

MINUTES OF THE GOLDSBORO CITY COUNCIL ANNUAL RETREAT
FEBRUARY 20-21, 2024

FEBRUARY 20, 2024

The Mayor and City Council of the City of Goldsboro, North Carolina, held their Annual Retreat on Tuesday, February 20, 2024 at the Goldsboro Event Center, 1501 South Slocumb Street, Goldsboro North Carolina with attendance as follows:

Call to Order. Mayor Gaylor called the meeting to order at 8:04 a.m.

Invocation. Rev. Arnold Thornton provided the invocation.

Roll Call.

Present: Mayor Charles Gaylor, IV, Presiding
Mayor Pro Tem Brandi Matthews
Councilwoman Hiawatha Jones
Councilman Chris Boyette
Councilwoman Jamie Taylor
Councilwoman Beverly Weeks
Councilman Rod White

Others Present: Matthew Livingston, Interim City Manager
Laura Getz, City Clerk
Octavius Murphy, Assistant to the City Manager
Scott Williams, Information Technology Director
Brad Hinnant, Assistant Information Technology Director
Bert Sherman, Public Utilities Director
Jonathan Perry, Engineering Services Manager
Felecia Williams, Community Relations Director
Felicia Brown, Parks and Recreation Director
Mike West, Police Chief
Ron Stempien, Fire Chief
Catherine Gwynn, Finance Director
Allen Anderson, Inspections Director
Rick Fletcher, Public Works Director
Amanda Justice, Travel and Tourism Director
Bernadette Dove, Human Resources Director
Susan Thornton, Senior Human Resources Consultant
Christie Langley, Human Resources Consultant
Information Technology Staff

Adoption of the Agenda. Councilman Boyette made a motion to accept the agenda as presented. The motion was seconded by Councilwoman Weeks and unanimously carried.

Special Meeting Update on Council Priorities. Interim City Manager Livingston shared comments regarding revenue sources, retreat topics, and the special meeting held January 18, 2024. Mr. Livingston provide the document attached as *Exhibit A*.

FY23-24 and FY24-25 Budgets Update. Catherine Gwynn, Finance Director shared the presentation attached as *Exhibit B*. Mayor and Council discussed the presentation with Ms. Gwynn.

Public Utility Rates Discussion. David Hyder with Stantec shared the presentation attached as *Exhibit C*.

Mayor Gaylor recessed the meeting at 9:17 a.m. for a break and returned at 9:31 a.m. Councilwoman Jones returned at 9:35 a.m.

David Hyder with Stantec continued with the presentation. The Mayor and Council discussed the presentation. Interim City Manager Livingston discussed the Merger Regionalization Study.

Wastewater Treatment Plant Capacity Allocation. Bert Sherman, Public Utilities Director shared the presentation attached as *Exhibit D*.

Council discussed flow meters.

Benefits Discussion. Bernadette Dove, Human Resources Director shared the presentation attached as *Exhibit E*.

Council discussed a compensation and pay plan, exit interviews, longevity, health insurance reimbursements, matching 401K, and vacation buy back.

Crime and Homeless Discussion. Mike West, Police Chief shared the presentation attached as *Exhibit F*.

Mayor and Council discussed ShotSpotter, reducing crime, Housing Unit, addressing poverty to address crime, and addressing homelessness.

The meeting recessed at 11:50 p.m. for lunch.

The Council resumed the retreat at 12:23 p.m.

Police Department Overview/Priorities. Mike West, Police Chief shared the presentation attached as *Exhibit G*.

Mayor and Council discussed the Police Department presentation to include vehicle abuse, take-home vehicles, vehicle maintenance, administration vehicles, standardization of vehicles and overall vehicle discussion.

Fire Department Overview/Priorities. Ron Stempien, Fire Chief shared the presentation attached as *Exhibit H*.

Mayor and Council discussed the presentation to include apparatus, fire stations and vehicles.

Mayor Gaylor recessed the meeting at 1:30 p.m. for a break and returned at 1:47 p.m.

Public Works Department Overview/Priorities. Rick Fletcher, Public Works Director shared the presentation attached as *Exhibit I*.

Mayor and Council discussed the presentation to include the need for a pay study, possible internships, and dumping.

Public Utilities Department Overview/Priorities. Bert Sherman, Public Utilities Director shared the presentation attached as *Exhibit J*.

Mayor and Council discussed the presentation. The phone number to get mulch from the compost facility is 919-735-0110.

Further Discussions/Budget Requests. Laura Getz, City Clerk reviewed the budget requests from Day 1 of the retreat. Interim City Manager Livingston asked Council to complete the evaluations provided.

Mayor and Council Comments.

Councilwoman Jones thanked department heads and staff.

Councilman Boyette had no comments.

Councilwoman Taylor had no comments.

Mayor Pro Tem Matthews shared information regarding a letter given to council members to assist a local school.

Councilwoman Weeks thanked department heads.

Councilman White thanked everyone.

There being no further business, Mayor Gaylor recessed the meeting at 2:53 p.m.

FEBRUARY 21, 2024

The Mayor and City Council of the City of Goldsboro, North Carolina, held their Annual Retreat on Wednesday, February 21, 2024 at the Goldsboro Event Center, 1501 South Slocumb Street, Goldsboro North Carolina with attendance as follows:

Call to Order. Mayor Gaylor called the meeting to order at 8:04 a.m.

Roll Call.

Present: Mayor Charles Gaylor, IV, Presiding
Councilwoman Hiawatha Jones
Councilman Chris Boyette
Councilwoman Jamie Taylor
Councilwoman Beverly Weeks
Councilman Rod White

Absent: Mayor Pro Tem Brandi Matthews

Others Present: Matthew Livingston, Interim City Manager
Laura Getz, City Clerk
Octavius Murphy, Assistant to the City Manager
Scott Williams, Information Technology Director
Brad Hinnant, Assistant Information Technology Director
Bert Sherman, Public Utilities Director
Jonathan Perry, Engineering Services Manager
Felecia Williams, Community Relations Director
Felicia Brown, Parks and Recreation Director
Mike West, Police Chief
Ron Stempien, Fire Chief
Catherine Gwynn, Finance Director
Rick Fletcher, Public Works Director
Amanda Justice, Travel and Tourism Director
Mark Helmer, Planning Director
Bernadette Dove, Human Resources Director
Adam Twiss, Paramount Theater Director
Erin Fonseca, Downtown Goldsboro Director
Roe O'Donnell, Temporary Assistant City Manager
Information Technology Staff

Invocation. Rev. Scott Thraikill provided the invocation.

Adoption of the Agenda. Mayor Gaylor shared the agenda needs to be amended to add a HOME ARP update. Councilman Boyette made a motion to amend the agenda. The motion was seconded by Councilwoman Weeks and unanimously carried.

Information Technology Department Overview/Priorities. Scott Williams, Information Technology Director shared the presentation attached as *Exhibit K*.

Mayor and Council discussed the presentation to include a motor pool approach and documenting the time staff is using personal vehicles.

Parks and Recreation Department Overview/Priorities. Felicia Brown, Parks and Recreation Director shared the presentation attached as *Exhibit L*.

Mayor and Council discussed the presentation to include vehicles, documenting the time staff is using personal vehicles, T.C. Coley repairs, reviewing fees at the Goldsboro Event Center, preventive maintenance for equipment, getting the community involved, and corporate interest.

Council took a break at 9:37 a.m. and returned at 9:48 a.m.

Engineering Department Overview/Priorities. Jonathan Perry, Engineering Services Manager shared the presentation attached as *Exhibit M*.

Mayor and Council discussed the presentation to include staffing, resurfacing and the stormwater project.

Downtown Development Department Overview/Priorities. Erin Fonseca, Downtown Development Director shared the presentation attached as *Exhibit N*.

Mayor and Council discussed the presentation to include downtown art, downtown maintenance, Downtown Master Plan, DGDC and the need for a grant writer for the city.

Planning Department Overview/Priorities. Mark Helmer, Planning Director shared the presentation attached as *Exhibit O*.

Mayor and Council discussed the presentation to include vehicles, blight process, unwanted properties.

Paramount Theater Department Overview/Priorities. Adam Twiss, Paramount Theatre Director shared the presentation attached as *Exhibit P*.

Mayor and Council discussed the presentation to include city employees giving to the foundation and the selection process for performances.

The meeting recessed at 12:00 p.m. for lunch.

Council resumed the retreat at 12:35 p.m.

FY24-25 Revenue/Property Tax Discussion. Ted Cole with Davenport shared the presentation attached as *Exhibit Q*.

Mayor and Council discussed the presentation.

Councilman Rod White left the retreat at 1:14 p.m.

Property Tax Discussion. Alan Lumpkin, Wayne Co. Tax Administrator shared information regarding property tax evaluation. He shared there are 67,000 parcels to evaluate, last valuation was in 2019, shared information regarding the appraisal process, market value and the upcoming reevaluation. He shared Council has to publish a revenue neutral rate as part of the budget process. He also shared that what is in place as of January 1st is what they are able to access.

Mayor and Council discussed the presentation.

Travel and Tourism Department Overview/Priorities. Amanda Justice, Travel and Tourism Director shared the presentation attached as *Exhibit R*.

Mayor and Council discussed the presentation.

Council took a break at 1:53 p.m. and returned at 2:10 p.m.

HOME ARP Discussion. Felecia Williams, Community Relations and Development Director shared the following presentation attached as *Exhibit S*.

Mayor and Council discussed the presentation to include possibly changing the allocation. Mayor Gaylor asked Ms. Williams to get feedback from the Commission on Community Relations and Development regarding the allocation and bring the recommendation to a future Council meeting.

FY24-25 Budget Guidance. Mayor Gaylor shared information regarding SJAFB losing a fighter wing. He shared that in conjunction with the County and Friends of Seymour, they would like to change the consultant to Crossroads Strategies.

Council gave consensus to move forward.

Retreat Day 2 Comments/Retreat Decisions. Matt Livingston, Interim City Manager and Laura Getz, City Clerk reviewed the request made by city departments for the FY24-25 budget and attached as *Exhibit T*.

Mayor and Council discussed the list. The list will be updated with more information and provided to Council prior to budget meetings.

Mayor and Council Comments.

Mayor Gaylor thanked department heads and said that he wants to promote the projects and events in the City.

Councilwoman Weeks thanked department heads.

Councilwoman Taylor thanked department heads.

Councilman Boyette thanked department heads.

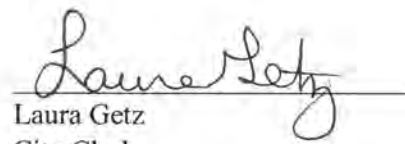
Councilwoman Jones thanked department heads and staff.

Mayor Gaylor introduced Roe O'Donnell. Mr. O'Donnell will be assisting the Manager's Office as Temporary Assistant City Manager until the end of March.

There being no further business, Mayor Gaylor adjourned the meeting at 4:07 p.m.




Charles Gaylor, IV
Mayor


Laura Getz
City Clerk

Retreat Summary Report:

On January 18th 2024 the Mayor and City Council held a special public meeting to focus as a new Board on main priorities. This was not intended to be a budget retreat. It was intended however, to provide an overall framework for the upcoming budget session. Through the identification and prioritization of long term challenges and opportunities the new Mayor and City Council will be facing. As part of the management staff's desire to evaluate our strategic planning sessions an overall survey was requested from the Mayor and Council. Each topic matter was asked to be ranked or scored in accordance with how they felt about the presentation or subject material. They were ranked from (1) very low to (5) very high. We received a total of six responses. In some cases, not all respondents answered or rated the category so adjustments were made to the average for comparative purposes. This can be seen by the number of scores given in each category. Also, included is a section on comments for each rating category and overall comments. The objective is to better understand what the Mayor and City Council felt was important and why and what the City Management team can change or do differently in the future to add value to future events.

Overall Evaluation Results Summary:

Overall General Comments:

- 1). Great event
- 2). I like stuff like this!
- 3). All necessary

Comments on program expectations:

- 1). Thank you for all your hard work. I loved being able to gather informally!
- 2). Yes! This is so necessary as we move forward as a group to move the city forward.
- 3). I did not have expectations but overall experience was great.

Other Comments:

- 1). Light sandwiches and diet soda everything was amazing.
- 2). Fruit and healthier options

Was the retreat location/environment setting conducive to learning/interaction with others?

						Total Score	Average
5	5	5	5	5	4	29	4.8

The event location was rated high. The City has invested substantially in the event center and it has now become a very popular and affordable attraction for many Goldsboro residents and out of town guests. It also has worked well for city sponsored events and informal gatherings.

						Total Score	Average
4	5	5	5	5	4	28	4.6

						Total Score	Average
4	5	4	4	3		19	3.8

						Total Score	Average
4	5	4	4	4	3	24	4

						Total Score	Average
4	5	4	4	5	3	25	4.1

						Total Score	Average
4	5	5	5	5	5	29	4.8

						Total Score	Average
4	5	3	4	5	5	26	4.3

						Total Score	Average
4	5	5	4	5	5	28	4.6

						Total Score	Average
5	5	5	4			19	4.75
Overall Satisfaction?						Total Score	Average
5	5	5	4	5		24	4.8

Future Recommendations:

The Mayor and Council felt that this special session was successful and needed to help guide the city's future. Based on the survey feedback and discussions with the Mayor and Council the following recommendations are given.

- Have a better selection of food and drink options. If retreat or special session is happening over the course of a day have breakfast/lunch or dinner options available
- An informal atmosphere is preferred among the Board members. Future sessions should emphasize informal attire and a more casual atmosphere.
- Room setup should optimize group and table interactions that encourage maximum participation and exchange of thoughts and ideas.

Using a form of priority budgeting based on planning and special strategy sessions does add value and provide benefit to the Mayor, Council and City Administration. It can be particularly effective for framing the budget at a very high level. When drafting the retreat agenda, it was challenging to keep the meeting to 2.5 hours while affording enough time to address all the issues. Fortunately, we were able to keep the meeting just under 2.5 hours, however, it should be noted that there is significantly more follow-up work to be done. The prioritization process was simply our initial first step. The next and likely most challenging step is researching and recommending strategies and action items as part of a series of implementation goals. This will require in-depth discussion and evaluation of significant priorities as identified by the Mayor and Council to ensure that City Management and staff have a clear understanding of the expectations and specific goals associated with the cities adopted main priorities. This would be followed up with the drafting of a long-range strategy to address the main priorities over the next several years.

Roles & Expectations:

The purpose of the roles and expectations was to develop a framework and better understanding amongst the new Mayor, Council and Administrative staff. Oftentimes, with new Boards there are issues or concerns that may go unspoken or undetermined because in some cases others the Mayor or other Board members may not recognize the situation or understand how it may be a concern or an issue to another Board member, the Mayor or City Manager.

How do you see the role of the...

Mayor:

- Provide leadership and vision for the city.
- Spokesperson for the city.
- Engage constituency understand the needs of the city.
- Help to advance the city's priorities.
- A leader who has sound judgement and can represent the city well
- Keep an open mind.
- Be open to ideas.
- Be the voice of the city government.
- Go between liaison and mediator.
- Be a leader and a collaborator.
- Connect with all people.
- Communicate effectively.
- Fair and impartial.
- Lead by example.

Council

- Responsible for setting policy
- Make decisions on budget allocations, land use, and organizational goals and objectives.
 - Ensure the city complies with all ordinances, laws and regulations.
 - Evaluate the performance of the Manager.
 - Communicating with the community to make sure citizens voices matter.
 - To provide leadership.
 - Plan for the future as well as enact policies.
 - Ensure quality of life for all citizens

City Manager

- Administer day to day operations of the city.
- Implementation of policies and recommendations to the City Council
- Encourage financial responsibility and provide transparent financial reports.
- Serve as the liaison between City Council, staff and community.
- Manage the city on a daily basis.
- Provide information to the Council/Mayor to aid in the decision-making process.
- Serves as the information hub and standard bearer.
- Serves at the pleasure of the City Council.

Assistant City Manager

- Assist and advise the City Manager.
- Manage all the departments.
- Support the City Manager.
- To help assist the City Manager.
- Have a set of priorities/goals/subjects that they work on independently.
- Fact finder.
- What works and doesn't work.
- Subject matter expert.
- Assist City Manager in overseeing various departments.

Clerks Office

- Critical role.
- Maintain city records.
- Public Access to information.
- Ensuring legal compliance with record keeping.
- Go to for all things.
- Gatekeeper has the knowledge to assist the City Manager/Council/Mayor
- Responsible for office running smoothly.
- Support staff
- Record keeper
- Navigator/advisor
- Maintain accurate records.

- Source of communication between Council and Manager
- Gateway between Manager and elected officials

What are your expectations of the ...

Mayor

- Be a leader.
- Be open minded.
- Chair all Council Meetings
- To be a mediator

Council

- Communicating with the community to make sure the citizens have a voice
- Set the vision mission and policy.
- Provide leadership and help plan for the future.
- Read agenda information and be prepared as much as possible for official meetings.

City Manager

- Be responsible for what staff do and don't do.
- Follow through with Council guidance/directives.
- Be unbiased.

Do's and Dont's

Do's

Mayor

- Do be open to ideas.
- Do be the voice of City government.
- Do communicate effectively.
- Do be fair and impartial.
- Do lead by example.
- Do keep council focused on achieving goals.
- Do be the spokesman of the group.
- Do respect the will of the few.

Council

- Do be open minded and understanding that all citizen concerns matter as well as how they feel.
- Do advocate for citizens as well as for the things in the best interest of the city.
- Do ask questions.
- Do be decisive.
- Do be prepared for meetings.
- Do be open minded.
- Do focus on constituents needs and agenda.
- Do help promote efficiency in government.
- Do be a liaison with the community.
- Do change policy as needed to meet expectations.

City Manager

- Do remember that everyone thinks and feels differently.
- Do manage to the best of your ability while also working with Mayor and Council.
- Do communicate to all Council equally send information to one send it to all.
- Do include Council on decisions deemed necessary.
- Do conduct business as transparently as possible.
- Do implement city policy as directed.

- Do manage day to day operations of the city.
- Do guide and advise Council.

Assistant City Manager

- Do assist City Manager in overseeing various departments.

Clerks Office

- Do Maintain accurate records
- Do be a source of information and communication between Council and Manager.
- Do be the gateway between Manager and elected officials.

Dont's

Mayor

- Do not make a decision that the Council should.
- Do not direct staff.
- Do not show bias or favoritism.
- Do not abuse power or use influence of office for a self-agenda.

Council

- Do not be publicly disrespectful of each other or staff.
- Do not do favors.
- Do not be vindictive and refrain from personal attacks.
- Do not camp in breakrooms.
- Do not use influence to sway enforcement actions
- Do not micromanage.

City Manager

- Do not act when you don't have the authority.
- Do not support one council member over another.
- Do not withhold information based on personal opinion

- Do not make decisions that are council level.
- Do not micromanage.
- Do not undermine the values of Council

Clerk's Office

- None given:

Priorities and Future Vision Session:

Table #1

Councilwoman Taylor, Councilwoman Jones, City Manager Salmon, Deputy Clerk Jones;

What growth would you like to see, if any and where?

- Would like to see economic growth and expansion to include jobs, businesses, stockholders.
- **Would like to see more affordable housing** for all income levels.
- Would like to see growth in our Police Department Fire/public safety.

What problems/issues would you like to see reduced/resolved?

- Crime
- Blight
- Unhoused

What problems should we be prepared for?

- Infrastructure needs above and underground as our economy grows.
- Public Safety complex
- Herman Park Center
- Possibility of catastrophes/unknown pandemic outbreaks

Table #2

Mayor Gaylor, Councilwoman Weeks, Councilman Boyette, Assistant to the City Manager Murphy;

What growth would you like to see, if any and where?

- Would like to see population growth.
- Would like to see economic expansion new business and industry.
- Would like to see growth in recreational activities both private and publicly owned.
- Would like to see more community respect and engagement.

What problems/issues would you like to see reduced/resolved?

- Need to address gaps in activities for youth.
- Need a more walkable city.
- **Need effective communications to all constituents.**
- Need to shorten planning and review timelines.
- Development services must be more customer friendly

What problems should we be prepared for?

- Water and sewer expansion to meet the needs of growth.
- Need for additional housing.
- **Public service capacity (police, fire, etc.)**

Table #3

Mayor Pro-tempore Matthews, Councilman White, Assistant City Manager Livingston:

1). **We've all been a part of teams or groups before in considering that, what does it mean for you to be a part of a team or a group? What are the traits you feel great team or groups exhibit or must have to be successful? What about unsuccessful experiences with groups or teams you may have had?**

Answer:

Effective: Good teams have mutual respect for one another and welcome everyone's thoughts and are playing on the same team.

Ineffective: Leading with self-interests instead of the city as a whole.

2). As newly elected leaders you now have a lot of community expectations upon you. It can be a bit overwhelming, however, we also should consider the obligations and responsibilities we have to each other as a working, dynamic elected body. What are your expectations of each other in your leadership roles?

Answer:

Show respect, share information, be honest, creative and open minded

3). What is your future vision for the City of Goldsboro?

Answer:

A city where we all feel welcome and included having thriving businesses, neighborhoods, schools. Abolish systems that used to be exclusive.

4). Are there specific priorities you believe we must address to achieve your vision of the future?

Answer:

- Open communication
- Innovation
- **Commitment to staying in the weeds if that's what it takes**
- Go through charter and city ordinances

"There is no one person bigger than the group" We all traveled the same road to get here.

Prioritization exercise:

The Mayor and City Council were given a list of fifteen significant issues or items that have been previously discussed and considered important matters to the community. The Mayor and Council was also given the flexibility to add additional items they felt were needed. It was noted that all of the topics were very important to the City Council. This is also reflected in the individual and group scoring sheets. The Mayor and each council member was given a total of nine votes by way of sticky dots. A red dot represented the Board members highest rated priority, yellow was the second highest and green was the third highest rated priority. As the highest priority red dots were assigned five points, the green and yellow dots represented a higher and higher priority category and were assigned a rating of 3 and 4 respectively. The below list is what was given to them for prioritization purposes.

1). **Violent Crime and gang activity**

Violent crime, such as homicides, armed robberies, burglaries have all increased dramatically. The homicides and gun violence has been particularly troubling as many of our very young in the community are being killed or seriously injured. Gang related violence is seen as a primary driver for many of the shooting and other gun related and violent crimes.

• • • • • 7 highest priority votes
7 votes total

2). **City Finances and overall financial health**

The City of Goldsboro finances have improved tremendously over the past 4 years in all funds, however, while this is excellent news, the picture still needs to improve to be on par with some of our similar sized sister cities. The City remains behind on its FY 22/23 audit submittal and as such cannot borrow funds and remains on the UAL or Unit Assistance List.

• • • • • 5 highest priority votes
6 votes total

3). **Homelessness/Unhoused**

While not a new challenge the matter of homelessness or unhoused population is becoming more problematic as those numbers rise and new camps crop up. There has also been a noticeable uptick in crime within these communities. There is also growing concern as significant crime is being seen amongst those that are

unhoused. The community will continue to turn to City elected leaders and ask for a solution...we have no plan in place.

*** 3 highest priority votes

5 votes total

4). **Job Creation/Economic Development**

The creation and retention of jobs is essential to the well-being and quality of life of our region. Without commerce and job retention and creation there can be no growth and economic well-being in our community. At present, the City works with others such as Wayne County Development Alliance to assist with economic development matters but does not have a specific internal plan or a way ahead when it comes to an overall economic development strategy.

*** 3 highest priority votes

4 votes total

5). **WWTP expansion**

The City of Goldsboro is beginning to see significant new growth particularly in its suburbs. We welcome this growth as it can potentially address some of the issues the City has been struggling to keep up with, such as affordable housing in close proximity to our major employers such as Seymour Johnson Air Force base. That said, new growth will continue to reduce our available capacity at our wastewater treatment plant which already has an average daily flow of 62% plant capacity. Such expansion will be needed soon or the City may be faced with a development moratorium in five to seven years depending on the rate and extent of growth. Expansion would be funded through the water and sewer fund.

8 votes total

9). **City beautification/appearance**

When you drive around Goldsboro you can see a city in need of beautification. Outside of downtown Goldsboro, the City has significant challenges with trash and debris that greatly detracts from the appearance of the City. This is especially true in the lower to moderate income and public housing authority locations where trash has accumulated over time in the ditch lines and culverts.

