

MINUTES OF THE ANNUAL RETREAT OF MAYOR AND CITY COUNCIL HELD  
MARCH 21 – 22, 2018

**March 21, 2018**

The Mayor and Council of the City of Goldsboro, North Carolina, met for their Annual Retreat beginning March 21, 2018 at 8:30 a.m. at the Goldsboro Event Center, 1501 S. Slocumb Street, Goldsboro, North Carolina with attendance for March 21, 2018 as follows:

Councilmembers Present: Mayor Chuck Allen (arrived at 11:02 a.m.)  
Mayor Pro Tem David Ham  
Councilmember Antonio Williams  
Councilmember Bill Broadaway  
Councilmember Bevan Foster (arrived at 10:08 a.m.)  
Councilmember Gene Aycock

Councilmembers Absent: Councilmember Mark Stevens

Other Members Present: Scott Stevens, City Manager  
Ron Lawrence, City Attorney (arrived at 8:35 a.m.)  
Melissa Corser, City Clerk  
Randy Guthrie, Assistant City Manager  
Octavius Murphy, Assistant to the City Manager  
Kaye Scott, Finance Director  
Mike West, Police Chief  
Rick Fletcher, Public Works Director  
Mike Wagner, Deputy Public Works Director – Utilities  
Chad Edge, Deputy Public Works Director – Operations  
Scott Barnard, Parks & Recreation Director  
Jennifer Collins, Interim Planning Director  
Allen Anderson, Chief Building Inspector  
Julie Metz, DGDC Director  
Sherry Archibald, Paramount & Goldsboro Event Center Director  
Shycole Simpson-Carter, Community Relations Director  
Marty Anderson, City Engineer  
Bernadette Carter-Dove, HR Director  
Scott Williams, IT Director  
Ashlin Glatthar, Travel & Tourism Director  
James Farfour, Interim Fire Chief  
Rochelle Moore, News Argus Reporter  
Carl Martin, Citizen

**Call to Order**

The meeting was called to order by Mayor Pro Tem Ham at 8:30 a.m.

**Adoption of the Agenda**

Upon motion of Councilmember Broadaway, seconded by Councilmember Aycock and unanimously carried, Council adopted the agenda.

**Review of Last Year's Retreat Decisions**

Mr. Scott Stevens reviewed and provided an update on last year's retreat decisions.

**Strategic Plan Update**

Mr. Octavius Murphy provided the following information:

The Strategic Plan's Core Team

- Mike Wagner
- Julie Metz
- Shycole Simpson-Carter
- Bernadette Dove
- Mike West
- Ashlin Glatthar

- Octavius Murphy

Mission Statement: The City provides services, promotes equality, and protects the well-being of all citizens for a better tomorrow.

Vision Statement: An extraordinary, diverse citizen experience.

Values: Professionalism, Integrity, Customer-focused

Goals: Safe and secure community.  
 Strong and diverse economy.  
 Exceptional quality of life.  
 Racial and cultural harmony.  
 Model for excellence in government.

Grow Goldsboro

- Critical Success Factor
  - Address Council's Top Priorities
    - Crime, Racial Equality, Higher Paying Jobs, Economic Development and Education (limited)
- Timeline
  - 2018 Timeline (2<sup>nd</sup> and 3<sup>rd</sup> Quarters)
    - Install Internal Process (Employees)
  - 2019 Timeline (2<sup>nd</sup> and 3<sup>rd</sup> Quarters)
    - Install External Process (Citizens)
  - Grow Goldsboro's Branding Initiatives
  - Logo
  - Arm bands and Posters
  - Facebook, Instagram, Twitter and Snapchat

Mayor Pro Tem Ham thanked Mr. Murphy for the update.

### **Street Resurfacing**

Mr. Marty Anderson provided the following information:

#### **2018-2019 Proposed Street Resurfacing**

##### **Pavement Condition Survey**

- Pavement Distress Type
- Pavement Condition Rating (PCR)
- Last survey was completed by Engineering 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

##### **Pavement Condition Rating Statistics**

- Total number of paved streets within the PCR database = ~159 miles
  - Street miles with PCR < 10 = ~4.3 miles
  - Street miles with PCR < 20 = ~8.4 miles
  - Street miles with PCR < 30 = ~15.6 miles
  - Street miles with PCR < 40 = ~23.9 miles
  - Street miles with PCR < 50 = ~23.9 miles
  - Street miles with PCR < 60 = ~55.3 miles
  - Street miles with PCR < 70 = ~71.7 miles
  - Street miles with PCR < 80 = ~95.0 miles
- Current percentage of paved street miles with a PCR < 80 = ~60% (~51% per 2009 Pavement Condition Survey findings)

- Average percentage of paved street miles with a PCR < 80 for cities our size = ~35% (per 2009 Pavement Condition Survey findings)
- After 2018-2019 Street Resurfacing completion (~10.6 miles), street miles with a PCR < 80 = ~53%
- After 2019-2020 Street Resurfacing completion (~8.5 miles), street miles with a PCR < 80 = ~48%

**2018-2019 Street Resurfacing Schedule**

- Late March 2018 – Street resurfacing list finalized
- Late April/Early May 2018 – Detailed drawings and estimate completed
- Late May/Early June 2018 – Project bid documents completed and advertised
- Late June/Early July 2018 – Project bid opening
- 2<sup>nd</sup> Council Meeting in July 2018 – Project award by City Council
- Late August/Early September 2018 – Project construction begins
- Late February/Early March 2019 – Project complete

Mr. Anderson also provided a list of recommended streets for resurfacing. Council agreed to look at the list of proposed streets to be resurfaced and finalize the list in April.

**Annual Police Department Update**

Chief West reviewed the following information:

**Seniority List**

110 Sworn Law Enforcement Officers

<u>Years of Service</u>	<u>Number of Officers/Percentage</u>
Over 20 years	12 – 11%
Over 10 but less than 20 years	31 – 28%
Over 5 but less than 10 years	20 – 18%
Less than 5 years	37 – 34%
Vacant	10 – 9%
TOTAL	110

**Sworn Officer Assignments**

Chief - 1

VICE - 5

Operations Division

Major – 1 Patrol - 56 (7) Warrants - 2Park - 1

3 Applicants in Pre-Hire / BLET set to graduate in August 2018.

Investigations Division

Major - 1 Investigators - 12 CID - 4 Crime Prevention - 4 SRO - 3

Support Services Division

Major - 1 Intel - 1 Housing Unit - 5 (2) SEU-5 (1) GSU-3

Training-2 Community Partnership Coordinator-2

Office of Professional Development - 1

Office of Professional Development - 1

11 Vacancies

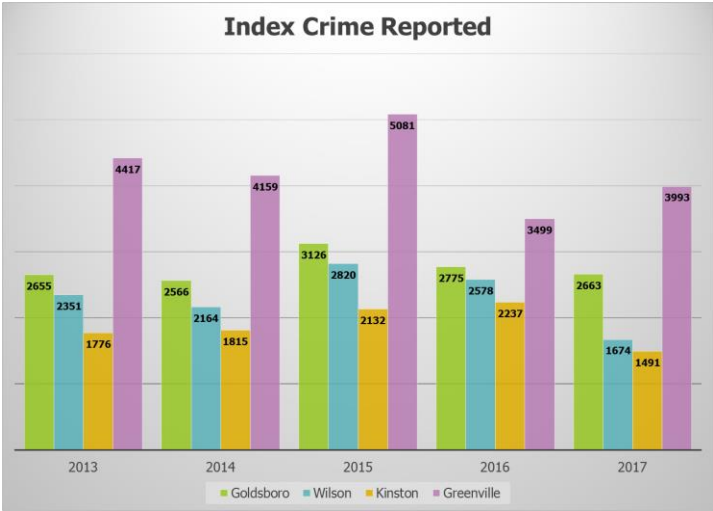
Councilmember Broadway asked how many school resource officers were on staff. Chief West stated 3. Council discussed school safety. Council would like to have a conversation with the County Commissioners and the Sheriff regarding School Resource Officers and funding.

