

**FAYETTEVILLE CITY COUNCIL  
WORK SESSION AGENDA  
MAY 3, 2010  
5:00 P.M.**

**VISION STATEMENT**

**The City of Fayetteville  
is a GREAT PLACE TO LIVE with  
a choice of DESIRABLE NEIGHBORHOODS,  
LEISURE OPPORTUNITIES FOR ALL,  
and BEAUTY BY DESIGN.**

**Our City has a VIBRANT DOWNTOWN,  
the CAPE FEAR RIVER to ENJOY, and  
a STRONG LOCAL ECONOMY.**

**Our City is a PARTNERSHIP of CITIZENS  
with a DIVERSE CULTURE and RICH HERITAGE,  
creating a SUSTAINABLE COMMUNITY.**



FAYETTEVILLE CITY COUNCIL  
WORK SESSION AGENDA  
MAY 3, 2010  
5:00 P.M.  
LAFAYETTE CONFERENCE ROOM

---

**1.0 CALL TO ORDER**

**2.0 INVOCATION**

**3.0 APPROVAL OF AGENDA**

**4.0 OTHER ITEMS OF BUSINESS**

4.1 Community Development - Update on Old Wilmington Road HOPE VI Revitalization Project

Presenter: Dawn Driggers, Executive Director, Fayetteville Metropolitan Housing Authority

4.2 PWC – FY 2011 Budget Presentation

Presenter: Steven K. Blanchard, PWC CEO/General Manager

4.3 City Manager's Office – Overview of General Fund Budget for FY2010-2011

Presenter: Dale Iman, City Manager

4.4 City Manager's Office - Hope Mills Annexation Agreement

Presenter: Kristoff Bauer, Assistant City Manager

4.5 City Manager's Office - Election Process Options

Presenter: Kristoff Bauer, Assistant City Manager

4.6 City Manager's Office - Joint City/County Economic Development Program

Presenter: Kristoff Bauer, Assistant City Manager

4.7 City Manager's Office- FY 2010 Strategic Plan 3rd Quarter Report

Presenter: Doug Hewett, Assistant City Manager

#### 4.8 City Manager's Office- FY 2011 State Legislative Agenda

Presenter: Doug Hewett, Assistant City Manager

#### 4.9 Council Member Request(s): (In order of receipt date)

(1) Mayor Pro Tem Haire – Lets Help Local Business Owners

(2) Council Member Mohn – NC Delegation Support For Boeing Airlines

### **5.0 ADJOURNMENT**

## **CLOSING REMARKS**

### **POLICY REGARDING NON-PUBLIC HEARING AGENDA ITEMS**

Anyone desiring to address the Council on an item that is not a public hearing must present a written request to the City Manager by 10:00 a.m. on the Wednesday preceding the Monday meeting date.

### **POLICY REGARDING PUBLIC HEARING AGENDA ITEMS**

Individuals wishing to speak at a public hearing must register in advance with the City Clerk. The Clerk's Office is located in the Executive Offices, Second Floor, City Hall, 433 Hay Street, and is open during normal business hours. Citizens may also register to speak immediately before the public hearing by signing in with the City Clerk in the Council Chamber between 6:30 p.m. and 7:00 p.m.

### **POLICY REGARDING CITY COUNCIL MEETING PROCEDURES SPEAKING ON A PUBLIC AND NON-PUBLIC HEARING ITEM**

Individuals who have not made a written request to speak on a nonpublic hearing item may submit written materials to the City Council on the subject matter by providing twenty (20) copies of the written materials to the Office of the City Manager before 5:00 p.m. on the day of the Council meeting at which the item is scheduled to be discussed.

***Notice Under the Americans with Disabilities Act (ADA):*** The City of Fayetteville will not discriminate against qualified individuals with disabilities on the basis of disability in the City's services, programs, or activities. The City will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the City's programs, services, and activities. The City will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all City programs, services, and activities. Any person who requires an auxiliary aid or service for effective communications, or a modification of policies or procedures to participate in any City program, service, or activity, should contact the office of Ron McElrath, ADA Coordinator, at [rmcelrath@ci.fay.nc.us](mailto:rmcelrath@ci.fay.nc.us), 910 -433-1696, or the office of Rita Perry, City Clerk at [cityclerk@ci.fay.nc.us](mailto:cityclerk@ci.fay.nc.us), 910-4331989, as soon as possible but no later than 72 hours before the scheduled event.

## CITY COUNCIL ACTION MEMO

**TO:** Mayor and Members of City Council  
**FROM:** Victor D. Sharpe, Community Development Director  
**DATE:** May 3, 2010  
**RE:** **Community Development - Update on Old Wilmington Road HOPE VI Revitalization Project**

---

---

**THE QUESTION:**

What is the status of the Old Wilmington Road HOPE VI Revitalization Project?

**RELATIONSHIP TO STRATEGIC PLAN:**

Growing City, Livable Neighborhoods-A Great Place to Live; More Attractive City Clean and Beautiful; and Revitalized Downtown, A Community Focal Point

**BACKGROUND:**

- The Fayetteville Metropolitan Housing Authority will provide an update on the activities of the Old Wilmington Road HOPE VI Revitalization Project.
- The demolition of the Campbell Terrace Apartments is complete and the construction of the Curtis Lane Apartments, Alfred Street Apartments and Bunce East Apartments are all ready to start.

**ISSUES:**

None

**OPTIONS:**

This item is for informational purposes.

**RECOMMENDED ACTION:**

Receive as information.

**CITY COUNCIL ACTION MEMO**

**TO:** Mayor and Members of Council  
**FROM:** Steven K. Blanchard, PWC CEO/General Manager  
**DATE:** May 3, 2010  
**RE:** **PWC - FY 2011 Budget Presentation**

---

---

**THE QUESTION:**

N/A

**RELATIONSHIP TO STRATEGIC PLAN:**

N/A

**BACKGROUND:**

N/A

**ISSUES:**

Review of the PWC FY2011 Budget

**OPTIONS:**

N/A

**RECOMMENDED ACTION:**

None

## CITY COUNCIL ACTION MEMO

**TO:** Mayor and Members of City Council  
**FROM:** Dale E. Iman, City Manager  
**DATE:** May 3, 2010  
**RE:** **City Manager's Office - Overview of General Fund Budget for FY2010-2011**

---

---

**THE QUESTION:**

Is the recommended General Fund budget for FY2010-2011 consistent with Council's interests?

**RELATIONSHIP TO STRATEGIC PLAN:**

Target for Action: Budget and Service Levels Tax Rate Evaluation

**BACKGROUND:**

- Three preliminary budget options were presented to Council on April 21: Sustainable City Budget #1, Status Quo Budget #2 and Reduced Services Budget #3.
- Based on feedback provided by Council, the recommended General Fund budget is generally based on the Status Quo Budget Option #2.
- The budget also assumes that the City's General Fund will benefit from revenue and expenditure adjustments totaling \$2,000,000 in FY2010-2011 from the Public Works Commission.
- Several worksessions have been scheduled to review the budget proposal and the public hearing is scheduled for May 24.
- Based on the budget calendar, the budget is scheduled for adoption on June 14.

**ISSUES:**

Additional feedback is requested from Council as we progress through the budget deliberation process.

**OPTIONS:**

No action required.

**RECOMMENDED ACTION:**

No action required. Information only.

**CITY COUNCIL ACTION MEMO**

**TO:** Mayor & Members of City Council  
**FROM:** Kristoff Bauer, Assistant City Manager  
**DATE:** May 3, 2010  
**RE:** **City Manager's Office - Hope Mills annexation Agreement**

---

---

**THE QUESTION:**

Update on negotiations with Hope Mills regarding an annexation agreement.

**RELATIONSHIP TO STRATEGIC PLAN:**

Council's Goal 1 "Growing City, Livable Neighborhoods - A Great Place To Live" specifically identifies the development of an "Annexation and Policy: Report, Resolution of Consideration and Actions." This item responds to this action item seeking further guidance from Council to assist in successfully completing this task.

**BACKGROUND:**

On February 1st, staff provided a presentation on regarding annexation policy. This presentation included a draft Resolution of Consideration and discussion of voluntary annexation issues between Fayetteville and Hope Mills.

Council consensus at that meeting was that staff should give the development of an annexation agreement with Hope Mills a high priority and, once that was completed, develop a revised Resolution of Consideration based thereon for Council consideration.

Staff has been meeting with representatives of Hope Mills and has developed a draft annexation agreement.

**ISSUES:**

At press time, staff was still working with a small area of the boundary attempting to identify an appropriate annexation boundary in the area of a very large parcel that has not been divided.

If Council is comfortable with the proposed agreement, then both jurisdictions, Fayetteville and Hope Mills, will need to hold public hearings on the proposed agreement prior to separate actions to establish the agreement by ordinance.

**OPTIONS:**

Feedback and questions regarding the proposed annexation agreement and the boundary established thereby is sought.

**RECOMMENDED ACTION:**

This item is for discussion purposes only.

**ATTACHMENTS:**

Hope Mills Annexation Agreement Ordinance draft



**AN ORDINANCE ESTABLISHING AN ANNEXATION AGREEMENT  
BETWEEN THE CITY OF FAYETTEVILLE, NORTH CAROLINA AND  
THE TOWN OF HOPE MILLS, NORTH CAROLINA FOR THE AREA  
BETWEEN THESE TWO MUNICIPALITIES**

**WHEREAS**, N. C. G. S. Chapter 160A, Article 4A, Part 6 authorizes cities and towns to enter into agreements in order to enhance orderly planning by such cities and towns as well as residents and property owners in areas adjacent to such cities; and

**WHEREAS**, between the City of Fayetteville and the Town of Hope Mills is an area of Cumberland County in which substantial growth has occurred and further growth is anticipated; and

**WHEREAS**, both the City of Fayetteville and the Town of Hope Mills seek to have rational boarder that support efficient provision of municipal services and public facilities such as fire, police, parks & recreation, sanitation, transportation, etc., and

**WHEREAS**, this ordinance has been adopted following a public hearing notice as required by law:

**NOW, THEREFORE, BE IT ORDAINED** by the City Council of the City of Fayetteville, North Carolina and the Town Council of the Town of Hope Mills, North Carolina:

**SECTION 1.**

A mutual annexation and extraterritorial jurisdiction boundary line is hereby established by and between the City of Fayetteville and the Town of Hope Mills. Said line is shown on the attached map. Said map being marked as Attachment "A" and incorporated herein by reference as if fully set out. Said boundary line is established by following existing property lines.

**SECTION 2.**

The City of Fayetteville agrees not to annex the area south of the boundary line described on the attached map (Attachment A) and the Town of Hope Mills agrees not to annex the area north of the boundary line described on the Attachment A. Property lines in existence on the date of adoption of this agreement should be referenced in interpreting the specific location of the boundary line described by Attachment A. Any ambiguity in the line location shall be clarified by referencing the closest property boundary such that no parcel (excluding right-of-way) will be divided by the established boundary. Where the map line follows right-of-way, the boundary shall be interpreted as the nearest property line between right-of-way and the adjacent property owner, such that no right-of-way is divided lengthwise and any transition from one side of right-of-way to the other be made in as close to a right angle as practicable.

**SECTION 3.**

That both governing bodies direct the administrative staffs of their respective jurisdictions to mutually exchange information, review and report to their respective boards, on a timely basis, the contents of any zoning, subdivision or site plan request for land referred to by this ordinance within 1,000 feet of the mutual annexation agreement boundary line as described in Section 1, hereinafter known as the Buffer Area. All notification requirements set forth in N. C. G. S. 160A-58.24(a)(5) shall apply only to actions within the Buffer Area.

**SECTION 4.**

That this ordinance shall become effective immediately following its adoption by both governing bodies.

**SECTION 5.**

That this ordinance may not be modified or amended without a subsequent agreement entered into by both the City of Fayetteville and the Town of Hope Mills pursuant to N.C.G.S. 160A-58.24(d). All modifications and amendments to this agreement shall be approved by ordinance and adopted after public hearings by both municipalities.

**SECTION 6.**

That this agreement may be terminated at any time by either the mutual consent of both municipalities in accordance with N.C.G.S. 160A-58.24(d) or by either city in the manner prescribed by N.C.G.S. 160A-58.24(f). This agreement shall be effective until such termination occurs or 20 years, whichever comes first.

Adopted by the Fayetteville City Council in regular session this \_\_\_\_\_ day of \_\_\_\_\_, 2010.