*** 3 high priority votes

3 votes total

10). **Maintaining General Fund Infrastructure**

This consists of City roads, sidewalks, recreation facilities, and City owned buildings/property. In short, there is much to take care of, roads in particular in certain areas of the City are in very poor shape. Most funding in this area comes from the general fund where balances are relatively low when compared to need. Some of our buildings such as the Public Safety Center have significant issues that if left unchecked could result in a health and safety issue for our employees.

** 2 high priority votes

2 votes total

11). **Water and Sewer Infrastructure maintenance**

The City of Goldsboro has an aging water and sewer collections and distribution system, the backbone of which was put in place over 70 years ago. As such, many of our lines have aged or are aging out making it critical for us to replace them. Not replacing them leads to further demise of our system and increasing costs through inflow and infiltration. Money for this infrastructure is funded through water and sewer revenues.

** 2 high priority votes

2 votes total

12). **Police-Fire/Public safety equipment**

The City has major personnel shortfalls within the police and fire department, but it also has needs for new and improved equipment such as radios, fire apparatus, station improvements/renovations etc. There is also a need to bulk up our

Affordable housing

6). The cost and demand for housing has risen exponentially over the past 5 or more years in part due to increasing demand, stagnating supply and increasing costs associated with building and financing homes. At present, the City has approved over 2,500 new residential homes, much of that in the past 18 months and more growth is expected. However, that will take 5-10 years or more to build out.

* 1 highest priority vote

- 1 high priority vote

6 votes total

7). **Elimination of blight throughout the city**

Blight has been somewhat of an unchecked cancer around the city. This is particularly true of those areas surrounding the downtown area. There are many who believe the key to revitalization is the elimination of slum and blight encouraging reinvestment and redevelopment of those areas for affordable workforce housing. Little investment has occurred in these areas and crime is an issue. Until such time as blight is removed, many are afraid to invest in these areas as property values are declining.

- 1 highest priority vote

*** 5 high priority votes

6 votes total

8). **Employee recruitment and retention**

The City of Goldsboro, like other local governments, struggles to recruit and retain qualified employees throughout the organization. However, the City has not conducted and implemented a full pay study in over a decade. Our HR office often does in house pay and salary comparisons when filling open positions and when able tries to compensate for the gap in salary as compared to other more competitive locations such as Raleigh, Wilson, Johnston County and Clayton to name a few. One of the most often cited reasons for employees leaving is higher pay. This is a situation throughout the organization and is not simply a police and fire challenge.

2 votes total

community policing initiative which presently has very little capability due in part to a shortage of personnel and funding.

** 2 high priority votes

5 votes total

13). **Parks and Recreation/open space planning**

Several years ago, the City spent over 500k to design a new Herman Park Center. The estimated cost for the new center was around 11 million. The plan was to replace the now defunct old Herman Park Center which the city has secured some demolition funding for. Considering inflation, it is estimated that the same building would now cost over 15 million. There is also a need as the City grows to consider future open spaces and parks, however, the City's Parks and Recreation Master Plan is over 10 years old and as such is considered outdated for grant application purposes.

***** 5 high priority votes

5 votes total

14). **Community and cultural relations**

The City of Goldsboro is a racially and culturally diverse community which has been blessed by good relations throughout the City. However, to maintain and improve upon community relations, the city must stay focused and allow all people an equal voice and equal opportunities. The Commission on Community Relations and Development works to make sure this continues to happen by planning or sponsoring events and educating the public.

1 vote total

15). **Quality of life more opportunities for youth**

Quality of life is sometimes a difficult concept for us all to completely acknowledge. We understand it but yet it means different things to different people. For example, to dog owners, a nice dog park within walking distance from their home would drastically improve their quality of life, however, to those who have no dogs it would hold little if any value. In most cases, quality of life is seen as having access to a

good education system, affordable housing, top notch healthcare system, various forms of entertainment both indoor and outdoor, low crime, community walkability, open space, and a low cost of living.

1 high priority vote,

1 vote total

The below table is a summary of the 15 priorities discussed and voted on by the Mayor and City Council at the January 18th special work session. The weighted score was determined by the assigned values represented by sticky dots whereby each red dot as the highest rated priority would receive a score of 5. Yellow dots would get a four and green dots would get a 3. It is important to remember that all 15 issues are of great importance to the Mayor and City Council. Naturally, it was challenging for them to differentiate between a higher priority and the highest priority. Also, it's important to remember that this represents a snapshot in time and priorities often change.

Below assigned values are.

Green:	high priority	3	points
Yellow:	highest priority	4	points
Red:	highest priority	5	points

Priorities	Assigned Value	Total Votes	Weighted Score
Violent Crime and Gangs	*****	7	35
WWTP Plant Expansion	*****	8	32
City finances & Fiscal health	*****	6	30
Affordable Housing	****	6	24
Unhoused/homeless	****	5	22
Elimination of blight in the city	****	6	20
Job Creation/Economic Dev.	****	4	19
Public safety equipment	****	5	18
Parks and Rec/Open Space	****	5	15
City Beautification/appearance	***	3	9
Employee Recruitment/retention	**	2	8
Maintaining G/F Infrastructure	**	2	6
Water/Sewer Infrastructure maint.	**	2	6
Community & Cultural Relations	*	1	4
Quality of life/Opportunities/youth	*	1	3

The City Council was also given the opportunity to identify or list any other significant priorities. The one listed was completion of audits and was given highest a red or highest priority rating.

Other Finish Audits One highest priority (Red Dot) vote

6 MONTH FINANCIAL UPDATE

Catherine Gwynn, Finance Director

Feb 20, 2024




1

General Fund Collections

July – December FY24 Budget vs. Actual


	Adjusted Budget	Actual Collections	YTD % of Budget
Property Tax	\$19,335,688	\$14,084,660	72.84%
Sales Tax	11,729,080	2,834,796	24.17%
Refuse	4,342,122	2,059,559	47.43%
Shared Services	3,690,414	1,845,207	50.00%
Utility Franchise Tax	2,249,038	726,905	32.32%
Intergovernmental Grants	1,316,740	94,112	7.15%
Fund Balance Appropriated	4,364,850	-	-
Powell Bill	1,003,799	1,097,353	109.32%
Proceeds from Loan	1,788,184	-	0.00%
Golf Revenue	692,000	301,968	43.64%
Paramount Revenue	485,000	254,569	52.49%
Permits	422,350	380,351	90.06%
Other Revenues	427,181	336,200	78.70%
Recreation Fees	214,000	97,401	45.51%
ABC Board	101,000	-	0.00%
Goldsboro Event Center Revenues	146,700	81,348	55.43%
Other Fees and Permits	81,550	99,734	122.30%
State Shared Revenues	27,844	7,722	27.73%
Cemetery Fees	45,000	12,250	27.22%
Investment Income	312,442	287,626	92.06%
Total General Fund Collections thru December	\$57,776,992	\$24,611,761	42.63%



4

Revenue Collections

FY24 Operating Funds




2

Utility Fund – Collections

(Comparison to 1st Six Months Actual FY24 vs. FY23)

	FY 2023-24	FY 2022-23	Difference Over/(Under) Prior Year
Charges - Sewer	\$ 5,352,018	\$ 4,855,350	\$ 496,668
Charges - Water	4,648,150	4,431,559	216,591
Miscellaneous Other	263,172	1,266,324	(1,003,152)
UF - Other	931,320	925,009	6,311
Late Payment Fees	195,691	209,895	(14,204)
Compost Fees	37,368	22,618	14,750
Tap Fees	65,725	14,850	50,875
Investment Earnings	306,519	-	306,519
Utility Fund thru 12/31	\$ 11,799,963	\$ 11,725,605	\$ 74,358




5

General Fund – Collections

(Comparison to 1st Six Months Actual FY24 vs. FY23)

	FY 2023-24	FY 2022-23	Difference Over/(Under) Prior Year
Taxes	\$14,084,660	\$13,707,135	\$377,525
Sales Tax	2,834,796	1,964,588	(870,208)
Refuse	2,059,559	2,013,874	45,685
Shared Services	1,845,207	1,664,498	180,709
Powell Bill	1,097,353	1,003,799	93,554
Loan Proceeds	0	886,500	(886,500)
Utility Franchise	726,905	734,830	(7,925)
Intergovernmental Grants	94,112	471,432	(377,320)
Golf Course	301,968	274,377	27,591
Paramount	254,569	229,342	25,227
Permits	380,351	333,353	46,998
Investment Earnings	287,626	217,526	70,100
Miscellaneous	146,200	160,036	(13,836)
Recreation Fees	97,401	104,437	(7,036)
Goldsboro Events Center Fees	81,348	62,091	19,257
Other	99,734	45,778	53,956
Cemetery	12,250	14,700	(2,450)
Shared State Revenues	7,722	12,760	(5,038)
ABC Board	0	0	0
Total General Fund 12/31	24,611,761	24,299,856	311,905




3

Utility Fund Collections

July – December FY24 Budget vs. Actual

	Adjusted Budget	Actual Collections	YTD % Collections
Current Sewer	\$11,400,000	\$5,352,018	46.95%
Current Water	9,300,000	4,648,150	49.98%
UF - Other	1,917,072	931,320	48.58%
Miscellaneous Other	687,521	263,172	38.28%
Fund Balance Approp.	3,040,308	0	0.00%
Late Payment Fees	350,000	195,691	55.91%
Compost Fees	53,000	37,368	70.51%
Tap Fees	42,000	65,725	156.49%
Investment Earnings	110,000	306,519	278.65%
Utility Fund Collections thru December	\$26,899,901	\$11,799,963	43.87%




6

Stormwater Fund Collections

(Comparison to 1st Six Months Actual FY24 vs. FY23)

			Difference
	FY 2023-24	FY 2022-23	Over/(Under) Prior Year
Stormwater Fee	\$827,236	\$790,661	\$36,575
Loan Proceeds	0	365,000	(365,000)
Miscellaneous Other	0	3,143	(3,143)
Investment Income	18,086	0	18,086
Stormwater Fund Totals thru 12/31	\$845,322	\$1,158,804	(\$313,482)




7

Downtown District- Collections

July – December FY24 Budget vs. Actual

	Adjusted Budget	Actual Collections	YTD % Collections
Property Taxes	\$102,683	\$64,760	63.07%
Investment Earnings	0	1,857	-
Fund Balance Approp.	9,531	0	0.00%
Downtown District Fund Collections Totals thru December	\$112,214	\$66,617	59.37%




10

Stormwater Fund Collections

July – December FY24 Budget vs. Actual

	Adjusted Budget	Actual Collections	YTD%
Stormwater Fee	\$1,684,200	\$827,236	49.12%
Loan Proceeds	235,000	0	0.00%
Investment Income	10,000	18,086	180.86%
Miscellaneous Other	5,000	0	0.00%
Fund Balance Appropriated	136,455	0	0.00%
Stormwater Fund Collections Totals	\$2,070,655	\$845,322	40.82%




8

Occupancy Tax - Collections

(Comparison to 1st Six Months Actual FY24 vs. FY23)

			Difference
	FY 2023-24	FY 2022-23	Over/(Under) Prior Year
Occupancy - Civic Center (80%)	\$404,134	\$432,656	(\$28,522)
Occupancy - Travel & Tourism (20%)	102,034	108,164	(6,130)
Wayne County Occupancy Tax	46,797	37,877	8,920
Merchandise Sales	0	0	0
Local Grants	0	5,037	(5,037)
Investment Earnings	8,532	0	8,532
Occupancy Tax Fund Totals thru 12/31	\$561,497	\$583,734	(\$22,237)




11

Downtown District - Collections

(Comparison to 1st Six Months Actual FY24 vs. FY23)

			Difference
	FY 2023-24	FY 2022-23	Over/(Under) Prior Year
Property Taxes	\$64,760	\$66,612	(\$1,852)
Investment Earnings	1,857	0	1,857
Downtown District Fund thru 12/31	\$66,617	\$66,612	\$5




9

Occupancy Tax - Collections

July – December FY24 Budget vs. Actual

	Adjusted Budget	Actual Collections	YTD % Collections
Occupancy - Civic Center (80%)	\$828,450	\$404,134	48.78%
Occupancy - Travel & Tourism (20%)	210,000	102,034	48.59%
Wayne County Occupancy Tax	171,000	46,797	27.37%
Merchandise Sales	1,000	0	0.00%
Local Grants	0	0	0.00%
Investment Earnings	5,000	8,532	170.64%
Fund Balance Approp.	250,000	0	0.00%
Occupancy Tax Fund Collections Totals	\$1,465,450	\$561,497	38.32%



12

Actual Collections (Comparison to 1st Six Months Actual FY24 vs. FY23) – Recap by Fund

	FY 2023-24		FY 2022-23		Difference Over/(Under) Prior Year
	Actual 12/31/23	% of Budget	Actual 12/31/22	% of Budget	
General Fund	\$24,611,761	47%	\$24,299,856	58%	\$311,905
Utility Fund	11,799,963	41%	11,725,605	51%	74,358
Stormwater Fund	845,322	44%	1,158,804	68%	(313,482)
Downtown Development	66,617	59%	66,612	67%	\$
Occupancy Tax	561,497	38%	583,734	50%	(22,237)
Capital Reserve-General	1,000	100%	-	100%	1,000
Capital Reserve-Utility	-	-	753,065	-	(753,065)
Cemetery Perpetual Fund	-	-	-	-	-
Utility System Dev. Fees F	65,560	15%	-	-	65,560
Total Revenues Collected	\$37,851,720		\$38,587,676		\$ (735,956)

13



FY24 Actual Expenditures vs. Adjusted Budget First Six Months (con't)

	FY23-24			FY22-23		
	Actual		% of Budget	Actual		% of Budget
	12/31/23	Budget		12/31/22	Budget	
Stormwater Fund	\$	\$	45%	\$	\$	46%
Personnel	310,934	696,114	45%	314,044	688,176	46%
Operating	127,014	449,495	28%	157,359	348,068	45%
Capital	148,268	393,708	38%	246,813	314,000	79%
Debt	133,809	134,691	99%	85,419	180,500	47%
Trans & Sh Svc	331,881	396,647	84%	186,393	372,786	50%
Total SWF	\$ 1,051,901	\$ 2,070,655	51%	\$ 1,010,028	\$ 1,983,528	51%
Downtown District	\$	\$	31%	\$	\$	40%
Personnel	-	-	31%	-	-	40%
Operating	81,401	102,683	31%	41,465	102,687	40%
Capital	1,529	9,531	16%	-	-	0%
Debt	-	-	0%	-	-	0%
Trans & Sh Svc	-	-	0%	-	-	0%
Contingency	-	-	0%	-	4,800	0%
Total DD	\$ 82,930	\$ 112,214	29%	\$ 41,465	\$ 117,019	35%

16



Expenditures FY24 Operating Funds

14



FY24 Actual Expenditures vs. Adjusted Budget First Six Months (con't)

	FY23-24			FY22-23		
	Actual		% of Budget	Actual		% of Budget
	12/31/23	Budget		12/31/22	Budget	
Occupancy Tax Fund	\$	\$	50%	\$	\$	51%
Personnel	109,699	221,349	50%	108,875	214,199	51%
Operating	73,489	251,721	29%	168,813	591,940	29%
Capital	-	250,000	-	-	-	0%
Debt	107,569	742,380	14%	55,311	385,311	14%
Trans & Sh Svc	-	-	0%	-	-	0%
Contingency	-	-	0%	-	4,800	0%
Total Occ. Tax	\$ 290,757	\$ 1,465,450	20%	\$ 332,999	\$ 1,191,450	28%

17



FY24 Actual Expenditures vs. Adjusted Budget First Six Months

	FY23-24			FY22-23		
	Actual 12/31/23	Budget	% of Budget	Actual 12/31/22	Budget	% of Budget
General Fund	\$	\$	45%	\$	\$	56%
Personnel	13,970,785	30,999,831	45%	14,488,152	25,944,901	56%
Operating	4,910,019	12,355,607	40%	5,225,809	11,867,292	44%
Capital	1,831,040	4,743,029	38%	1,317,658	3,614,505	36%
Debt	2,814,990	4,174,140	66%	2,610,545	4,366,600	60%
Trans & Sh Svc	384,385	404,385	95%	1,000	1,000	100%
Contingency	-	-	0%	-	732,075	0%
Total GF	\$ 23,711,819	\$ 52,776,992	45%	\$ 23,643,164	\$ 46,526,373	51%
Utility Fund	\$	\$	47%	\$	\$	74%
Personnel	2,282,062	4,868,569	47%	2,144,238	2,896,326	74%
Operating	2,306,751	8,710,801	26%	2,162,013	9,206,894	23%
Capital	1,133,735	4,104,751	28%	746,366	4,167,999	18%
Debt	199,009	3,119,000	6%	167,920	3,249,700	5%
Trans & Sh Svc	3,932,299	6,096,780	64%	2,353,005	3,460,887	68%
Contingency	-	-	0%	-	1,246,323	-
Total UF	\$ 9,853,856	\$ 26,899,901	37%	\$ 7,674,142	\$ 24,228,119	31%

15



FY24 Actual Expenditures vs. Adjusted Budget First Six Months - Recap

ALL FUNDS	FY23-24			FY22-23		
	Actual		% of Budget	Actual		% of Budget
	12/31/23	Budget		12/31/22	Budget	
Personnel	16,672,480	36,785,863	45%	17,055,309	39,743,602	57%
Operating	7,468,674	21,871,307	34%	7,755,459	22,134,870	35%
Capital	2,915,167	9,501,020	31%	2,360,837	8,166,036	29%
Debt	1,255,178	8,270,211	19%	2,889,195	8,182,111	35%
Trans & Sh Svc	4,648,564	7,500,517	62%	3,102,287	5,341,802	62%
Contingency	-	-	0%	-	1,983,108	-
Total ALL FUNDS	\$ 34,943,263	\$ 89,928,918	42%	\$ 33,363,087	\$ 75,531,628	44%

18



Operating Funds Revenue & Expenditure Summary



19

FY23 Revenue & Expenditures First Six Months – Recap (con't)

	FY23-24			FY22-23		
	Actual 12/31/23	Budget	% of Budget	Actual 12/31/22	Budget	% of Budget
Utility Cap. Res. Ed.						
Revenue	\$ -	\$ 100,000	0%	\$ 753,065	\$ 1,506,129	50%
Expenditures	\$ -	\$ 100,000	0%	\$ 761,289	\$ 1,506,129	51%
Net Revenue	\$ -	\$ -		\$ -	\$ -	
Over/(Under) Expend.	\$ -	\$ -		\$ 8,421	\$ -	
Utility Gen. Serv. Ed.						
Revenue	\$ 65,560	\$ 449,600	15%	\$ -	\$ -	
Expenditures	\$ -	\$ 449,600	0%	\$ -	\$ -	
Net Revenue	\$ 65,560	\$ -		\$ -	\$ -	
Over/(Under) Expend.	\$ 65,560	\$ -		\$ -	\$ -	
ALLEMDS						
Revenue	\$ 37,951,721	\$ 83,928,918	45%	\$ 38,588,676	\$ 75,551,628	51%
Expenditures	\$ 34,941,263	\$ 83,928,918	42%	\$ 33,863,087	\$ 75,551,628	44%
Net Revenue	\$ 3,010,458	\$ -		\$ 4,725,589	\$ -	



22

FY24 Revenue & Expenditures First Six Months – Recap

	FY23-24			FY22-23		
	Actual 12/31/23	Budget	% of Budget	Actual 12/31/22	Budget	% of Budget
GENERAL FUND						
Revenue	\$ 24,611,761	\$ 52,776,992	47%	\$ 24,299,856	\$ 46,526,373	52%
Expenditures	\$ 23,711,819	\$ 52,776,992	45%	\$ 23,643,164	\$ 46,526,373	51%
Net Revenue	\$ 899,942	\$ -		\$ 656,692	\$ -	
Over/(Under) Expend.	\$ 899,942	\$ -		\$ 656,692	\$ -	
Utility Fund						
Revenue	\$ 11,796,964	\$ 26,899,901	44%	\$ 11,725,605	\$ 24,228,129	49%
Expenditures	\$ 9,853,858	\$ 26,899,901	37%	\$ 7,574,142	\$ 24,228,129	31%
Net Revenue	\$ 1,943,106	\$ -		\$ 4,151,463	\$ -	
Over/(Under) Expend.	\$ 1,943,106	\$ -		\$ 4,151,463	\$ -	
Stormwater Fund						
Revenue	\$ 845,322	\$ 2,070,655	41%	\$ 1,158,804	\$ 1,981,528	58%
Expenditures	\$ 1,051,801	\$ 2,070,655	91%	\$ 1,010,028	\$ 1,981,528	51%
Net Revenue	\$ -	\$ -		\$ 148,776	\$ -	
Over/(Under) Expend.	\$ (206,479)	\$ -		\$ 148,776	\$ -	



20

Project Funds Capital Project Funds Special Revenue Funds



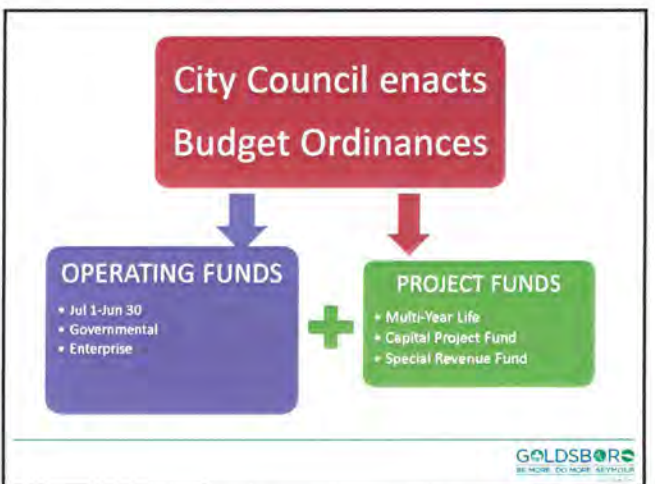
23

FY23 Revenue & Expenditures First Six Months – Recap (con't)

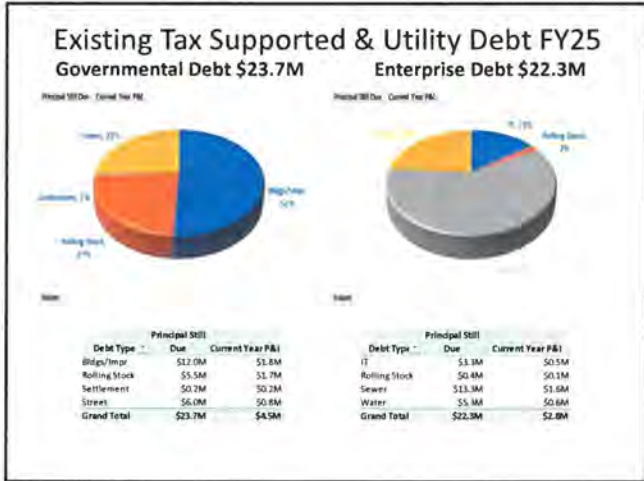
	FY23-24			FY22-23		
	Actual 12/31/23	Budget	% of Budget	Actual 12/31/22	Budget	% of Budget
Downtown District						
Revenue	\$ 66,617	\$ 112,214	59%	\$ 66,612	\$ 117,019	57%
Expenditures	\$ 32,930	\$ 112,214	28%	\$ 41,465	\$ 117,019	35%
Net Revenue	\$ 33,687	\$ -		\$ 25,147	\$ -	
Over/(Under) Expend.	\$ 33,687	\$ -		\$ 25,147	\$ -	
Occupancy Tax						
Revenue	\$ 561,496	\$ 1,465,450	38%	\$ 583,734	\$ 1,191,450	49%
Expenditures	\$ 290,257	\$ 1,465,450	20%	\$ 332,999	\$ 1,191,450	28%
Net Revenue	\$ 271,239	\$ -		\$ 250,735	\$ -	
Over/(Under) Expend.	\$ 271,239	\$ -		\$ 250,735	\$ -	
General Ed. Cap. Res.						
Revenue	\$ 1,000	\$ 1,000	100%	\$ 1,000	\$ 1,000	100%
Expenditures	\$ -	\$ 1,000	0%	\$ -	\$ 1,000	0%
Net Revenue	\$ 1,000	\$ -		\$ 1,000	\$ -	
Over/(Under) Expend.	\$ 1,000	\$ -		\$ 1,000	\$ -	
Cemetery Park. Ed.						
Revenue	\$ -	\$ 53,105	0%	\$ -	\$ -	
Expenditures	\$ -	\$ 53,105	0%	\$ -	\$ -	
Net Revenue	\$ -	\$ -		\$ -	\$ -	
Over/(Under) Expend.	\$ -	\$ -		\$ -	\$ -	