**Crime Stats**

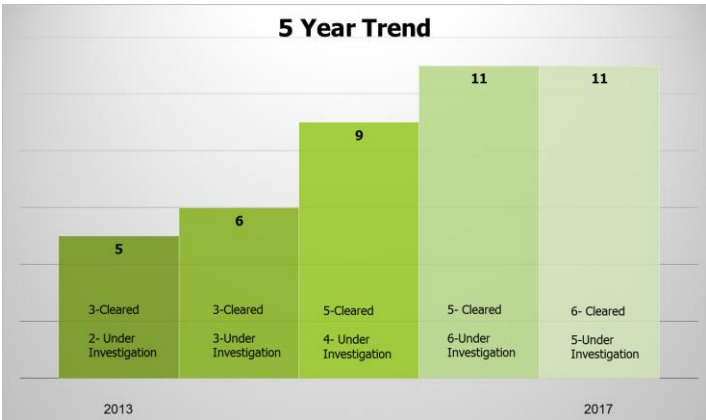
GPD Uniformed Crime Reporting

<u>OFFENSES</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>% CHG</u>
Homicide	5	6	9	11	11	0 %
Rape	5	1	2	3	1	-67 %
Robbery	67	75	91	84	81	-4 %
Aggr. Assault	214	259	363	307	213	-31 %

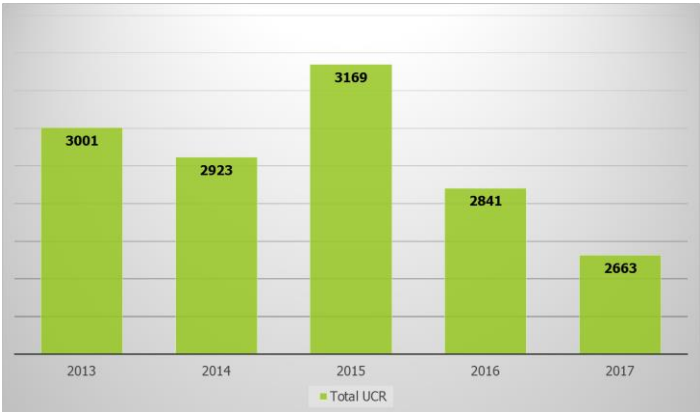
Simple Assault	344	351	436	411	387	-6 %
Burglary	573	463	541	484	376	-22 %
Larceny	1690	1671	1642	1433	1526	+6 %
Vehicle Theft	103	91	83	103	65	-37 %
Arson	<u>0</u>	<u>6</u>	<u>2</u>	<u>5</u>	<u>3</u>	-40 %
TOTAL	3001	2923	3169	2841	2663	- 6 %



Homicides



Five Year Crime Trend



### Criminal Investigations Division

11- Investigators are assigned to the Criminal Investigations Division

4 – Crimes Against Persons

3 – Property Crimes

3 – Financial Crimes

1 – Juvenile/Missing Persons/Sex Crimes

### Investigator Case Load 2017

- 87 Cases assigned to 4 Persons Crimes Investigators
- 202 Cases assigned to 3 Property Crimes Investigators
- 181 Cases assigned to 3 Financial Crimes Investigators
- 46 Cases assigned to 1 Juvenile/Missing Person/Sex Crimes Investigator
- A total of 524 Felony cases were assigned to this division in 2017 (Average-61 cases per Investigator) 26% decrease from 2016.

*\*The case load is consistent with other departments.*

### Clearance Rate

Goldsboro Police Department's UCR Clearance Rate vs. National Rate

In 2017 the Goldsboro Police Department cleared 32% of UCR Crimes compared to the National average of 33.2%

### Training Hours 2017

Officers of the Goldsboro Police Department received 10,079.05 hours of training in 2017. This training includes the 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 the officer's skills and knowledge as they continue to effectively serve the citizens of Goldsboro.

\*Community Policing Training (Quality of Life Issues)

\*De-Escalation Training

\*Implicit Bias Training

### Police Vehicles

66 Total Vehicles

64 Take Home

2 Spare

### Model Year

1989 – 1    2000 – 1    2001 – 3    2002 – 2    2004 – 2    2005 – 3

2006 – 2    2007 – 3    2009 – 4    2010 – 6    2011 – 1    2013 – 1

2014 – 2    2016 – 7    2018 – 2

*\* 2018 average age of Admin Vehicles is 9 yrs. old*

### FY 18-19 Police/Admin Vehicle Request

(12) 2018 Dodge Charger

(4) 2018 Ford Escapes

(1) 2018 Ford F150 (Fleet Maintenance)

### CALEA

The Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA®) was created in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations:

International Association of Chiefs of Police (IACP);

National Organization of Black Law Enforcement Executives (NOBLE);

National Sheriffs' Association (NSA); and the

Police Executive Research Forum (PERF).

The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners,

covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

#### CALEA Accreditation Process

- Accreditation Manager hired on August 11, 2017
- Enrollment in CALEA on August 22, 2017
- Currently in Self Assessment with 28 months remaining
- Rewriting and drafting policies and associated forms
  - Two additional ordinance revisions and Charter Amendment is in progress
  - Approximately 100 written directives and 100 forms
  - Anticipate that 40 written directives will be reviewed by the City Attorney prior to implementation (those involving high liability)
- Goal over the next few months is to roll out Power DMS our document management system
  - Distribution and tracking of all directives
- Begin collecting proofs of compliance for all 360+ standards and add to Power DMS
  - Ex. Proof of Inspections - the written directive and a vehicle inspection form

#### CALEA's Goals

- Strengthen crime prevention and control capabilities;
- Formalize essential management procedures;
- Establish fair and nondiscriminatory personnel practices;
- Improve service delivery;
- Solidify interagency cooperation and coordination; and
- Increase community and staff confidence in the agency.
- The CALEA Accreditation Process is a proven modern management model; once implemented, it presents the Chief Executive Officer (CEO), on a continuing basis, with a blueprint that promotes the efficient use of resources and improves service delivery—regardless of the size, geographic location, or functional responsibilities of the agency.

#### CALEA Accredited Agencies In North Carolina

- 63 Agencies Awarded Accreditation
- 11 Agencies in Self-Assessment
- 58% of the total agencies accredited or seeking accreditation are municipal LE Agencies.

