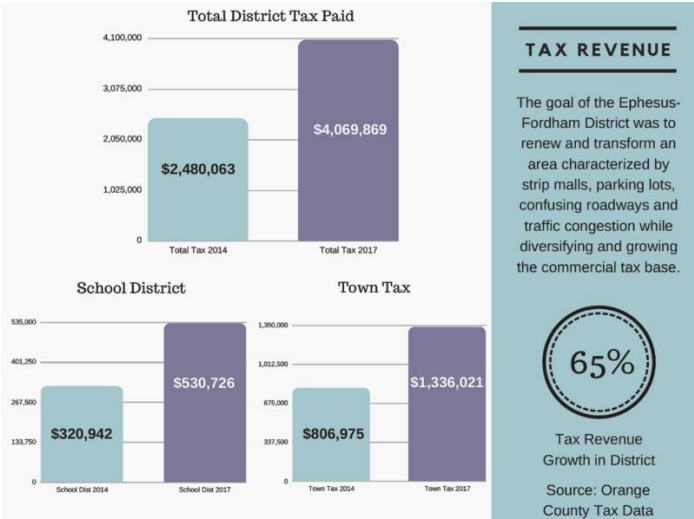
- Multi-Family Residential Development
- Increased Transit Presence and Facilities
- Roadway Operational Improvements
- Provide for Increased Density
- Essence of the Plan:
 1. Rezone the district to Form Based Code
 2. Adopt a finance plan to allow road construction and improvement that captures new tax growth to pay for bonds (\$10 million)
 3. Build a stormwater device to help with water flow and create a park around it (\$3 million)

Timeline

- 2011 Adopted Small Area Plan and Implementation goals
- 2014 Adopted new zoning based on plan
- 2014 Plan adopted for public investment using synthetic TIF
- 2015 Investment begins
- 2018 New brand revealed
- 2019/2020 Continuing investment and infrastructure improvements



Under Construction	
745,783	\$109.34M (estimate)
1,167,703	\$182.33M



Updated Scorecard

Revenues exceed cumulative debt payments by FY 20-21

- Property tax revenues from completed and under construction projects
- Debt payments on completed road improvements and Elliott Rd Extension

	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21
Revenues					
Incremental Property Tax	\$0	\$499,190	\$510,089	\$554,006	\$1,065,729
Expenditures					
Debt Service Payments	\$434,941	\$435,224	\$434,429	\$487,772	\$668,617
Revenue less Debt Service	\$ (434,941)	\$63,966	\$75,660	\$66,234	\$397,112

Current 2022 budget projections estimate \$800,000 in new property tax revenue.



Incentives Policy

- All incentives are performance based.

Startup Energy & Entrepreneurs

- Leveraging \$1.2 billion in research from UNC
- Launch Chapel Hill is a **start-up accelerator** located in the heart of downtown Chapel Hill.

- Twice a year, Launch Chapel Hill hosts a 22-week program designed to increase the growth potential of start-up and early stage small business ventures. Summer programming began in 2019.
- Since opening in 2013,
 - > **113** companies have participated in the cohorts,
 - > **92 remain active.** Launch companies have raised more than
 - > **\$35 million** and created more than
 - > **559** jobs.

Seeing Results

- **Carolina Donor Services** announced new facility in Town’s Enterprise Zone (Millhouse Road). It was a Council goal to rezone the property to help in bringing in new jobs and companies and this is the first announcement. **(100 jobs, 50,000SF)**
- Well Dot, Inc. announced **400 jobs in Downtown** in November 2019. (Med/Tech)
- **Wegman’s** store under construction on US 15-501. **(100,000SF)**
- **UNC Healthcare’s** Eastowne building **(153,000SF)** currently under construction and site masterplan underway.

Mr. Salmon asked can you share what your Economic Development Department looks like. Mr. Bassett shared from 2008 to 2018 it was just me, we currently have two employees.