21



24



25

Capital Projects Summary

Governmental & Enterprise Type Activities as of 12/31/2023

Description	Primary Funding Source	Project Budget	Spent as of 12/31/23
TIGER VIII Streetscape	Grant/City	\$ 7,189,383	\$ 6,527,315
FEMA Hurricane Florence	Grant	\$ 4,604,077	\$ 4,179,246
CRF Funding Wayne Co	Grant	\$ 966,688	\$ 966,688
Misc CRF Funding	Grant	\$ 45,431	\$ 45,431
ARP 2021	Grant	\$ 8,813,514	\$ 8,813,514
Total		\$ 21,619,092	\$ 20,532,194

Category	Amount	Spent as of 12/31/23
Governmental Project Funds	\$29,589,622	\$13,796,320
Enterprise Project Funds	\$24,945,805	\$21,903,917
Gov'l & Enterprise Project Funds	\$21,619,092	\$20,532,194
Total All Projects	\$ 74,692,038	\$ 45,299,309

28

Capital Projects Summary

Governmental Type Activities as of 12/31/2023

Description	Primary Funding Source	Project Budget	Spent as of 12/31/23
CDBG	Grants	\$ 4,134,555	\$ 1,137,198
Herman Park Center	Debt	\$ 11,150,000	\$ 376,000
Police/Fire Construction	Debt	\$ 6,422,987	\$ 6,422,987
2018 Street Bonds	Debt	\$ 5,048,522	\$ 4,980,164
Parks & Rec CPF FY19-FY24	Donations/Grants	\$ 632,943	\$ 251,072
Police DOJ IAG Grants	Grants	\$ 126,709	\$ 112,490
Police - Federal Forfeiture	Grants	\$ 274,138	\$ 127,862
Police BJA CRF 2020	Grants	\$ 87,179	\$ 87,179
FEMA FF Source Capture	Grants	\$ 202,083	\$ 202,083
State Approp. Grant	Grants	\$ 150,000	\$ 8,200
1919 La France Fire Truck	Donations	\$ 80,000	\$ -
5meal Aerial Fire Truck	Debt	\$ 1,151,600	\$ 9,009
Police Other Restricted Fd.	Gr/Donat	\$ 65,018	\$ 19,635
Parks & Rec SRF	Donations	\$ 45,636	\$ 45,523
Community Relations SRF	Donations	\$ 18,252	\$ 16,918
Fire Other Restricted Fd.	Donations	\$ 4,050	\$ 826
Total		\$ 29,589,622	\$ 13,796,320

26

Fund Balance Appropriations

29

Capital Projects Summary

Enterprise Type Activities as of 12/31/2023

Description	Primary Funding Source	Project Budget	Spent as of 12/31/23
Phase IV Sewer Rehab	Debt/City	\$ 9,083,790	\$ 8,519,172
Sewer Rehab W-17-0110	Debt/City	\$ 730,990	\$ 730,990
2010 Sewer GO Bonds	Debt	\$ 8,684,163	\$ 8,391,321
Goldenleaf Storm & Sewer Infrast.	Grant	\$ 598,574	\$ 598,574
Little Cherry Big Cherry Pump Station Relocat.	Grant/City	\$ 30,000	\$ 30,000
Stormwater Drainage Projects	City	\$ 1,594,366	\$ 1,458,466
Water Lines (SRF)	Grant/City	\$ 265,513	\$ 265,513
Plate Settlers (SRF)	Debt/City	\$ 1,484,909	\$ 1,517,550
2" Water Lines WIF1979	Grant/City	\$ 30,000	\$ 25,000
VUR Asset Inventory Grant	Grant/City	\$ 304,500	\$ 302,300
VUR Merger Regionalization Feasibility Grant	Grant/City	\$ 101,500	\$ 65,031
Lead & Copper Inventory Project	City	\$ 2,037,500	\$ -
Total		\$ 24,945,805	\$ 21,903,917

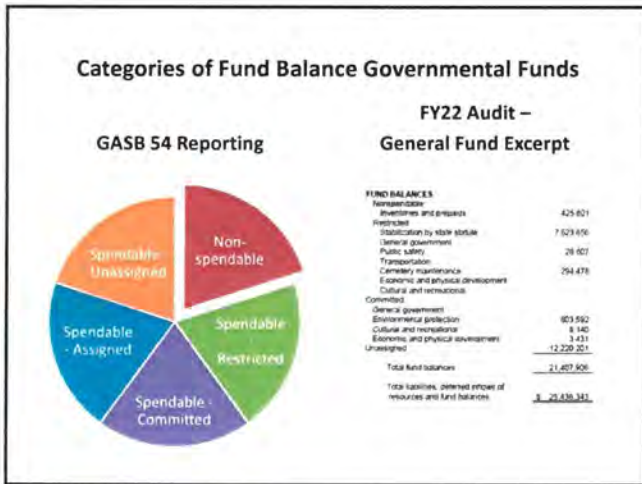
27

Fund Balance Appropriations

FY 2023-24

General Fund		\$ 4,364,860
Adopted Budget FY24	\$ 1,500,000	
FY22-23 PO Rollover	\$ 2,063,324	
FY24 Budget Amendments	\$ 801,536	
Utility Fund		\$ 3,040,308
FY22-23 PO Rollover	\$ 2,911,751	
FY24 Budget Amendments	\$ 128,557	
Stormwater Fund		\$ 136,455
FY22-23 PO Rollover	\$ 136,455	
Downtown District		\$ 9,532
FY22-23 PO Rollover	\$ 9,532	
Occupancy Tax		\$ 250,000
Adopted Budget FY24	\$ 250,000	
Utility Capital Reserve		\$ 100,000
Adopted Budget FY24	\$ 100,000	
Total		\$ 7,901,156

30



31

FY2022-23 Net Operating Results

(Modified Accrual - unaudited)

	Budget	Actual	Under/(Over) Budget	Actual Vs Budget %
General Fund				
Revenues	\$ 46,793,187	\$ 46,453,531	\$ 339,656	99%
Expenditures	46,793,187	40,917,283	5,875,904	87%
General Fund - Net	\$ -	\$ 5,536,248	5,536,248	
Utility Fund				
Revenues	\$ 24,909,666	\$ 23,750,002	\$ 1,159,664	95%
Expenditures	24,909,666	15,832,248	9,077,418	64%
Utility Fund - Net	\$ -	\$ 7,917,754	7,917,754	
Stormwater Fund				
Revenues	\$ 2,248,123	\$ 2,041,320	\$ 206,803	91%
Expenditures	2,248,123	1,904,155	343,968	85%
Stormwater Fund - Net	\$ -	\$ 137,165	137,165	
Downtown MSD Fund				
Revenues	\$ 117,019	\$ 105,744	\$ 11,275	90%
Expenditures	117,019	86,402	30,617	74%
Downtown MSD Fund - Net	\$ -	\$ 19,342	19,342	
Occupancy Tax Fund				
Revenues	\$ 1,211,098	\$ 1,242,702	\$ (31,604)	103%
Expenditures	1,211,098	1,176,633	35,465	97%
Occupancy Tax Fund - Net	\$ -	\$ 66,069	66,069	
All Other Funds				
Revenues	\$ 1,507,129	\$ 1,507,129	\$ -	100%
Expenditures	1,507,129	1,173,602	333,527	78%
All Other Funds	\$ -	\$ 333,527	333,527	
Total - Net Change all Funds	\$ -	\$ 13,992,443	\$ 13,992,443	

*General Fund Capital Reserve and Utility Fund Capital Reserve

34

Legal Definition of Available Fund Balance (G.S. 159-8(a))

Formula:

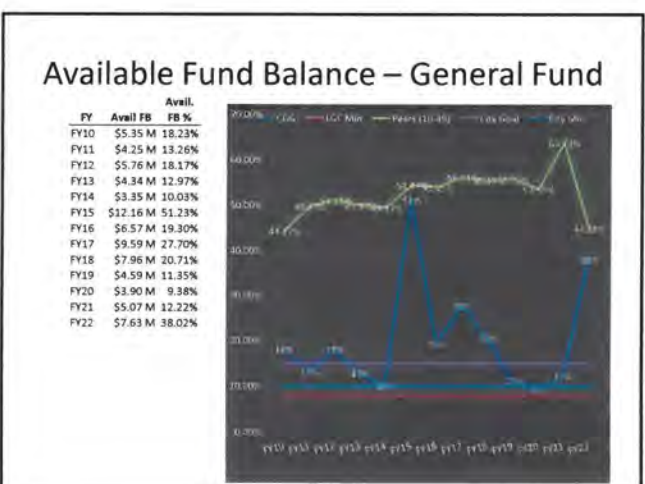
- Cash And Investments
- Minus Liabilities
- Minus Encumbrances
- Minus Deferred Revenues Arising From Cash Receipts
- Equals Fund Balance Available For Appropriation

- As figures stand at June 30 preceding budget year
- LGC minimum is 8% (1 month of expenditures)

32

Questions?

35



33



1

Financial Planning Assumptions

- Fund balance as of 7/1/2023
 - \$24M, equivalent to approximately 17 months of operating expenses
- FY24 budget used as starting point for modeling
 - Expenditures inflated on a line-item level by expenditure type (average annual 3.5%)
- Total outstanding principal debt service of \$25M
- Significant projected capital spending: \$288M (FY 24 - FY 33)
 - \$101M for 3.5 MGD Water Reclamation Facility Treatment Basin (FY 2027)
 - \$125M for New Water Plant (FY 2030)
 - Assuming the majority of CIP will be debt funded (SRF and Bonds)
 - Assuming project costs inflate at 3% per year

4

Agenda

- 1) Overview
- 2) Assumptions
- 3) Financial Plan Scenarios
- 4) Benchmarking
- 5) Summary

 A photograph of a water treatment facility with several long, parallel concrete channels filled with water, under a blue sky with white clouds.

2

Financial Planning Targets

- Sufficient Reserve Levels
 - Target reserve at 6-months of annual operating expenses
- Structural Balance of Revenues to Expenditures
- Debt Service Coverage: Ratio of net income to debt payments
 - All-In Debt Service = 1.00 times annual payment requirements
 - Senior Debt Service = 1.25 times annual payment requirements

5

Financial Plan Approach

 A white silhouette of a water tap with a single drop of water falling from it.

Revenue Requirements	<ul style="list-style-type: none"> • Forecast of system operating expenditures • Forecast of capital investments including existing debt obligations
Revenue Forecast	<ul style="list-style-type: none"> • Forecast of system demands and customer counts • Development of revenue forecast with existing rates and fees
Evaluate Key Metrics	<ul style="list-style-type: none"> • Sufficiency of revenue to meet revenue requirements • Ability to fall within range of reserve targets • Meet debt service coverage requirements

 A vertical stack of three blue boxes: "Capital Costs" at the top, "Debt Service" in the middle, and "Operating Costs" at the bottom.

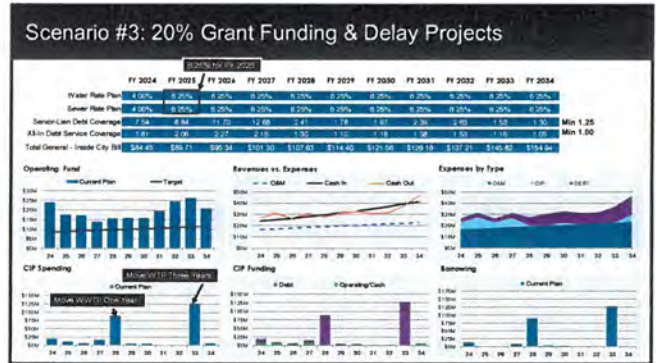
3



6



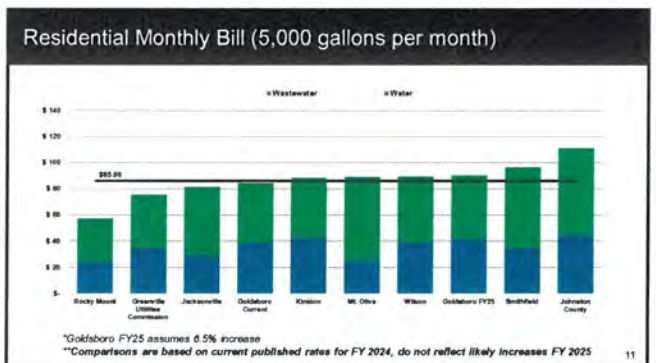
7



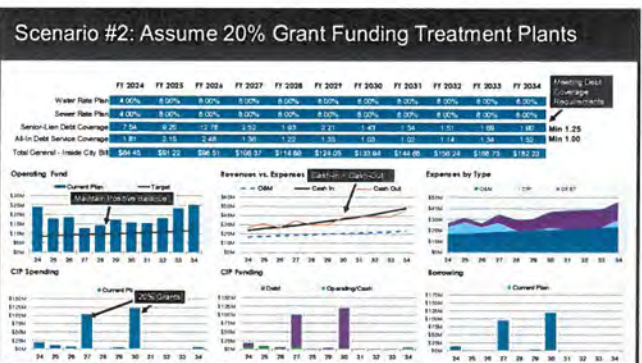
10



8



11



9


- ### Summary of Findings
- City will be undertaking a significant utility capital improvements program
 - Water and sewer rate adjustments are required to:
 - Secure financing for the capital projects (maintain cash balances and debt coverage)
 - Fund the ongoing operational costs of the system to allow for sustainable operations
 - Eliminates significant one-time rate increases
 - Level of future rate adjusts are dependent on project timing and costs
 - Wastewater treatment plant (\$101M)
 - Water treatment plant (\$125M)

12

WRF Capacity Presentation

Robert Sherman, Public Utilities Director

2/20/24




www.goldsboro.com

1

Capacity Issues Faced During Wet Weather Conditions

- During rain events, wastewater treatment plants often face capacity issues due to the increased inflow of stormwater into the system. This can lead to an overloading of the treatment system. The influx of rainwater can overwhelm the treatment system, leading to reduced treatment efficiency and potential discharge of untreated wastewater.



4

Water Reclamation Facility's Current Capacity


- The City of Goldsboro's Water Reclamation Facility has a current capacity of 14.2-MGD.




2

The Effects of the 80/90 Rule on Capacity

- The purpose of the 80/90 rule is to ensure that treatment facilities do not exceed their permitted treatment capabilities.
- Prior to exceeding 80% of the system's permitted hydraulic capacity the permittee shall submit an engineering evaluation that outlines plans for meeting future wastewater treatment needs by either expansion of the current system or a reduction of extraneous flows.
- Prior to exceeding 90% of the system's permitted hydraulic capacity the permittee shall obtain all permits needed for the expansion of the wastewater treatment plant. If construction is needed submit final plans and specifications for expansion, including a construction schedule.



5

Capacity Issues Faced During Wet Weather Conditions




3

Future Growth Effects on Capacity at The Water Reclamation Facility




6



7

Future Growth Effects on Capacity at The Water Reclamation Facility

- The City of Goldsboro's initiative to submit a Request for Qualifications (RFQ) for a design-build project to construct a 3.4 -MGD treatment basin marks a significant step towards enhancing the wastewater treatment plants capacity. This expansion aims to increase the plant's permitted capacity from 14.2-MGD to 17.6-MGD.

GOLDSBORO
BE BOLD. BE GREEN. BE TOGETHER.

8



9

HUMAN RESOURCES

Bernadette Dove, Director of Human Resources
February 21, 2024




1


Human Resources

Invite qualified Human Resource Management Consultants to submit proposals to perform:

- Review/revision of our existing Compensation & Pay plan.
- Salary Study and update job descriptions, as necessary.
- One or more pay plan option schedules.



RECOMMENDATIONS



4



Compensation & Classification Study

Evergreen Solutions, LLC (Evergreen) was contracted to do a Compensation and Classification Study for the City of Goldsboro in December 2019.
- The cost of the study was \$32,500.

The purpose of the study was to:


- Analyze our classification and compensation (pay) system and make recommendations to improve our competitive position in the labor market.



2

Longevity Benefits

- Full time employees may be compensated for years of service at five-year intervals, based on their date of employment.
- Employee must be employed full time for a minimum of five years and hired no later than July 1st to be eligible for longevity pay.
- Longevity will be issued on the first non-payroll Friday in December or as designated by the City Manager.



5

City of Goldsboro
2023 Turnover Data

18.3% was the Turnover rate for 2023

- Resignations: Voluntary (no agreement)
- Resignations: Involuntary
- Resignations: Probationary

City of Goldsboro
2022 Turnover Data

11.1% was the Turnover rate for 2022

The national goal for average turnover between now & 2025 is 10%

HR Best Practices

- Complete a Compensation & Pay Study every 3 - 5 years.
- Most recent study implemented in 2020.
- Complete a Compensation & Pay Study if we have experienced labor shortages and/or trouble attracting and retaining talent.



3

Recommended Longevity Amounts

Years of Service	%
5 - 9 years	\$ 2.5 %
10 - 14 years	\$ 3.0 %
15 - 19 years	\$ 3.5 %
20 - 25 years	\$ 4.0 %
25 - 30 years	\$ 4.5 %
30 plus years	\$ 5.0 %

* Approximate Total Cost on current salaries (to include benefits @2.4%) = **\$730,449**


** Based on salaries as of 2/14/24 (to include approved PD salaries as of 3/1/24)

*** Includes Full Time & Part Time Permanent

**** Recommend that full time employees with less than five years of service receive a \$300 bonus

***** We have \$.01 in property tax that helped pay for the \$400 bonus this year, so that would pay for approximately \$250K in the General Fund. We would need approximately an additional **\$386K** revenue funding in the General Fund

Years of Service	Sum of Longevity Pay	Sum of Benefits (2.4%)
5 - 9 years	\$ 1,250.00	\$ 375.00
10 - 14 years	\$ 1,500.00	\$ 450.00
15 - 19 years	\$ 1,750.00	\$ 525.00
20 - 25 years	\$ 2,000.00	\$ 600.00
25 - 30 years	\$ 2,250.00	\$ 675.00
30 plus years	\$ 2,500.00	\$ 750.00
Grand Total*	\$ 10,250.00	\$ 3,150.00



6

Health Insurance Reimbursement Incentive

If a new or existing employee chooses **NOT** to participate in the NC State Health Plan, it is recommended that they receive 50% of the insurance premium that is paid by the city to be included in their annual salary.

- Currently the city pays \$674.54 per employee for health insurance premiums.
- Must be a new employee *OR* have a qualifying life event as regulated by the IRS.
- Employee must show proof of insurance from another carrier on an annual basis. (may be Medicaid or Medicare)

*Employee premium share may change each calendar year.

7



Buy back payouts will be processed during the normal payroll cycle. Submitting request will ensure the payout gets processed in the next payroll cycle.

An employee may "sell" any or all accrued vacation leave in excess of 100 hours up to a maximum of 80 hours during the fiscal year.

- Employees can make a maximum of two submissions per year.
- One submission for 80 vacation hours, or two different submission for a total of 80 hours during the fiscal year.
- Employee must have a minimum of 100 hours left in his/her accrual balance after each request.



10

Example #1
A new employee is retired from the military and has TriCare Insurance. He does not need the benefit of being on the city's health insurance plan. In lieu of the city paying \$674.54 premium for the employee's health insurance, the employee would receive 50% of the premium at \$337.27 per month added towards their annual salary for an additional \$4,047.24 per year.

Example #2
An existing employee decides to enroll as a dependent on their spouses group insurance plan. They can request to terminate from the cities plan and receive 50% of city's premium. (cannot be enrolled as a dependent on State Plans)

Example #3
A new or existing employee receives Medicare or Medicaid. They can request to terminate from the cities plan and receive 50% of city's premium.

Benefits

- Salary incentive
- Possibility of decreased insurance premiums due to decreased number of enrollees on the city's health plan
- 50% insurance premium savings for the city

8

Questions?

11

VACATION BUY BACK PROGRAM

The Vacation Buy Back Program will enable eligible employees the opportunity to convert earned, but unused vacation hours into cash.

An employee will have the option to sell back earned vacation hours by completing and submitting a Vacation Buy Back Request Form to Human Resources.




Eligibility to participate in the Vacation Buy Back Program will be based on the employee maintaining 100 hours of vacation leave AFTER the leave is sold. The hours are paid at 100% of the employee's current base hourly rate and is subject to applicable payroll taxes and deductions.

9

GOLDSBORO POLICE DEPARTMENT

Michael D. West, Chief of Police

February 20, 2024




www.goldsboronc.com

1

PART I CRIME PERCENT CHANGE

Crime	2022	2023	Percent Change
Homicide	7	10	+43%
Rape	19	8	-58%
Robbery	41	48	+17%
Agg. Assault	227	249	+10%
B&E	236	300	+27%
Larceny	1,314	1,592	+21%
MV Theft	120	173	+44%
Arson	2	6	+200%
Total	1,966	2,386	+21%

■ - Violent Crime ■ - Property Crime

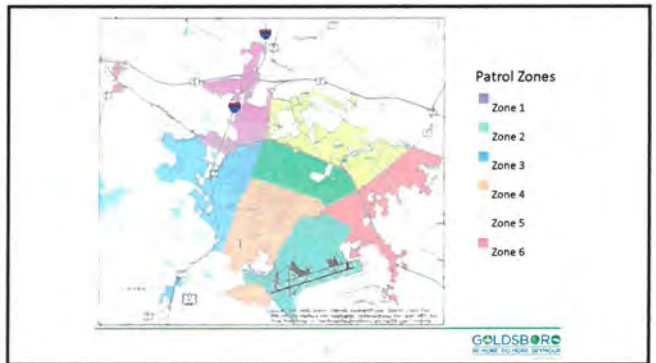


4

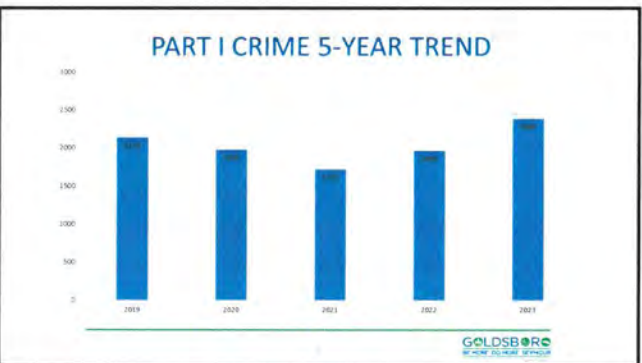
CRIME



2



5




3

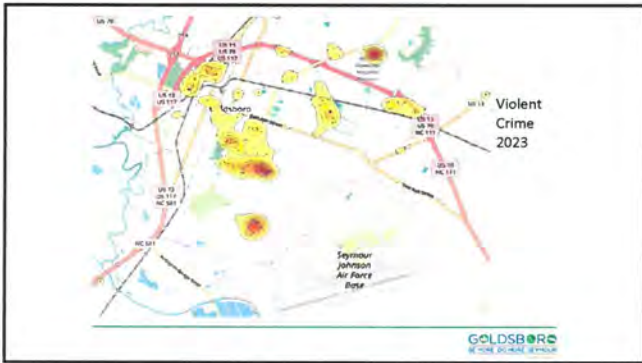
PART I CRIME BY ZONE

Crime	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Total
Homicide	2	2	2	5		1	10
Rape	4			3	1		8
Robbery	12	19	11	8		4	48
Assault	5	56	49	103	19	17	249
B&E	11	65	55	91	28	50	300
Larceny	208	488	153	245	196	302	1,592
MV Theft	16	43	36	43	18	17	173
Arson			4	2			6
Total	240	670	312	503	270	391	2386

■ - Violent Crime ■ - Property Crime



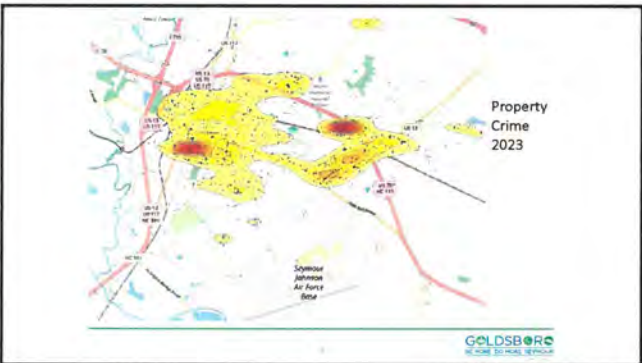
6



7



10



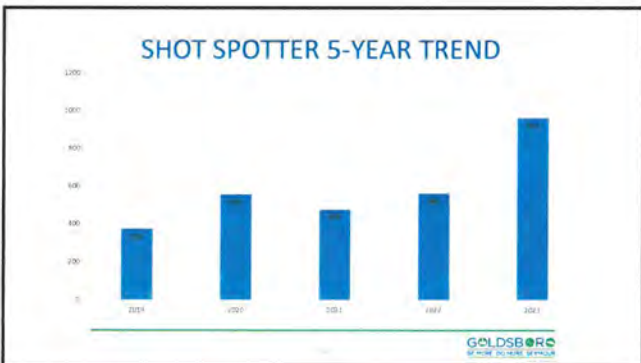
8

Reduce Violence

- Reestablish Community Engagement Policing Services: SROs; GPD Citizen Academy; Police Activities League; etc.
- Hot Spot Focus limited resources in areas where crime is most likely to occur
- VICE investigate and act upon all reports/complaints of illegal activity related to drugs, vice, and organized crime; and enforce the abatement of civil public nuisances and minimum housing standards in the City of Goldsboro.
- ATF Task Force are elite tactical groups that rapidly respond to high-risk law enforcement operations and conduct criminal investigations that lead to the arrests of the most violent criminals in the United States.
- FBI Violent Crimes Task Force These task forces pursue violent gangs through sustained, proactive, coordinated investigations to obtain prosecutions on violations such as racketeering, drug conspiracy, and firearms violations.