\_\_\_\_\_  
Anthony G. Chavonne, Mayor

ATTEST:

\_\_\_\_\_  
Rita Perry, City Clerk

Adopted by the Hope Mills Town Council in regular session this \_\_\_\_\_ day of \_\_\_\_\_, 2010.

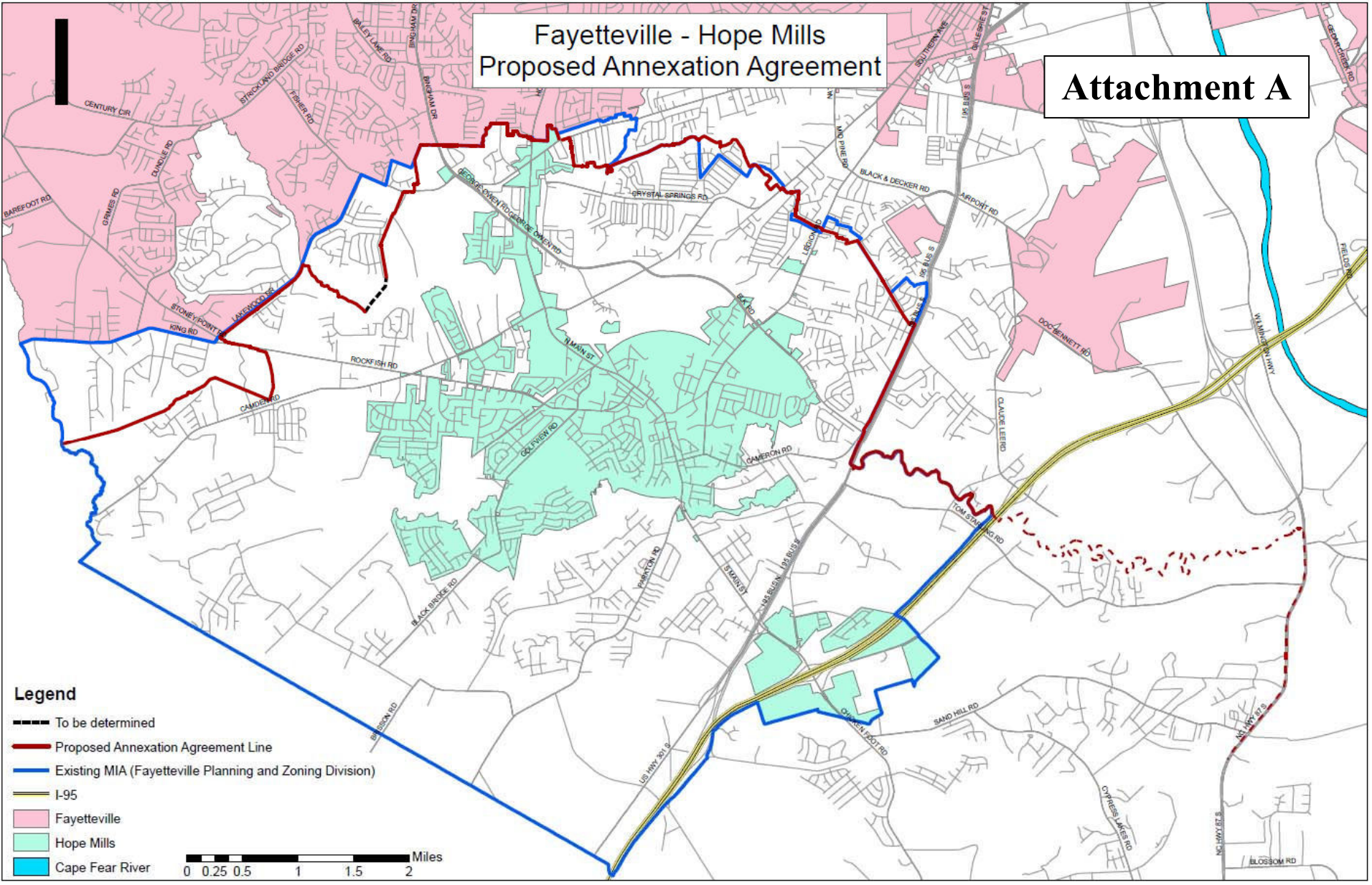
\_\_\_\_\_  
Eddie Dees, Mayor, Mayor

ATTEST:

\_\_\_\_\_  
Connie F. Spell, Town Clerk

# Fayetteville - Hope Mills Proposed Annexation Agreement

# Attachment A



## CITY COUNCIL ACTION MEMO

**TO:** Mayor and Members of City Council  
**FROM:** Kristoff Bauer, Asst. City Manager  
**DATE:** May 3, 2010  
**RE:** **City Manager's Office - Election Process Options**

---

---

**THE QUESTION:**

What options and process should be considered to address Council concerns regarding the election process for City Council members.

**RELATIONSHIP TO STRATEGIC PLAN:**

In response to an initiative submitted by Council Member Bates, staff was directed to explore opportunities to revise the election system to reduce its cost and increase participation.

**BACKGROUND:**

In February 2007, an initiative to revise the election process in Fayetteville from the current nine Council Member elected from districts and a Mayor elected at large to a system including six district and three at large Council Members passed. That action, however, was overturned by the Dept. of Justice as being inconsistent with the Voting Rights Act. Local minority advocacy groups, including the NAACP, objected to the change as reducing the ability of minority groups to secure representation. The Dept. of Justice agreed and the change in the election process proposed by the initiative was invalidated.

In the most recent election, voter participation was particularly low. Some districts had less than 5% participation with an unopposed incumbent and the Mayor being the only decisions on the ballot. In response to a Council Initiative brought by Councilmember Bates, Council directed staff to explore options to revise the election process to:

- Increase voter participation, and
- Reduce the cost of the process.

Options discussed by Council included:

- Changing or eliminating the primary election process,
- Lengthening the terms to four years, and
- Changing the composition of district and at-large positions on Council.

Staff met with Anita Earls, Executive Director of Southern Coalition for Social Justice, to discuss options consistent with the Voters Rights Act. The Southern Coalition for Social Justice is an agency supported by the Ford Foundation with the mission of promoting the effective implementation of the Voters Rights Act. She represented the NAACP in opposition to the Fayetteville initiative that was overturned by the Dept. of Justice.

Ms. Earls provided the opinion that a number of changes being discussed did not have Voters Rights Act impacts including:

- Changing the term from two to four years,
- Changing to staggered terms, and
- Replacing primaries with run off elections.

She also described a number of alternative election methods also consistent with the Voters Rights Act that I will describe to Council during the presentation on this item. A challenge is that there is currently no state legislative authority to utilize these alternative election methods. They have been implemented in this state as a result of federal court orders in response to Voters Rights Act litigation. Moving to one of these methods would require the passage of a special state legislative bill.

Finally, under the current election method, the City will be faced with the challenge of adjusting the nine Council districts in response to the 2010 census prior to the next municipal election. Many communities across the state are raising concerns regarding the ability to maintain districts that conform to the Voters Rights Act post census.

**ISSUES:**

There are two issues that staff is seeking Council discussion regarding; that is the method of engaging interested parties in a dialogue on this issue and the scope of that dialogue.

In the experience of staff and as recommended by Ms. Earls, those communities that have successfully revised election methods have done so by engaging interested stakeholders early and gaining consensus before moving forward. Ms. Earls has offered to facilitate a conversation interest groups in the community. It is also possible to request documents from the Dept. of Justice identifying those that commented on the Fayetteville's last election method revision proposal.

Second, should staff efforts, including the potential effort to engage stakeholders, focus exclusively on term length and primary process, or is Council willing to explore basic changes to the current nine district system?

**OPTIONS:**

This item is for discussion purposes only.

**RECOMMENDED ACTION:**

This item is for discussion purposes only.

## CITY COUNCIL ACTION MEMO

**TO:** Mayor & Members of City Council  
**FROM:** Kristoff Bauer, Assistant City Manager  
**DATE:** May 3, 2010  
**RE:** **City Manager's Office - Joint City/County Economic Development Program**

---

---

**THE QUESTION:**

Does the proposed joint City/County Economic Development Program meet the Council's interests for promoting economic development.

**RELATIONSHIP TO STRATEGIC PLAN:**

Under City Council Goal #2: Greather Tax Base Diversity - Strong Local Economy, the Council has identified the development of an economic development program as a top priority in its Management Agenda.

**BACKGROUND:**

On March 1st, staff proposed an economic development program. Just prior to that presentation the Chamber had provided the recently developed program adopted in Chatham County as an example. The Chatham County program focuses solely on tax grantback altering the value of the benefit based on project characteristics. Council expressed an interest in considering a program that included the ideas of the Chatham program and directed staff to explore a joint program with Cumberland County.

Staff met with the County Manager and Bo Gregory of the Chamber to review a draft consolidated program. Feedback from that effort resulted in the attached draft.

**ISSUES:**

Staff will present the details of the program during the Workshop.

**OPTIONS:**

1. Provide feedback on program including desired alternatives.
2. Direct staff to bring forward the proposed program for consideration.

**RECOMMENDED ACTION:**

This item is for discussions purposes only.

**ATTACHMENTS:**

Joint Economic Development Program



## Economic Development Program

v. 4/28/10

Cumberland County and the City of Fayetteville have determined that it is in the best interests of their residents and constituents to implement an economic development program to attract and support private investment to:

- Expand the tax base;
- Redevelop economically challenged areas of the community;
- Increase employment opportunities, wages, and personal incomes;
- Improve the quality of life available to their residents; and
- Increase wealth in the community.

The ultimate objective of this work is to develop a healthy and diverse tax base able to provide the resources necessary for Cumberland County and Fayetteville to provide high quality public services consistent with their missions at a reasonable cost to their residents.

This effort will be coordinated and lead by the Fayetteville-Cumberland County Chamber of Commerce (FCCCC). The purpose of this document is to establish the composition and boundaries of that program.

### **Organization:**

FCCCC will serve as the primary point of contact for candidates under consideration for this program throughout the process of Application, Review, and Evaluation (except as otherwise noted below). The FCCCC will manage and coordinate the receipt of application materials and when appropriate make a written recommendations and/or oral presentations to the City Council and Cumberland County Commission as to the eligibility and suitability of each proposal. The FCCCC will not only serve as the initial point of contact for those interested in accessing this incentive program, but will also promote the program.

The FCCCC will pre-screen applicants for preliminary eligibility and provide early notification to the offices of the City and County Managers at the point it appears a potentially viable candidate has begun their due diligence process for sites in Fayetteville and Cumberland County. All proprietary information is to be retained by the FCCCC until such point as the developer authorizes public dissemination of the subject information.

The final decision as to eligibility and suitability leading to a decision to apply any of the development incentives herein to any particular project rests with the City Council of the City of Fayetteville and the Cumberland County Commission. A minimum of one public hearing must be held prior to either body rendering a decision regarding economic incentive activities involving public funds and/or facilities.

**Cumberland County**  
**City of Fayetteville**  
Economic Development Program

While the FCCCC will have primary responsibility for project review and incentive plan development, they will do so in coordination with the City and County managers' offices and with technical support from relevant City and County subject matter experts.

Projects eligible for assistance may receive a combination of the incentives described herein dependent on the project's documented need for assistance, and the projected benefit to the community's economy and quality of life.

The FCCCC may also provide development assistance for eligible projects, including, but not limited to:

- Providing meeting space during planning, negotiation and construction process; and
- Providing project management personnel for local resource guidance, workforce development, facility assistance and government/community interface

The FCCCC is also expected to seek support for economic development projects through federal, state, and other local agencies not inconsistent herewith.

**Public Purpose:**

All projects supported by economic development incentives recommended by FCCCC must serve a Public Purpose. The Public Purposes to be served through the application of this program will include:

- Expanding the tax base by increasing the value of taxable property;
- Increasing employment opportunities, wages, and personal incomes;
- Diversifying the economic base of the community improving economic stability;
- Redeveloping economically challenged areas of the community and removing blight in key corridors identified by one of the jurisdictions;
- Supporting the development of facilities necessary to fill the needs identified by the BRAC RTF Comprehensive Regional Growth Plan for the Fort Bragg Region (September 2008); and
- Improving the quality of life available to Fayetteville and Cumberland County residents.

**Economic Justification**

The FCCCC will review all requests for incentives to evaluate eligibility of the type and amount of assistance requested. This will include identification of the public purpose(s) to be served by the project and must be supported by evidence that without the assistance requested the project could not be developed with the attributes and benefits necessary to serve the identified Public Purpose.