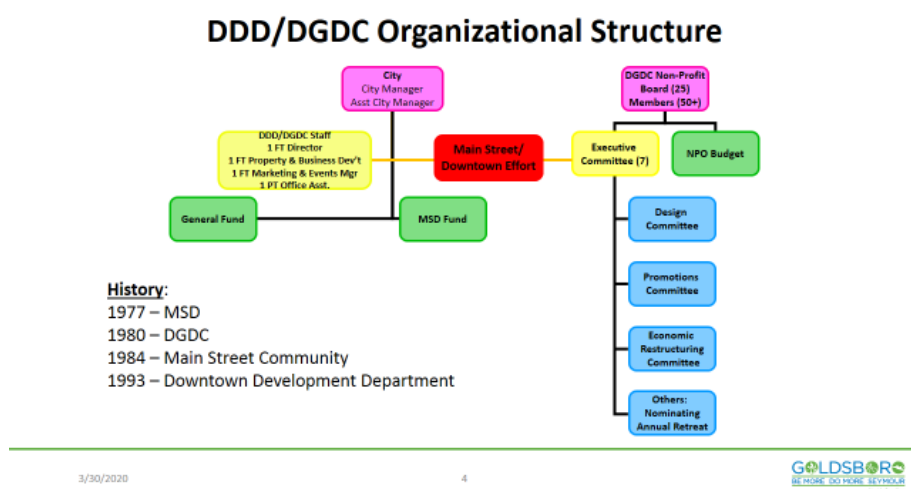
Councilmember Williams asked did you work with Planning to change zones. Mr. Bassett replied absolutely.

Economic Development Plan – City Manager. Mr. Tim Salmon presented the following information:

Downtown Vision

Beautiful, historic, lively and full of economic opportunity and gusto. We honor our past while developing diversity and vibrancy to create a cultural arts, entertainment and urban lifestyle center.

DDD & DGDC Board: Goldsboro’s private sector partner working to achieve an economically healthy downtown within the Main Street™ Community approach. We work to make downtown Goldsboro better, so whatever you do, you can do it downtown.



Marketing

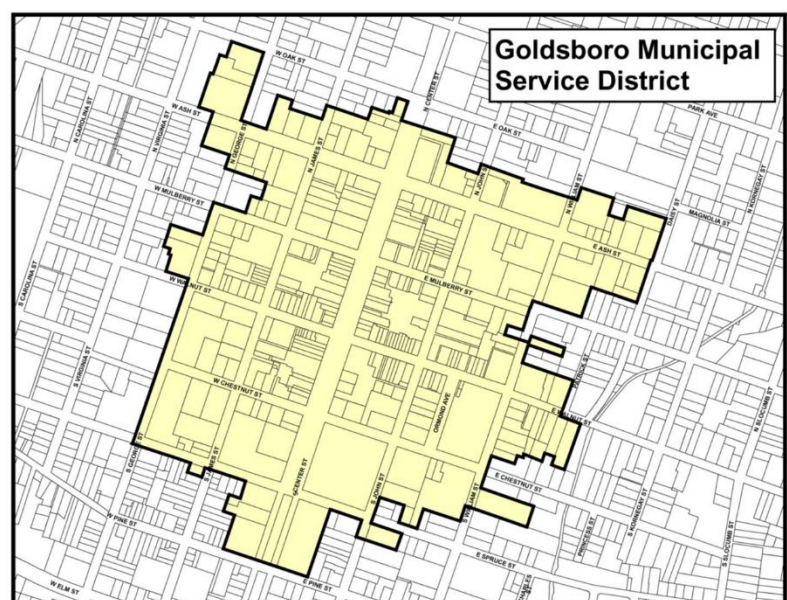
- Press Releases
- Weekly Email Blast
- Banners and Billboards
- WGTV
- Radio Ads

- Print Ads
- Websites
- Newspaper
- Twitter
- City Message System
- Facebook
- Instagram
- Direct Mail
- Brochures
- The Buzz
- Go Magazine
- Our State
- Dining/Event Guide
- WGBR Interviews
- WRAL TV and Website
- The New Old North
- Table Cards
- Ornaments
- T-Shirts
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- Table Cards
- Ornaments
- T-Shirts

Events

- Shop Small Saturday (1)
- Downtown Goes Pink (1)
- Vacant to Vibrant (1)
- Beer Festival (1)
- Dillard Alumni Parade (1)
- Community Cares (1)
- Kiss the Pig (1)
- Sprinkler Fun Days (12)
- Center Street Jams (9)
- DGDC Annual Dinner (1)
- Lights Up (1)
- Seasonal Trolley Rides (4)
- Selfie with the Elfie (23)
- DGDC Annual Retreat (1)
- DGDC Committee Meetings (36)
- Available Property Open House (1)
- Bar Bounces (3)
- ~~Poultry Festival~~/NC Freedom Fest (1)
- Shop The Block (3)
- Blithe Spirit (Play Series) (1)
- ~~Tipsy Turkey~~ (1)
- Public Art Installation Ceremony (1)
- Volunteer Information Session (1)
- ~~Wings Of Wayne~~ (1)
- Groundbreaking (1)