#### Accredited Agencies

- N.C. Justice Academy, Apex PD, Clayton PD, Clinton PD, Durham PD, Fayetteville PD, Garner PD, Greenville PD, Jacksonville PD, Kannapolis PD, Monroe PD, New Bern PD, Raleigh PD, Smithfield PD, Wilmington PD, Wilson PD, Wrightsville Beach PD, NC State Bureau of Investigations, NCSU PD, UNC-Chapel Hill Dept. of Public Safety, North Carolina Central University Police Department

#### What did we accomplish in 2017?

- Implemented 35 Body Cameras
- Fully Staffed the Gang Suppression Unit (3)
- Fully Staffed the VICE Unit (5)
  - One member assigned to the U.S. Marshals Violent Fugitive Task Force
- Spillman Technology (December 5<sup>th</sup>)
  - CAD, RMS, Mobile Data & Field Reporting, Mapping & GIS, Crime Analysis & CompStat, Data Sharing, and Personnel & Resources
- Increased our community involvement
  - Our Community Cares, Coffee with a Cop, Police Activities League, Community Round-Table Discussions
- Reduced UCR by 6%
- Hired Accreditation Manager and enrolled in CALEA
- Emergency Response Team
- Created Office of Professional Development (Recruiting, Complaints, Grants)
- Realigned Investigation Personnel and Fully Staffed the Division (12)
- Implemented the Police Activities League (PAL)

### 2018 Goals

- Replace older In-Car Cameras
- Replace all Mobil Data Terminals (MDT)
- Implement body cameras from all sworn personnel
- Expand the Police Activity League
- Increase UCR Clearance Rate
- Continue policy revisions and implementation
- Full utilization of Power DMS for document management
- Strive to obtain an ethnic and gender composition of sworn personnel that is proportionate to the City of Goldsboro's available workforce

Chief West shared information regarding the new Spillman software.

Council also discussed presence of officers in schools, housing areas, neighborhoods and downtown, community policing, personnel and body cams.

Staff to report back on the number of complaints received in the Police Department for 2017 and 2018 year to date.

### Downtown Sanitation Services

Mr. Rick Fletcher presented the following information:

#### Background & Concerns

- Downtown Growth & Development – *New Requirements*
  - Current operations don't effectively meet existing sanitation needs
  - Projected growth will exacerbate the situation
- Limited Space to Build Dumpster Corrals – *City or Private*
- No Requirement for Businesses to have Refuse Services
  - Residents w/out real estate/area to put containers exempt too
  - Businesses/Residents using dumpsters & waste baskets w/out paying
- Dumpsters and Containers Overflowing with Trash
  - Walnut Street Alley
    - Behind Terrace Room
  - Center Street
    - Off Center Pizza
  - Center Street
    - Premier Cuts
  - John Street
    - Torero's

#### Objectives

- Eliminate Unsightly Dumpsters and Containers
  - Currently placed outside corrals and in alleyways
- Opportunity to Provide Better Service at Reduced Rate
  - Economies of Scale – spread costs across more businesses
  - One set monthly rate with unlimited use – *No Tipping/Dumpling Fees*
- More Efficient use of Manpower & Resources
  - Servicing Dumpsters – only requires one operator

#### Example – John Street Parking Lot

- Dumpster Corral – City Owned (1)
- Individual Business Dumpsters
  - Center Street Taphouse (2)
  - Darwin's (3)
  - Habitat ReStore (4)
  - Bread of Heaven (5)
- Containers (95 Gallon)
  - Alleyway Across from City Hall (6)
  - Alleyway Near Darwin's – Walnut St Businesses

Recommendations

- Open the Dialog – *start discussion*
  - Address the problem before it gets worse citywide
- Propose Consolidating Dumpster Use
  - Everyone pays predetermined fee based on category
- Require everyone with a water account to purchase refuse service – City’s or Private
- Enforce Current Corral Requirement for Dumpsters
- Combination of Efforts

Business Categories & Current Fees

- Proposed Business Categories
- Use Service History to Define Future Proposed Rates
  - Case by case basis to keep fair
- Reduced Rates to Incentivize
  - Anticipate lower rates w/shared use
  - Compensates for any inconvenience

Business Type	Current Rates (Monthly)
Restaurants <i>(Bread of Heaven, Flying Shamrock)</i>	\$300.00
Bars <i>(Center St. Station Taphouse)</i>	\$175.00
Cafés, Snack Bars & Retail <i>(Uniquely R’s, Off Center Pizza)</i>	\$120.00
Small Business/Admin Offices - <i>Previously used Rollouts</i>	\$40.50
Residential / Apartments	\$22.00

Council discussed. Council agreed staff could proceed with conversations with downtown businesses on downtown sanitation services and bring back.

AMI Update

Ms. Kaye Scott provided an update on the AMI Project. Ferguson will be changing out approximately 500 residential meters a week.

Financial Forecasting – Davenport

Mr. Ted Cole with Davenport provided the following information:

Goals and Objectives

- Review the City’s current Credit Ratings and introduce a series of Rating Peers.
- Review the City’s Historical General Fund Operations and Fund Balance Levels.
- Provide a preliminary perspective on the City’s existing Tax Supported Debt and Financial Profile.
  - Analyze a series of Key Financial Ratios within the City’s Financial Policies so as to better understand the City’s future Debt Capacity.
  - Examine a series of Peer Comparatives to understand how the City’s Existing Debt Profile compares against national and North Carolina cities and towns.
- Analyze the impact of the City’s Future Capital Projects under consideration.
  - Revisit the Key Financial Ratios and Financial Policies.
  - Analyze the impact of proposed financings on the City’s Debt Affordability based on current revenue sources.
- Analyze the City’s Utility Supported Financial Profile and Near-Term Capital Projects.

Credit Rating Overview and Peer Comparatives

*Overview*

The City is currently rated Aa2 by Moody’s Investors Service (April 2017) and AA- by Standard and Poor’s (April 2017).



## National Cities and Towns

Aaa 220 Credits

Aa 1,569 Credits

A 714 Credits

## Moody's North Carolina Cities and Towns

Aaa 11 Credits

Asheville, Cary, Chapel Hill, Charlotte, Durham, Greensboro, Huntersville, Morrisville, Raleigh, Wilmington, Winston-Salem

Aa 30 Credits

Apex, Burlington, Carrboro, Clayton, Concord, Conover, Fayetteville, Fuquay-Varina, Garner, Gastonia, Goldsboro, Greenville, Hendersonville, High Point, Holly Springs, Indian Trail, Jacksonville, Kannapolis, Lexington, Matthews, Mint Hill, Monroe, Mooresville, Mount Holly, Rocky Mount, Sanford, Wake Forest, Weaverville, Wilson, Zebulon

A 4 Credits

Bessemer City, Hamlet, River Bend, Stanley

## Rating Agency Commentary – Moody's (4/19/17)

### Credit Strengths

Stabilizing institutional presence of Seymour Johnson Air Force Base

Local economy benefits from proximity to the Raleigh metro area

### Credit Challenges

- Elevated, but declining unemployment
  - Some reliance on economically sensitive sales tax revenue (22.4% of FY 16 revenues)
- Factors that Could Lead to an Upgrade
  - Continued tax base expansion and diversification with improvements in wealth levels
  - Sustained trend of surplus operations resulting in growth in reserves and liquidity
- Factors that Could Lead to a Downgrade
  - Deterioration of the city's tax base and demographic profile
  - Significant increase in debt burden

## Rating Agency Commentary – S&P (4/21/17)

The 'AA-' rating reflects S&P's opinion of the City's:

- Very weak economy;
- Strong management;
- Strong budgetary performance;
- Very strong budgetary flexibility;
- Very strong liquidity;
- Strong debt and contingent liability position; and
- Very strong institutional framework score.

### Outlook

- The stable outlook reflects S&P Global Ratings' opinion that the city's operating performance and reserves have improved and that the city will likely maintain its very strong reserves and strong operating performance. Therefore, we do not expect to change the rating within the two-year outlook period.
- Upside scenario
  - With all other factors remaining stable, if economic indicators were to show sustained improvement to levels we consider commensurate with the city's higher-rated peers, we could raise the rating.
- Downside scenario
  - If financial performance were to experience sustained deterioration, leading to significant reductions in reserves, we could lower the rating.