This will include scrutiny of the gap analysis provided by the applicant's independent financial analysis. The economic impact analysis will forecast the projected outcomes from a particular project, including, but not limited to, job generation, and direct and indirect economic impacts in the community for ongoing operation of the facility. The analysis will be used in consideration of approval of the project as well as in drafting potential terms of the Economic Development



**Cumberland County**  
**City of Fayetteville**  
Economic Development Program

Incentive Agreement if approved for the program. The FCCCC will provide a written recommendation to the City and County regarding project eligibility and level and type of assistance.

**General Eligibility Criteria:**

Projects must be:

- located within the City limits of Fayetteville and/or Cumberland County;
- permitted under existing zoning and land-use regulations applicable to the subject property without subsequent action by the City Council or County Commission; and
- subject to property tax.

**Programs:**

Without precluding exploration of unique or evolving economic development projects, economic development activities will focus on meeting the needs of potential projects through the following programs:

**Property Tax Grantback Program (City & County)**

The Property Tax Grantback program provides a successful applicant a series of grants based upon ad valorem taxes actually paid and is subject to the following:

Property Tax Grantback benefits will only be paid for completed, operational projects meeting the terms of the Economic Development Incentive Agreement (“EDIA”) and that remain in compliance with all applicable codes, regulations, and requirements including but not limited to those associated with environmental, building, zoning, property maintenance, and specific terms or standards established in the EDIA.

The Property Tax Grantback benefits will be determined based on the documentation of financial need and the Property Tax Grantback Incentive Program Table (Attachment A). The Grantback benefit will be a function of the increased property value over the initial land value as determined by the County Tax Administrator for each year of eligibility. In order for projects to remain eligible, all property taxes must be paid on time in accordance with standard City and County requirements. Eligible projects will receive a Property Tax Grantback payment in accordance with the terms set out in the EDIA.

**Tax Increment Funded Public Infrastructure Program (City & County)**

Public infrastructure required to support a privately financed project may be funded through the dedication of future ad valorem tax revenue. The funding provided shall not exceed the amount that can be retired by a dedication of fifty percent (50%) of the projected increase in ad valorem revenue of the property supported by the public infrastructure project over a period of twenty (20) years. Any funding for the public infrastructure project not covered by this program must be secured to the satisfaction of the City and/or the County prior to commitment of public resources.

Examples of eligible public infrastructure projects include transportation, stormwater, recreation, and parking improvements. In all cases, the resulting improvement must be dedicated to the City or County for public benefit, use and operation upon completion. The design of the public improvement project must be approved in advance and estimated cost of

the project must exceed four (4) million dollars. Any ongoing operational or maintenance requirement for developed improvements must be addressed in the EDIA. Required conditions precedent and other guarantees that may be required to ensure the anticipated tax revenue is generated will also be set out in the EDIA. The project applicant must not seek any other incentive that could result in reducing the tax revenue available to support repayment of the debt incurred to support the construction of the public infrastructure project.

**Property Price Reduction – Grantback (County)**

County owned property acquired and prepared for development or redevelopment may be made available for a price established by market appraisal. The purchase price may, however, be granted back to the developing entity based upon job creation and other Public Purposes as defined and consistent with terms established in the EDIA.

**Support Programs: (City)**

The FCCCC will promote the following programs, but will refer applications to the Community Development Department of the City of Fayetteville for processing.

**Downtown Loan Program**

This program is designed to recruit small businesses to the downtown Fayetteville Renaissance Plan area. Loans are available for existing or expanding small businesses to purchase, renovate or construct a downtown commercial property. The minimum loan is \$50,000 and the maximum is \$300,000. The City partners with six banks to fund this loan pool. The City puts in 40% of each loan and offers an attractive fixed interest rate of 4% and the banks share the other 60% at variable prime.

**Business Assistance Loan Program**

This program is available to small businesses investing anywhere within the City limits. It offers assistance with gap financing or down payment assistance. The business owner would first make application to a bank for a primary loan and after being approved and identifying a gap in financing, can then make application to this program. The City's loan can be up to \$125,000 or up to 25% of the total loan funds needed. The City offers a low fixed interest rate of 5% and an even lower rate of 3% if the business is located within one of the City's redevelopment plan areas.

**Façade Improvement Grant Program**

This program encourages downtown businesses as well as those located within any of the City's redevelopment plan areas to improve the exteriors of their commercial property. The City will provide a 50% matching reimbursement grant up to a maximum of \$5,000 for each project.

**Urban Progress Zones**

This incentive program provides economic incentives to stimulate new investment and job creation in economically distressed areas. The designation of these zones offers an enhancement to the Article 3J state tax credits that are available to eligible taxpayers. The City of Fayetteville has two Urban Progress Zones that are effective beginning January 1, 2010 through December 31, 2011.

**Development Eligibility & Review/Evaluation Criteria**

To be eligible for this program, the proposed project must identify:

- the financial and technical capacity of the development team as demonstrated by past participation/responsibility for projects of the type proposed;
- the location, site characteristics and preliminary sketch site design;
- the proposed LEED elements to be incorporated into the development, construction and operation of the facility;
- number and type of FTE jobs to be created;
- the preliminary project budget;
- the physical and operational/service elements that will result in the project being eligible for this program;
- the type(s) and fiscal impact estimates of the proposed incentives;
- unique benefits or public contributions to be provided by the project in excess of regulatory requirements;
- a professional independent financial analysis that will determine whether financial gaps exist justifying participation in the incentive program. The entity chosen for the financial analysis must be pre-approved by the City or County Manager; and
- any other information that may be requested by the City or County.

**Economic Development Incentive Agreement**

In the event that preliminary approval of a project for this program is provided, an Economic Development Incentive Agreement (“EDIA”) will be drafted providing further detail of the physical and operational attributes of the entire scope of development. In addition, the responsibilities of the Developer and City and/or County will be clearly defined along with appropriate timelines for performance and remedies for breach of contract. Public funds will not be expended for any project specific improvements until a current and favorable market feasibility analysis is completed by an independent, nationally recognized third party expert demonstrating the viability of the proposed project and the developer demonstrates the irrevocable financial commitments necessary to carry out the project as agreed upon.

Additionally, once an incentive package has been approved, construction on a project must commence within one year and begin operations within three years. Extensions may be granted only upon approval of the City and County.

The EDIA will also include specific provisions to recapture the value of incentives provided should the project fail to provide the negotiated for public benefit as defined in the EDIA and as demonstrated by specific performance objectives established in the EDIA.

**Property Tax Grantback  
 Incentive Program Table**

The following table provides grantback eligibility guidelines based upon the scoring categories provided below:

<b>Year</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
1	50%	60%	70%	80%	90%
2	50%	60%	65%	70%	80%
3	50%	55%	60%	60%	70%
4	50%	55%	55%	55%	60%
5	50%	50%	50%	50%	50%
<b>Minimum Score</b>	<b>50</b>	<b>60</b>	<b>70</b>	<b>80</b>	<b>90</b>

The maximum value from each scoring category is provided below:

- |   |           |
|---|-----------|
| 1. Jobs (Number, Quality, Hiring Residents) | 40 points |
| 2. Project Location                         | 20 points |
| 3. Capital Investment:                      | 20 points |
| 4. Environmental Impact:                    | 10 points |
| 5. Industry Cluster/Business Type:          | 10 points |

Depending on the score, new companies and existing company expansions will be eligible to qualify for, but not guaranteed, a financial incentive based on the percentages of annual property taxes paid for each year for a five year period as outlined above. The table above and the point system below are important, but not controlling elements of the decision making process. Other qualitative criteria identified elsewhere in this document will be used in the process of considering, approving, rejecting, and/or modifying the incentive amount.

	<b>Number of New Jobs Above the Median Wage</b>	<b>Points</b>
	1-9	1
	10-20	2
	21-50	5
	51-75	7
	76-100	9
	101-150	12
	150-200	15
	200+	20
	<b>Total Possible Points</b>	<b>20</b>
	<b>Quality of New Jobs</b>	<b>Points</b>
	Partial Employer Paid Health Insurance	1
	Entire Employer Paid Health Insurance	3
	Retirement Benefits	2
	Profit Sharing	2
	Employer Paid Vacation	2
	Employee-Owned Company	3
	<b>Total Possible Points</b>	<b>10</b>

**City of Fayetteville**  
Economic Development Program  
Attachment A

	<b>Number of Existing County Residents Hired</b>	<b>Points</b>
	1-9	1
	10-20	2
	21-50	3
	51-75	5
	76-100	7
	101-200	9
	200+	10
	<b>Total Possible Points</b>	<b>10</b>
	<b>Project Location</b>	<b>Points</b>
	Adopted Revitalization Zone	20
	City or County Business/Industrial Park	10
	Military Business Activity Zone	10
	<b>Total Possible Points</b>	<b>20</b>
	<b>Level of Capital Investment</b>	<b>Points</b>
	Under \$500,000	1
	\$500,000-\$4,999,999	5
	\$5,000,000-\$14,999,999	10
	\$15,000,000-\$24,999,999	15
	\$25,000,000 and Above	20
	<b>Total Possible Points</b>	<b>20</b>
	<b>Environmental Impact</b>	<b>Points</b>
	Reuse of Existing Building	4
	Location in LEED Certified Building	4
	Other sustainable features (recycling, water reuse, etc.)	2
	<b>Total Possible Points</b>	<b>10</b>
	<b>Industry Cluster/Business Type</b>	<b>Points</b>
	Defense Industry Cluster	6
	Company Headquarters	6
	Verified Supply-Chain/Sourcing Relationship with Cumberland County	4
	<b>Total Possible Points</b>	<b>10</b>

## CITY COUNCIL ACTION MEMO

**TO:** Mayor and Members of City Council  
**FROM:** Doug Hewett, Assistant City Manager  
**DATE:** May 3, 2010  
**RE:** **City Manager's Office - FY 2010 Strategic Plan's Policy and Management Action Agenda- 3rd Quarter Report**

---

---

**THE QUESTION:**

Has City Council's interest been met in staff's advancement of the policy and management action agenda for the 3rd quarter? The attached reports are provided to detail progress made during the 3rd quarter of this fiscal year, so that City Council members can either concur that the actions meet their interests or direct staff to modify their course.

**RELATIONSHIP TO STRATEGIC PLAN:**

This report, like previous reports, reinforces and clarifies Council's vision for our community, which is the foundation of the City's Strategic Plan.

**BACKGROUND:**

The City's Strategic Plan has three main areas:

- A vision 2023 statement that describes the type of community the Council would like to facilitate through its and staff's work efforts;
- Five-year goals that provide an intermediate focus for the work of staff and further outlines the activities Council believes are necessary to realize the vision; and
- A one-year action agenda that identifies issues that Council needs to address by providing policy direction and/or necessary actions that the City staff should complete during the current fiscal year. The attached report focuses on this one-year action plan.

**ISSUES:**

Do the 3rd quarter work efforts reflect the overall direction articulated by the City Council in the FY 2010 Strategic Plan? Does the progress highlighted in this report move the community closer to the desired vision previously identified by the City Council?

**OPTIONS:**

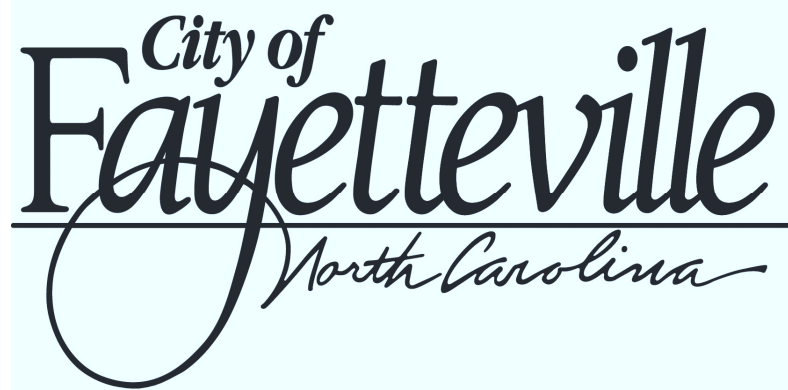
- Accept the report as provided with guidance to the City Manager/staff on areas of interest
- Request additional information on items listed in the report
- Modify/clarify interests in report and Strategic Plan

**RECOMMENDED ACTION:**

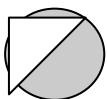
Receive and file this report.