GOLDSBORO
BE MORE. DO MORE. GET MORE.

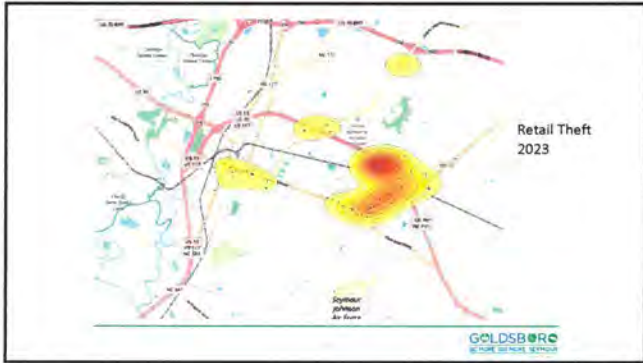
11



9



12



13

- ### Homeless
- January 2024
 - VICE conducted a walk thru of tent city and behind Ollies
 - Identified all the property owners
 - Trespass Agreements signed by the property owners
 - Norfolk Southern Police notified
 - Officers assisted with Point In Time
 - February 2024
 - Begin posting No Trespassing signs
 - Partner with local organizations that provide resources and give those organizations the opportunity to help the homeless
 - March 2024
 - Meet with the District Attorney
 - Notify the homeless they are trespassing and must leave the property
- GOLDSBORO
SECURE. SOUND. STRONG.

14

QUESTIONS

Thank you for your time.

Chief Michael D. West
mwest@goldsborgnc.gov
 Office: 919-580-4231

GOLDSBORO
SECURE. SOUND. STRONG.

15

GOLDSBORO POLICE DEPARTMENT

Michael D. West, Chief of Police

February 20, 2024

www.goldsboropolice.org

1

SALARY COMPARISON

	Goldshoro	WCSC	Wilson	Princeton	Kinston	Garner	Clayton	Smithfield	Raleigh	Chapel Hill
ENTRY BASE	\$50,126	\$50,000	\$49,859	\$45,385	\$41,288	\$54,708	\$54,392	\$49,773	\$50,301	\$50,000

Other Agency Incentives:

- Raeford PD offers \$2,500.00 sign on bonus and longevity
- RDU Airport Authority Police offers sign on bonuses based on experience from \$1,000 to \$10,000
- Edgecombe County SO offers longevity
- Southern Shores PD offers \$8,400 Cafeteria Plan (base pay, 401K contribution, insurance) and longevity
- Ayden PD offers \$3,000 sign on bonus
- Benson PD offers \$2,500 sign on bonus

4

PERSONNEL STATUS

Pay Grade	Position	Budgeted	Vacant	Actual	Frozen
Grade # 77,78,79	Police Officer	60	10	30	20
Grade # 80	Senior Police Officer/Police Corporal/ Investigator	23	1	22	0
Grade # 82	Police Sergeant	11	0	11	0
Grade # 84	Police Captain	8	0	8	0
Grade # 86	Police Major	3	1	2	0
Grade # 89	Police Chief	1	0	1	0
Totals		106	12	74	20

2

SALARY AND BENEFITS FY25

FROZEN POSITIONS	ADOPTED FY24	PROJECTED FY25	DIFFERENCE
20 Frozen (86 sworn)	\$7,350,242.86	\$8,469,034.26	+1,118,791.40
15 Frozen (91 sworn)	\$7,350,242.86	\$8,787,339.01	+1,437,096.15
10 Frozen (96 sworn)	\$7,350,242.86	\$9,105,644.30	+1,755,401.44
5 Frozen (101 sworn)	\$7,350,242.86	\$9,423,949.05	+2,073,706.19
0 Frozen (106 sworn)	\$7,350,242.86	\$9,742,253.80	+2,392,010.94

5

TYPES OF SEPARATION

Type of Separation (Sworn)	2019	2020	2021	2022	2023	Total (last 5 years)
Retirement	1	4	1	3	1	10
Other LE Agency	0	5	8	7	12	32
Other Career/Education	0	0	5	4	0	9
Terminated	4	2	0	1	2	9
Other/Undisclosed	4	6	4	2	1	17
Total	9	17	18	14	16	74

3

RECRUITMENT AND RETENTION PROPOSALS

- Longevity (Tiered 5yrs +)

	5-9 Years	10-14 Years	15-19 Years	20-24 Years	25+ Years
Longevity Estimated	2.5%	3%	3.5%	4%	4.5%
Total	\$148,968				

- Current Incentives
 - Education (2.5% Assoc, 5% BA/S; and Prior LE or Military Experience (1%/year)
 - Probationary (5% after 1 year)
 - FTO/K9/Traffic/Language (5% each)
 - Career Progression (5% at 2, 4, and 7 years)
 - Take-Home Vehicle (within Wayne County/18MI)

6

POLICE FLEET

7

- ### FLEET SUMMARY
- 38 Vehicles have under 80,000 miles
 - 16 Vehicles have 80,001 to 100,000 miles
 - 29 Vehicles have 100,001 to 120,000 miles
 - 15 Vehicle have over 120,000 miles
- NOTE:**
- The service life of a take-home car is approximately 6-8 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
 - Take home cars are averaging 12,837 miles per year.

10

POLICE FLEET

Patrol		Admin	
2013 - 6	2024 - 8	2000 - 1	2014 - 2
2014 - 6		2005 - 1	2016 - 5
2015 - 1		2006 - 2	2018 - 2
2016 - 18		2007 - 2	2019 - 6
2018 - 9		2009 - 2	2020 - 2
2019 - 3		2010 - 5	2022 - 6
2020 - 7		2013 - 1	2023 - 3
Total: 58	Avg. Age: 7.4 yrs	Total: 40	Avg. Age 12.4 yrs

8

- ### FLEET SUMMARY – NEW HIRES
- FY19-20 purchased 7 Patrol and 2 Admin vehicles
 - FY20-21 purchased 0 Patrol and 2 Admin vehicles
 - FY21-22 purchased 2 Patrol and 2 Admin vehicles
 - FY22-23 purchased 0 Patrol and 3 Admin vehicles
 - FY23-34 purchased 8 Patrol and 0 Admin vehicles
- Currently there are 12 vacancies (20 frozen), and 9 patrol cars are available for assignment.

11

FLEET VEHICLE REPLACEMENT PLAN


2021	2022	2023	2024	2025	
10	10	10	10	10	Patrol
2	2	2	2	2	Admin




- 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 in retention

9

FLEET SUMMARY ESTIMATED COST



Chevrolet Tahoe \$57K



Chevrolet 1500 \$54K

12

FLEET SUMMARY – NEW HIRES



Dodge Durango \$43K



Dodge Ram \$41K

GOLDSBORO
SECURITY • POLICE • FIRE

13

FLEET SUMMARY – NEW HIRES



Ford Interceptor \$43K



Ford F150 \$42K

GOLDSBORO
SECURITY • POLICE • FIRE

14

QUESTIONS

Thank you for your time.

Chief Michael D. West
mwest@goldsborongov
Office: 919-580-4231

GOLDSBORO
SECURITY • POLICE • FIRE

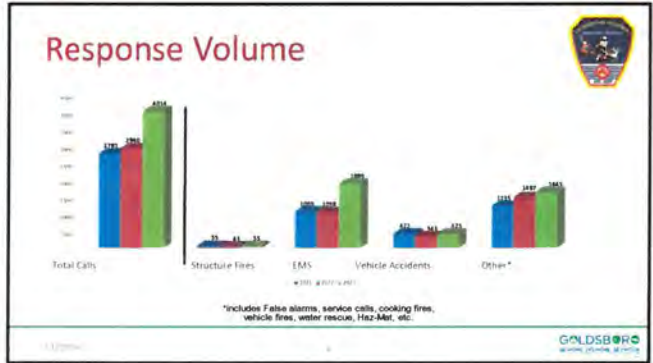
15

Council Retreat 2024

Ron Stempien, Fire Chief
2/20/2024



www.goldsboro.com

1



4

Matt Livingston
Interim City Manager



EST. 1881


Ron Stempien
Fire Chief

Mission: To provide prompt, skillful and cost-effective protection to life, property, and the environment.

2

Community Outreach

- We provide community outreach through car safety seats, fire prevention, and community events (i.e., A Night to Shine, Hook and Ladder Camp, MDA, etc.)
- GFD has reached 6,794 individuals through planned events



5

Response Types

Fire	EMS	Other
Vehicle	Difficulty Breathing	Fire Alarms
Structural (Residential and Business)	Choking	Bomb Threats
Cooking	Cardiac	Haz-mat
Woods/Grass	Seizures	High Angle Rescue
Electrical	Pregnancy	Trench Rescue
Smoke Investigations	Lift Assist	Confined Space Rescue
	Hemorrhage	Water Rescue
	Diabetic Emergency	Assisting CPD (Shootings/Stabbings)
	Asthma	Gas Leaks
	Allergic Reactions	Vehicle Accidents
		Extrications

3

- ### FY 24-25 Budget Needs
- Recruit & retain the best firefighters for service delivery to the citizens
 - Maintain the life cycling of apparatus, equipment, and facilities
 - Prepare for future growth in annexations

6

Recruit and Retain

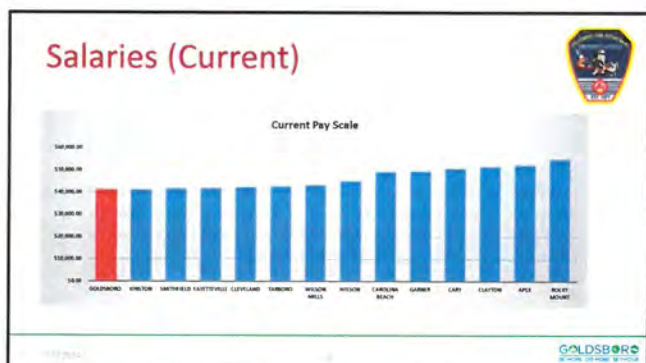
- Currently fourteen vacancies
 - Unfreeze three entry level firefighters
 - Nine recruits in Academy due to graduates in April
 - 2 remaining positions vacant
- Convert 3 Part-time to 2 Full-time
 - Part-time support services & Part-time training (community outreach) = Full-time paid Support Services
 - Part-time inspector to full-time to accommodate growth in annexed and E.T.J areas
- Competitive Salaries
 - Ensure we are competitive with other departments starting salaries
 - Currently lowest paid department in the region
- Incentive Pay
 - Incentive from recruitment and retention standpoint
 - Degrees / Military Experience / Bi-lingual
- NFPA 1710
 - Standard for the Organization and Deployment of Fire Suppression Operations... by Career Fire Departments
 - Single-family residence requires 17 personnel on scene / 3-story apartments & strip mall requires 28 personnel on scene

7

Salary Costs

Salary Type (With Benefits Included)	Amount (All Approx)
Additional Salary for Current	\$702,000
Part time to Full time	\$108,000
Unfreezing 3 Full time	\$182,000
Incentives	\$110,000
TOTAL	\$1,102,000

10

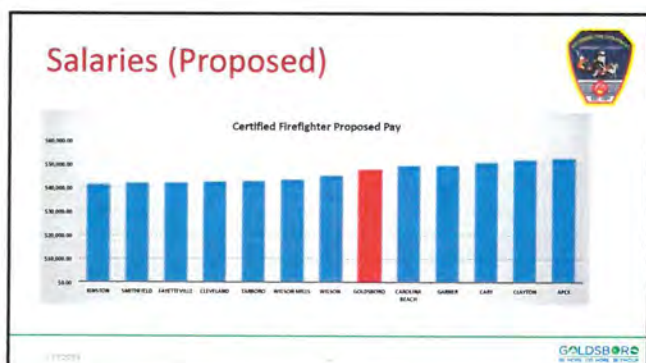


8

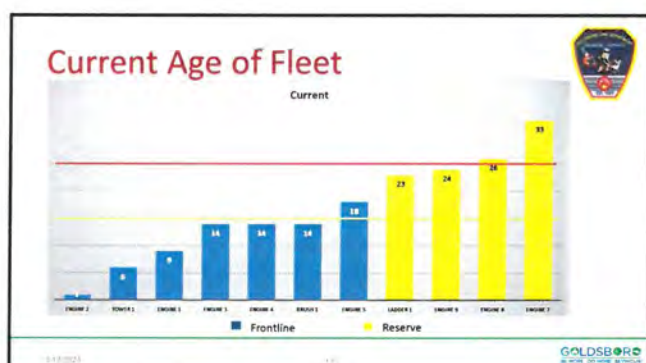
Lifecycle of Apparatus and Equipment

- Thank you for allowing the purchase of a new Quint fire truck in FY 23
- NFPA 1910 – 15-year front-line / 10-year reserve – Total useful life 25 years
- Based on 9 apparatus (6 front-line / 3 reserve) a new purchase needs to be made every 3-4 years
- Utilize U curve theory

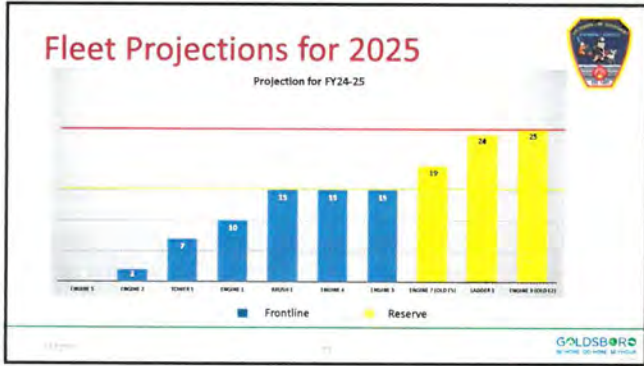
11



9



12



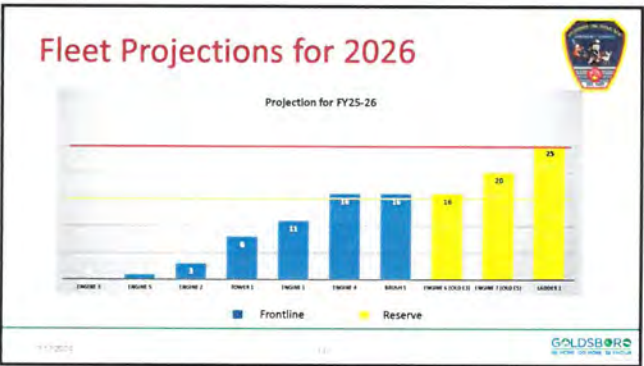
13

Apparatus Needs

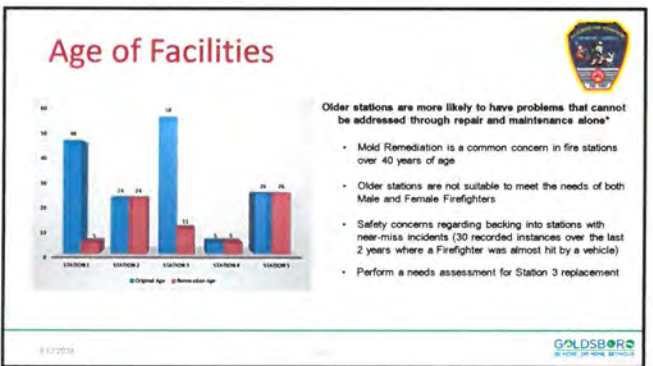
Equipment	Amount
Engine Apparatus FY25	\$760,000* (approx.)
Engine Apparatus FY26	Approve and Order FY25; \$950,000 Paid in FY26*
Staff Vehicle	\$70,000 (approx.)

*Estimated cost with potential to increase before approval and ordering

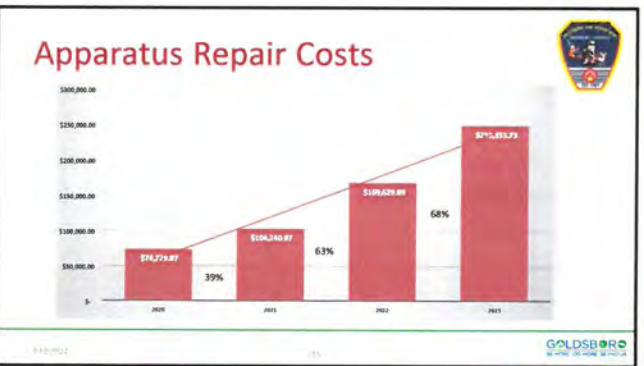
16



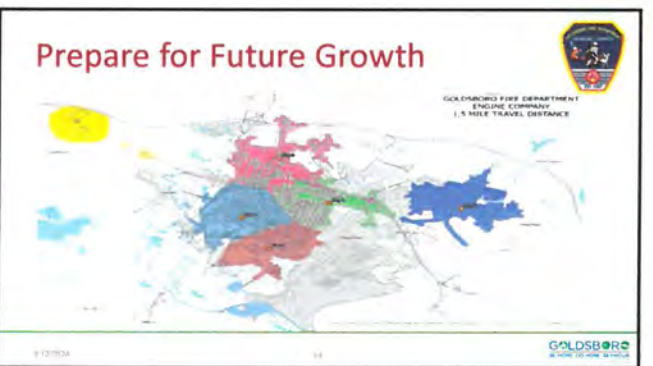
14



17



15



18



19



20



21

Public Works Budget Challenges

Richard E. A. Fletcher III, Public Works Director
February 20, 2024

www.goldsboro.org

1

Age of PW Equipment – All Inclusive

- Industry Standard for Useful Life of Most Equipment is 10 Years
- Public Works Department Overall – 144 Total (GF, UF & SWF)
 - Average Age: 12 Years FY 24
 - Percentage Over 15 Years Old: 31% (44)
 - Percentage Over 10 Years Old: 49% (71)

Category	FY 2021	FY 2022	FY 2023	FY 2024
Over 10 Yrs Old	52%	55%	51%	49%
Over 15 Yrs Old	39%	33%	32%	31%

4

Three Key Budget Items

- Funds for Operations
 - Materials and supplies for daily operations
 - Basic funds are typically available
- Funds for Personnel
 - Key positions are in place and funded
 - Benefit from pay and class study?
- Funds for Equipment
 - Have been and will continue to be one of our biggest challenges
 - Primarily for equipment funded through the General Fund

2

Age of Equipment – General Fund Only

- Equipment Purchased Only through General Fund – 100 Total
 - Average Age: 13 Years FY 24
 - Percentage Over 15 Years Old: 35% (35)
 - Percentage Over 10 Years Old: 55% (55)

Category	FY 2021	FY 2022	FY 2023	FY 2024
Over 10 Yrs Old	47%	50%	50%	55%
Over 15 Yrs Old	44%	42%	38%	35%

5

Overview

- Illustrate Ongoing Concerns with the Age and Reliability of Equipment
 - Impacts our level and quality of service we provide to our customers
 - Effects moral and employee retention
 - Increases maintenance costs
- Only Considered PW Heavy Equipment, Vehicles & Mowers (144)
 - No trailers, attachments, etc.
 - Included Equipment for all funding sources - GF, SWF & UF
 - Compared numbers from FY2021 thru FY2024 presentations

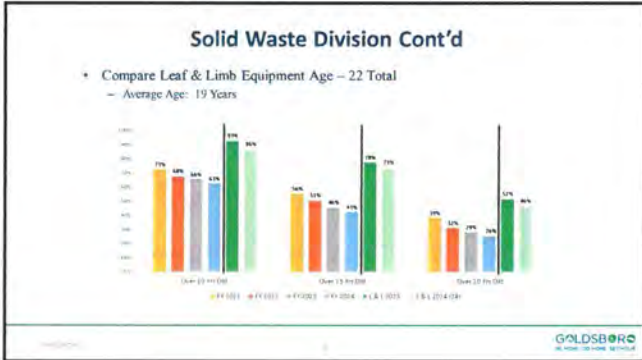
3

Solid Waste Division (GF)

- Have the Most and Overall Oldest Equipment – 55 Total
 - Average Age: 15 Years FY 24
 - Percentage Over 20 Years Old: 29% (13)
 - Percentage Over 15 Years Old: 47% (22)
 - Percentage Over 10 Years Old: 66% (32)

Category	FY 2021	FY 2022	FY 2023	FY 2024
Over 10 Yrs Old	71%	68%	64%	66%
Over 15 Yrs Old	56%	55%	48%	47%
Over 20 Yrs Old	39%	33%	29%	29%

7



8

- ### Considerations – Solid Waste
- Increase Rates – Done
 - Increased from \$22 to \$25
 - Additional \$480K/yr to put towards loans for SW equipment - \$2.4M over next 5 years
 - Automated Leaf Collection Machines – Done
 - Reduce Staffing (1 fulltime and 1 parttime - \$50K/year)
 - Eliminate 32-year-old trailers from our inventory – reduce maintenance/repair costs
 - Reduce level of Service – Leaf & Limb, White Goods, etc.
 - Reduce Costs/Overhead – invest savings into equipment
 - Set up a Capital Reserve for Equipment Replacement
 - Establish Solid Waste Enterprise Fund
 - Operate on fees collected
- GOLDSBORO
 800.500.1000 • 1000.1000.1000

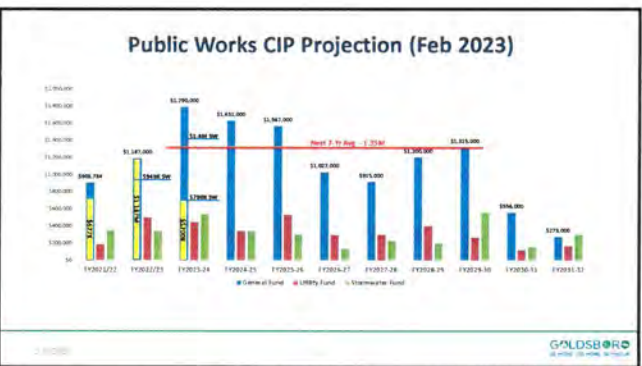
11

Solid Waste CIP – Screenshot

Priority	Equip/Vehicle Name	Year	Age	Department	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
1	Emergency Fire Truck/Lim	2018	7	Solid Waste	\$275,000					
1	Leaf Truck (1200) & Leaf Machine (1829)	1998	26	Solid Waste	\$190,000					
4	Leaf Loader (1040)	1987	38	Solid Waste	\$200,000					
4	3-Arm Addition to Fleet	2023	0	Solid Waste	\$315,000					
1	Truck End Loader (1040)	2020	3	Solid Waste		\$400,000	Purchased			
1	Leaf Truck (1201) & Leaf Machine (1827)	2008	17	Solid Waste		\$300,000	Purchased			
1	3-Arm Exchange Truck (1210)	2024	0	Solid Waste		\$200,000				
4	Leaf Loader (1040)	1998	27	Solid Waste		\$200,000				
3	Phlog Truck (1712) with LP Side	1987	38	Solid Waste		\$10,000				
1	Leaf Truck (1202) & Leaf Machine (1794)	1993	32	Solid Waste		\$300,000				
1	3-Arm Exchange Truck (1210)	2014	9	Solid Waste		\$400,000				
1	Leaf Loader (1040)	2001	23	Solid Waste		\$120,000				
4	Transfer Truck (1413)	2000	23	Solid Waste		\$100,000				
1	Leaf Truck (1217) & Leaf Machine (1822)	2010	13	Solid Waste		\$300,000				
1	3-Arm Exchange Truck (1217)	2014	9	Solid Waste		\$400,000				
1	Leaf Loader (1040)	1999	24	Solid Waste		\$200,000				
4	Truck Body (1040) Truck (1040)	2001	23	Solid Waste		\$100,000				
1	Phlog Truck (1712)	2010	13	Solid Waste		\$40,000				
1	3-Arm Exchange Truck (1217)	2013	9	Solid Waste		\$400,000				
1	Leaf Truck (1210)	2000	23	Solid Waste		\$150,000				
1	Leaf Loader (1040)	2008	17	Solid Waste		\$100,000				
1	Emergency Fire Truck	2020	2	Solid Waste		\$100,000				\$400,000
1	Leaf Loader (1040)	2010	13	Solid Waste		\$200,000				
1	Phlog Truck (1712)	2010	13	Solid Waste		\$40,000				
4	Phlog Truck (1712)	2022	1	Solid Waste		\$40,000				
				TOTAL	\$669,000	\$4,449,000	\$1,050,000	\$1,171,000	\$300,000	\$748,000

GOLDSBORO
 800.500.1000 • 1000.1000.1000

9




10

Public Utilities Dept. Overview

Robert Sherman, Public Utilities Director

February 20, 2024



www.goldsboro.com

1

Already Approved Bar Screen Lift Station

- After the Riverbend Lift Station project is completed, the Big Cherry lift station will be demoed. The bar screen at Big Cherry lift station will be relocated to the Pecan Rd. Lift Station. This bar screen is only a couple of years old. By replacing it instead of purchasing a new screen The City will be saving more than \$300,000. Schedule to be done FY24-25




4

**Water Reclamation Facility Overview
Current Needs and Future Projects**




2

**Already Approved Project
Generator at Westbrook Lift Station**

- Westbrook Lift Station is the main lift station that pumps wastewater to the Water Reclamation Facility (WRF). The current generator is 30 years old. The generator maintains power during power outage events. This is crucial in the operations of the collection system. The current generator needs replacement due to age, wear and tear. The price to replace the generator with a newer model is \$815,165.16. It was ordered in 2023. The generator has a 2-year production period.