## Rating Agency Methodology Updates

*Moody's*

- On January 15, 2014, Moody’s updated its US Local Governments General Obligation Debt methodology and assumptions.
- Under the new methodology, an initial indicative rating is calculated from a weighted average of four key factors:

US Local Governments General Obligation Debt Methodology	
1. Economy / Tax Base	30%
Tax Base Size (Full Value)	10%
Full Value Per Capita	10%
Wealth (Median Family Income)	10%
2. Finances	30%
Fund Balance (% of Revenues)	10%
Fund Balance Trend (5-Year Change)	5%
Cash Balance (% of Revenues)	10%
Cash Balance Trend (5-Year Change)	5%
3. Management	20%
Institutional Framework	10%
Operating History	10%
4. Debt / Pensions	20%
Debt to Full Value	5%
Debt to Revenue	5%
Moody's Adjusted Net Pension Liability (3-Year Average) to Full Value	5%
Moody's Adjusted Net Pension Liability (3-Year Average) to Revenue	5%

- Up to one-notch adjustment can be made from the indicative rating based on other qualitative factors.

S&P

- On September 12, 2013, Standard & Poor’s updated its US Local Governments General Obligation Ratings methodology and assumptions.
- Under the new methodology, an initial indicative rating is calculated from a weighted average of seven key factors:

US Local Governments General Obligation Ratings Methodology	
1. Institutional Framework	10%
Legal and practical environment in which the local gov't operates	
2. Economy	30%
Total Market Value Per Capita	
Projected per capita effective buying income as a % of US projected effective buying income	
3. Management	20%
Impact of management conditions on the likelihood of repayment	
4. Budgetary Flexibility	10%
Available Fund Balance as a % of Expenditures	
5. Budgetary Performance	10%
Total Government Funds Net Result (%)	
General Fund Net Revenue	
6. Liquidity	10%
Total Gov't Available Cash as a % of Total Gov't Funds Debt Service	
Total Gov't Cash as a % of Total Gov't Funds Expenditures	
7. Debt and Contingent Liabilities	10%
Net Direct Debt as a % of Total Governmental Funds Revenue	
Total Governmental Funds Debt Service as a % of Total Governmental Funds Expenditures	

- Up to one-notch adjustment can be made from the indicative rating based on other qualitative factors.

Historical Credit Spreads

The Town’s credit rating has a direct impact on the cost of borrowing, which in turn effects the Town’s debt capacity.

- The credit spread is the premium an issuer pays to the purchaser of their bonds (i.e. higher interest rate) as compensation for increased credit risk.
- Since the financial downturn in September 2008, credit quality of issuers has taken on a renewed importance to investors.
- The average spread for an A rated borrower has increased from 0.33% from Nov 2004 – Dec 2008 to 0.68% since Dec 2008.

Mr. Ted Cole also reviewed the following:

- General Fund Operations
- General Fund Balance Overview
- General Fund Peer Comparatives
- Existing Tax Supported Debt
- Key Debt Ratio: Tax Supported Payout Ratio
- Key Debt Ratio: Debt to Assessed Value

- Key Debt Ratio: Debt Service vs. Expenditures
- Debt Affordability Analysis

#### Future Tax Supported Capital Projects

The City is considering the following future capital projects to be paid from the General Fund:

Equipment / Vehicle Loan – \$2,300,000

Financing assumptions for the loan include:

Issuance: April/May 2018 (FY 2018)

Amortization: 5 Year Level Debt Service

Interest Rate: 2.00%

First Interest: FY 2019

First Principal: FY 2019

Police Evidence Room / Fire Station #4 – \$4,000,000

Financing assumptions for the loan include:

Issuance: Summer 2018 (FY 2019)

Amortization: 15 Year Level Principal

Interest Rate: 4.00%

First Interest: FY 2019

First Principal: FY 2020

Herman Park Center – \$10,000,000

Financing assumptions for the loan include:

Issuance: Summer 2019 (FY 2020)

Amortization: 15 Year Level Principal and 15 Year Structured Principal\*

Interest Rate: 4.00%

First Interest: FY 2020

First Principal: FY 2021

#### General Obligation Bond Referendum

On November 8, 2016, the City voted and passed a General Obligation Bond Referendum for the following projects:

Street Bonds – \$7,000,000

The Bonds will fund construction, repair, installation and equipping of streets, sidewalks, streetscapes and related utility infrastructure in the City.

Multi-Sports Complex – \$3,000,000

The Bonds will fund the acquisition, construction and equipping of parks and recreation facilities, including eight full-size, illuminated multi-sport fields, parking, restrooms, walking trails and concession facilities.

The City has issued / plans to issue the GO Bonds on the following schedule:

May 2017 – \$5,500,000

\$2,500,000 Street Bonds, \$3,000,000 Multi-Sports Complex Bonds

Amortization: 20 Year Level Principal

Interest Rate: 2.79%

First Interest: FY 2018

First Principal: FY 2018

August 2018 – \$4,500,000

\$4,500,000 Street Bonds

Amortization: 20 Year Level Principal

Interest Rate: 5.00%

First Interest: FY 2019

First Principal: FY 2020

Financing Cases Analyzed

Davenport has analyzed the following funding cases for the City’s future capital needs. Each case issues GO Debt and all IPC Debt with a Level Principal Amortization1.

Case 1:  
Fund Vehicle IPC, Remaining Street GO Bonds and Police/Fire IPC in Summer 2018  
No Herman Park Center

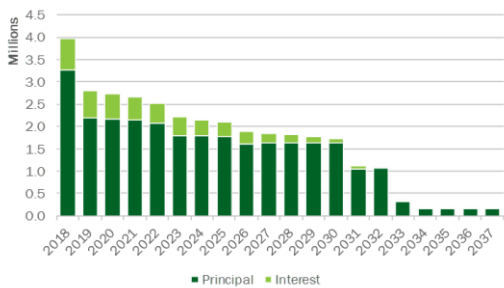
Case 2:  
Fund Vehicle IPC, Remaining Street GO Bonds and Police/Fire IPC in Summer 2018  
Fund Herman Park Center in Summer 2019 – Level Principal Amortization

Case 3:  
Fund Vehicle IPC, Remaining Street GO Bonds and Police/Fire IPC in Summer 2018  
Fund Herman Park Center in Summer 2019 – Structured Principal Amortization2

Case 4:  
Fund Vehicle IPC, Remaining Street GO Bonds and Police/Fire IPC in Summer 2018  
Fund Herman Park Center in Summer 2019 – Level Principal Amortization with Two Years Interest Only2

Utility Supported Financial Profile

Existing Utility Supported Debt



Par Outstanding – Estimated as of 6/30/2017

Type	Par Amount
General Obligation Bonds	\$10,118,401
IPCs / LOBs / COPs	\$18,341,514
Total	\$28,459,916

Utility Supported Debt Service

FY	Principal	Interest	Total	10-yr Payout
Total	28,459,916	4,995,349	33,455,265	
2018	3,258,520	699,383	3,957,904	71.9%
2019	2,186,945	620,940	2,807,885	74.7%
2020	2,175,388	565,763	2,741,151	79.4%
2021	2,149,316	514,731	2,664,047	85.1%
2022	2,068,024	461,003	2,529,027	89.0%
2023	1,797,448	408,545	2,205,993	94.1%
2024	1,794,460	361,808	2,156,268	95.5%
2025	1,775,273	315,188	2,090,461	96.1%
2026	1,618,146	268,742	1,886,887	97.0%
2027	1,627,146	224,434	1,851,580	98.3%
2028	1,636,146	179,913	1,816,059	100.0%
2029	1,630,146	135,181	1,765,326	100.0%
2030	1,629,146	96,735	1,725,881	100.0%
2031	1,058,146	58,377	1,116,523	100.0%
2032	1,068,146	37,207	1,105,352	100.0%
2033	315,179	15,800	330,979	100.0%
2034	168,085	12,640	180,725	100.0%
2035	168,085	9,480	177,565	100.0%
2036	168,085	6,320	174,405	100.0%
2037	168,085	3,160	171,245	100.0%