**ATTACHMENTS:**

3rd Quarter - FY 2010 Strategic Plan's Policy and Management Action



***FY 2010 Strategic Plan  
Policy and Management Agenda  
Third Quarter Report***



# **Policy Agenda**

## **Top Priority**

Unified Development Ordinance  
Murchison Road Corridor Redevelopment  
Parks and Recreation Service  
Annexation Policy  
Workforce Development  
Recycling Program for Multifamily and Commercial

## **High Priority**

County Jail Capacity  
Air Quality Non-Attainment  
Emergency Medical Transport Performance Report  
Tree Preservation Ordinance  
Building Demolition  
Property Revaluation and Tax Rate  
Legislative Agenda and Lobby Strategy

# **Management Agenda**

## **Top Priority**

Crime Reduction Strategy and Report  
FAST Improvements  
Community Report Card  
Community Watch Expansion  
Economic Development

## **High Priority**

Reclaiming Neighborhoods Strategy  
Police Staffing  
Non-Stop Air Service to Washington, D.C.  
Telling the City's Positive Story  
Northwest Gateway Project



# Policy Agenda - Top

## Unified Development Ordinance (UDO)

This target for action seeks to follow the creation of the new Unified Development Ordinance. Revisions of the zoning and development regulations need to take place in order to implement the 2010 Plan, the anticipated 2030 Growth Vision Plan, and to help implement the City's Strategic Plan. The City's existing development ordinances have not been comprehensively revised since 1961. City regulations are functional but disjointed, hard to use, occasionally contradictory, often outdated, and lack internal focus or coordination to help achieve community goals.

In FY '07-08 Clarion Associates was selected as consultant for the 16-month project to create a new Unified Development Ordinance. Input provided by the Vision Plan, other current adopted plans, and from stakeholders guided the process. Clarion prepared a Diagnosis and Annotated Outline assessing the current ordinances and proposing how to revise these regulations.

Funding was approved in FY09 budget for the remaining elements. The process continues with final adoption considered in November-December 2009.

The City departments will need to continue to dedicate staff time to research, continue community discussions, and review of specific standards and procedures throughout the process. Significant changes to the standards for signs, street design, or certain overlays would be the responsibility of City staff or other consultant efforts.

This target for action also entails significant administrative changes (forms, staff responsibilities, internal procedures, fees, record-keeping, and so forth). The process of mapping the new zoning districts is required before the new UDO is fully effective. These tasks would require the allocation of additional funds for consultant assistance.

A new UDO modernizes the zoning districts, establishes minimum development standards, and encourages high-quality physical development. The zoning and subdivision codes would be unified into one document. All portions of the code would be coordinated and focused in ways that help achieve all community goals expressed in Fayetteville's comprehensive plans and its Strategic Plan goals.

**This target for action is linked to City goal #1: GROWING CITY LIVABLE NEIGHBORHOODS- A great place to live and goal #3 MORE ATTRACTIVE CITY-Clean and beautiful**

- Objectives:
  - Well organized neighborhoods with residents taking pride and responsibility for their neighborhoods
  - Neighborhoods connected by sidewalks, trails and bike lanes
  - Higher development standards
  - Preserve and sustain natural resources, increasing green spaces
  - Cleaner community with less visible blight
  - Improve signage
- Measure of success:
  - Success is measured with adoption and implementation of a new Unified Development Code that is more "user-friendly" and that incorporates best practices

Staff Liaison: Rob Anderson, Chief Development Officer

Email Address: [randerson@ci.fay.nc.us](mailto:randerson@ci.fay.nc.us)

Phone Number: 910-433-1701

Team Members: Primarily Planning and Zoning Staff in collaboration with the Technical Review Committee

<b>Action Plan</b>	<b>Estimated Completion</b>
Complete assessment and review	Feb 2010
Final Draft of Ordinance, Administrative Manual, Zoning Map	May 2010
Ordinance adoption	Jun 2010
Transition to Implementation	June - Oct 2010
Effective Date of Ordinance and Zoning Map	Nov 1, 2010

First Quarter Update:

- Testing phase: Module 1 & 2 (evaluating impact of new code, as compared to current code for current and upcoming projects)
- Stakeholder committee reviews: 6 meetings (reviewing test cases; reviewing specific portions of Module 3; 3-hour work session with Clarion Associates)
- Review of Module 3
- Working with development community: UDO is development friendly, creating predictability and certainty, without compromising development standards
- Council update on Sept. 14<sup>th</sup>
- Developing administrative procedure manual.

Second Quarter Update:

- Stakeholder committee reviews: 6 meetings (reviewing specific portions of Module 3)
- Refining schedule and preparations for final community review and Commission and Council hearings
- Working with development community: UDO is development friendly, creating predictability and certainty, without compromising development standards
- Continued field testing to identify appropriate adjustments
- Continuing preparations for development of administrative procedure manual

Third Quarter Update Not Provided

Upcoming Activities:

- Concluding working sessions with Stakeholder Advisory Group
- Present reports to Council on progress
- Preliminary mapping of new districts
- Flow charting of operations
- Drafting of Administrative Manual
- Base Zoning Map translation from old code to new Zoning classifications of entire city

- Adoption of new Zoning Map along with adoption of new UDO
- Adoption of UDO and Implementation Transition (training, publication, VIC coding, and guidance for development community etc.)
- Periodic follow up meetings with development community for troubleshooting and refinement of code and procedures as necessary.

## Policy Agenda - Top

### Murchison Road Corridor Redevelopment

The City hired LandDesign, Inc. and Basile Baumann Prost Cole & Associates, Inc. to develop the Land Use and Economic Development Plan for the Murchison Road Corridor. The Murchison Road Corridor runs from Rowan Street to the south, to the intersection of the planned Outer Loop or Fort Bragg to the north. The plan was approved by City Council in June 2008.

The Land Use and Economic Development Plan identified nine catalyst sites to jump-start the redevelopment process. The City subsequently hired Marshall Isler to prepare an "Implementation Feasibility Analysis" as a follow up to the Land Use and Economic Development Plan for the Murchison Road Corridor. The Implementation Feasibility Analysis addresses catalyst three of the nine catalyst sites identified in the Land Use and Economic Development Plan. It defines specific development concepts based on the recommendations of the Land Use and Economic Development Plan and discussions with major land and business owners; demonstrates the economic feasibility of the recommended concepts; and defines public economic incentives necessary to make the proposed development attractive to developers.

It is recommended that the City play the role of land developer, provide subordinate development loans for gap financing, rent subsidies and create affordable housing.

**This target for action is linked to City goal #2: GREATER TAX BASE DIVERSITY- Strong local economy**

- Objectives:
  - More jobs with higher wages
  - Retain and grow businesses
  - Attract military business
- Measure of success:
  - The adoption of an action plan that outlines the City's participation in order to execute projects

Staff Liaison: Victor Sharpe, Director of Community Development

Email Address: [vsharpe@ci.fay.nc.us](mailto:vsharpe@ci.fay.nc.us)

Phone Number: 910-433-1933

Team Members: Special Projects Director, Planning Dept.

<b>Action Plan</b>	<b>Estimated Completion</b>
Complete development of the funding strategy report	July 2009
Present funding strategy plan to City Council for adoption or policy guidance	Sept 2009
Prepare a detailed outline of activities necessary to implement phase 1 of the plan	Nov 2009
Research the HUD Section 108 Guarantee Loan Program for the first source of funding	Dec 2009
Update City Council on the status of implementation of funding strategies	Feb 2010

First Quarter Update:

- City Council presentation was held on the Sept 8 work session: Direction and policy guidance
- Funding strategy was formally presented to City Council on September 14, 2009
- City Council adopted a funding strategy for the redevelopment of the Murchison Road Corridor on September 28, 2009.

Second Quarter Update:

- Met with consultant to discuss redevelopment plan and funding strategies for the Murchison Road Corridor
- Consultant began the research for HUD Section 108 Loan Guarantee Program
- Prepared a work schedule for activities to complete the HUD Section 108 Loan Guarantee and Redevelopment Plan.

Third Quarter Update:

- Met with consultant regarding project updates
- Completed draft of the Murchison Road Redevelopment Plan
- Completed draft of application for the Section 108 Loan Guarantee
- Provided update to City Council on March 1, 2010.

Upcoming Activities:

- Include the Murchison Road Project as part the 2010-2015 Consolidated Plan
- Finalize the Murchison Road Redevelopment Plan
- Finalize the application for the Section 108 Loan Guarantee
- Consideration of the redevelopment plan by the Fayetteville Redevelopment Commission
- Consideration of the redevelopment plan by the Planning Commission
- Adoption of redevelopment plan by City Council.

# Policy Agenda - Top

## Parks and Recreation Service

Maintain a funding source within the City and County Parks and Recreation areas that adequately provides a level of practical, useful, dynamic and affordable leisure activities that add value to the citizens' quality of life. Further to achieve in great detail an organization that responds to its community's lifestyle by developing and training employees that produce activities for that outcome.

**This target for action is linked to City goal #4: MORE EFFICIENT CITY GOVERNMENT-  
Cost effective service delivery**

- Objectives:
  - Investing in City's infrastructure, facilities and equipment
  - Greater accountability for performance & results
  - Higher level of customer satisfaction
- Measure of success:
  - The presentation of a comprehensive report to Council on the purpose, history, successes and future of the Cumberland County and Fayetteville's parks and recreation department.

Staff Liaison: Michael Gibson, Director of Parks and Recreation and Maintenance

Email Address: [mgibson@ci.fay.nc.us](mailto:mgibson@ci.fay.nc.us)

Phone Number: 910-433-1557

Team Members: Human Resource Director, Finance Manager, Assistant City Manager

Action Plan	Estimated Completion
Prepare comprehensive report	Dec 2009
Present findings to City Manager	Jan 2010
Present report to City Council for policy direction	Feb 2010

First Quarter Update:

- Staff research

Second Quarter Update:

- Staff met with City and County managers to develop performance measures for Fayetteville-Cumberland Parks and Recreation
- The group's consensus was to research and provide recommendations for improvements in staff efficiency measures.

Third Quarter Update Not Provided

# Policy Agenda - Top

## Annexation Policy

The City of Fayetteville's growth management strategy influences development in the community and diversifies the City's tax base. This target for action will provide the City Council with an opportunity to consider annexation strategies designed to ensure efficient delivery of City services. The goal is to grow the community in an orderly, logical manner while recognizing our obligation to existing residents. In addition to providing support for making strategic choices for growth based on sound principals for urban planning and development, environmental considerations (reduction of septic systems and domestic wells) and a balanced, full service, fiscally responsible community.

In an effort to devise a policy for guiding annexation decisions, staff will continue to examine the impact of various annexation scenarios in the context of changing State of North Carolina legislation. We will take a look at the legal obstacles, financial implications and service delivery challenges and opportunities associated with each possible annexation site in the Municipal Influence Area on our periphery.

It is anticipated that several working sessions with the City Council will be required during FY 2009 – 2010 for staff to receive guidance on policy directions. We expect to be prepared to complete our analysis and begin dialogue with Council by early to mid-winter.

Staff will continue to participate in the Joint Committee on Municipal Annexation to formulate numerous recommendations for the North Carolina General Assembly. Success for this target for action will be achieved when we have a clearly defined policy adopted by City Council to be used as a decision tool when considering the annexation of land into the City of Fayetteville.

### **This target for action is linked to City goal #1: GROWING CITY LIVABLE NEIGHBORHOODS- A great place to live**

- Objectives:
  - Well organized neighborhoods with residents taking pride and responsibility for their neighborhoods
- Measure of success:
  - The presentation of a comprehensive report to Council on the purpose, history, successes and future of Fayetteville's growth management strategy

Staff Liaison: Kristoff Bauer, Assistant City Manager

Email Address: [kbauer@ci.fay.nc.us](mailto:kbauer@ci.fay.nc.us)

Phone Number: 910-433-1933

Team Members: Planning Staff, City Manager

<b>Action Plan</b>	<b>Estimated Completion</b>
Staff research and evaluation	Nov 2009
Council Work Session on Annexation	Feb 2010
Staff support of Joint Committee on Municipal Annexation	March 2010
Present report to City Council for policy direction	April 2010

First Quarter Update:

- Staff researched non-incorporated areas on our periphery, including enclaves
- Ongoing evaluation of infrastructure, legislation and development continues
- Staff continues to support the Joint Committee on Municipal Annexation to guide and impact NC legislation
- Staff attended legislative hearings in Raleigh
- Numerous planning division staff meetings on the topic and two meetings with the City Manager and Assistant City Managers to discuss policies, priorities, strategies, impediments and opportunities.