5

Current Staff

- 20 staff members who operate the facility.
- 19 Staff are NC State Wastewater Certified Operators.
- Cost for State certifications has changed \$50 per certification renewal plus 6 Continuing Education hours




3


**Already Approved
Sand Replacement for Sand Filters**

- The city currently has 4 sand filters that are designed to filter 4MGD. These filters are vital because they remove suspended matter from the water. Due to the abuse of high flows caused by major rain events and hurricanes throughout the years, the filters have become stressed. Filters #1 & 3 are scheduled for sand replacement and is currently budgeted at \$156,125.





6

Already Approved Telemetry Project




- This upgrade will replace the current obsolete radios with the newest version.
- These radios allow off-site equipment to be seen at the facility through our Supervisory Control and Data Acquisition (SCADA) system.
- The system is necessary for WRF operations, WTP operations, Lift Station operations, and Water Elevated Tank monitoring.
- This upgrade project has a current price of \$316,388.
- This project is currently ongoing and estimated to be completed in April 2024.




7

Future Needs Deragger Monitor/ Protector/ Control

- This is an automatic reversing controller for wastewater pumps.
- It prevents wear and tear on pumps.
- Reduces service calls.
- Reduces energy cost.
- Cost \$74,000
- This would cover 8 pumps at the WRF and 8 pumps at 4 lift stations





10

Future Needs WRF Expansion

- Construction of a new 3.5 MG treatment basin upgrade estimated price for the project \$100-\$120 million dollars. This project will allow us to go from a 14.2 MGD plant to a 17.6 MGD plant within the next 4-5 years. This expansion is needed to accommodate potential growth of the city and the Merger and Regionalization Feasibility study.
- Preliminary Engineering for 30% design estimated to be \$1.6 million





8

Future Needs Replace Filter Belt Press #1 and #2

- The filter belt presses have both reached the end of their life cycles. #1 belt press is scheduled to be replaced in FY'25 while #2 filter belt press is scheduled to be replaced in FY'26. The prices are estimated to be \$1.2 million dollars and \$1.28 million dollars, respectively. These pieces of equipment can be included in the WRF Upgrade.






11

Future Needs Repaint Clarifiers #1,2,3,&4

- Clarifiers are settling tanks built with mechanical means for continuous removal of solids being deposited by sedimentation. A clarifier is generally used to remove solid particulates or suspended solids from liquid for clarification or thickening. It is vital that these clarifiers continue their upkeep. They are scheduled to begin work on each clarifier individually in FY'24 through FY'28 at an estimated price of \$45,000, \$48,375, \$52,003, and \$55,903, respectively.
- Clarifier 1 and 2 were built in 1985, Clarifier 3 was built in 1994, and Clarifier 4 was built in 2000.







9

Future Needs Ultraviolet Light Disinfection




- The City's WRF currently uses UV light disinfection to mutate bacteria so that they cannot reproduce. This is an extremely important step in the treatment process. The annual UV inspection that was completed in 2023 stated that the system is still operational but recommended a complete overhaul due to age and wear and tear on the system. The price to replace the old UV system is estimated at \$1.8 million dollars. This can be included in the WRF Upgrade.




12

Future Needs Influent Structure





- Rebuild influent structure is age and its service capacity is maxed. This is very important part of the treatment process. It prevents grit from getting into the treatment process, which prevents damage to equipment. This project will cost approximately \$1.5 million dollars and is scheduled for FY '25. This would also be replaced in the WRF Upgrade.



13

Current staff



- 12 staff members who operate the facility
- 11 Staff members are NC State Certified Water Operators.
- \$60 renewal fee for staff certifications.

16

Future Needs Bar Screen Westbrook Lift Station



- The bar screen at Westbrook lift station needs to be overhauled or replaced. This is estimated to cost \$450,000 and will be requested in the next budget cycle. This can also be included in the WRF Upgrade

14

Already Approved WTP Automatic Transfer Switches(ATS)

- The Automatic transfer switches are used to automatically switch between main power and generator power in the event of a power failure. The generator will start/stop automatically depending on the main power supply. The cost to upgrade this system is \$257,167.03. This project is scheduled to begin in 2024.

17



Water Treatment Plant Overview Current Needs and Future Projects




15

Already Approved NRPS Automatic Transfer Switches

- The Automatic transfer switches are used to automatically switch between main power and generator power in the event of a power failure. The generator will start/stop automatically depending on the main power supply. The current cost is \$90,369.95. This project is also scheduled to begin in 2024.

18

Already Approved Mag-Meter Project

- Mag-meters are a type of velocity or volumetric flow meter that operates pursuant to Faraday's Law of Electromagnetic Induction-which states that a voltage will be induced when a conductor moves through a magnetic field. Mag-meters can detect the flow rate of conductive fluids only. This is currently budgeted at \$132,000. This project is currently going out for bidscheduled to begin in 2024.

Electromagnetic Flowmeter

GALDSBORO
WATER UTILITIES DEPARTMENT

19

Future Needs WTP Structural Repairs

- The current facility is over 72 years old and needs structural repairs to prolong its life expectancy. The estimated cost for these repairs are expected to be over \$500,000. Currently it has been budgeted for FY23-24 for \$255,000. This will be a phased project.

GALDSBORO
WATER UTILITIES DEPARTMENT

22

Future Needs NRPS Dredge

- The Neuse River intake structure is dredged annually as needed. Dredging is defined as the removal of sediments and debris from the bottom of the river. It is necessary to remove the sedimentation (sand and silt) because it gradually fills the intake. This is currently estimated to cost \$483,750.
- The Neuse River Pump Station Reservoir is scheduled to be dredged in FY25. It is currently budgeted at \$75,900. The dredging is the same reason as the intake structure.

GALDSBORO
WATER UTILITIES DEPARTMENT

20

Future Need WTP

- The current facility is over 73 years old. We need to begin the planning process to have the project completed in the next 10 to 15 years. This would be more likely to start after the WRF Upgrade. The site location for the new facility is the first step in the ten-year process.

GALDSBORO
WATER UTILITIES DEPARTMENT

23

Future Need Clearwell #1 Rehab

- This structure holds 2.75 MG of treated water. This is where ammonia is added to the water to form chloramines (a much stronger disinfectant than chlorine). This project is projected to cost \$108,000. This project is scheduled to begin in 2024.

GALDSBORO
WATER UTILITIES DEPARTMENT


21

Biological Composting Facility Overview Current Needs and Future Projects


GALDSBORO
WATER UTILITIES DEPARTMENT

24

Current Staff



- 5 staff members who operate the facility
- All positions require a Class B CDL
- 4 Staff have Wastewater certifications their renewal fee will be \$50 dollars.



25

Future Needs Paint & Rehab the Interior & Exterior of Bldg.

- The interior of the office area needs to be painted and the exterior of The Compost Facility needs rehab work and to be repainted. There are multiple rust spots that need addressing. Estimated combined cost of \$40,000. This project is scheduled to begin in 2024.





28

Already Approved Compost Dump Truck



- The Compost Facility has already purchased a new Western Star dump truck in 2023 for \$168,515. The estimated delivery of the truck February-March 2024



26

Future Needs Small Loader

- A small loader will let staff load small to midsize vehicles and trailers easily.
- Reduce loading accidents.
- Estimated cost \$86,000




29

Already Approved Enclose Bay 8 Compost






- The facility needs a secure area to store equipment. Enclosing this bay keeps equipment secure and safe from the dusty environment. This project is out for bid and scheduled to be completed in 2024.




27

QUESTIONS?

Public Utilities



30

Information Technology

Scott Williams, IT Director
February 21, 2024




www.goldsboro.com

1

General Update

- We are tracking under budget for the current FY.
- We expect to ask for less operational funds in the coming FY.
- IT has no current vacancies.
- Staff Pay is a concern as we are having issues recruiting for our higher positions.
 - I believe the pay needs to be reviewed for Information Technology to ensure its competitive.
 - All positions need to be assessed and any changes made that are appropriate.
- Vehicles have been an issue for IT for several years. We are making improvements, but still need more vehicles to cover our daily service calls.




2



3

Additional Staffing Needs

- Database Administrator
- Server Administrator
- IT Communications Technician
- IT Project Manager



4

Vehicle Needs

- FY24 Requested Vehicles
 - 3 Small SUVs
- Current Vehicles
 - 1997 Ford Van (to be replaced by new SUV)
 - 2021 Ford F-250
 - 2022 Chevy Cargo Van
 - 2022 Ford Bronco Sport




5

Capital Needs

IT Equipment usually purchased on 5-year terms:

- Current Needs for FY 24-25
 - City Hall Boiler Replacement \$137,000
 - City Hall Controls Replacement \$200,000
 - Storage Expansion \$120,000
 - Network Equipment & UPS Replacement Plan \$520,000
 - Public Safety Mobile Computer (MDT)/Drone Replacement Plan \$600,000
 - Vehicles \$105,000
- Future Needs for FY 25-26
 - None
- Future Needs for FY 26-27
 - PC Replacement Plan \$500,000
 - Server/Storage Replacement Plan \$450,000
 - Phone System Upgrade \$200,000
- Future Needs for FY 27-28
 - None
- Future Needs for FY 28-29
 - None



6

Any Questions?

7

We Make Play Happen
GOLDSBORO PARKS AND RECREATION

GOLDSBORO
 BE MORE. DO MORE. GET MORE.

www.goldsboro.org

1

Parks & Recreation Operational Budget

- FY21-22 - \$671,584
- FY22-23 - \$808,156
- FY23-24 - \$840,215

• Capital projects are not included in the numbers above

GOLDSBORO
 BE MORE. DO MORE. GET MORE.

4

Mission

The mission of Goldsboro Parks and Recreation is to provide a variety of recreation and leisure activities for a diverse population. We maintain a system of parks, indoor facilities and open spaces for the enjoyment, safety, and well being of all citizens.

GOLDSBORO
 BE MORE. DO MORE. GET MORE.

2

Parks & Recreation Facility and Equipment Issues

- Getting more usage out of facilities
- More usage means more wear and tear of facilities and equipment
- Playgrounds in parks need to be replaced, truck/SUV and enclosed trailer needed for recreational programming – these are a few of immediate needs

GOLDSBORO
 BE MORE. DO MORE. GET MORE.

5

Parks & Recreation Personnel

- Parks and Recreation has 36 full-time authorized positions and 5 permanent part-time authorized positions
 - of the 36 FT positions, 2 are currently vacant and 2 of the FT positions are dedicated to beautification of Center Street and Downtown area
 - all 5 of the PPT positions are Custodians ... City Hall, City Hall Annex, Downtown Development, the HUB – all facilities we clean in addition to our P&R facilities

GOLDSBORO
 BE MORE. DO MORE. GET MORE.

3

T.C. Coley Community Center

GOLDSBORO
 BE MORE. DO MORE. GET MORE.

6

Herman Park Center



7

Goldsboro Golf Course



10

Goldsboro Golf Course and Event Center Personnel

- Goldsboro Golf Course has 4 full-time authorized positions and 1 permanent part-time authorized position
- Goldsboro Event Center has 1 full-time authorized position and 1 permanent part-time authorized position
- Combined annual operating budget of \$415,952 for FY23-24



8

Goldsboro Event Center



9

2024 City Council Retreat – Engineering Dept. Update

Jonathan Perry, Engineering Manager

Feb 21, 2024

1

Recent Organizational Changes

Engineering Department Hires within the last 6 months:
 Timothy Shofner – Traffic Supervisor (Promotion)
 Dylan Schreffler – GIS Manager (Promotion)

Reclassification of 2 positions:
 Traffic Signal Technician II position was reclassified to Traffic Signal/Sign Technician II since we are moving FCCDOT's traffic signals back to them
 Traffic Sign Technician II position was reclassified to Engineering Field Technician with the reduced workload in the traffic division

Organizational Departures:
 Due to two (2) retirements, the GIS Manager and Traffic Supervisor positions have been advertised and filled. One (1) employee in the traffic division turned in their resignation and the Civil Engineer turned in their resignation as well. We are planning on bringing back Rams Chittila, who served as our civil engineer for 37 years. He retired 4 years ago, and we are bringing him back on a part time basis.

2



3

Recently Completed Projects

Phase IV Sewer Rehabilitation Project
 • DWI funded project - \$8.3 Million

Wastewater System Improvements
 • CWSRF funded - \$503,000

Infrastructure Recovery Project – Sewer Rehab and Storm Drainage Improvements
 • Golden Leaf Grant - \$900,000

Mount Olive Pickle Plant Expansion – Wastewater Improvements Phase 1A & Phase 1B
 • ARPA Grant - \$26,000,000

4

Current Projects

PROJECT NAME	PROJECT STATUS	PROJECT BUDGET
SEWER PROJECTS		
Phase IV Sewer Collection Rehabilitation Project	Final Payment from DWI	\$8,300,000.00
Mount Olive Pickle Plant Expansion	Waiting on Phase 1 of 2 Phase	\$16,000,000.00
King Street Rehabilitation	In Budget	\$100,000.00
WATER PROJECTS		
27 Colonnaded Water Line Project	In Budget	\$4,000,000.00
2nd and Cooper Service Line Inventory	Under Construction	\$1,817,300.00
Mount Olive Pickle Plant Expansion - 1st facility	Final Budget will be given to all parties involved at the March meeting	\$100,000.00
STORMWATER PROJECTS		
Stormwater Inventory Project	Under Construction	\$1,363,000.00
Stormwater Control Measures (SCM) Implementation	100% performed monthly	

5

Current Projects

PROJECT NAME	PROJECT STATUS	PROJECT BUDGET
SEWER PROJECTS		
Stormwater Inventory Project	Under Construction	\$1,363,000.00
Stormwater Control Measures (SCM) Implementation	100% performed monthly	
WATER PROJECTS		
27 Colonnaded Water Line Project	Under Construction	\$4,000,000.00
2nd and Cooper Service Line Inventory	Under Construction	\$1,817,300.00
STORMWATER PROJECTS		
Stormwater Inventory Project	Under Construction	\$1,363,000.00
Stormwater Control Measures (SCM) Implementation	100% performed monthly	
STORMWATER PROJECTS		
Stormwater Inventory Project	Under Construction	\$1,363,000.00
Stormwater Control Measures (SCM) Implementation	100% performed monthly	

6

Future Engineering Projects

Streets
Engineering

Priority	Address/Replacement	Department	Funding Source	Budget			
				2023-2024	2024-2025	2025-2026	2026-2027
Resurfacing Road Projects Capital Improvement Plan							
I	R	Eng	IF	\$ 278,150.95	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00

7

Future Engineering Projects

Stormwater

Priority	Address/Replacement	Department	Funding Source	Budget			
				2023-2024	2024-2025	2025-2026	2026-2027
Beth A Street Stormwater Project Capital Improvement Plan							
A		Eng	IF				
Virginia Street Stormwater Project Capital Improvement Plan							
A		Eng	IF		\$ 2,400,000.00		
Highway 150 Stormwater Project Capital Improvement Plan							
A		Eng	IF			\$ 2,000,000.00	
Highway 150 Stormwater Project Capital Improvement Plan							
B		Eng	IF				

8

Future Engineering Projects

Sewer

Priority	Address/Replacement	Department	Funding Source	Budget			
				2023-2024	2024-2025	2025-2026	2026-2027
Marble Creek Sewer System (Phase II) Project Capital Improvement Plan							
A		Eng	IF				
Marble Creek Sewer System (Phase II) Project Capital Improvement Plan							
A		Eng	IF				
Marble Creek Sewer System (Phase II) Project Capital Improvement Plan							
A		Eng	IF				
Marble Creek Sewer System (Phase II) Project Capital Improvement Plan							
A		Eng	IF				

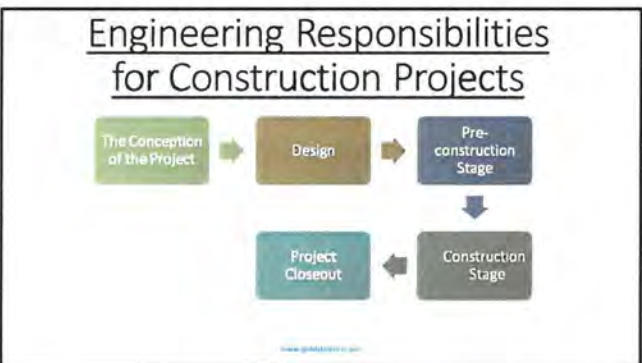
9

Future Engineering Projects

Water

Priority	Address/Replacement	Department	Funding Source	Budget			
				2023-2024	2024-2025	2025-2026	2026-2027
Highway 150 Waterline on Highway 117 Capital Improvement Plan							
A		Eng	IF				
Highway 150 Waterline on Highway 117 Capital Improvement Plan							
A		Eng	IF				
Highway 150 Waterline on Highway 117 Capital Improvement Plan							
A		Eng	IF				
Highway 150 Waterline on Highway 117 Capital Improvement Plan							
A		Eng	IF				

10



11

Engineering Department Needs

Staffing Needs:

- Fill current positions advertised. Civil Engineer, GIS Technician, Traffic Signal/Sign Technician II, and Engineering Field Technician
- Need additional staffing to help with \$77 million, and potential of an additional \$5,000,000 of field work. Construction Inspector, and Project Manager are essential to help with the workload. The project manager will be vital to ensure efficient and thorough planning, design, construction and inspection during each project. Will also be point of contact on all for contractors and city staff. The construction inspector is responsible for ensuring each project is adhering to our specification's manual. Federal projects, like ARPA, require full time inspection and record keeping. These two positions will be critical in getting this project started and finished. With so much construction going on in the city right now, it's hard for one construction inspector to visit each jobsite and spend time there as needed. There is also a need to hire our admin assistant, that has already been funded, but put on hold for now.

Other Department Needs:

- Vehicles – Staff has some old vehicles that need replacing, 2000 Chevy Malibu (Survey Vehicle), and 2010 Ford F-150 that was a hand down from public works. Staff is using a 2000 Chevy car to survey out of, and the 2010 Ford F-150 is old and both need replacement. Replacement of these vehicles would be \$40,000 each for two new Ford F-150's. There would also be a need for a vehicle if the one or both positions are funded.

12

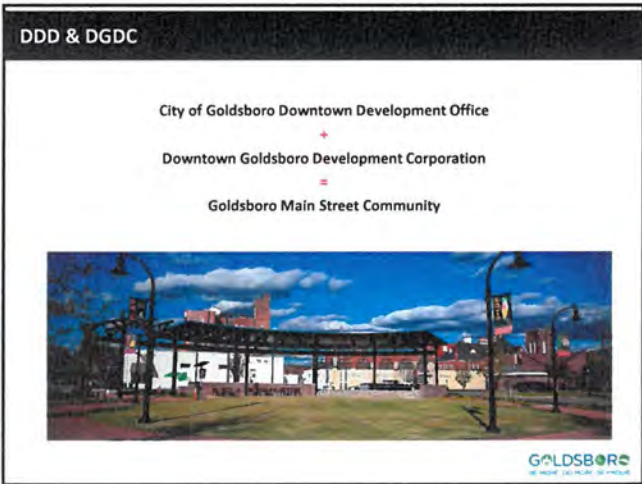
Questions?



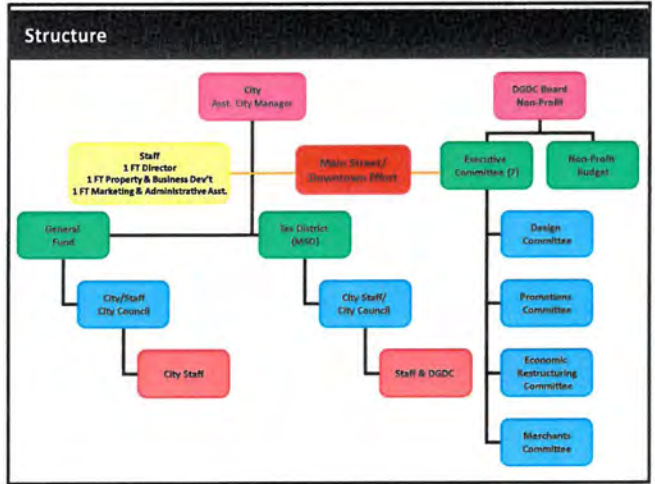
1



4



2



5



3



6

Transformation Strategy

ECONOMIC VITALITY
Build a diverse economic base. Catalyze smart new investment. Cultivate a strong entrepreneurial ecosystem.

DESIGN
Create an inviting, inclusive atmosphere. Celebrate historic character. Foster accessible, people-centered public spaces.

COMMUNITY TRANSFORMATION

PROMOTION
Build leadership and strong organizational capacity. Ensure broad community engagement. Forge partnerships across sectors.

Market districts' defining assets. Communicate unique features through storytelling. Support buy-local experience.

GOLDSBORO
BE MORE. BE HERE. BE TOGETHER.

7

Budget

DOWNTOWN GOLDSBORO

General Fund

\$237K Salaries & Benefits

\$75K Total Operating Expenditures

GOLDSBORO
BE MORE. BE HERE. BE TOGETHER.