### Key Projection Assumptions

Revenues:

FY 2018: As Budgeted + \$420,000 from Wayne Water Districts

FY 2019 – 2023:

Operating Revenues: 3.00% Growth + \$840,000 from Wayne Water Districts

Non-Operating Revenues: 3.00% Growth

Operating Expenditures:

FY 2018: As Budgeted

FY 2019 – 2023: 3.00% Growth

Future Pay Go Capital:

FY 2018 Budget: \$1,192,100

FY 2019 – 2023: 0.00% Growth

Future Transfer to Capital Reserve Fund:

FY 2018 Budget: \$200,000

FY 2019 – 2023: 0.00% Growth

Council discussed future projects, debt affordability and thanked Mr. Cole for his time. Council asked staff to provide revenue growth over the past five to ten years.

### Herman Park Center Discussion

Mr. Scott Barnard shared the following information:

#### Design Team

City of Goldsboro – owner

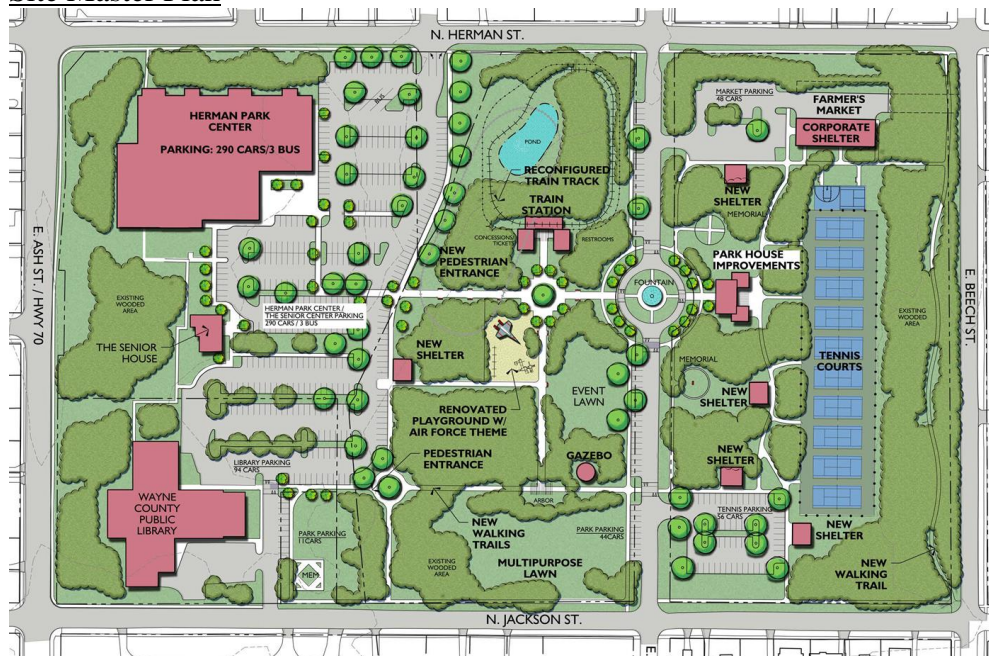
HH Architecture – architect

Benesch – landscape architect

Lynchmykins – structural engineering

Entech Engineering – MEP engineering

#### Site Master Plan



#### Project Background

- A feasibility study concluded that the existing building could not meet the space, flexibility, and programmatic needs of the public
- HH Architecture provided six floor plan options for the community to vote on
- The final two plans were adjusted based on public input and put out to vote again by the Goldsboro Parks and Recreation department
- Revision based on revised budget and discussion with Council

Mr. Scott Barnard reviewed estimated costs.

Council discussed Herman Park Center. Councilmember Foster stated we need to consider needs versus wants. Council agreed re-construction of Herman Park Center will be discussed at a later time.

**24 Hours of Peace**

Mr. Husain joined the Council by Skype. He provided information on Summer in the Zone. Councilmember Williams asked Mr. Husain to share how this event could positively affect the city economically and how it effects the people who attend. Mr. Husain shared the event would provide income to local businesses, sales tax, etc. He stated the event would have a positive effect on quality of life; can help people to feel good about their city and feel pride in their city.

Due to technical issues and weather, the call was lost.

**New Positions**

Department heads reviewed the following new positions being requested in the upcoming budget:

2018 New Positions Requested (based on minimum salary)					
Department	Position	Pay Grade/Pay Range	Estimated Cost	Dept. Priority	Fund
HR	Senior HR Analyst	80/\$53,114-\$83,919	\$68,773	1	GF
IT	Administrative Assistant III	73/\$37,747-\$59,640	\$50,604	1	GF
IT	Computer Systems Administrator II	80/\$53,114-\$83,919	\$68,773	2	GF
IT	Computer Systems Administrator I	77/\$45,881-\$72,493	\$60,221	3	GF
P&R	Senior Recreation Assistant-adaptive	70/\$32,607 - \$51,519	\$44,527	1	GF
P&R	Athletics Manager	72/\$35,949 - \$56,800	\$48,478	2	GF
P&R	Senior Park Technician	70/\$32,607 - \$51,519	\$44,527	3	GF
P&R	Park Technician	66/\$26,826 - \$42,385	\$37,692	4	GF
P&R	Recreation Center Assistant	69/\$31,054 - \$49,066	\$42,691	5	GF
P&R	Senior Programs Manager	72/\$35,949 - \$56,800	\$48,478	6	GF
P&R	Park Technician	66/\$26,826 - \$42,385	\$37,692	7	GF
Planning	Senior Planning Technician	78/\$48,170 - \$76,110	\$12,584	1	NCDOT and GF
PW	Buildings & Grounds Supervisor	78/\$48,170 - \$76,110	\$62,920	1	GF
PW	Senior Sign Technician	74/\$39,630 - \$62,620	\$52,830	2	GF
PW	Biosolids Operator/Driver	69/\$31,050 - \$49,060	\$42,680	3	WRF Utility
PW	Senior Fleet Mechanic	73/\$37,750 - \$59,640	\$50,610	4	GF
PW	Maintenance Technician (Stormwater)	67/\$28,160 - \$44,500	\$39,270	5	SW UF
T&T	Communications & Creative Services Manager	72/\$35,949 - \$56,800	\$48,478	1	Tourism and GF
T&T=\$18,000 GF=\$788,564 SWUF=\$39,270 WRFUF=\$42,680		TOTAL=\$861,828			

Each department reviewed their request.

Additional discussion from Mr. Rick Fletcher included:

- Preparations to Eliminate EQ Basins 3, 4 & 5 at the WRF have Directly Impacted both Compost Facility and WRF Staff and Equipment
  - Current operations have doubled the amount of biosolids produced – going from 10 loads four-days a week to 16 loads five-days a week (80 loads/wk)
  - Compost facility had to redirect staffing – losing an invaluable maintenance day
  - WRF had to double dewatering staff – losing equipment maintenance time
- Recommend Adding a Biosolids Operator/Driver in Order to Continue Current Level of Operations
  - Free up the compost mechanic operator to perform primary duties
  - Allow WRF operators to get back to their normal duties
- All Stormwater Positions Funded thru Stormwater Utility Program
  - 5.4 permanent positions no longer funded through General Fund (\$285K)
  - Add one stormwater maintenance technician – funded through SW Utility
- Add Buildings & Grounds Supervisor and Sign Technician
  - Enable Reorganization – New Buildings & Grounds Division
  - Two 2-man crews available for Building Maintenance
  - Allows Sign Shop to be moved under City’s Traffic Engineer
- Add One Fleet Maintenance Heavy Equipment Mechanic
- Add One Biosolids Operator/Driver

Additional discussion to be held during budget time.