Downtown Economic Statistics											
	Bldg. Renovations	New Jobs	Job Lost	Net Job Gain	New Business	Business Closed	Net Business Gain	Business Expansion	\$ Value of New Investment PUBLIC	\$ Value of New Investment PRIVATE	
2013-2014	15	42	17	25	12	7	5	0	\$1,504,393	\$1,026,589	
2014-2015	14	73	25	48	15	7	8	1	\$10,635,878	\$415,731	
2015-2016	41	90	14	76	16	8	8	2	\$6,327,519	\$6,381,283	
2016-2017	19	57	10	47	19	7	12	2	\$1,727,888	\$5,007,273	
2017-2018	35	29	14	15	11	5	6	0	\$960,245	\$4,799,785	
2018-2019	23	131	16	115	25	11	14	3	\$3,055,885	\$2,611,850	



DDD & DGDC Goals

1. Protect and enhance downtown's assets and distinctiveness.
2. Expand the marketing footprint for downtown; engage audience.
3. Promote quality of life for everyone.
4. Turn the uninhabitable buildings back into productive, quality spaces.
5. Raise the quality businesses and support entrepreneurs.
6. Make downtown family friendly.
7. Increase residential density downtown.

2019-2020 DDD Objectives

- ✓ Retain the State Historic Preservation Tax Credit Program.
- ✓ Deliver the Rehab Dev't Project that will save 6 historic buildings and put 70,000 sq. ft. of space back into productivity.
- ✓ Secure private sector mixed use investment for the city owned portions of the 200 Block of S. Center Street, West.
- ✓ Secure a microbrewery downtown.
- Deliver a successful TIGER grant project, again.
- Identify uses for Union Station that will attract alternative funding for its renovation.

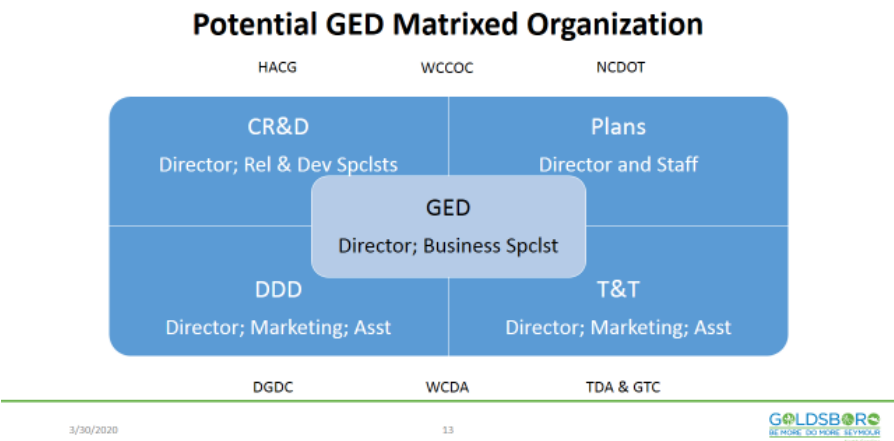
DDD On-going Work

- Budget (MSD & Gen Fund)
- TIGER Management
- Rehab Development Project
- Union Station Adaptive Reuse
- Grant Sourcing/Project Identification
- Properties – Inventory, Marketing & Inquiries
- Downtown Merchant Relations & Support

- Hotel Project
- Neighborhood Plan
- Downtown Master Plan Refresh
- History Channel Project
- Launch
- New Business Inquiries & Support
- Main Street Solutions Grant
- Public Art
- Downtown Marketing – social media, commercials, billboards, video production, print materials
- Event Planning & Production
- Volunteer Recruitment/Management
- Vendor Management
- Beautification & Design
- SJAFB Marketing
- Tours and Presentations

DDD Courses of Action

- **Downsize Downtown Development Department**
 - Pro – Save salary(s)
 - Con – Do less with DGDC and MSD businesses/developers
- **Maintain Downtown Development Department**
 - Pro – Continue to work with DGDC and grow MSD similar to past efforts
 - Con – No savings or City-wide Economic Development Director/Department
- **Grow into Goldsboro Economic Development Department**
 - Pro – Potentially bigger ROI; possibly do the same with DGDC
 - Con – Will likely cost more and may detract from MSD focus



Council discussed structure and moving out into other areas. Mayor Allen suggested some plan be formulated by budget time.

Councilmember Polack asked for a map of perimeters out of the MSD District.

There being no further business the meeting adjourned 2:24 p.m.

Chuck Allen
Mayor

Melissa Capps, MMC /NCCMC
City Clerk