Second Quarter Update:

- The City Council adopted an updated PWC policy related to utility service extension within the City's MIA leading to an increase in voluntary annexation petitions in this area
- Staff has completed preparation of a Resolution of Consideration for the area within the City's MIA and will bring that to Council for consideration
- The annexation of existing City owned property has been initiated and will be ready soon for Council consideration
- Staff is researching and mapping legal limitations on annexation authority to inform the policy development process.

Third Quarter Update:

- Continued research and mapping legal limitations on annexation authority to inform the policy development process
- Discussion with Council at strategic planning retreat
- Negotiations with Hope Mills regarding annexation agreement; Update to Council in May
- Annexation policy information presented to Council during the March work session.

Upcoming Activities:

- Further evaluation of potential annexation areas in preparation for Council discussions and policy setting.



# Policy Agenda - Top

## Workforce Development

The Cumberland County workforce has a number of challenges related to knowledge, skills and abilities as identified in a study commissioned by the Chamber of Commerce. In order to grow the local economy, a collaborative effort is needed to meet the challenges in the current workforce.

The City has partnered with the Chamber of Commerce to address workforce development in FY 09. This target for action seeks to continue this partnership through FY10. The City is currently in contract negotiations with the Chamber and is developing the performance objectives specific to workforce development. Success would consist of fostering a collaborative environment with multiple partners to set the conditions to meet the workforce development challenges and evolve into a high quality community workforce.

**This target for action is linked to City goal #2: GREATER TAX BASE DIVERSITY- Strong local economy**

- Objectives:
  - More jobs with higher wages
  - Retain and grow businesses including those associated with the military
  - Have an available, competent local workforce
- Measure of success:
  - Contract execution
  - Support, evaluate and report the City's participation in workforce development efforts

Staff Liaison: Victor Sharpe, Director of Community Development

Email Address: [vsharpe@ci.fay.nc.us](mailto:vsharpe@ci.fay.nc.us)

Phone Number: 910-433-1933

Team Members: Human Resource Director, Fayetteville-Cumberland County Chamber of Commerce

<b>Action Plan</b>	<b>Estimated Completion</b>
Fall into Work Job Fair	Oct 2009
Construction of sanitary sewer and utility improvements for the Military Business Park	Nov 2009
Supporting the efforts of the Women's Center of Fayetteville	Continuous
Supporting the efforts of Economic Development Incentive Programs and Neighborhood Resource Center offered through Community Development Programs	Continuous
Supporting the efforts of Fayetteville-Cumberland County Chamber of Commerce	Continuous

First Quarter Update:

- Executed contract with Fayetteville-Cumberland County Chamber of Commerce
- Started computer classes and medical terminology classes in the Neighborhood Resource Center. The NRCs provide facilities for job training opportunities in low-moderate income neighborhoods
- Offered Economic Development Incentive Programs, utilizing CDBG funds designed to create jobs (Downtown Loan, Business Assistance Program and Façade Grant Program)
- Executed a contract with the Women’s Center of Fayetteville to provide assistance to small businesses for start up or expansion (counseling & business plans) which would lead to the creation of jobs
- Partnered with the County Workforce Development to provide temporary employment for youths through the summer youth work program
- The City continued its recruitment efforts through the Police Department’s BLET program.
- The Fire Department graduated 24 trainees through the Fire Recruiting Academy which were hired through the SAFER grant program.

Second Quarter Update:

- City staff participated in the Fall to Work Job Fair. There were 96 vendors present with over 4,500 people seeking jobs. The City partnered with Cumberland County DSS and Work First Program, Fayetteville Technical Community College, Beasley Broadcasting Group, Inc., Hiring Now Magazine, and the Chamber of Commerce
- Classes offered through the Neighborhood Resource Center continued
- Continued to market City’s economic development incentive programs such as the Downtown Loan Program, Business Assistance Program and Façade Grant Program for job creation
- Continued contract with Women’s Center of Fayetteville to provide assistance to small businesses for start up or expansion.

Women’s Center’s Goals and Accomplishments

	<b>Goal for 2009- 2010</b>	<b>Jul-Sep 09 Q1</b>	<b>Oct-Dec 09 Q2</b>	<b>Total for 2009- 2010</b>
One-on-one Consultations	<b>500</b>	362	202	564
Clients served	<b>325</b>	280	89	369
Workshops/ events	<b>60</b>	47	38	85
Attendees in workshops/ events	<b>600</b>	656	771	1427
Access to funding	<b>70</b>	6	6	12
Business Plans	<b>35</b>	5	3	8
Start up Businesses/ Expansion	<b>35</b>	10	9	19
Loans applied by WBC \$/ No.		\$205,000/6	\$340,000/6	\$545,000/12
Loans approved for WBC clients (incl. outside bankers) \$/ No.		\$152,000/2	\$65,000/2	\$217,000/4

### Third Quarter Update:

- Continued to market City's economic development incentive programs such as the Downtown Loan Program, Business Assistance Program and Façade Grant Program for job creation
- The construction of the Military Business Park continued
- March to Work Job Fair
- Completed development of an Economic Development Program through a regional partnership with Cumberland County coordinated and lead by the Fayetteville-Cumberland County Chamber of Commerce – presented to City Council on March 1<sup>st</sup>.

### Upcoming Activities:

- Construction activities at the Military Business Park
- Continue coordination of activities with the Fayetteville-Cumberland County Chamber of Commerce.

# Policy Agenda - Top

## Recycling Program for Multifamily and Commercial

This target for action seeks to expand our successful curbside recycling program to multifamily and commercial customers. The staff must first meet with and obtain feedback from the stakeholders to include Homeowners Association representatives, waste haulers and the material recovery facility manager to discuss service alternatives. A determination of the type of collection containers needed at multifamily and commercial establishments is based upon size of complex, type of commercial establishment and space available. Once this is decided, a method of collection will need to be determined. This will be done by considering the maximum diversion rates and costs of optional service possibilities.

In order to accomplish these tasks, staff intends to partner with Sustainable Sandhills to collect necessary data and formulate alternate methods of collection. Types, sizes, and the cost of dumpsters and carts will be analyzed. Recommendations are based upon size and type of multifamily developments and businesses. Staff will then estimate collection service costs to include dumpsters, carts, collection and hauling, advertisements and educational materials.

**This target for action is linked to City goal #3 MORE ATTRACTIVE CITY-Clean and beautiful**

- Objectives:
  - Preserve natural resources
  - Cleaner community
- Measure of success:
  - Program recommendation presentation to Management and City Council in FY10

Staff Liaison: Jerry Dietzen, Director of Environmental Services

Email Address: [gdietzen@ci.fay.nc.us](mailto:gdietzen@ci.fay.nc.us)

Phone Number: 910-433-1329

Team Members: Environmental Services Director, Analyst & Superintendent, Sustainable Sandhills staff members, Special Project Manager, Finance department

Action Plan	Estimated Completion
Meet with stakeholders	Nov 2009
Develop plan and estimate costs	Feb 2010
Present plan to Council for approval	Mar 2010

First Quarter Update:

- Met with Cumberland County Apartment Association and presented information on multifamily recycling benefits and needs. CCAA was very receptive to the implementation of a recycling program

- Met with Sustainable Sandhills to discuss options and share ideas for meeting with stakeholders. Sustainable Sandhills has agreed to sponsor the stakeholder meetings and gather input.

#### Second Quarter Update:

- Sustainable Sandhills created and delivered an on-line survey to over 50 stakeholders of multifamily and commercial developments to seek input on recycling
- Environmental Services met several times with Sustainable Sandhills and ACM to discuss questions and next steps
- Met with the manager of the local materials facility to ensure that they have the capacity for the additional material once we begin the program.

#### Third Quarter Update:

- Stakeholder interviews to gather additional information, ideas, concerns and to stress the importance of recycling at multifamily and commercial developments
- Presented update to Council in April.

#### Upcoming Activities:

- Continued development of program options, various models and cost estimates for finance review
- Development of final recommendations for management review
- Recycling Program for Multifamily and Commercial is continued with the FY11 targets for action.

# Policy Agenda - High

## County Jail Capacity

The Fayetteville Police Department is very assertive in arresting individuals within our community as a result of an investigation, and/or warrants issued by the court or other law enforcement agencies. More often than not, recidivists are not receiving bonds that require jail time. The Cumberland County Sheriff's Office (CCSO) is directly responsible for providing these services for **ALL** citizens and jurisdictions within Cumberland County. The City of Fayetteville is directly impacted by the lack of adequate bed space within the jail, which does not fall under the purview of the Fayetteville Police Department or local government. The funding of additional 190 jail bed spaces exceeds \$11 Million for construction with an additional \$1 Million each year to sustain the operation. Jail overcrowding is one of many issues that local criminal justice entities must address, and while the CCSO is responsible, it is not their issue alone.

County-wide solutions must be developed to address the lack of adequate jail space and other issues that habitually impact every law enforcement agency such as involuntary mental commitments, juvenile issues, magistrate and court issues, grant coordination and logistical and consolidation endeavors. The Fayetteville Police Department, Methodist University and Fayetteville State University have taken the lead in developing a Criminal Justice Coordinating Council (CJCC) to address the aforementioned needs of our community.

Currently, representatives from these organizations have been holding regularly scheduled meetings in developing this initiative. The concept was presented and supported by the CCSO. The next phase will be to meet with our District Attorney, Senior Superior Court and Senior District Court Judges.

The development of the CJCC is currently unfunded and will eventually need dedicated staff. However, Methodist University, Fayetteville State University and personnel from the Fayetteville Police have volunteered their time on this project. Graduate assistants, intern and other volunteers will also be utilized based upon availability and need for the project.

The development of the CJCC is contingent upon the cooperation from each and every criminal justice stakeholder. The CJCC will develop partnerships whereas we can move forward as one on a consensus.

### **This target for action is linked to City goal #1: GROWING CITY LIVABLE NEIGHBORHOODS- A great place to live**

- Objectives:
  - Low crime rate, safe streets, responsible neighborhoods connected with sidewalks that are well-organized, expand and upgrade parks
- Measure of success:
  - Develop a proposed plan (funding and actions) which will directly impact the lack of adequate bed space within the jail
  - Team members from the separate criminal justice entities commit to develop and participate in a Criminal Justice Coordinating Council

Staff Liaison: Tom Bergamine, Chief of Police

Email Address: [tbergamine@ci.fay.nc.us](mailto:tbergamine@ci.fay.nc.us)

Phone Number: 910-433-1819

Team Members: Team Captain/Captain Bridgeman, Police Chief, Methodist University, District Attorney, and Cumberland County Sheriff

Action Plan	Estimated Completion
Cumberland County Commissioners presentation on jail capacity and expansion issues	Sept 2009
Meet with team members and stakeholders to develop plan of action to address jail capacity; advocate for solution	Continuous
Initiate, develop and implement the Criminal Justice Coordinating Council	June 2010

First Quarter Update:

**CRIMINAL JUSTICE COORDINATING COUNCIL**

- Formed a core group: Police Department/Sheriff's Office/District Attorney's Office/Methodist University and Fayetteville State University
- Met with stakeholders to identify possible options for increasing jail capacity
- Met with team members to develop a mission, goals and vision statement for the Criminal Justice Coordinating Council
- Established framework for guiding principles.

**JAIL CAPACITY**

- Met with Mr. Grannis & Sheriff Butler to provide information on arrests and repeat offenders
- Funding is the main topic of concern
- Articles appeared in the newspaper on September 9 & September 11 on the presentation made to Cumberland County Board of Commissioners
- Planning Committee has asked the County Manager for a follow-up report on this issue in 60 days.
- Alternate detention plans (bracelets worn by repeat offenders) if they violate, they go back to jail)

Second Quarter Update:

- Chief Bergamine partnered with District Attorney Grannis and Sheriff Butler to address the Cumberland County Commissioners in a request for additional jail space
- Cumberland County Commissioners stated that they would conduct an assessment and report back within 90 days
- The Cumberland County Criminal Justice Coordinating Council will coordinate a meeting with the Senior Superior Court, District Court Judges and the Public Defender
- Alternate means of tracking offenders and subjects on pretrial release are being utilized through GPS tracking.

Third Quarter Update:

- Attended meeting for the Jail Health Program to discuss the impact of repeat offenders being arrested and the correlation of health costs to the jail
- Was advised that commissioners will be discussing this matter
- Met with District Attorney. New initiative being discussed to streamline the process of trials for repeat offenders with emphasis being addressing the cases in Superior Court, followed

by District Court cases.

Upcoming Activities:

- Continue work in support of the Cumberland County Criminal Justice Coordinating Council and continue to highlight and address the need for increase in jail capacity.