10

Measures/Statistics

	Offg. Reversions	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	\$6,927,519	\$6,381,284
2016-2017	19	57	10	47	19	7	12	2	\$1,727,888	\$5,007,274
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
2019-2020	16	58	12	46	10	5	5	1	\$9,540,063	\$2,393,557
2020-2021	4	31	4	27	12	2	10	1	\$794,519	\$9,430,000
2021-2022	20	34	10	24	10	7	3	0	\$184,000	\$11,889,500
2022-2023	6	103	35	68	17	11	6	1	\$209,999	\$1,496,130
TOTALS	193	648	157	491	147	70	77	11	\$34,940,389	\$43,955,568

GOLDSBORO
BE MORE. BE HERE. BE TOGETHER.

8

Budget

DOWNTOWN GOLDSBORO

MSD Budget

\$103K FY24 Budget

\$117K Adjusted Revenue Based on Property Taxes in FY23

GOLDSBORO
BE MORE. BE HERE. BE TOGETHER.

11

Municipal Service District

MSD Statistics

- 150+ Businesses
- 21 Square Blocks
- 230 Properties
- 2M Square Feet of Property

GOLDSBORO
BE MORE. BE HERE. BE TOGETHER.

9

Year-Round Downtown Development Efforts

- We manage a geographic area of 21 blocks (the Municipal Service District), plus involvement in surrounding areas.
- We host and implement over 30 events a year. (in a typical year)
- We help existing business and property owners with business and property needs.
- We work to recruit new businesses and investors and help them through that journey.
- We manage a group of dedicated volunteers to include private sector involvement and investment.

GOLDSBORO
BE MORE. BE HERE. BE TOGETHER.

12

Year-Round Downtown Development Efforts



- We manage multiple grant and development projects. \$21.8M secured in last 10 years.
- We conduct our work in accordance with the Main Street approach to maintain Goldsboro's accreditation.
- We work to be experts in the field of downtown development and bring best practices to Goldsboro.
- We work to actively and positively promote the City through Downtown success, promotions and marketing with extensive communication forms.



13

DDD & DGDC



If you don't know where you are,
you don't know who you are.

We all have a fundamental need for a sense of orientation or a sense of place.
Placemakers are essential to quality of life.



16

Recent Project Highlights




- Highest Private Investment in organization history in 2022
- Launch – A multi-organization partnership to develop and cultivate entrepreneurs
- 116 N Center Street Historic Rehab Project – New Office & Record Rack Short Term Rental
- \$300K Grant from State Budget for Downtown special projects
- Public Art Grant from NC Arts Council




14

Thank You

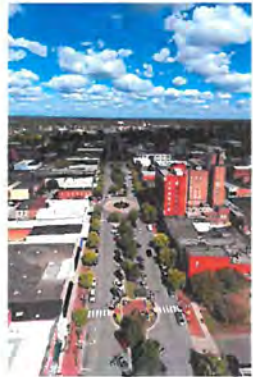


DO IT DIFFERENT. DO IT DOWNTOWN. *Goldsboro, NC*




17

Current + Future Objectives



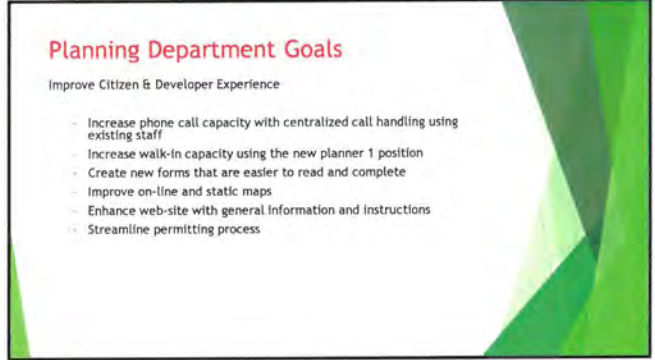
- Host the 2024 Main Street Conference
- Address vacant/blighted buildings
- Secure private sector mixed-use investment for the city owned portions of the 300 & 400 Block of S. Center St.
- Support the creation of an Arts District.
- Stabilize historic Goldsboro Union Station and identify a feasible use from the 2020 Adaptive Reuse Study.
- Identify funding to update the Downtown Master Plan.
- Update existing Neighborhood Plan and identify creative ways to encourage respectful and impactful rehabilitation



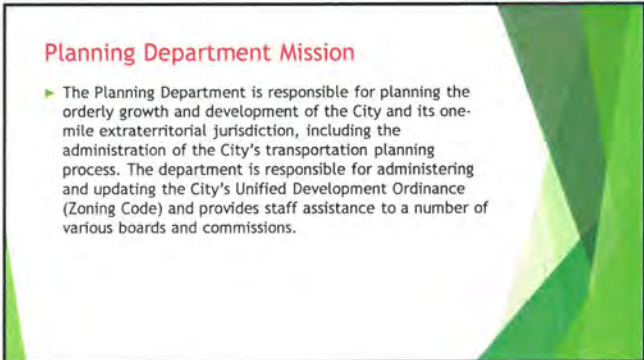
15



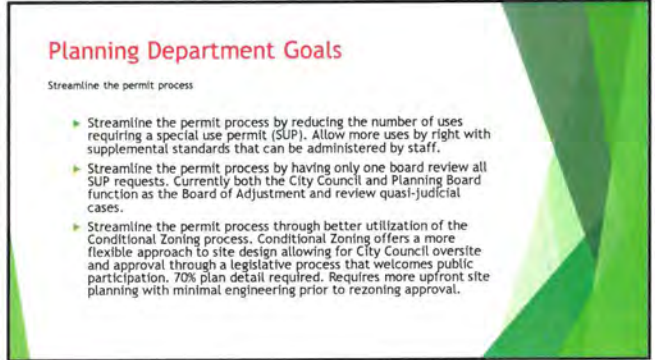
1



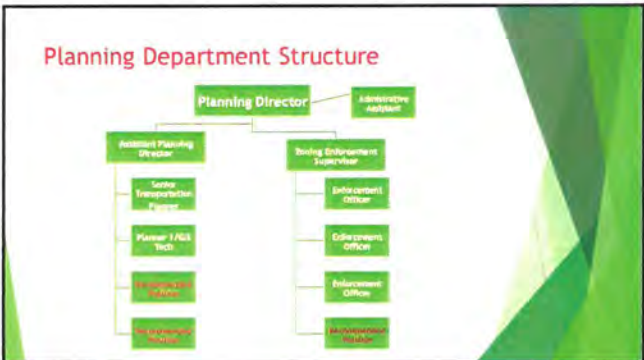
4



2



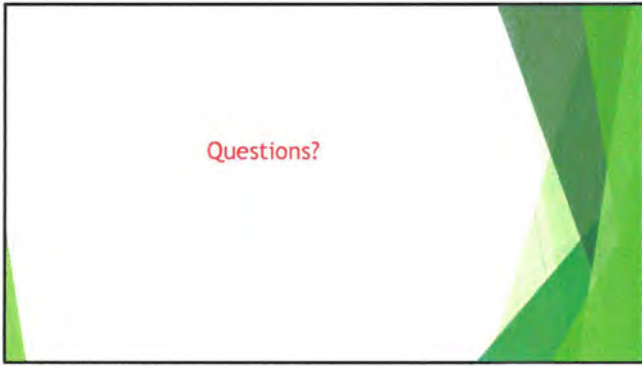
5



3



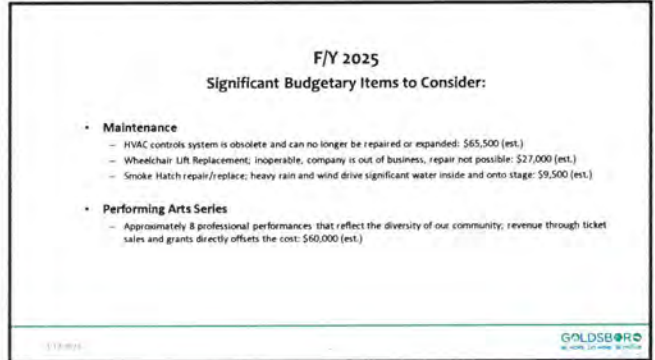
6



7



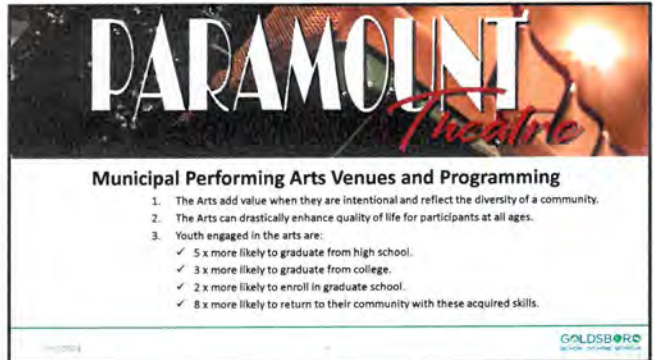
1



4



2



5



3



6

Our Team



Adam Twiss
Director
Hired 2019
Extensive background in theatre, education, venue operations, and management.



Jim Grant
Service Manager
Hired 2020
Extensive background in music, education, and marketing design.



Kat Jensen
Box Office and Theatre Administrator
Hired 2018
Background in theatre, web design, and office administration.

Technical Director
Search for replacement currently under way

NOTE: The Paramount relies on approximately 15 part-time, event-specific staff including Theatre Technicians, Building Attendants

GOLDSBORO
ARTS CENTER

7

Paramount Theatre Foundation

- A 501c3 not for profit organization established in 2006 to help raise private funds for the rebuilding of the Paramount, the Paramount Theatre Foundation now raises funds used exclusively to support theatre enhancements and programming.
- Funding averages \$35K annually from individual donors and corporate sponsors. Funds are used to support projects with direct impact and broad benefit to the theatre, the City, the greater community, and our citizens.
- Recent projects include underwriting artist contracts, funding industry affiliations, and ongoing investment in state-of-the-art technical equipment.
- The Foundation operates with an entirely volunteer staff and dedicated Board of Directors.

GOLDSBORO
ARTS CENTER

8


Generations of Music, Theatre, Dance, and events of all types, the Paramount is a significant cultural resource for everyone!




9

Discussion Materials

City of Goldsboro, North Carolina



February 1, 2024



1

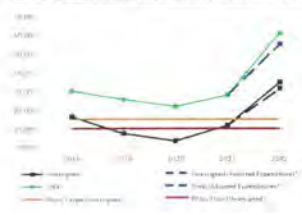

Current General Fund Balance Policy (Unassigned)

As Presented by Davenport to City Council on December 18, 2023

General Fund Balance Policy

- The City of Goldsboro will strive to maintain the unassigned fund balance in the General Fund at a level sufficient to meet its objectives.
 - The City will target an unassigned fund balance at the close of each fiscal year equal to at least 15% of General Fund operating expenditures and transfers out, at no time shall the unassigned fund balance fall below 10% of General Fund operating expenditures and transfers out without Council approval.
- The City Council may, from time to time, appropriate fund balances that will reduce unassigned fund balances below the 10% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long term fiscal security of the City of Goldsboro.
 - In such circumstances, the Council will adopt a plan to restore the unassigned fund balances to the policy level within 36 months from the date of the appropriation. If restoration cannot be accomplished within such time period without severe hardship to the City, then the Council will establish a different but appropriate time period.


General Fund Balance as a % of Expenditures and Transfers Out

4

Topics for Discussion

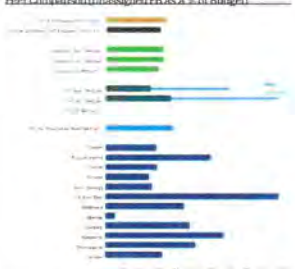
- Recap of the City's General Fund Financial Performance and Fund Balance Trends as presented by Davenport in December 2023.
- Discuss Preliminary FY 2025 Budget challenges as identified by City Staff.
- City Tax Rate and Property Revaluation Discussion.



2


Current General Fund Balance Policy (Unassigned)

Peer Comparison (Unassigned FB as a % of Budget)




North Carolina 'Aa' City Population Peer Group Trends

Unassigned Fund Balance as % of Operating Budget



- The steps the City has taken in recent years have resulted in re-establishing compliance with the City's Fund Balance policy and brought the City closer to the NC 'Aa' rated population peer median in FY 2022.
- Moving forward, the City may consider revisiting their Fund Balance policies (minimum and/or targets) to be consistent with other similarly sized / sized Cities.
 - The City may consider revisiting these policies in conjunction with a larger plan to address capital / other City needs in the future.

The NC population peer group includes Moody's 'Aa' Rated Cities/Towns in North Carolina with populations ranging between 25,000 and 50,000 and reflects data as of 2022.

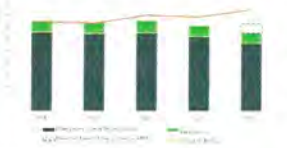


5


General Fund Financial Performance

As Presented by Davenport to City Council on December 18, 2023

General Fund Revenues vs. Expenditures




General Fund Balance



Observations

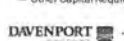
- Historically, the City's operating revenues have been equal to or exceeded operating and debt service expenditures, resulting in a structurally balanced budget and annual operating surpluses.
- In recent years, the City has decreased their operating revenue by approximately \$5 million.
- In FY 2022, \$1,726,958 of General Fund personnel expenditures were paid from one-time MIBR revenues.
- The City's General Fund Balance increased significantly from FY 2021 to FY 2022.
 - In FY 2022, Unassigned Fund Balances were paid by approximately \$175-million, going from \$4.45-million to \$12.2-million.
 - In FY 2022, Total Fund Balance increased to approximately \$10.8-million, going from \$10.6-million to \$21.4-million.



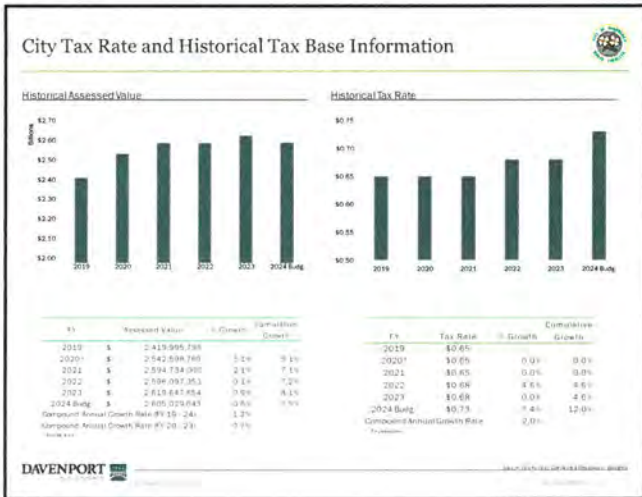
3

Overview of "State of the City" Presentation (1/8/2024)

- As presented in the City Manager's "State of the City" presentation on January 8, 2024, the City has identified several FY 2025 additional Budget funding requirements, including the following:
 - \$1.5 million for FY 2024 Fund Balance Appropriation.
 - Equivalent of approximately 6 pennies on the property tax rate.
 - \$1.2 million for FY 2025 Police and Fire pay / benefit increases.
 - Equivalent of approximately 5 pennies on the property tax rate.
 - FY 2025 General Inflationary Pressures.
- Based upon our discussions with City staff, we understand that in order to fund the FY 2025 Budget requirements as outlined above, the City will need to dedicate a minimum of 11 pennies on the property tax rate assuming no other revenues are made available.
- Beyond FY 2025, the City has identified potential additional needs that may be required in the near-term:
 - Employee Retention - Pay and Class.
 - Deferred Maintenance Needs.
 - Public Safety Facility
 - Other Capital Requirement, such as Recreation Needs.



6



7

Municipal Advisor Disclosure

The municipal advisor hereby certifies that it is not providing any advisory services to the municipality in connection with the proposed bond issue. The municipal advisor is not providing any advisory services to the municipality in connection with the proposed bond issue. The municipal advisor is not providing any advisory services to the municipality in connection with the proposed bond issue.

10

Assessed Value vs. Market Value

Per \$100,000 of Property Value

Fiscal Year Billed	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	Total Growth
Tax Year (Jan 1)	2019	2020	2021	2022	2023	FY 20 - 24
Assessed Value of Property						
1 Property Value (Assessed in the FY 20 Election)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0.00
2 Tax Revenue per \$100,000 Property (Assessed Value)	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$0.00
3 Tax Rate (%)	0.01	0.01	0.01	0.01	0.01	0.0%
4 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
12 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
13 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
14 Tax Revenue to City (per \$100,000)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
15 Difference in Tax Revenue (per \$100,000 Property Value)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

8

Cost of Service Comparison

Assessed Value vs. Market Value

Fiscal Year Billed	6/30/2020	6/30/2021	6/30/2022	6/30/2023	6/30/2024	Total Growth
Tax Year (Jan 1)	2019	2020	2021	2022	2023	FY 20 - 24
Cost of Equivalent Services						
1 Cost of Equivalent Services	\$650.00	\$666.16	\$675.49	\$726.01	\$772.55	18.9%
2 Cost of Service Growth (COST)		2.5%	1.4%	7.5%	6.4%	
3 Cost of FY 2020 Equivalent Services	\$650.00	\$666.16	\$675.49	\$726.01	\$772.55	\$122.55
Assessed Value of Property						
4 Tax Revenue to City (Assessed Value)	\$650.00	\$666.16	\$675.49	\$726.01	\$772.55	\$122.55
5 Cost of FY 2020 Equivalent Services	\$650.00	\$666.16	\$675.49	\$726.01	\$772.55	\$122.55
6 Difference	\$0.00	(\$18.16)	\$1.51	(\$48.01)	(\$42.55)	(\$42.55)
7 Equivalent Tax Rate Required (Assessed Value)		1.62%	1.62%	1.62%	1.62%	1.62%
Market Value of Property						
8 Tax Revenue to City (Market Value)	\$648.74	\$660.84	\$710.89	\$815.84	\$1,043.18	\$393
9 Cost of FY 2020 Equivalent Services	\$650.00	\$666.16	\$675.49	\$726.01	\$772.55	\$122.55
10 Difference	(\$0.26)	(\$5.32)	\$44.47	\$89.83	\$270.61	\$270.61
11 Equivalent Tax Rate Required (Market Value)		0.93%	0.93%	0.93%	0.93%	0.93%

9

**Goldsboro Wayne County
Travel & Tourism**

1

**The Travel & Tourism
Budget**

- ❖ The Travel & Tourism Office is Funded by Occupancy Tax Collected from the Goldsboro City and Wayne County Hotels
- ❖ Collections YTD this fiscal year - \$506,167
- ❖ Collections YTD last fiscal year - \$1,044,224
- ❖ The 2023-2024 Budget is \$435,183 and includes Operations and Marketing

4

Mission and Goals

To enrich quality of life and encourage economic development by promoting travel and tourism in our community.

Develop Goldsboro and Wayne County as a unique travel destination.

2

What We Do ...

The Travel and Tourism Office(TTO) works with area hotels, attractions, events, festivals and other visitor related organizations to create and implement programs to increase business travel, leisure travel, sports travel, agri-tourism, military-related travel and visiting friends/relatives (VFR) travel in Goldsboro, thus increasing the economic impact of visitors to the area.

5

**The Travel & Tourism
Department (TTO)**

Staff Consists of Director, Tourism Specialist and Communications and Creative Services Manager

3

Current Projects ...

- ❖ Recreation of the Visitors Guide
- ❖ Spring Social Media Campaign featuring Goldsboro International Foodie Scene
- ❖ GuestQuest Spring 2024 Ad Campaign – should produce over 2,000 leads for our newsletter
- ❖ Updated web-loop for website

6

What We Do ...



- ❖ Fulfill 3,000- 5,000 Inquiries, Annually
- ❖ Maintain Visitor Center
- ❖ Sell Totally Fly Merchandise
- ❖ Bring in Travel/Media Writers into the area
- ❖ Personal Visits to Welcome Centers



7

What We Do ...

Promote Attractions

10

What We Do ...

- ❖ Distribute visitor guides, brochures, and flyers to 13 Welcome Centers, RDU International Airport, area visitor centers, museums, attractions and other tourism offices
- ❖ Belong to 5 Tourism Related Associations and Currently Serving on 4 of the State-wide Boards



8

What We Do ...

Promote Festivals & Events





11

What We Do ...

- ❖ Attend Legislative Receptions
- ❖ Congressional Visits to Promote the Tourism Industry
- ❖ Participate in Travel Related Trade Shows
- ❖ Coordinate Monthly Civilian Tours of SJAFB



9

What We Do ...

Recruit & Promote Sporting Events




12


The Results...

- ❖ Visitors to Wayne County spent \$192 million in 2022
- ❖ 1228 jobs in Wayne County were directly attributable to travel and tourism
- ❖ The industry generated \$44.3 million in payroll for Wayne County







13

- ❖ State and local tax revenues from travel to Wayne County amounted to \$8.3 million
- ❖ Of the 100 counties in North Carolina, Wayne County was ranked 34th in the state for travel expenditures



14

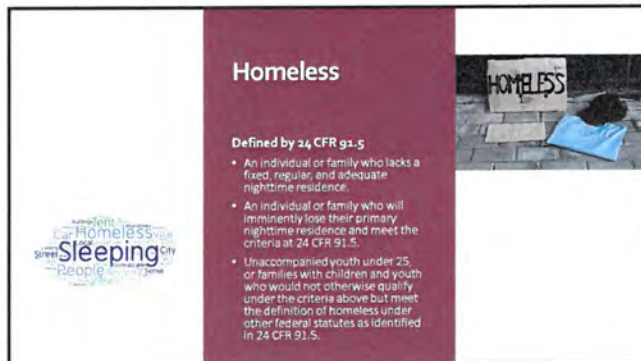
QUESTIONS?



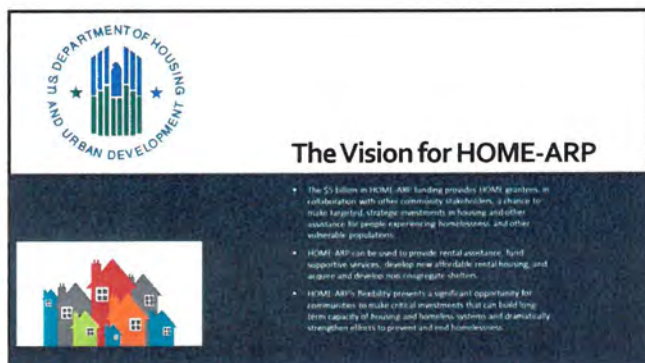
15



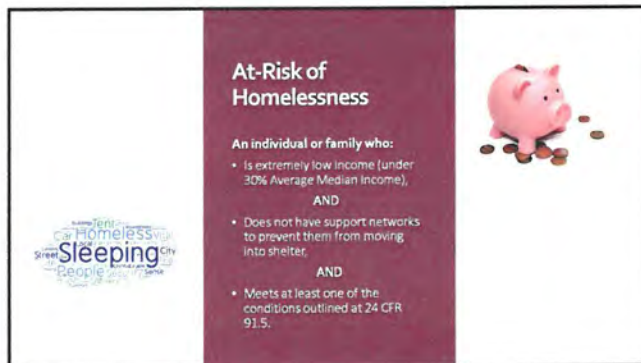
1



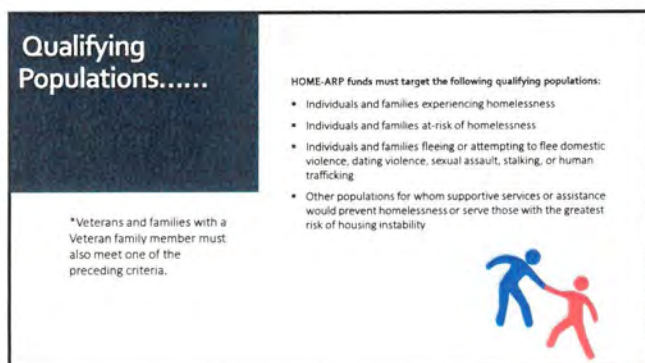
4



2



5



3



6



Other Populations at Greatest Risk of Housing Instability

Households (either individuals or families) whose:

- Annual income is ≤ 30% of area median income and are experiencing severe cost burden (i.e., paying more than 50% of monthly household income toward housing costs);
- OR
- Annual income is ≤ 50% of area median income and meets one of the conditions in paragraph (ii) of "At-Risk of Homelessness" definition.




7

Community Stakeholders that must be consulted:

As part of the HOME-ARP planning process, the Grantee should ensure broad consultation with community stakeholders to identify unmet needs and gaps in housing or service delivery systems for the qualifying populations.