**Meeting Recessed**

As there was no further business, the meeting recessed to March 22, 2018 at 8:30 a.m.



**March 22, 2018**

The Mayor and City Council met on March 22, 2018 at 8:30 a.m. at the Goldsboro Event Center with attendance as follows:

Councilmembers Present: Mayor Chuck Allen, Presiding  
Mayor Pro Tem David Ham  
Councilmember Antonio Williams  
Councilmember Bill Broadway  
Councilmember Bevan Foster  
Councilmember Gene Aycock

Councilmember Absent: Councilmember Mark Stevens

Other Members Present: Scott Stevens, City Manager  
Melissa Corser, City Clerk  
Randy Guthrie, Assistant City Manager  
Octavius Murphy, Assistant to the City Manager  
Kaye Scott, Finance Director  
Sherry Archibald, Paramount & Goldsboro Event Center Director  
Mike West, Police Chief  
Rick Fletcher, Public Works Director  
Mike Wagner, Deputy Public Works Director – Utilities  
Chad Edge, Deputy Public Works Director – Operations  
Scott Barnard, Parks & Recreation Director  
Jennifer Collins, Interim Planning Director  
Allen Anderson, Chief Building Inspector  
Julie Metz, DGDC Director  
Sherry Archibald, Paramount & Goldsboro Event Center Director  
Shycole Simpson-Carter, Community Relations Director  
Marty Anderson, City Engineer  
Bernadette Carter-Dove, HR Director  
Scott Williams, IT Director  
Ashlin Glatthar, Travel & Tourism Director  
James Farfour, Interim Fire Chief  
Sylvia Barnes, Citizen  
Brandi Matthews, Citizen  
Carl Martin, Citizen  
Rochelle Moore, News Argus Reporter (arrived at 9:43 a.m.)

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

**Crosswalk Mural Design Selection**

Ms. Julie Metz shared the following information:

Made on Main Street is a grant program that provides Community Action Grants for innovative community transformation projects across the country. Grants will introduce material change through rejuvenation efforts and/or beautification projects. Upon awarding each grant, OneMain will host a celebration to bring the community together and showcase the transformation. These celebrations will kick off the overarching mission of bringing people together to rediscover downtown.

Goldsboro, North Carolina is our first recipient in a series of seven grants. The subsequent six grants will be selected on May 15.

## Crosswalk Mural Design Selection

### *Project Site*

Two of the crosswalk murals will be located at the intersection of Walnut and John Street, as shown here:



Four of the crosswalk murals will be located at the intersection of Walnut and James Street, as shown here:



We are interested in murals that:

- Designs that are simplistic yet interesting. The designs should be simple enough to easily maintain them by a non-artist if desired.
- Are semi-permanent and will have a life span of at least 3 to 5 years before needing major maintenance.
- Each crosswalk mural will be 35 feet in length, from curb to curb, and 5 feet in depth/height.
- Colors will be limited to five (5) per crosswalk.

Downtown Goldsboro's Vision Statement is: *Downtown Goldsboro – 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.*

Ms. Metz provided Council with a copy of 37 designs and asked that they select their 6 favorite designs.

### **Boards and Commissions**

Council reviewed vacancies and the following recommendations for appointments were received:

#### Commission on Community Relations

- Elvira Johnson – District 4
- Tara Humphries – District 2

#### Goldsboro Municipal Golf Course

- Gina Price – County

#### Historic District

- Joshua Jackson – District 6
- Cortnee Hendrick – District 2

#### Recreation Advisory Commission

- John Falkenstein – District 3
- Danielle Baptiste – District 3
- Linda Farmer – District 4

#### Mayor's Committee for Persons with Disabilities

- Janet Baber – District 3
- Dee Tripp – Winterville
- Stephen Taylor – District 5
- Michelle Casarez – District 6
- Evelyn Paul – District 5
- Edna Turner – District 3
- Sabrina Shivar – within ETJ



#### Planning Commission

- Anthony Slater – District 5

#### Goldsboro Tourism Council

- Eddie Edwards – District 6

Councilmember Foster suggested combining Recreation Advisory Committee and the Golf Course Committee.

Staff will prepare a resolution appointing those recommended for the next Council Meeting. Council asked staff to prepare a letter to appointees and re-appointees once appointments are made. As well as, provide a letter to those not appointed. Additional follow-up needed for Commission on Community Relations and Development and Historic District Commission vacancies.

#### **Councilmember Requests – Environmental Services Salaries**

Councilmember Williams stated employees were told in 2015 when the new trucks (the one-arm bandits) were received, they would get a pay increase.

Mr. Rick Fletcher shared information on implementing a Senior Equipment Operator.

Ms. Bernadette Carter-Dove shared information on comparison of salaries for environmental services with surrounding municipalities. She stated we are in line with neighboring communities.

#### **Councilmember Requests – Additional Mechanic Position**

Councilmember Williams shared he has been told an additional mechanic is needed.

#### **Councilmember Requests – Summer in the Zone**

Councilmember Williams shared Mr. Husain is available if Council has any questions regarding Summer in the Zone. Staff was asked to get estimated costs and share with Council.

#### **Councilmember Requests – Gym in District 1**

Councilmember Williams stated Council needed to think about the future. There has been a lot of talk about the Herman Park Center. It is hard for kids in District 1 to go to WA Foster. We need someplace safe, a beacon of hope for them. If we plan for a Recreation Center in that area, it would help a lot of families and bring back some life to that particular part of the city and it needed to be included in the Master Plan.

Mr. Scott Barnard shared the Parks and Recreation Mater Plan is in need of updating and would include public input for recreation needs across the City. The funding is included in the department's FY 2018-19 budget request.

#### **Councilmember Requests – Paramount Theatre Operations Cost.**

Ms. Sherry Archibald shared the following information:

##### Paramount Facts

- 500 Seat Capacity-Economic engine to City. Series & local performances bring visitors to the City.
- Reserving dates: Two years in advance
- Members of NC Presenters Consortium
- Annual programming grants-Dance Touring Initiative Grant
- Recent & Upcoming maintenance expenses:
- 2016/2017-Rigging repairs-\$38,000.
- 2017/2018-Exterior repairs- \$40,000.
- 2018/2019- Replace carpet/address storage needs
- Staff: 2 full time 16 part-time

##### Paramount Statistics

- 213 Days of Use in 2017/112 Days of Events

- Days of use results in the following:
  - Rehearsals
  - Performances
  - Concerts
  - Presentations
  - Meetings
  - Weddings
  - Birthday parties
  - Receptions
- Approximately 55,000 visitors annually

Paramount Performing Arts Series - 10 years

- 5-8 Professional Touring Artists perform at the Paramount annually.
- Performance Fee – funded through General budget
- Proceeds deposit to General budget
- Ticket revenue to match or exceed performance fee
- PERKS:
  - Patrons from outside the city
  - Contributes to Tourism
  - Community Outreach

Expenses/Revenue

2016/2017

Expenses: \$443,000

Revenue: \$161,000

36% Self Sufficient

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History -	
2008/09	29%
2001/10	37%
2010/11	40%
2011/12	40%
2012/13	42%
2013/14	40%
2014/15	44%
2015/16	52%
2016/17	36%
Not including Debt or Depreciation	

*Ms. Archibald noted - 2016/2017 - \*Expenses: First year we’ve had to put significant funds in our maintenance line item (due to required rigging improvements) \*Revenue- \*Three of Eight shows in series- extremely low: first two events were same weekend as Hurricane Matthew and third event was just two weeks later.*

Self-Sufficiency Comparisons

Municipality Presenters

High Point	35%
Cary	46%
Burlington	24%
Morganton	33%
Garner	22%

Sneak Peak- 11th Annual Performing Arts Series

Ranky Tanky - Jazz influenced traditional Gullah music

NC Symphony

The Platters

Gina Chavez- Multi-ethnic Latin pop

Jack & the Wonder Beans- Children’s Theatre

Ron K Brown- Modern Dance. Dancer & Choreographer...founded company in NY in 1985

Council thanked Ms. Archibald for the information.