# Policy Agenda - High

## Air Quality Non-Attainment

Recently Fayetteville met the air quality attainment standards set by EPA as part of the “early action compact” agreement. However, the air quality standards will be incrementally strengthened. Fayetteville will be required to meet a more stringent air quality level. If we do not meet the new requirement, Fayetteville will be considered a “non-attainment” area requiring mandatory changes for new and expanding industry and it will be necessary to follow the “State Implementation Plan”.

We will consult with professionals and work with our Municipal Planning Organization in order to better understand the implications of not meeting the new air quality standards and to better plan for the future. Once a local plan of action is outlined, staff will meet with stakeholders and make recommendations for necessary ordinance changes. Air quality standards may not be attainable in the short term; therefore, the recommendations to meet attainment may be difficult and costly for business and local governments.

**This target for action is linked to City goal #2 MORE ATTRACTIVE CITY-Clean and beautiful**

- Objectives:
  - Preserve natural resources
  - Cleaner community
- Measure of success:
  - Program recommendation presentation to Management and City Council in FY10

Staff Liaison: Jerry Dietzen, Director of Environmental Services

Email Address: [gdietzen@ci.fay.nc.us](mailto:gdietzen@ci.fay.nc.us)

Phone Number: 910-433-1329

Team Members: Sustainable Sandhills, Fort Bragg Air Team, Fayetteville Area Metropolitan Planning Organization (FAMPO), NCDENR Division of Air Quality and a number of other key air quality stakeholders in Cumberland, Hoke and Harnett Counties.

Action Plan	Estimated Completion
Consult with professionals in the Air Quality industry concerning reinstatement of EPA’s Early Action Compact (EAC)	Oct. 2009
Meet with stake holders to explain potential impacts to local industry to meet “Lowest Achievable Emissions Rate” – Begin community education	Dec. 2009
Develop action plan with DENR and MPO to meet “Lowest Achievable Emission Rate”	March 2010
Identify realistic clean-air strategies to assist in Air Quality attainment	April 2010
Estimate costs to City budget and timelines for complying with new strategies	May 2010

### First Quarter Update:

- Attended Combined Air Team meeting (COMBAT) with local stake holders on September 15th 2009
- Transit Connection to the Fort Bragg Heritage Village: Two van pools are now operating for this function
- Fossil-fueled engine and motor sources: Sustainable Sandhills Project number 3. 'No Idle' Policies in Local School Districts – No idle zones have been identified and signed at schools in the Cumberland County area for the 2009 -10 school year
- Green Business Program: Sustainable Sandhills Project number 5. Businesses are certified based on a checklist modeled after several successful programs across the country. There are currently 43 businesses certified under this new program with 32 in progress of certification
- Innovative Education and Outreach programs on sustainable practices: A series of 4 evening films on sustainability with open discussions have taken place during the quarter
- Alternate Fuel Vehicle Stimulus Grant Award: DOE grant funds were awarded to the Triangle Clean Cities Coalition, which Fayetteville is a part of. The grant funds will be used to offset the difference between the cost of a regular fuel vehicle and the cost of a hybrid vehicle.

### Second Quarter Update:

- Attended Combined Air Team meeting (COMBAT) with local stake holders on January 14
- Discussing the possibility of partnering with PWC, Transit and "Ride Share NC" to develop vanpools and demand transportation options
- Green Business Program: Businesses are certified based on a checklist modeled after several successful programs across the country. To date, 45 businesses certified and 30 in progress
- City buildings are applying to become "green businesses" beginning with Transit & Environmental Services building on Grove Street. Energy efficient renovations will reduce energy requirements
- Innovative education and outreach programs on sustainable practices: A series of evening films on sustainability with open discussions have continued during the quarter
- Ordered 3 ea. hybrid electric work vehicles for use by PWC electric crews and Traffic Services
- Fort Bragg Sustainability Department hosted a three-day Sustainability workshop Jan. 11-13 for Army installations across the United States. Fort Bragg is considered a leader in sustainability for military reservations
- PWC applied for a competitive DOE grant to roll out the Consert program. This program will make money available to PWC and individual home owners to install electrical usage monitoring devices and smart meters. Also included will be a program to provide incentives for home owners to make energy retrofits to their homes. This will result in reduced energy usage and a reduction in carbon emissions.

### Third Quarter Update:

- The Fayetteville Area Metropolitan Planning Organization (FAMPO) in conjunction with the NC Department of Transportation, the Chamber of Commerce and several city departments began a study of the Raeford Road corridor to identify efficient and effective safety improvements and ways to reduce traffic congestion
- Innovative education and outreach programs on sustainable practices: A series of evening films on sustainability with open discussions have continued during the quarter

- Fayetteville State University hosted the First Annual Green Business Conference in Fayetteville
- Executed \$1,386,000 from the ARRA Department of Energy for the Energy Efficiency and Conservation Block Grant. Projects funded included energy upfits to city facilities, energy efficient street lighting at selected sites and traffic signal intersection controllers to improve traffic mobility and reduce idle time for vehicles waiting at intersections
- Sustainable Sandhills applied for a grant from the NC Department of Energy which could provide internships for energy consultants for the City of Fayetteville.

Upcoming Activities:

- Regional Park-and-Ride: This is a collaboration between all regional stake holders to discuss and develop park-and-ride options and to provide a summary for possible local action
- Implement a "No Idling" policy for city staff
- FAMPO Bicycle & Pedestrian Connectivity Study and Public Workshops
- EECBG projects will begin.

# Policy Agenda - High

## Emergency Medical Transport Performance Report

The City of Fayetteville partners with Cumberland County for provisions in public safety systems. This target for action focuses on the area of emergency medical transport (ambulance service) in the Fayetteville community. Emergency medical transport is currently provided by Cumberland County and managed through Cape Fear Valley Hospital System. Based on recent concerns about ambulatory response times, the City Council has asked for a review of the entire public safety system. In an effort to improve emergency medical transport performance within the City of Fayetteville, municipal and county managers and their representatives are engaged in a Public Safety Work Group.

This work group will conduct a review of the public safety system, specifically fire service, communications and EMS. The group was charged to make recommendations for system design improvements, and to provide final report with recommendations by December 2009.

**This target for action is linked to City goal #4: MORE EFFICIENT CITY GOVERNMENT- Cost effective service delivery**

- Objectives:
  - Investing in City's infrastructure, facilities and equipment
  - Greater accountability for performance & results
  - Services delivered in a cost-effective manner
  - High level of customer satisfaction
- Measure of success:
  - Participate in a Public Safety Work Group
  - Review of the entire public safety system
  - Present recommendations for service improvements within the City

Staff Liaison: Benny Nichols, Fire Chief

Email Address: [bnichols@ci.fay.nc.us](mailto:bnichols@ci.fay.nc.us)

Phone Number: 910-433-1111

Team Members: Fire Chief Town of Hope Mills Fire Department, Cumberland County Fire Chief's Association President, Cumberland County Emergency Services Director, Cape Fear Valley EMS Chief, Fire Chief Wade Community Fire Department, Fire Chief Town of Spring Lake Fire Department, Fire Chief Fort Bragg Fire Department, and Fire Chief City of Fayetteville Fire/Emergency Management Department

Action Plan	Estimated Completion
Participation in Public Safety Work Group: Review and Evaluate services	Dec 2009
The Task Force will present report	Jan 2010
Present findings to Council and receive policy preference and direction	April 2010
Include resources in FY11 budget request, consistent with Council direction	May 2010

### First Quarter Update:

- Group discussions and activities have facilitated operational changes in the system - process and procedure improvements
  - Ambulances now pre-stationed at fire stations report decrease in response times
  - Contracted with funeral homes to transport deceased patients
  - Implementation of Omega Codes (shifts non-emergency transports to alternate agency)
  - Taxi vouchers being issued by CCEMS paramedics to patients for non-emergency transport to medical facilities
- Reported average response times for emergency calls have been reduced by approximately 50%
- FFD has realized a significant reduction in wait times for CCEMS arrival.

### Second Quarter Update:

- Weekly meetings with the Public Safety Task Force and the E911 committee
- The Task Force is scheduled to present their findings in a report February 2010
- The report will be presented first to the County and municipal managers and then to the elected officials. The Council will be sent an invitation once a definite date is secured.

### Third Quarter Update:

- Public Safety Task Force presented findings and recommendations to elected officials
- New OSSI CAD implemented in City and County Communications Centers
- City communications staff undergoing Emergency Medical Dispatch training
- CCEMS has installed Automatic Vehicle Locators (AVL/GPS) on medic units to facilitate "closest unit dispatch".

### Upcoming Activities:

- Continued support of this target for action.

# Policy Agenda - High

## Tree Preservation Ordinance

This target for action seeks to clarify tree preservation ordinances and pursues policy guidance on this initiative. Tree ordinances are meant to help build a healthy and sustainable community forest. They define how to manage and care for public and/or privately owned trees and demonstrate commitment to the community forest. A tree preservation ordinance may be developed to address such matters as establishing municipal authority over public trees, setting standards for tree planting, maintenance and management, outlining enforcement, fees and fines, and defining nuisance conditions on private trees. A tree ordinance has economic, environmental, and social benefits to the city.

A tree preservation ordinance can serve many purposes from beautification to preservation to protection. These purposes can be singular or comprehensive in nature. In addition, tree preservation ordinances can be components of city land use plans. It is possible that administration costs and revenue from fees will be associated with a tree ordinance.

The developing Unified Development Ordinance (UDO) includes tree preservation standards. We recommend continued policy and administrative procedure research on this issue. A final report and recommendation will be presented to City Council in FY 10. Success for this target for action is a program that will preserve a significant tree canopy in the community without excessively infringing on property rights. In addition, the program is focused and easy to administer.

**This target for action is linked to City goal #3 MORE ATTRACTIVE CITY-Clean and beautiful**

- Objectives:
  - Higher development standards
  - Preserve natural resources and increase green spaces
- Measure of success:
  - Adoption of tree preservation ordinance or inclusion in adopted UDO

Staff Liaison: Michael Gibson, Director of Parks and Recreation and Maintenance

Email Address: [mgibson@ci.fay.nc.us](mailto:mgibson@ci.fay.nc.us)

Phone Number: 910-433-1557

Team Members: Planning Department, UDO stakeholders

Action Plan	Estimated Completion
Review, evaluate and test tree preservation standards contained in UDO	Dec 2009
Consult with stakeholders and team member for modifications	March 2010
Present ordinance recommendation to Council for adoption	June 2010

First Quarter Update:

- Draft tree preservation standards are contained within Module 3 of the UDO
- Review and evaluation of the standards.

Second Quarter Update:

- Reviewing, evaluating and testing tree preservation standards contained in UDO
- Consulting with stakeholders for any modifications.

Third Quarter Update Not Provided

Upcoming Activities:

- Continued support with this target for action and the UDO.

# Policy Agenda - High

## Building Demolition

There are a number of challenges associated with any municipal code enforcement/building demolition programs. The two most prominent are the lengthy procedural requirements of state law and the limited funds available for demolition as compared to the number of buildings that fit the profile as candidates for removal.

At the same time, there are several factors that contribute to the need for public involvement in building demolition. These factors are mainly economic and market changes but also include the investment or disinvestment patterns of property owners – especially those of rental properties.

In the fiscal year 2009 – 2010 the general fund budget request of \$175,966 for Contract Services is similar to the 2008 – 2009 Contract Services funded at \$175,000. This is the line item which we use for building demolition, weed cutting, trash and debris clean-up and the securing of vacant buildings open to trespass. Because this is a small number relative to the need in the community, we must prioritize the use of these funds to achieve the greatest impact.

In fiscal year 2008 – 2009 the Community Development Department initiated an Acquisition/Demolition program with the allocation of \$70,000 in CDBG funding. Through collaboration between Community Development and Inspections as of late April 2009, we have begun to utilize some of those CDBG funds to expand our financial ability to carry out demolitions when needed. As of this writing, 10 buildings have been demolished using the federal CDBG funds. In addition, the Community Development Department has proposed to increase the funding of this program by recommending the allocation of \$100,000 in CDBG Economic Recovery funds for this purpose.

The Code Enforcement process sometimes results in private property owners paying for demolition of their dilapidated properties. In effect, the efforts of the Inspections Code Enforcement activities have a greater impact than is represented by the City funded demolition numbers. Other than privately funded renovation of basically sound structures, this is the most desirable outcome – property owners taking responsibility for their property.