From the consultation, Grantees can start developing priorities for HOME-ARP eligible activities and an allocation plan that supports current efforts to improve housing outcomes for the homeless and reduce the likelihood of homelessness for the at-risk population. *Carried out in 2022 by Washington Business Consultants (WBC)

- Continuum of Care (CoC)
- Homeless Service Providers
- Victim Services Providers
- Public Housing Agencies
- Public agencies that address the needs of the qualifying populations including mainstream benefit systems.
- Organizations that address civil rights, fair housing, and needs of people with disabilities

10

Eligible Activities

- Non-Congregate Shelter:** Acquire and develop for individuals/families in the Qualifying Populations
- Nonprofit Operating & Capacity Building Assistance:** May use up to 5% to pay operating expenses of CoCs or other nonprofits that will carry out HOME-ARP eligible activities
- Rental Housing:** Acquire, construct and rehabilitate rental housing for individuals/families in the Qualifying Populations
- Supportive Services:** Funds can be used to assist Qualifying Populations with: childcare costs, basic education skills, job training, meals/groceries, locate & retain housing, legal services, rental application fees, utility deposits, provide HUD-certified housing counseling, etc.
- Tenant-Based Rental Assistance:** For Qualifying Populations, funds may be used to provide rental assistance, security deposit, utility deposit, and utility payments.



8

Agency Consultation

Agency/Org Consulted	Type of Agency/Org
Green Leap	Homeless Service, Rental Assistance Provider
Warm Body Warm Soul	Homeless Supportive Service provider
Volunteers of America	Homeless / Veterans Supportive Service provider
Habitat for Humanity	Home Ownership Transition Facilitator
United Way of Wayne County	Homeless Supportive Service provider
4 Day Movement	Homeless Supportive Service provider
WAGES (Wayne Action Group for Economic Solvency)	Homeless Supportive Service provider
Miraval's Love for Lives (MFL, Inc.)	Homeless Supportive Service provider
Capstone	Homeless Supportive Service provider
No Hope Village	General Services
Goldston Fire Department	Homeless Supportive Service provider
Laundry Love Goldston	Homeless Supportive Service provider
Tommy's Foundation	Homeless Supportive Service provider

Ongoing projects in Goldsboro:

- Pre-packaged meals for the homeless
- Career Resources (including a clothing center for work clothing)
- Encouraging landlords to rent to Veterans
- Mental health services for the homeless
- Emergency housing vouchers
- Rental and utilities assistance
- Laundry Services
- Non-congregate shelter provisioning

25+ local agencies were invited to attend a Working Group Session, 21 individuals were consulted and interviewed.

WBD

11



The Planning Process: Consult Community Stakeholders

9

The Planning Process : Development of the HOME-ARP Allocation Plan

Consultation & Public Participation

Grantees must provide for and encourage citizen participation and must hold at least one public hearing and public comment period before the Allocation Plan is submitted.

Gap Analysis

Current State → Gap → Desired State

Key factors for change

Action Plan

Data Collection

A variety of data must be collected that reflect the numbers of those in Emergency Shelter, Transitional Housing, Permanent Supportive Housing, Other Permanent Housing, those who are Sheltered Homeless, and Unsheltered Homeless.

Needs Assessment & Gaps Analysis

These steps involve synthesizing information from the consultation and public participation processes to determine how to allocate HOME-ARP. An analysis of the needs of different racial and ethnic groups in the community should be included.

HOME-ARP Activities

Once the needs assessment is completed and gap analysis findings are analyzed, grantees must identify how HOME-ARP funds will be distributed to participants with a identified needs and priorities to be used for various activities for funding under existing development, service provision, administrative

12

Needs Assessment and Gap Analysis

During Working Group sessions, we asked agencies to rank/ prioritize eligible uses of the funds according to community needs and gaps within Goldsboro the results are tabulated below:

Name	Affordable Rental Housing	Support Services TBRA	Non-Congregate Shelters
Greene Lamp	3	2	3
Warm Body Warm Soul	2	4	3
Volunteers of America	3	3	2
Habitat for Humanity	2	4	3
United Way of Wayne County	3	3	2
#The Movement	3	3	2
WINGS	1	2	3
Miracle's Love for Lives (MLFL, Inc.)	4	2	3
Fastopps	2	4	3
No Hope Village	1	2	3
Tommy's Foundation	3	1	4
Laundry for Love	2	3	4
Average	2.75	2.58	2.75
Implied Ranking	3	2	3

Notable Needs and Issues:


- Significant lack of non-congregate shelter for men, women and families
- Insufficient funding for organizations and initiatives that supply key supportive services
- Shortage of affordable housing
- High frequency of evictions and unemployment
- Significant need for Tenant-Based Rental Assistance (TBRA)

Although agencies found all eligible uses to be areas of need, Affordable housing and Support Services ranked highest.

WBD >

13

Allocation Breakdown (*Approved by Council Jan. 23, 2023)



Total Allocation	\$907,913
Administration (15%)	\$136,186.95
Remaining Allocation	\$771,726.05
Non-Congregate Shelter (60%)	\$463,035.63
Supportive Services (40%)	\$308,690.42

14

HOME-ARP Program Fact Sheet: Non-Congregate Shelter

Overview

HOME-ARP funds may be used to acquire and develop non-congregate shelter (HOME-ARP NCS) for individuals and families that meet one of the Qualifying Populations defined in the CPD Notice: *Requirements for the Use of Funds in the HOME-American Rescue Plan Program* ("the Notice"). NCS provides private units or rooms as temporary shelter to individuals and families and do not require occupants to sign a lease or occupancy agreement. This activity may include the construction of new structures or the acquisition and/or rehabilitation of existing structures (such as motels, nursing homes, or other facilities) to be for use as HOME-ARP NCS. The Notice establishes requirements applicable to HOME-ARP NCS.

Eligible Activities and Costs

- **Eligible Activities:** HOME-ARP funds may be used to acquire, rehabilitate, or construct NCS units to serve individuals and families Qualifying Populations.
- **Eligible Costs:** HOME-ARP funds may be used for:
 - **Acquisition Costs:** Costs to acquire improved or unimproved real property for use as or development of HOME-ARP NCS.
 - **Demolition Costs:** Costs to demolish existing structures for the purpose of developing HOME-ARP NCS.
 - **Development Hard Costs:** Costs to rehabilitate or construct HOME-ARP NCS units to meet the HOME-ARP minimum habitability standards. Costs to make improvements to the project site, including installation of utilities or utility connections, laundry facilities, community facilities, on-site management, or supportive service offices.
 - **Related Soft Costs:** Reasonable and necessary costs incurred by the PJ, subrecipient, or project owner associated with financing, acquisition, and development of HOME-ARP NCS projects.
 - **Replacement Reserve:** Costs to capitalize a replacement reserve to cover reasonable and necessary costs of replacing major systems and their components.
- ▶ **Ineligible Costs:** HOME-ARP funds may not be used to pay ongoing costs of operating HOME-ARP NCS or to convert NCS to housing.

Admission and Occupancy

- HOME-ARP NCS units may only be occupied by individuals or families that meet the criteria for one or more of the Qualifying Populations.
- ▶ Program participants may not be charged occupancy fees or other charges to occupy a HOME-ARP NCS unit unless the PJ determines such fees and charges are customary and reasonable and the charges comply with [24 CFR 578.77\(b\)](#).

1

- PJs are encouraged to incorporate HOME-ARP NCS units into the CE established by the CoC(s) for the area the NCS is funded to serve, if the CE complies with the requirements established in the HOME-ARP Notice.
- HOME-ARP supportive services may also be provided, if needed, to Qualifying Populations served by the NCS.

Project Requirements

- **Property and Habitability Standards:** At project completion, HOME-ARP NCS units and common areas must meet all applicable State and local codes, ordinances, and requirements and HUD's Lead Safe Housing Rules at [24 CFR Part 35](#). Project classification as acquisition only, rehabilitation, or new construction is determined by the PJ's local code requirements based on specific work to be performed. Projects must meet HOME-ARP NCS ongoing property standards throughout the restricted use period.
- **Restricted Use Period:** HOME-ARP NCS projects must comply with HOME-ARP requirements during the restricted use period established in the HOME-ARP Notice.

New Construction:	15 years
Rehabilitation:	10 years
Acquisition Only:	10 years

- **Use as NCS:** The NCS may remain as HOME-ARP NCS for the restricted use period or may be used as NCS under the Emergency Shelter Grant (ESG) program.
- **Conversion to Housing:** ARP permits HOME-ARP NCS units to be converted into permanent housing under the Continuum of Care (CoC) program or permanent affordable housing during the restricted use period in accordance with requirements established in the Notice. No HOME-ARP funds may be used for conversion.
 - **Minimum Use Period:** All HOME-ARP NCS projects must be operated as NCS for a minimum period of time prior to conversion. The minimum use period prior to conversion varies based on the original HOME-ARP NCS eligible activity undertaken and the amount of funds invested in the project.
 - **Permanent Affordable Housing:** During the restricted use period, but only after the HOME-ARP NCS minimum use period, a PJ may provide written approval to convert the project from HOME-ARP NCS to permanent affordable housing (e.g., affordable multifamily rental housing, transitional housing) in accordance with the requirements prescribed in the PJ's written agreement with the HOME-ARP NCS owner.
 - **CoC Permanent Housing:** During the restricted use period, but only after the HOME-ARP NCS minimum use period has been met, a PJ may permit conversion of a HOME-ARP NCS project to permanent housing under [24 CFR 578.43](#) (acquisition) and/or [24 CFR 578.45](#) (rehabilitation) of the CoC program regulations. Conversions must comply with any conversion requirements established in the PJ's written agreement with the HOME-ARP NCS owner. If conversion is planned, the HOME-ARP NCS use restrictions must

2

remain in place until the project is approved for CoC funding and the required CoC restrictions are imposed on the property.

Management and Oversight

- **Project Development Due Diligence:** Before awarding HOME-ARP funds to a HOME-ARP NCS project, PJs must determine that acquisition and/or development is financially feasible. The PJ is responsible for maintaining continued operation of the NCS and must consider whether the HOME-ARP NCS project has secured or has a high likelihood of securing operating funding, because operating costs cannot be paid with HOME-ARP.

PJs must assess HOME-ARP NCS projects, including a review of information from the owner and/or developer that demonstrates the project's financial feasibility throughout the restricted use period.

Before committing funds, PJs should also determine whether the owner intends to continue operating the project as HOME-ARP NCS or emergency shelter NCS under ESG for the restricted use period or plans to convert the HOME-ARP NCS to housing after the minimum use period has been met. In such instances, the PJ should consider the physical design needs of an eventual conversion in its evaluation of the HOME-ARP NCS project.



HOME-ARP Non-Congregate Shelter

Non-Congregate Shelter: Eligible Costs

July 2023

3

HOME-ARP Non-Congregate Shelter: Eligible Costs

HOME-ARP provides funding to HOME Participating Jurisdictions (PJs) to reduce homelessness and increase housing stability across the country. The HOME-ARP Implementation Notice permits four eligible HOME-ARP activities, including the **Acquisition and Development of Non-Congregate Shelter (NCS)**. This fact sheet presents the essentials about NCS eligible costs to assist PJs with implementation of their HOME-ARP program.

What is Non-Congregate Shelter?

Non-Congregate shelter is defined as: One or more buildings that provide private units or rooms for temporary shelter, serve individuals and families that meet one or more of the [qualifying populations](#), and do not require occupants to sign a lease or occupancy agreement.

NCS is...	NCS is not...
<ul style="list-style-type: none"> Unit(s) with private bathroom facilities for each household, with or without a kitchen facility Unit(s) with private bathroom facilities for each household and shared kitchen facilities in another location within the building A unit with several bedrooms where each includes a private bathroom. The occupants share the living area and kitchen facilities in the unit. 	<ul style="list-style-type: none"> Unit(s) that have a toilet but utilize a shared shower facility One unit with two bedrooms and one bathroom that is shared between two unrelated households. Dormitory-style suites in which multiple sleeping rooms share a common bath facility.

For more specific information regarding the requirements of NCS see [Section VI.E](#) of the HOME-ARP Notice and the [HOME-ARP NCS Fact Sheet](#).

What costs are eligible under NCS?

Eligible Cost	Definition
Acquisition of existing structure or vacant land	Costs to acquire improved or unimproved real property to be used for HOME-ARP NCS
Demolition Costs	Costs of demolishing existing structures to develop HOME-ARP NCS
Development Hard Costs	<p>Per 24 CFR 92.206(a), development hard costs include: the actual cost of constructing or rehabilitating non-congregate shelter units.</p> <ul style="list-style-type: none"> Costs must meet the property standards for NCS established in Section VI.E.7 of the Notice. One-time costs for items such as basic furnishings, cabinetry, etc. are eligible costs. Replacement costs of these items are not eligible and are considered operating costs. Making utility connections including off-site connections from the property line to the adjacent street

HOME-ARP Non-Congregate Shelter: Eligible Costs

Eligible Cost	Definition
Site Improvements	<p>Costs to make improvements to the project site.</p> <ul style="list-style-type: none"> Installation of utilities or utility connections Construction or rehabilitation of laundry, community facilities, on-site management, or supportive service offices
Related Soft Costs*	<p>Reasonable and necessary costs associated with the financing, acquisition, and development of NCS.</p> <ul style="list-style-type: none"> Architectural, engineering, or related professional services required to prepare plans, drawings, specifications, or work write-ups.
*Additional details about eligible costs can be found at 24 CFR 92.206(a) and 92.206(d) .	<p>Costs to process and settle the financing for a project.</p> <ul style="list-style-type: none"> Private lender origination fees Credit reports Fees for title evidence Fees for recordation and filing of legal documents Building permits Attorney's fees Private appraisal fees Fees for independent cost estimate, builder's or developer's fees
Cost of project audit	<ul style="list-style-type: none"> In-process project audit Project management audit Post completion cost certification
PJ staff and overhead costs directly related to carrying out the project.	<ul style="list-style-type: none"> Preparing work specifications Processing loans Inspections
Costs for the payment of impact fees charged to all projects within a jurisdiction	<ul style="list-style-type: none"> Special assessment tax School impact fee
Costs to complete an environmental review	<ul style="list-style-type: none"> Costs incurred in complying with any of the related laws and authorities in § 58.5 and § 58.6, as applicable.



HOME-ARP Non-Congregate Shelter: Eligible Costs

Eligible Cost	Definition
Replacement Reserve	<p>Costs to capitalize a replacement reserve for reasonable and necessary costs of replacing major systems & their components whose useful life will end during the HOME-ARP NCS restricted use period.</p> <p>Major systems include structural support, roofing, cladding, weatherproofing, plumbing, electrical, and HVAC.</p>

Frequently Asked Questions

1. Are operating costs for the HOME-ARP NCS units an eligible cost under HOME-ARP?	No. HOME-ARP funds may not be used to pay ongoing costs of operating a HOME-ARP NCS or any other shelter facility.
2. Can HOME-ARP be used to convert HOME-ARP NCS units to permanent housing?	No. HOME-ARP funds may not be used to pay for expenses related to converting HOME-ARP NCS to permanent housing units.
3. Can HOME-ARP supportive services be provided to participants in NCS units?	Yes. HOME-ARP supportive services may be provided, if needed, to QPs served at a HOME-ARP NCS.
4. Can HOME-ARP NCS funds be used to repair damage to NCS units caused by participants?	No. Damages would be considered ongoing operating costs. Operating costs for NCS are not eligible.
5. Can HOME-ARP non-profit operating assistance pay for NCS operating costs?	No. HOME-ARP does not permit any HOME-ARP funds to be used to operate a shelter and all costs related to operating NCS cannot be paid with HOME-ARP funds.

This material is based upon work supported, in whole or in part, by Federal award number Z-21-TA-VA-011 awarded to ICF International, by the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. Neither the United States Government, nor any of its employees, makes any warranty, express or implied, or assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of any information, apparatus, product, or process disclosed, or represents that its use would not infringe privately-owned rights. Reference herein to any individuals, agencies, companies, products, process, services, service by trade name, trademark, manufacturer, or otherwise does not constitute or imply an endorsement, recommendation, or favoring by the author(s), contributor(s), the U.S. Government, or any agency thereof. Opinions contained herein are those of the author(s) and do not necessarily reflect the official position of, or a position that is endorsed by, HUD or any Federal agency.



HOME-ARP Program Fact Sheet: IDIS for Supportive Services Activities

Overview

This HOME-ARP Fact Sheet provides guidance on how participating jurisdictions (PJs) should set up, fund, and complete HOME-ARP supportive services activities in HUD's Integrated Disbursement and Information System (IDIS). It also provides guidance on PJs' reporting requirements for HOME-ARP supportive services activities.

Step 1: Setting up the Supportive Services Activity

A HOME-ARP supportive services activity may only be set up in IDIS after the requirements established in [CPD Notice 21-10 \(HOME-ARP Notice\)](#) for commitment are met. For a PJ that is using a subrecipient or contractor to administer a supportive services activity on the PJ's behalf, a supportive services activity may be set up in IDIS upon the execution of a written agreement between the PJ and the subrecipient or contractor, in accordance with Section VI.D. of the [HOME-ARP Notice](#). For a PJ that is administering the supportive services activity itself, a supportive services activity must be set up in IDIS prior to the beginning of service delivery.

A separate supportive services activity should be set up in IDIS for each written agreement that is executed with a subrecipient or contractor that is administering supportive services on behalf of the PJ. If a PJ is administering its own supportive services, it should set up one supportive services activity in IDIS.

When setting up a HOME-ARP supportive services activity on the "Add/Edit Activity" screen, the PJ must associate the activity with a program year (PY) 2021 HOME or HOME-ARP IDIS Project. The PJ must also ensure that the HOME-ARP checkbox is selected and that the "Supportive Services" option is selected under the Activity Category dropdown menu (see example below).

The screenshot shows the IDIS 'Add/Edit Activity' screen. Key fields include:

- Activity Owner:** GRAND RAPIDS, MI
- IDIS Project ID/Project Title (Program Year):** SU-YES HOME-ARP Projects (2021)
- Activity Name:** TEST Supportive Services Activity
- Program:** HOME-ARP
- Activity Category:** Supportive Services
- Setup Detail:** A table with columns for 'Ready to Fund' and 'Setup Detail'. The 'Ready to Fund' column has checkboxes for 'Add CDSO', 'Add ESG', and 'Add HOME', all of which are checked.

The PJ can then save the activity by clicking on the "Add HOME" button and continue to the activity set up screens.

NOTE: On the activity set up screen, the PJ must enter a Written Agreement Execution Date (WAED). For a PJ that has entered into a written agreement with a subrecipient or contractor to provide supportive services on the PJ's behalf, the PJ should enter the date this written agreement was executed as the WAED. For a PJ that is not using a subrecipient or contractor, the date the activity is set up in IDIS should be entered as the WAED.

The PJ must also select the type(s) of services that will be delivered: supportive services and/or housing counseling. The PJ should ensure it enters the WAED and service type information accurately because the PJ cannot edit the WAED or unselect a service type once the activity has been funded. The WAED also determines when the quarterly reporting screens are generated for reporting supportive services accomplishments. Therefore, it is important that the WAED is correctly recorded in IDIS.

Step 2: Funding the Supportive Services Activity

Once the supportive services activity is set up, the PJ may fund the activity. Activity funding for HOME-ARP supportive services activities is dependent upon whether the supportive services will be administered by a subrecipient or contractor, or by the PJ itself.

For a supportive services activity that will be administered by a subrecipient or contractor, the PJ must fund the activity with an SU subgrant. To do this, the PJ must first create a SU subfund for its HOME-ARP grant and then create an SU subgrant for that organization.

- To add an SU subfund, the PJ should navigate to the "Grant" screen from the IDIS homepage and select "Add" under "Subfund" to the left of the Grant screen, search for the HOME Program, 2021 Grant Year, and SU Fund Type.

- The PJ must select the "Add Fund Type" link next to a fund type that has a blue HOME-ARP indicator flag beside the grant number (see example below). The PJ may not select "Add Fund Type" for any fund types that do not have the blue HOME-ARP indicator flag. For general information about adding and editing subfunds in IDIS, please refer to [Chapter 16 of the HOME IDIS Training Manual for PJs](#).

- Once the SU subfund has been created, the PJ must create a corresponding SU subgrant the subrecipient or contractor that will be providing the supportive services. To add a subgrant, the PJ should navigate to the "Grant" screen from the IDIS homepage and select "Add" under "Subgrant" to the left of the Grant screen, select the HOME Program, SU Fund Type, 2021 Grant Year, and Grant Number. The HOME-ARP grant is clearly identified in the dropdown menu with a star symbol.

The PJ should click the "Select Organization" button to search for the subrecipient (if it has previously been added to IDIS) or add the subrecipient to IDIS. The PJ should not add again any subrecipient that has already been added to IDIS. The PJ must also enter an Authorized Amount for this subgrant. This amount must match the amount specified in the executed written agreement with the subrecipient. For general information about adding and editing subgrants in IDIS, please refer to [Chapter 17 of the HOME IDIS Training Manual for PJs](#).

- Once the appropriate SU subfund and subgrant have been setup, the PJ can set up and fund the supportive services activity. When selecting a funding source to fund a HOME-ARP supportive services activity, the PJ should select the source where the subrecipient is clearly identified under the "Recipient Name" column (see example below). The PJ should not select a funding source where the PJ's own name is identified as the recipient. Please Note: when entering the "Funded Amount" for a HOME-ARP supportive services activity, the amount of HOME-ARP funds entered must match the amount specified in the executed written agreement with the subrecipient or contractor. For general information about funding activities, please refer to [Chapter 18 of the HOME IDIS Training Manual for PJs](#).

Funding Source	Program	Fund Type	Available for Funding	Funded Amount	Balance
GRAND BARRON, WI	HOME	SU	1,171,800.00	0.00	1,171,800.00

For a supportive services activity that is administered by the PJ, the PJ may not set up an SU subfund or subgrant. The supportive services activity must be funded with the "EN" fund type (see example below). When entering the "Funded Amount" for a PJ administered supportive services activity, the PJ should enter the amount of HOME-ARP funds the PJ will expend for this supportive services activity.

Funding Source	Program	Fund Type	Available for Funding	Funded Amount	Balance
GRAND BARRON, WI	HOME	EN	1,171,800.00	0.00	1,171,800.00

Step 3: Drawing Down Funds for the Supportive Services Activity

The PJ may draw down funds for a HOME-ARP supportive services activity only if it has the need to pay an eligible cost. Once the PJ draws down HOME-ARP funds, the funds must be expended for an eligible HOME-ARP cost within 15 days.

When drawing funds for a supportive services activity that was funded with an SU subgrant, the PJ must select the name of the subrecipient or contractor from the "Voucher Created For" dropdown menu on the "Create Voucher" screen (see example below). Failure to select the correct subrecipient/contractor during this step will result in an error message and prevent the PJ from drawing down any funds.



When drawing down funds for a supportive services activity that was funded with "EN" funds, the PJ should select its own name from the "Voucher Created For" dropdown menu on the "Create Voucher" screen (see example below).



For general information about drawing down funds in IDIS, please refer to [Chapter 19 of the HOME IDIS Training Manual for PJs](#).

Step 4: Submitting Quarterly Data for the Supportive Services Activity

The PJ is required to submit accomplishment data for its supportive services activity on a quarterly basis, beginning with the quarter in which the written agreement was executed if the PJ is using a subrecipient or contractor or the quarter in which the PJ set up the activity if it is administering the activity itself.

The first quarter the PJ is required to report in IDIS is determined by the quarter in which the written agreement was executed, based on the WAED entered on the activity setup screen. The quarters are standardized and align with the Federal fiscal year (i.e., October 1 – September 30). For example, if the activity has a WAED of February 15, 2022, the first quarter for which the PJ is required to enter data in IDIS is the second quarter of Federal fiscal year (FY) 2022 (i.e., 01/01/2022 to 03/31/2022 in IDIS). The PJ is required to submit data for all quarters that the activity is in "Open" status in IDIS.

Once a supportive services activity meets the following three conditions: 1) the activity is funded; 2) the activity has at least some funds drawn; and 3) the quarter in which the written agreement was executed in has passed based on the WAED entered on the activity setup screen, the PJ will be able to submit quarterly data by clicking on the "Submit/Review Quarterly Data" button (see example below). Until all three conditions outlined above are met, this button will not be enabled.