**Councilmember Requests – Internships**

Councilmember Foster stated he felt it would be a good idea to provide internships from May to August to help college kids who are coming back get some experience.

Mr. Scott Stevens shared we do have internships but most are unpaid.

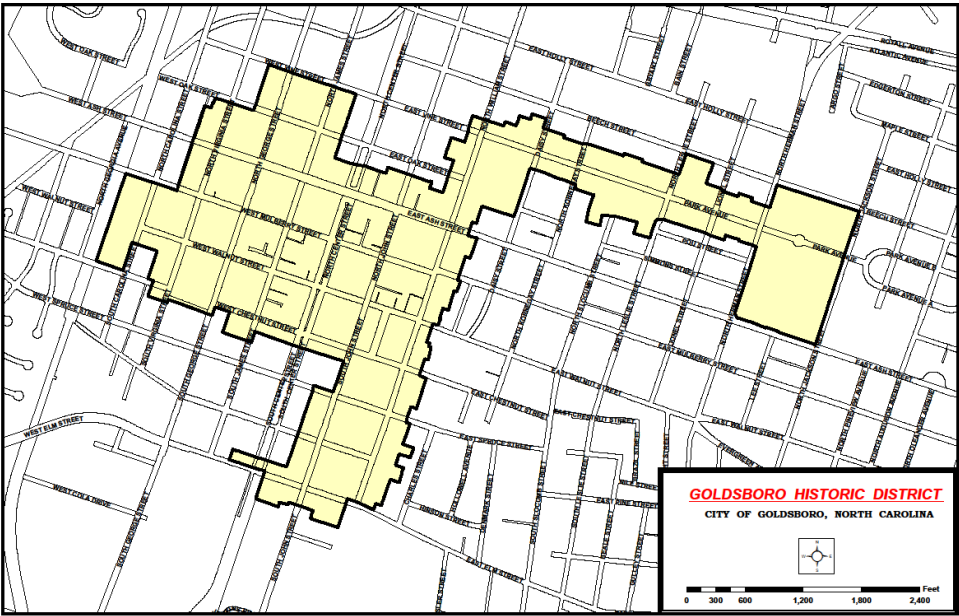
Council discussed. Paid internships to be discussed during the budget process.

**Councilmember Requests – Historic District Guidelines**

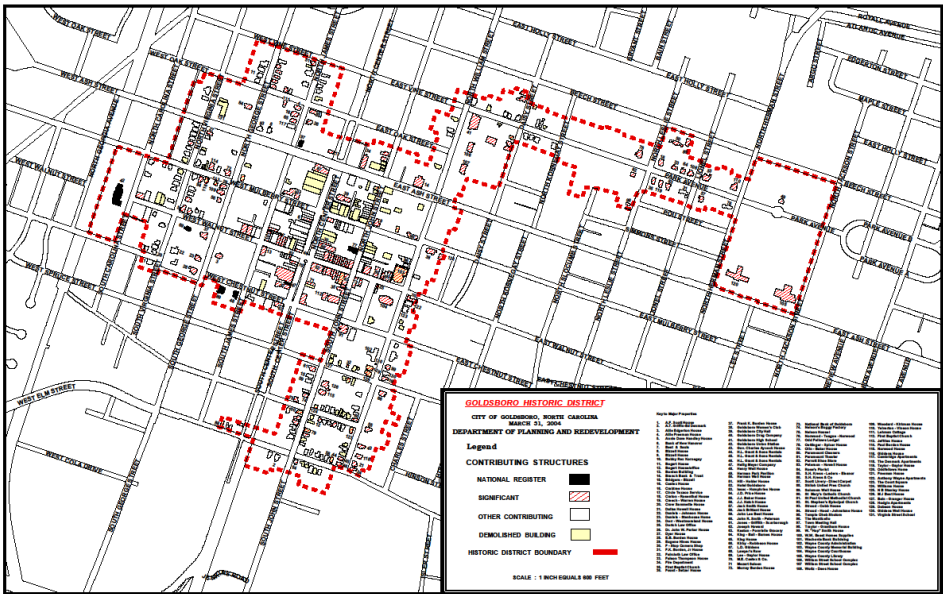
Ms. Jennifer Collins and Ms. Julie Metz shared the following information:

**Existing Boundary**

Certified by the National Park Service in 1985



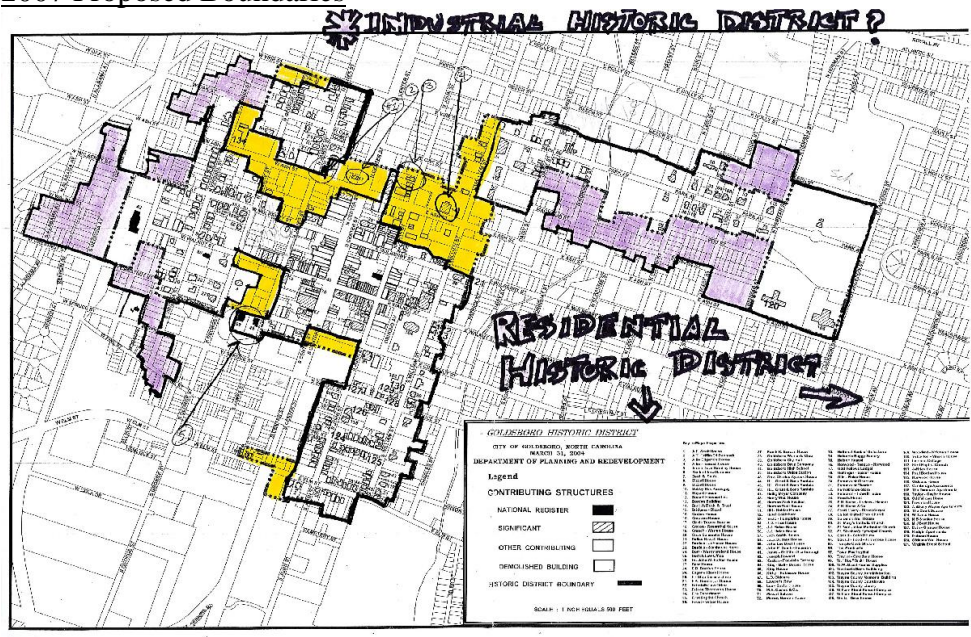
**Existing Contributing Structures**



**Contributing Structures**

- All structures within the defined district are either contributing or non-contributing.
- Significance is based on history, prehistory, architecture, culture, integrity of design, setting, materials, feeling and association.