**This target for action is linked to City goal #1: GROWING CITY LIVABLE NEIGHBORHOODS- A great place to live and goal #3 MORE ATTRACTIVE CITY-Clean and beautiful**

- Objectives:
  - Low crime rate and reputation as a safe community
  - Well organized neighborhoods with residents taking pride and responsibility for their neighborhoods
  - Higher development standards
  - Preserve natural resources which increases green spaces
  - Cleaner community with less trash and visible blight
  - More buildings and homes meeting codes and requirements
- Measure of success:
  - Increasing the number of demolitions through creative financing such as the CDBG programs
  - Utilizing other programs such as the “B” Street Model and a possible rental inspections program to reverse the trend for disinvestment for the long term



Staff Liaison: Rob Anderson, Chief Development Officer

Email Address: [randerson@ci.fay.nc.us](mailto:randerson@ci.fay.nc.us)

Phone Number: 910-433-1701

Team Members: Code Enforcement Staff, Community Development Department

<b>Action Plan</b>	<b>Estimated Completion</b>
Collaborating with State agencies to ensure compliance with regulations	Continuous
Attend Neighborhood Reclaiming Strategy meetings and support the effort through demolition program	Monthly
Strategic utilization of funding resources to achieve as many demolitions as possible	Continuous

First Quarter Update:

- Working with the NC Department of Environment and Natural Resources (NC DENR) to ensure our new procedures are consistent with their requirements for asbestos testing and abatement for residential demolition
- Working to resolve differences in procedural requirements from the NC DENR and Health Hazards Control Unit in Raleigh to resolve any gaps or conflicts in their policies
- We received revised policies from Community Development which modified guidelines to allow for funding of testing and removal of asbestos
- Community Development was awarded \$100,000 in demolition acquisition funding through the American Recovery and Reinvestment Act
- Demolitions
  - 3 completed demolitions in the first quarter: As part of the “B” St. pilot program we had two structures demolished that were continual problems. One of these was done by a private property owner at no cost to the City
- Staff is prioritizing blighted structures in the demolition program, utilizing Federal funds when circumstances allow.

Second Quarter Update:

- Community Development’s new financial limits for the demolition and acquisition program are in place. We continue to use federal CDBG funds to demolish residential structures when available
- Created new regulations, specifications and procedures for demolition of properties, which will require asbestos testing and abatement on all demolitions in the city. These regulations mirror regulations and policies of most of the larger municipalities in NC
- Two team members have successfully completed training in asbestos testing
- Two demolitions associated with B Street program expected to be complete in January
- Continued participation in the police Reclaiming Neighborhoods Strategy
- 11 demolitions for October 1 to December 31—these were all code enforcement cases; of those, nine were funded through the Community Development Acquisition and Demolition Program with federal Community Development Block Grant funding. The two remaining cases were paid from the general fund at a cost of \$13,400

- Working with the NC Department of Environment and Natural Resources to ensure our new procedures are consistent with their requirements for asbestos testing and abatement for residential demolition
- Working to resolve differences in procedural requirements from the NC DENR and Health Hazards Control Unit in Raleigh to resolve any gaps or conflicts in their policies.

#### Third Quarter Update Not Provided

#### Upcoming Activities:

- Staff continues to collaborate with the police and other departments to maximize our opportunities to positively impact our neighborhoods to support the Reclaiming Neighborhoods Strategy Target for Action
- Continue to monitor property maintenance problem cases throughout the community and prioritize candidates for demolition
- Continue to explore funding opportunities to expand our ability to remove problem properties.

# Policy Agenda - High

## Property Revaluation and Tax Rate

Cumberland County completed property tax revaluation in the fall of 2008. This target for action seeks to evaluate what the revenue neutral tax rate would be for the FY10 budget. The team will gather historical property value data as well as estimated property values for FY2010 to determine a revenue neutral tax rate. In addition, the City Manager, assisted by the team, will develop the FY2010 recommended budget and tax rate. City Council will set the tax rate in June 2009 for FY2010.

**This target for action is linked to City goal #4: MORE EFFICIENT CITY GOVERNMENT-  
Cost effective service delivery**

- Objectives:
  - Investing in City's future infrastructure, facilities and equipment
  - Greater accountability for performance & results
  - Services delivered in a cost-effective manner
  - Producing results following the strategic plan and budget
- Measure of success:
  - Adoption of the FY2010 City of Fayetteville budget

Staff Liaison: Lisa Smith, Chief Finance Officer

Email Address: [lsmith@ci.fay.nc.us](mailto:lsmith@ci.fay.nc.us)

Phone Number: 910-433-1682

Team Members: Budget and Evaluation Manager, City Manager

Action Plan	Estimated Completion
Gather historical property value data and estimated property values for FY10	May 2009
Determine revenue neutral tax rate	June 2009
Adopt FY 2010 budget	June 2009

### First Quarter Update:

- Council adopted the FY2010 budget June 22, 2009 with a revenue neutral rate of 45.6 cents.

### Upcoming Activities:

- No further action is required.

# Policy Agenda - High

## Legislative Agenda and Lobbying Strategy

The City, County of Cumberland, and Fayetteville-Cumberland County Chamber of Commerce have partnered with the Ferguson Group to develop a community-wide federal legislative agenda. The federal agenda is based on projects/issues for which the partners have identified as priorities for our community, and for which our delegation and lobbyist feel we can successfully acquire federal assistance. This partnership has returned more than \$22 Million in federal assistance to the community since its inception. In order to continue those successful efforts, the partners have developed a 2009 federal agenda for submission to our federal legislative delegation. This agenda was approved by the City Council on February 23, 2009. Funds are included in the FY10 budget for the continuation of the Ferguson Group contract.

Additionally staff is proactively responding to the American Recovery and Reinvestment Act. Every tool at the City's disposal will be applied to ensure that Fayetteville positions itself to take full advantage and emerge as a stronger, healthier community. The federal dollars received will be spent on worthwhile projects and bring jobs to the city and surrounding communities. We continue to analyze the stimulus package and the possible funding opportunities in more than 75 Federal programs. Also, we continue to develop and refine the City's ready to go project list. As projects are prioritized and opportunities are identified, we match projects to Federal programs and funding delivery methods. Staff is aggressively applying for eligible projects and collaborating with other organizations to leverage opportunities for the community. In an effort to promote transparency and to ensure the City is responsive and accountable to the public, we are developing a stimulus tracker portal on the City's website which will launch during the first quarter of FY 10.

**This target for action is linked to City goal #4: MORE EFFICIENT CITY GOVERNMENT-  
Cost effective service delivery**

- Objectives:
  - Investing in City's future infrastructure, facilities and equipment
  - Greater accountability for performance and results and transparency
  - Producing results following the strategic plan and budget
  - High level of customer satisfaction with City services
- Measure of success:
  - Continuation of the Ferguson Group contract in collaboration with County of Cumberland, and Fayetteville-Cumberland County Chamber of Commerce
  - Continued proactive response to Stimulus funding

Staff Liaison: Doug Hewett, Assistant City Manager

Email Address: [dhewett@ci.fay.nc.us](mailto:dhewett@ci.fay.nc.us)

Phone Number: 910-433-1978

Team Members: Management Analyst, Stimulus Response Team

<b>Action Plan</b>	<b>Estimated Completion</b>
Develop and launch the Stimulus Tracker	Sept 2009
Continued proactive response to Stimulus funding, including bimonthly meetings	Continuous
Collaborating with lobbying group and partners to monitor, evaluate and respond to impending legislation	Continuous

First Quarter Update:

- More than \$10 million in Stimulus funds allocated or awarded to the City of Fayetteville
- Bimonthly Stimulus Response Team meetings
- Developed and published Stimulus website
- Monitoring, evaluating and responding to the impact of the State’s budget cuts on the City’s revenue stream (beer and wine tax)
- Monitoring, evaluating and responding to the State legislation impacting the City’s operations (Ethics panel requirement and smoke free legislation)
- Collaborating with lobbying group and partners to respond to the Water Resource Development Act

Second Quarter Update:

- Stimulus Response Team meetings and continuous website updates
- Coordination of the development of a community-wide federal legislative agenda in partnership with Cumberland County and Fayetteville-Cumberland County Chamber of Commerce and the Ferguson Group
  - Prioritized federal legislative agenda
- Issued letters of support for WRDA increase in authorization from \$6 million to \$20 million
- Issued briefing paper on air quality and policy paper on collective bargaining bill
- Stimulus bond opportunity:
  - Held staff meetings and researched opportunities
  - Adopted resolution designating the city a Recovery Zone
  - Completed and submitted packet to the Department of Commerce including the notice of intent to issue recovery zone bonds, a request for additional allocation and adopted resolutions declaring the use for specific projects.

Third Quarter Update

- Council adoption of the federal legislative agenda
- Collaborated with lobbying group and partners to monitor, evaluate and respond to impending legislation
- Continued proactive response to and coordination of Stimulus funding
- Continued response to stimulus bond program.

Upcoming Activities:

- Development of a State legislative agenda
- Council adoption of the State legislative agenda
- Continued support for legislative and governmental affairs.

# Management Agenda - Top

## Crime Reduction Strategy and Report

On April 6, 2009, Chief Bergamine presented to City Council the Fayetteville Police Department Community Wellness Plan. The comprehensive report contains 33 planned actions for the coming year. This target for action seeks to follow the implementation of those actions through the coming year. Success would consist of the following measures:

- Increase in community participation
- Reduction in overall crime
- Reduction in violent crime
- Reduction in crimes committed by youth offenders
- Reduction in related traffic injuries and deaths
- Increase in recruiting and retaining qualified applicants

The Police Department's mission statement affirms that they are committed to leading the community problem-solving efforts that improve the quality of life for all citizens of Fayetteville. The Police Department will work assertively with the community to address the underlying conditions that lead to crime and disorder. The Police Department's core values include: all people, community involvement, integrity, professionalism, innovation, our employees, the Police code of ethics, the laws of the city, state, and country; and accountability.

At the core of our community policing efforts are the guiding principles that articulate our common organizational values, which serve as a basis for integrated decision-making and underlie the Department's strategic vision and mission. These principles are: Intelligence-led Policing, Community Partnerships, Crime Prevention, and Operational Efficiency.

We know from past experience that through prevention, education and enforcement, we can be very effective in reducing crime. We believe the challenges for fighting crime in our community are opportunities to identify more effective ways for our department to operate and to work hand-in-hand with other city departments, providing a holistic approach to creating a healthier city.

Resources needed include:

- Grant applied for and if passed: City would be responsible for the salaries of:
  - 35 additional police officer positions \$1,411,641
  - 4 additional forensic technicians, \$ 35,400
  - 2 additional crime prevention specialists. \$ 61,920

We would also look to establish partnerships between Police Department and other city departments, county agencies, government entities, academic institutions, District Attorney's Office, and citizen participation.

### **This target for action is linked to City goal #1: GROWING CITY LIVABLE NEIGHBORHOODS- A great place to live**

- Objectives:
  - Low crime rate and reputation as a safe community
  - Well organized neighborhoods with residents taking pride and responsibility for their neighborhoods
  - Safe streets with vehicles traveling at the posted limits

- Measure of success:
  - The presentation of a comprehensive report to Council on the Community Wellness Plan
  - Implementation of approved elements of the Community Wellness Plan

Staff Liaison: Tom Bergamine, Chief of Police

Email Address: [tbergamine@ci.fay.nc.us](mailto:tbergamine@ci.fay.nc.us)

Phone Number: 910-433-1819

Team Members: All City Departments, Cumberland County agencies, academic institutions, and citizen participation

Action Plan	Estimated Completion
Council presentation on Community Wellness Plan and “Police Strategy”	Sept 2009
Discuss Wellness Plan at community meetings and Community Watch Group meetings to educate through Public Service Announcements and updates to website	Continuous
Continue to implement approved elements of the Community Wellness plan through aggressive prevention, education and enforcement initiatives	Continuous

First Quarter Update:

**INTELLIGENCE LED POLICING**

- GPS bracelets (tracking): Met with pre-trial to enhance efforts; partnering with Probation & Parole regarding repeat offenders
- Scout System (Alarms): Purchased, installed, and trained detectives
- License Plate Readers: Purchased, installed, and operational
- Palm Reader Technology: Purchased, installed and currently entering 30,000 prints into database.