While the WAED determines the quarter for which the PJ must begin entering data in IDIS, until a drawdown is made for the supportive services activity, the quarterly reporting screens will not be accessible to the PJ. This does not relieve the PJ of the requirement to provide data for any quarters between the date that the written agreement was executed and the date the first drawdown was made. It is the PJ's responsibility to submit data for every quarter that appears on the "Supportive Services – Page 2: Submit/Review Quarterly Data" screen. If no beneficiaries were served during a particular quarter, the PJ should enter "0" for Total Households served that quarter.



The next screen will display all quarters that have passed since the activity's WAED and will show whether data has been submitted. The reporting tab for each quarter will be added to the activity only after the quarter ends. In our example activity (shown above and below), if today is July 13, 2022, the PJ will see two quarters for which it must enter data: 01/01/2022 to 03/31/2022 and 04/01/2022 to 06/30/2022, but it will not see the next quarter, 07/01/2022 to 09/30/2022 until October 1, 2022. The PJ must enter all data within 30 days of the end of a quarter, as specified in [CPD Notice 21-10](#) Section XIII.G.4.



In the example above, the PJ is past due on submitting its quarterly data. A PJ with outstanding quarters of data that need to be submitted will be alerted with a pop-up message at login (see example below). This message will continue to appear at login until all required data is submitted.



By selecting "Enter Quarterly Data Now," the PJ will be directed to the "Review Activities" screen to view details on outstanding data (see example below).



The "Review Activities" screen above lists all activities and quarters that either have past due data (these are indicated in red with a clock icon) or that are available for data entry but have not yet passed the 30-day deadline (these are indicated in black). The number of supportive services activities that require data to be submitted is also indicated in a blue bubble icon on the "Plans/Projects/Activities" tab at the top of the screen (see example above).

The PJ may select "Edit" under the "Action" column to go to the "Edit Activity" screen of a particular supportive services activity. The PJ can then select "Edit HOME" and "Submit/Review Quarterly Data" to enter accomplishment data. To add data, the PJ can click on a specific quarter and the tab will expand to display the fields that need to be completed. Click on the "Add" or "Edit" link on the top right corner of the table to enable editing of the fields and proceed with entering quarterly data.



The PJ is required to enter its reporting data by Service Type (i.e., Supportive Services and/or Housing Counseling). The PJ must collect data separately for each service type. If a single household receives both Supportive Services and Housing Counseling in a single quarter, the household should be counted in both sections of the report.

Within each Service Type, data is also broken out by housing status (i.e., Homeless Households and Non-Homeless Households). If, for example, a household was experiencing homelessness in one quarter but then became housed and continued receiving Supportive Services in the next quarter, the household should be counted under "Supportive Services → Homeless Households" in the first quarter and under "Supportive Services → Non-Homeless Households" in the next quarter.

The PJ is required to collect data on the following elements:

- **Total:** This is the total number of households served in this quarter.
- **New Households:** This is the number of households who were served in this quarter but who were not served in the previous quarter. For the first quarter in which the PJ is reporting, the number of "New Households" will be automatically populated to match the "Total." This is because all households are being served for the first time in the first quarter.
- **Veteran:** A household with any Veteran member.
- **Hispanic:** The number of Hispanic households served.
- **Race:** (The sum of the sub-categories below must be equal to or less than the "Total")
 - White
 - Black
 - Asian
 - American Indian/Alaskan Native
 - Native Hawaiian/Pacific Islander

- Other/Multi-Racial
- **Household Size:** (The sum of the sub-categories below must be equal to or less than the "Total")
 - 1
 - 2
 - 3
 - 4
 - 5
 - 6
 - 7
 - 8+
- **Household Type:** (The sum of the sub-categories below must be equal to or less than the "Total")
 - Single, non-elderly
 - Elderly
 - Single Parent
 - Two Parents
 - Other

Step 5: Completing the Supportive Services Activity

The PJ should change the status of a Supportive Services activity to "Completed" once all funds have been disbursed or there are no more eligible costs to pay, and all required quarterly data has been submitted. Significant delays in completing a Supportive Services activity will cause unnecessary quarterly data tables to populate. It is the PJ's responsibility to submit data for every quarter that appears on the "Supportive Services – Page 2: Submit/Review Quarterly Data" screen. If no beneficiaries were served for a particular quarter, the PJ should enter "0" for Total Households served that quarter.

Questions:

If you have questions about HOME-ARP supportive services activities in IDIS, you should direct them to your CPD Representative in your local HUD Field Office or send a message to HOMEARP@hud.gov.

HOME-ARP Program Fact Sheet: Nonprofit Operating and Capacity Building Assistance

Overview

A PJ may use up to 5 percent of its HOME-ARP allocation to pay operating expenses of CHDOs and other nonprofit organizations that will carry out activities with HOME-ARP funds. A PJ may also use up to an additional 5 percent of its allocation to pay eligible costs related to developing the capacity of eligible nonprofit organizations to successfully carry out HOME-ARP eligible activities. PJs may award operating expense assistance or capacity building assistance to a nonprofit organization if it reasonably expects to provide HOME-ARP funds to the organization for any of the eligible HOME-ARP activities within 24 months of the award.

Eligible Costs:

- **Operating Expense Assistance:** HOME-ARP funds may be used to provide operating expense assistance to CHDOs and other nonprofit organizations. Operating expense assistance is defined as reasonable and necessary costs of operating the nonprofit organization. Eligible costs include:
 - Employee salaries, wages and other employee compensation and benefits
 - Employee education, training and travel
 - Rent
 - Utilities
 - Communication costs
 - Taxes
 - Insurance
 - Equipment, materials, and supplies.

HOME-ARP funds used for operating expenses must be used for the "general operating costs" of the nonprofit organization. These operating costs must **not** have a particular final cost objective, such as a project or activity, or must **not** be directly assignable to a HOME-ARP activity or project.

- **For example,** HOME-ARP funds for operating expenses may not be used for staffing costs to provide supportive services or develop HOME-ARP rental housing (as operating costs to develop HOME-ARP rental housing are paid for by a developer fee which is a project delivery or soft cost).

- **Capacity Building Assistance:** HOME-ARP funds may be used to provide capacity building assistance to CHDOs and other nonprofit organizations. Capacity building expenses are defined as reasonable and necessary general operating costs that will result in expansion or improvement of an organization's ability to successfully carry out for eligible HOME-ARP activities. Eligible costs include:
 - Salaries for new hires including wages and other employee compensation and benefits;

- Employee training or other staff development that enhances an employee's skill set and expertise;
- Equipment (e.g. computer software or programs that improve organizational processes), upgrades to materials, and supplies; and
- Contracts for technical assistance or for consultants with expertise related to the HOME-ARP qualifying populations.

Limitations on Assistance:

- In any fiscal year, operating assistance provided to a nonprofit organization may not exceed the greater of 50 percent of the general operating expenses of the organization for that fiscal year, as described above, or \$50,000.
- In any fiscal year, capacity building assistance provided to a nonprofit organization may not exceed the greater of 50 percent of the general operating expenses of the organization, as described above, or \$50,000.
- If an organization receives both operating assistance and capacity building assistance in any fiscal year, the aggregate total amount of assistance it may receive is the greater 50 percent of the organization's total operating expenses for that fiscal year or \$75,000.

PJ Management and Oversight:

- **Written Agreement:** A PJ must enter into a written agreement with the CHDO or non-profit describing the amounts and uses of HOME-ARP funds for operating expenses or capacity building. A PJ commits operating expense assistance or capacity building assistance when it enters into a legally binding agreement with the nonprofit organization to provide the assistance.
- **IDIS:** HUD has established separate fund types in IDIS for operating expense assistance and capacity building assistance to facilitate accurate tracking and ensure that PJs do not exceed the limits.

HOME-ARP Program Fact Sheet: Rental Housing

Overview:

A PJ may use HOME-ARP funds to acquire, construct and rehabilitate rental housing for occupancy by individuals and families that meet one of the Qualifying Populations defined in CPD Notice: *Requirements for the Use of Funds in the HOME-American Rescue Plan Program* ("the Notice"). HOME-ARP rental housing may include single family or multifamily housing, transitional or permanent housing, group homes, single room occupancy (SRO) units, and manufactured housing.

To promote the development of financially viable housing, PJs may pay the entire amount of eligible costs associated with HOME-ARP rental units, are encouraged to work with local PHAs and state or local agencies to obtain project-based rental assistance and may provide ongoing operating cost assistance or capitalize a project operating cost assistance reserve to address operating deficits of HOME-ARP units occupied by qualifying households. To promote inclusion of HOME-ARP units in mixed-income housing, up to 30 percent of the units a PJ funds with its HOME-ARP grant may be restricted for occupancy by households that are low-income.

Eligible Activities and Costs:

- **Eligible Activities:** Acquisition, construction, and rehabilitation of affordable rental housing, including reconstruction as defined in 24 CFR 92.2. Acquisition of vacant land or demolition may be undertaken only with respect to a HOME-ARP project for which construction is expected to start within 12 months of commitment.
- **Eligible Costs:** HOME-ARP funds may pay for up to 100 percent of the following eligible costs associated with HOME-ARP rental units:
 - Development hard costs include the actual cost of constructing and rehabilitating housing to meet applicable property standards. Eligible development costs also include site improvements, utility connections and costs to construct or rehabilitate laundry and community facilities located within the same building as the HOME-ARP housing.
 - Refinancing of existing debt secured by a HOME-ARP rental project rehabilitated with HOME-ARP funds:
 - Acquisition costs of improved or unimproved real property;
 - Related soft costs including reasonable and necessary costs incurred by the PJ or project owner associated with the financing, development, acquisition, or rehabilitation of HOME-ARP rental housing;
 - Relocation costs as defined in 24 CFR 92.206(i), 24 CFR 92.353, and the Notice;
 - Certain costs related to the payment of construction, bridge, or guaranteed loans, if HOME-ARP is part of original financing; and

1

- **Units Restricted for Occupancy by Qualifying Households:** The HOME-ARP rent may not exceed 30 percent of the adjusted income of a household whose annual income is equal to or less than 50 percent of the median income for the area, as determined by HUD (i.e., Low HOME Rents).
- **Units Restricted for Occupancy by Low-Income Households:** HOME-ARP rental units restricted for low-income households must comply with the rent limitations at 24 CFR 92.252(a).
- **Additional HOME-ARP Unit Limitations, if applicable:**
 - **Federal/State Project-Based Rental Subsidy:** A HOME-ARP unit that receives Federal or state project-based rental subsidy may charge the rent allowable under the rental subsidy program.
 - **Single Room Occupancy Units (SRO):** If an SRO unit has both sanitary and food preparation facilities, the maximum HOME-ARP rent is based on the zero-bedroom fair market rent. If the SRO unit only has sanitary facilities, the maximum HOME-ARP rent is based on 75 percent of the zero-bedroom fair market rent.
- **Changes in Income and Over Income Households:** A PJ must take action to address over-income households occupying HOME-ARP units as follows:
 - **Qualifying Households:** A qualifying household whose annual income at the time of recertification is above 50 percent of median income for the area but below 80 percent of median income for the area must pay the rent specified in 24 CFR 92.252(a).
 - **Low-Income Households:** A low-income household whose income is above 80 percent of the median income for the area must pay rent that complies with 24 CFR 92.252(i)(2).
- **Lease and Tenant Protections:** Each household that occupies a HOME-ARP assisted unit must execute a lease that complies with the tenant protection requirements prescribed in the Notice.
- **Master Leasing and Use of a HOME-ARP Sponsor:** A HOME-ARP sponsor – a nonprofit organization that provides housing or supportive services to qualifying households – may execute a lease for a HOME-ARP unit or a master lease for multiple units in a project. The HOME-ARP sponsor may then sublease the HOME-ARP rental unit to a qualifying household.
- **Coordinated Entry and Project-Specific Waitlists:** On a project-by-project basis, a PJ must decide whether a project owner may use a Continuum of Care's (CoC) Coordinated Entry (CE), a CoC's CE and other referral sources, or a project-specific waitlist to select qualifying households for HOME-ARP units restricted for occupancy by qualifying households. A project owner must use a project-specific waitlist to select low-income households to occupy units restricted for occupancy by low-income households.

Oversight and Management:

A PJ is responsible for the day-to-day management and oversight of its HOME-ARP program including but not limited to the following:

3

- Operating cost assistance, through a capitalized operating reserve or ongoing operating cost payments, for HOME-ARP units restricted for occupancy by qualifying households.

Beneficiary Requirements:

- **Eligible Beneficiaries:** HOME-ARP funds must primarily benefit individuals and families that meet one of the qualifying populations defined in the Notice. However, not more than 30 percent of the total number of rental units assisted with HOME-ARP funds may be occupied by low-income households as defined in 24 CFR 92.3.
- **Household Income:** The following income requirements apply to HOME-ARP households:
 - **Qualifying Households:** At initial occupancy and each subsequent year during the minimum 15-year compliance period, the PJ must use the definition of annual income at 24 CFR 5.609 and the process described in the Notice to determine the household's contribution to rent.
 - **Low-Income Households:** The PJ must use the definition of annual income at 24 CFR 5.609 and the process described in the Notice to examine the household's income at initial occupancy and each subsequent year during the minimum 15-year compliance period to determine the household's ongoing income eligibility and applicable contribution to rent.
- **Tenant Contribution to Rent:** A qualifying household may not contribute to rent more than is affordable based on the PJ's determination of the household's income.

Project Requirements:

- **Targeting and Occupancy:** Not less than 70 percent of the total number of rental units a PJ assists with HOME-ARP funds must be restricted to occupancy by households that are qualifying households at the time of the household's initial occupancy. Not more than 30 percent of the total number of rental units assisted with HOME-ARP funds by the PJ may be restricted for occupancy by low-income households. A household that met the definition of one or more qualifying populations at initial occupancy remains a qualifying household throughout their period of occupancy irrespective of changes in income or whether they continue to meet a qualifying population definition (e.g., no longer qualify as homeless after being admitted to a HOME-ARP unit).
- **Property Standards:** HOME-ARP rental units must comply with all rental property standards required in 24 CFR 92.251 paragraphs (a), (b), (c)(1) and (2), (e), and (f).
- **Minimum Compliance Period:** HOME-ARP rental units must comply with the HOME-ARP rental requirements for a minimum of 15 years, irrespective of the amount of HOME-ARP funds invested in the project or the activity undertaken. If a project-based rental assistance Housing Assistance Payments (HAP) contract is awarded to a HOME-ARP rental project, the minimum compliance period is the greater of 15 years or the term of the HAP contract.
- **Rent Limitations:** HOME-ARP establishes rent limitations for units restricted for qualifying households and units restricted for low-income households as follows:

2

- **Underwriting and Subsidy Layering:** A PJ must establish underwriting and subsidy layering guidelines for determining the appropriate amount of HOME-ARP funds, including any operating cost assistance provided to maintain the financial viability of the HOME-ARP project through the 15-year minimum compliance period.
- **Enforcement of Rental Requirements:** A PJ must impose the HOME-ARP rental requirements through a deed restriction, covenant running with the land, legally binding agreement restricting the use of the property and recorded on the property in accordance with State recordation laws, or other mechanism approved by HUD.
- **Project Completion, Occupancy and Noncompliance:** A PJ must repay any HOME-ARP funds invested in units that are 1) not completed within 4 year of project commitment, 2) not rented to eligible qualifying or low-income households within 12 months of project completion, or 3) terminated before completion or otherwise not compliant with the HOME-ARP rental requirements.
- **Management and Oversight of Operating Cost Assistance Reserve:** A PJ must require any HOME-ARP funds expended for project operating cost assistance reserves be held by a project owner in a separate interest-bearing account with review and written approval from the PJ prior to any disbursement of HOME-ARP funds from the operating cost assistance reserve account. The PJ must, no less than annually, review the operating cost assistance reserve account to determine that it is appropriately sized based on projected deficits for units restricted for occupancy by qualifying households.

4

HOME-ARP Program Fact Sheet: Tenant-Based Rental Assistance

Overview:

HOME-ARP funds may be used to provide tenant-based rental assistance ("HOME-ARP TBRA") to individuals and families that meet one of the Qualifying Populations defined in the CPD Notice: Requirements for the Use of Funds in the HOME-American Rescue Plan Program ("the Notice"). A PJ may assist a qualifying household by providing payments towards housing and housing-related costs, such as rent, security deposits, utility deposits, and utility costs. Because HOME-ARP TBRA is attached to the qualifying household and not a particular rental unit, the household may choose to move to another unit with continued assistance as long as the new unit meets the applicable property standards. HOME-ARP TBRA may be provided in coordination with a non-profit HOME-ARP sponsor that facilitates a qualifying household's use of HOME-ARP TBRA. The HOME-ARP sponsor may make rental subsidy payments and a security deposit payment on behalf of a qualifying household or may sublease a unit to the qualifying household.

Eligible Costs:

- **Eligible Costs:** HOME-ARP funds may be used to provide rental assistance, security deposit assistance, utility deposits, and utility payments to qualifying households. HOME-ARP may pay up to 100% of these costs for a qualifying household.

Project Requirements:

- **Portability of Assistance:** A PJ may require the HOME-ARP TBRA assisted household to use the assistance within the PJ's boundaries or may permit the household to use the assistance outside its boundaries as outlined at [24 CFR 92.209\(d\)](#).
- **Term of Rental Assistance Contract:** The PJ must determine the maximum term of HOME-ARP TBRA assistance contracts and whether contracts will be renewable.
- **Maximum Subsidy:** The PJ must establish policies for the allowable maximum subsidy, which may differ from the maximum subsidy requirements at [24 CFR 92.209\(h\)](#). PJs may provide up to 100 percent subsidy for rent, security deposit payments, and utility bills. The PJ must also establish policies for determining any household contribution to rent.
- **Rent Reasonableness:** The PJ must determine whether the rent is reasonable in comparison to rent for other comparable unassisted units and must disapprove a lease if the rent is not reasonable.
- **Housing Quality Standards:** Housing must comply with all housing quality standards required at [24 CFR 982.401](#) (or successor inspection standards issued by HUD) unless the

1

tenant is residing in a HOME or HOME-ARP unit, in which case the PJ may defer to initial and ongoing inspection standards for the housing.

- **Use of a HOME-ARP Sponsor:** A HOME-ARP sponsor – a nonprofit organization that provides housing or supportive services to qualifying households – may facilitate the leasing of a HOME-ARP rental unit or the use and maintenance of HOME-ARP TBRA. A sponsor may make rental subsidy payments and a security deposit payment on behalf of a qualifying household.

PJ Management and Oversight:

- **Rental Assistance Contract:** HOME-ARP TBRA must be provided through a rental assistance contract with the PJ and (1) an owner that leases a unit to a qualifying household; (2) the qualifying household; (3) a HOME-ARP sponsor or (4) an owner and the qualifying household in a tri-party contract.
- **Lease and Sublease:** PJs must require and verify that there is an executed lease between the qualifying household and the owner of the rental unit or a between an owner and a HOME-ARP sponsor with a sublease between the qualifying households and the HOME-ARP sponsor that complies with tenant protection requirements in accordance with [24 CFR 92.253\(a\)](#). PJs may permit a HOME-ARP sponsor to execute a lease with an owner for an individual unit or a master lease for more than one unit restricted for occupancy by HOME-ARP TBRA households.
- **Written Agreement with HOME-ARP Sponsor:** The PJ must enter into a written agreement with the HOME-ARP sponsor if the HOME-ARP TBRA rental assistance contract is not with the HOME-ARP sponsor and the HOME-ARP sponsor will be receiving the HOME-ARP TBRA subsidy directly from the PJ.

2

HOME-ARP: Effective Administration of Funds

HOME-ARP is for strategic homeless

Identify the knowledge, skills, and abilities necessary for development, performance, and compliance. Assess gaps in current internal capacity.



Reminder!
HOME-ARP provides PJs with the flexibility to fund non-profit operating and capacity building assistance.

Use this funding to ensure your non-profit partners hire staff and authorize training opportunities needed to carry out HOME-ARP activities.

Hire temporary or permanent staff to fill. Use consultants to meet capacity needs, hiring an underwriter or construction manager for a rental project.

HOME-ARP: Pillars of Success

Ensure your team has the skills necessary to support a successful HOME-ARP program through September 2030.



- Underwriting and Due Diligence tasks:**
- Assess project viability and long-term financial feasibility for construction projects
 - Determine funding gaps and confirm needed HOME-ARP investment for capital projects
 - Assess and right-size HOME-ARP TBRA and supportive services assistance for qualifying populations

- Policies and Procedures for:**
- Administering HOME-ARP program (ongoing assessment of staff capacity, implement project selection process, and distribute funding)
 - Operating non-congregate shelter, rental housing, tenant-based rental assistance, and supportive services projects
 - Overseeing developers, subrecipients, and contractors

- Assessment of activities and compliance:**
- Document population (at least determine through inspection)
 - Compare reports
 - Evaluate
 - Prepare
 - Provide education opportunities
 - Communicate monthly

Goldsboro City Council Retreat- February 20-21, 2024

Exhibit 7

Request	Council Recommendation	Funding Options	Recurring or Non-recurring	Notes	Estimated Cost
1. Police Department Salary Increase	Council approved				\$1.1M
2. ARPA Replacement Revenue		Prop. tax			\$1.5M
3. Compensation & Classification Study					\$40,000
4. Longevity vs 401K					\$386,000
5. 401K match					Unknown
6. Vacation Buy-back					Unknown
7. Insurance Reimbursement					Unknown
8. Police Vehicles -12					\$684,000
9. Fire Dept Salary Increase					\$1.1M
10. Fire Apparatus					\$1.7M
11. Fire Facilities					Unknown \$150,000
12. Public Works – Reduce level of services: leaf and limb and/or white goods		Year round or less?			--

13. Public Works – Capital Reserve Fund for Equipment Replacement						--
14. Public Works – Solid Waste Enterprise Fund						--
15. Public Works Salary Increase						Unknown
16. Public Works Equipment						Unknown
17. Public Utilities - Water Reclamation Facility Expansion						1.6 M
18. Public Utilities – Repaint Clarifiers 1-4						\$201,000
19. Public Utilities – Deragger Monitor/ Protector/ Control						\$74,000
20. Public Utilities - Replace Filter Belt Press #1 and #2						\$2.4M
21. Public Utilities - Ultraviolet Light Replacement						\$1.8 M
22. Public Utilities - Influent Structure Replacement						\$1.5M
23. Public Utilities Bar Screen Westbrook Lift Station Replacement						\$450,000

24. Public Utilities – NRPS Dredge Projects						\$600,00
25. Public Utilities - Clearwell #1 Rehab						\$108,000
26. Public Utilities WTP Structural Repairs						\$245,000
27. Public Utilities – Water Treatment Plant						Unknown
28. Public Utilities- Paint & Rehab Compost Facility Building						\$40,000
29. Public Utilities- Compost Facility - Small Loader						\$86,000
30. IT- Vehicles						\$105,000
31. IT Boiler and Controls Replacement						\$345,000
32. IT- Equipment and other needs						\$1.3M
33. Parks and Recreation -Vehicles						Unknown
34. Parks and Recreation- TC Coley building						Unknown

35. Parks and Recreation- Personnel needs						Unknown
36. Parks and Recreation- Golf Course equipment needs						Unknown
37. Parks and Recreation- Update Comprehensive Plan						Unknown
38. Engineering- Admin Assistant, Construction Inspector, Project Manager positions						Unknown
39. Engineering – Resurfacing						\$500,000
40. Engineering- Virginia Street Stormwater Project						\$240,000
41. Frank Street Area Sewer Rehab						\$2.8 M
42. Engineering- Waterline Replacement						\$3.4 M
43. Engineering- Vehicle replacement						\$80,000
44. City Grant Writer position or current staff member that writes grants to reassign						Unknown
45. Planning- 3 personnel request						Unknown

46. Planning- 2 Vehicles						Unknown
47. Planning- Comprehensive Land Use Plan funding						\$200,000
48. Planning- Minimum housing demolition funding						\$100,000
49. Paramount- Maintenance -HVAC, Wheelchair lift, Smoke hatch						\$101,500
50. Paramount- Performing Arts Series						\$60,000
51.						