## 2007 Proposed Boundaries



## Proposed National Register Historic Districts in Goldsboro

- Two districts that would likely meet National Register standards.
- When local district was established and certified by National Park Service there was more leeway in terms of vacant lots and noncontributing buildings.
- Since then...numerous contributing resources have been demolished and new buildings constructed that would not be included in a National Register district.

## Moving Forward

- Current boundaries of local historic district would not be affected by establishment of the National Registered districts.
- Only affect...the local district would no longer be certified.
- Only contributing properties in the National Registered districts would be eligible for rehab tax credits
- Local district boundaries would be changed through an amendment to local ordinance.

## Next Steps

- Neighborhood Revitalization Plan
- New Inventory of the Historic District
  - Consultant to conduct = \$30,000
  - Final report with recommendations for boundaries for one or two National Register districts
- National Register nomination

Ms. Collins shared staff is reviewing and considering relaxing some of the guidelines for the Historic District.

Council also discussed industry recruitment and workforce. Council asked staff to invite Crystal Gettys with the Development Alliance and Craig Foucht with Wayne Community to discuss recruitment of industry and workforce development.

## Councilmember Requests – Cemetery Expansion

Mr. Chad Edge shared the following information:

### Elmwood Cemetery

- Consist of 23 acres
- Currently all available plots are sold out
- Rear portion is challenged with unmarked or undocumented graves
- Subject to flooding during significant storm events (i.e. Hurricane Matthew)
- Front portion undeveloped and reserved for expansion

### Elmwood Cemetery Expansion

- Current proposal shown creates 1841 grave plots
- Surveying and recording Phase 1 has been funded
- Hurricane Matthew victims buried within Phase 1
- Areas of concern
  - Drainage of some proposed plots
  - Internal traffic flow
  - Removal of Existing trees and shrubs
  - Function and Appearance of Cemetery grounds
  - Providing strong and fond memories for the users and guests
- A Master Plan would address these concerns and give a unified direction for implementation

### Elmwood Cemetery Expansion

#### Staff Recommendations

#### PHASE 1

- Survey and Record Phase 1 (already funded) and begin selling grave sites
- Reserve and do not sell grave sites identified with conflicts or concerns
- Phase 1 consist of 313 grave sites. Sales of lots at our current rate (\$750/space) would generate ~\$234,000
- Hire Consultant to create Conceptual Master Plan to maximize cemetery use (~\$5-10,000)

### Willowdale Cemetery

- Consist of 37 acres
- Currently all available plots are sold out
- Expansion is planned to the west towards John Street.
- “Friends of Willowdale” contracted out with LKC Engineering and Landscape Architecture out of Aberdeen, NC for a conceptual master plan.
- Council accepted and adopted conceptual Master Plan April 2016

### Willowdale Cemetery Expansion

- Incorporates traditional burial along with options for alternative types of burials (Above Ground Plots, Columbarium Niches or Scatter Gardens)
- Conceptual Plan provides a gathering place, dedicated parking, and connectivity to existing cemetery.
- Would add approximately 17 acres
- Total proposed plots over 6,000 plots at full build out.
- City owns most of the property for full expansion. Four parcels remain to be acquired.

### Willowdale Cemetery Expansion

#### Staff Recommendations

#### PHASE 1

- Consists of ~1650 lots and ~900 columbarium niches.
- Hire Consultant to create site plan/ construction plans
- Continue to pursue acquiring parcel
- Explore options to construct Phase 1 without parcel
- With refined plan and good cost estimate move forward with implementation and selling grave sites
- Selling lots at current pricing (\$750/ grave), Phase 1 has potential to generate ~\$1.9M

Council discussed and asked staff to see how our rates compare with others. Council asked staff to bring back master plan and to get public input. More discussion on do we proceed with cemetery expansion.

### Review of Council Retreat Decisions

Mr. Stevens shared the following list of retreat decisions:

1. Council to look at the list of proposed streets to be resurfaced and finalize list in April.
2. Council would like to have a conversation with the County Commissioners and the Sheriff regarding School Resource Officers and funding.

3. Staff to report back on the number of complaints received in the Police Department for 2017 and 2018 year to date.
4. Staff to provide revenue growth over the past five to ten years.
5. Re-construction of Herman Park Center to be discussed at a later time.
6. Council agreed staff could proceed with conversations with downtown businesses on downtown sanitation services and bring back.
7. Boards and Commission vacancies were reviewed and recommendations for appointments were received. Staff to prepare a letter to appointees and re-appointees once appointments are made. Provide a letter to those not appointed as well. Additional follow-up needed for Commission on Community Relations and Development and Historic District Commission vacancies.
8. Staff to get estimated costs and other City Council questions for Summer in the Zone and share with Council.
9. Environmental Service reclassification of salaries to be discussed during the budget process.
10. Gym in District 1 – The Parks and Recreation Mater Plan is in need of updating and would include public input for recreation needs across the City. The funding is included in the department’s FY 2018-19 budget request.
11. Paid internships to be discussed during the budget process.
12. Cemeteries – how do our rates compare with others? Bring back master plan and public input. More discussion on do we proceed with cemetery expansion.
13. Council asked staff to invite Crystal Gettys with the Development Alliance and Craig Foucht with Wayne Community to discuss recruitment of industry and workforce development.

Council recessed at 10:57 a.m. with plans to resume around 12:15 p.m. when Mr. Gene Nichols plans to arrive to share information on the Poverty Study.

Council resumed at 12:30 with the following members present:

Councilmembers Present:	Mayor Chuck Allen, Presiding Mayor Pro Tem David Ham Councilmember Antonio Williams (arrived at 12:40 p.m.) Councilmember Bill Broadway Councilmember Gene Aycock
Councilmember Absent:	Councilmember Mark Stevens Councilmember Bevan Foster
Other Members Present:	Scott Stevens, City Manager Melissa Corser, City Clerk Randy Guthrie, Assistant City Manager Octavius Murphy, Assistant to the City Manager Sherry Archibald, Paramount & Goldsboro Event Center Director Rick Fletcher, Public Works Director Mike Wagner, Deputy Public Works Director – Utilities Chad Edge, Deputy Public Works Director – Operations Scott Barnard, Parks & Recreation Director Jennifer Collins, Interim Planning Director Shycole Simpson-Carter, Community Relations Director Pamela Leake, Senior HR Analyst Sylvia Barnes, Citizen Shirley Edwards, Citizen Carl Martin, Citizen Francine Smith, Citizen Rochelle Moore, News Argus Reporter (arrived at 12:37 p.m.) Gene Nichols, University Of North Carolina School Of Law

**Poverty Study – Gene Nichols**

Mr. Gene Nichols with the University Of North Carolina School Of Law provided information on a recent poverty study entitled “Goldsboro: Isolation and Marginalization in Eastern

North Carolina.”

Mr. Nichols touched on the following topics:

- Poverty
- Child Poverty
- Loss of Income
- Income Mobility
- Concentrations of Poverty
- Shortage of Safe, Affordable Housing
- Economic and Racial Segregation and Polarization

He stated a committee or task force has been created. He also shared information on what Charlotte is doing to address some of their poverty issues. Mr. Nichols stated he would provide a link to those reports.

*\*Gene Nichol is Boyd Tinsley Distinguished Professor of Law at the University Of North Carolina School Of Law. Heather Hunt is a Research Associate at Carolina Law. The research and publication work of Nichol, Hunt and their colleagues is supported by the North Carolina Poverty Research Fund of the University Of North Carolina School Of Law.*

**Adjournment**

As there was no further business, the meeting was adjourned at 1:11 p.m.

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Chuck Allen  
Mayor

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Melissa Corser, MMC  
City Clerk