**OPERATIONAL EFFICIENCY**

- Sector Policing: Implemented in both patrol districts
- Warrant Specials: Conducted each month
- Bicycle Patrol: Officers in both patrol districts and OSB cross-trained
- Records Management System: Purchased, and coordinating with IT for installation
- Case Management cases are reviewed monthly
- Joint 911 Center: Work group has met with the manager, meeting with County Manager is scheduled
- Full Service Search Warrants: Team approach with County resources to permanently rid neighborhoods of narcotics activity; City Inspections looks at a residence to ensure code compliance, Animal Control ensures that canines that are vicious and/or do not have the proper documentation are removed from the residence, DSS ensures the safety and well being of the children at the residence
- Police Executive Research Forum (PERF): Data downloaded, interviews with personnel have been conducted. Preliminary report to be received in October.



## COMMUNITY PARTNERSHIPS

- Police Foundation: Was started to increase the involvement of the community with the Police Department; accomplished with donations that allows for annual Police Awards Banquet in May; sponsored the 1<sup>st</sup> annual National Night Out event at Festival Park on August 1; started Grant Process of \$500 each to support Community Watch Groups
- Rental Inspection Program: Work in progress to develop policies and procedures necessary to register rental property to bring substandard rental property into compliance
- Badges for Baseball: Mentoring of youth through athletic programs
- Greater Fayetteville United: Attend meetings each month, members took a tour to view areas affected by the "Broken Windows" concept
- Community Forums: Patrol districts alternate months and meetings are held each month.

## CRIME PREVENTION

- Addition of two Crime Prevention Specialist positions (grant funded) for a total of six (three for each patrol district; Crime Prevention Specialists conduct residential and business security surveys, safety presentations, and work with Community Watch Groups
- G.R.E.A.T.: (Grant Resistance Education and Training) training completed at New Life Christian Academy; currently training at Berean Baptist Academy
- Operation ID: purchased 30 engravers for citizens to use to mark their property
- Property Manager Network: three new properties on board with this program

## Second Quarter Update:

- Reduction in overall crime – Crime Index Rate lowest in 10 years
- Reduction in violent crime – 17.5% reduction
- 11 people on the GPS bracelets program
- Scout systems are assigned to the property crimes supervisors, deployed and in use in the field
- All DVR equipment is working properly at this time
- Bond Enhancement Program continues and we are in constant contact with District Attorney's Office
- Great Oak Youth Development Center – Reading Buddies program to begin week of January 11, 2010
- Rental Inspection Program – meeting was held in November with the key players to discuss the legal issues concerning an ordinance; met with Raleigh IT to determine what type of computer system will be needed to implement the program
- Bicycle Patrols – Concentrated in Zone 16 & 21 residential areas; Zone 14, Glen Reilly subdivision. Officers utilized bicycle patrols to assist in residential areas where offenders were utilizing paths and other areas not accessible to motor vehicles
- G.R.E.A.T. – Received supplies (water bottles, t-shirts, name plates) utilizing 2009 JAG grant funds; more classes being scheduled after January 2010
- Operation I.D. – Crime prevention specialists continue to promote this program at all safety presentations and meetings; engravers have been loaned to residents and Operation ID stickers provided; Police Foundation did not award money to Community Watch groups; however, they will be providing at least one engraver to each group who applied for a grant
- Records Management System – Completed 50% audit for CAD migration and conducted verification meeting; completed 10% audit for RMS migration; provided data for TeleStaff licenses to City EIT for scheduling user training
- Succession Planning – Met with assistant chiefs reference transfers, due to recent promotions. In addition, the remaining lieutenants who have been in positions for an extended period of time will be rotated; met with Methodist University regarding upcoming West Point Leadership Course beginning on January 12, 2010
- Case Management – Recommendations will be made for assignment and investigation of

- specific crimes, such as fraud and white collar crimes, B&E of motor vehicles, etc
- Joint 911/Communications Center – Continuity between the County center and our center with installation of new OSSI CAD system being monitored; meeting on December 14 to ensure standardization with the County as our personnel start to be trained/certified with EMD, EFD and EPD in the new year; looking for grant money to build a modern communication center that is large enough to meet the needs of our citizens and public safety personnel
- Operation C.R.A.Y.O.N. – Presentations given by Lieutenant Bass-Caine on December 8 to FPD command staff and on December.

#### Third Quarter Update:

- April 2010 marks the one year anniversary of the Community Wellness Plan
- Chief Bergamine is in the process of updating the plan to close out successful initiatives and add new initiatives
- Presentation is being developed to update Council on progress
- Distributed monthly Community Wellness Report.

#### Upcoming Activities:

- Continued work toward reaching the goals of the Community Wellness Plan which focuses on intelligence led policing, improving operational efficiency, strengthening community partnerships and enhancing crime prevention.

# Management Agenda - Top

## FAST Improvements

The Fayetteville Area System of Transit (FAST) has a mission to provide safe, efficient, reliable, courteous, and innovative public transportation to the citizens of Fayetteville. To that end, the City hired a consultant to perform a Transportation Development Plan (TDP). The TDP addresses the public transportation systems in the City of Fayetteville needs now and in the future. The preliminary results/alternatives of this study were shared with the City management team and the City Council in May 2009. The final presentation to the City Council will follow a public hearing and the recommended alternatives. The Transit team will then prepare a plan of action that would take into account the approved recommendations from this plan.

The City Council has also pledged to get FAST to the state-wide funding level of other comparable NC cities within three years. Consistent with that goal and the findings in the TDP, the following actions are planned for this fiscal year:

- Replacement of the bus fleet continues – three new units (35') in July 2009, and four LTVs in June and August
- Five new hybrid electric buses will be ordered in the 1st Quarter of FY2010 via stimulus funding (arrival will be December 2010 – January 2011)
- Replacement of the ADA van fleet continues – four new LTVs in June and August 2009
- Evaluate the study results and present to the citizens via public hearings regarding future changes to the transit system
- Implement the approved alternatives to the FAST system.

### **This target for action is linked to City goal #4: MORE EFFICIENT CITY GOVERNMENT- Cost effective service delivery**

- Objectives:
  - Investing in City's infrastructure, facilities and equipment
  - Greater accountability for performance & results
  - Services delivered in a cost-effective manner
  - Producing results following strategic plan and budget
  - High level of customer satisfaction
- Measure of success:
  - Implementation of TDP elements approved by City Council
  - Increased ridership from 989,000 to > 1,000,000 riders in FY10

Staff Liaison: Ron Macaluso, Director of Transit

Email Address: [rmacaluso@ci.fay.nc.us](mailto:rmacaluso@ci.fay.nc.us)

Phone Number: 910-433-1011

Team Members: Transit Department staff and representatives from the Transportation Advisory Committee

Action Plan	Estimated Completion
TDP Council presentation and adoption	Sept 2009
Arrival of the last two LTV vehicles	Oct. 2009
Implement expansion of services: 3 route expansion & system extended hours	Nov. 2009
Transfer station replacement	Nov. 2009
Installation of new bus stop signs and route schedules	Dec 2009
Renovation of FAST offices on Grove Street	Mar. 2010

First Quarter Update:

- The Transportation Development Plan (TDP) was presented to Council and adopted in August 2009
- Vehicle replacement plan is 50% complete – Eight 35’ HD Transit vehicles have been replaced as of July 2009
- The ARRA Stimulus grant was executed and funds encumbered for the 5 diesel-electric hybrid buses. Delivery is expected in early 2011
- Bus Blast II was held to introduce the new 25’ LTV units for the fixed route service and 20’ LTV
- Rebranded the Paratransit service – “FASTtrac”.

Second Quarter Update:

- Extended hours for 3 routes and the new route 9 were initiated on November 2, 2009
- Transfer Center building replacement was completed and opened for service in December
- New FAST bus stop signs have been installed
- The renovation of the Transit administration facility is progressing as planned. The current progress estimate is that the project is about 66% complete
- Received the last of the 8 LTV transit vehicles.

Third Quarter Update:

- The ADA Sidewalk enhancement portion of the ARRA grant was executed in March: Coordinating with E & I department staff to begin project
- The annual FTA grant was awarded and executed
- Renovation at the Grove Street facility is complete.

Upcoming Activities:

- Awaiting approval from the NCDOT for the state match to annual FTA grant
- Receive the final report on the City/County Consolidated Transportation Plan
- Consistent with adopted budget: Incorporate the extended service hours for 4 additional routes as identified in the TDP
- Provide input to FAMPO for the 2011 UPWP.

# Management Agenda - Top

## Community Report Card

The city continues to seek improvement in the delivery of services to its citizens. To that end, development of a community report card begins in FY 2009-2010. The community report card provides transparency, accountability, and measures results of fiscal resources. The intent behind the community report card is to evaluate City services and guide policy and management decisions in pursuit of the City's strategic goals.

The community report card consists of four components: strategic plan, citizen input, City department business plans, and standards of performance measurement. The City possesses a current strategic plan, which defines the vision and goals for our City. In FY 2009-2010, the City has allocated \$18,400 to conduct a citizen survey. The survey will seek to gain resident's feedback on delivery of city services and the goals defined in the strategic plan.

Other components that will be explored in developing a community report card could be multi-year in nature. They will require a significant change in organizational processes and are not included in the FY10 budget request. One such component is the development of department level business plans in support of the strategic plan. The business plans will infuse results based objectives into department operations and resources. Finally, the City will continue to pursue standards for performance measurement.

The North Carolina Local Government Performance Measurement Project at the UNC School of Government is an existing program that could accelerate the community report card process. The program assists cities in compiling numerous performance measures. The standardized data allows for comparison among peer cities in North Carolina. However, participation in this project carries a fiscal and human resource cost and it does not cover the entire spectrum of existing City services. Yet, it is the fastest and simplest performance measurement system to implement.

The Community Report Card target for action will provide the opportunity for staff to explore in detail all options and resources needed for implementation and to present a final report to Council on recommendations. Following adoption of the recommendations, an estimated initial publishing date for a community report card would be FY 2012.

### **This target for action is linked to the city goal #5: Greater Community Unity- Pride in Fayetteville**

- Objectives:
  - Increase trust and confidence in City government
  - Better inform citizenry about the city and City government
  - Increase community dialog on major issues
- Measure of success:
  - Present Council a recommended multiyear plan that shapes the four components of the community report card: strategic plan, citizen survey, departmental business plans and performance measures.

Staff Liaison: Doug Hewett, Assistant City Manager

Email Address: [dhewett@ci.fay.nc.us](mailto:dhewett@ci.fay.nc.us)

Phone Number: 910-433-1978

Team Members: Management Analyst, Organization and Development Manager, Budget and Evaluation Manager

<b>Action Plan</b>	<b>Estimated Completion</b>
Research options for community report card	Sept 2009
Present findings to City Manager	Dec 2009
Present report to City Council and gauge interest in development	Jan 2010
Include program costs in FY11 budget request	Feb 2010

First Quarter Update:

- Citizen survey was not included in the adopted budget
- Researched options and resources needed for the four elements of the community report card including innovating the strategic plan integration, developing performance measures, performing a citizen survey and developing and integrating departmental business plans
- Prepared and delivered presentation to the Assistant City Manager.

Second Quarter Update:

- Held team meeting to discuss feasibility of this project and provide direction
- Project has limited resources (no budget or dedicated staff)
- Decision was made to gauge the interest of Council to commit resources during their strategic planning retreat.

Third Quarter Update:

- Discussion with Council at the strategic planning retreat gauging interest to pursue project and commit resources
- Project was eliminated from targets for action for FY11
- No further action is required.

# Management Agenda - Top

## Community Watch Expansion

Community Watch is a philosophy and strategy that allows law enforcement and citizens to work together to solve crime and social problems associated with crime. The city is currently approximately 148 square miles (after Fort Bragg annexation) and there are many new neighborhoods being developed. Active Community Watch groups meet regularly to discuss crime and community needs. This target for action seeks to expand the number of new Community Watch groups as well as to revive the inactive groups.

We have learned in the past that as quickly as Community Watch groups are started, they falter. Sustainability is the key to keeping groups active. Crime problems start groups, but when crime problem goes away, so does participation. Information from the community flows to law enforcement which determines the method of patrol needed in the community. Continuous communication is the key to successful information to/from the Zone Officer and the Community Watch Coordinator. Zone Officers will contact Community Watch Coordinators on a regular basis.

**This target for action is linked to the city goal #5: Greater Community Unity- Pride in Fayetteville**

- Objectives:
  - Increase trust and confidence in City government
  - Better inform citizenry about the city and City government
  - Increase community dialog on major issues
  - Developing and maintaining collaborative working relationships
- Measure of success:
  - Sustainability for Community Watch groups
  - Two-way communication and community participation: Increase in reports leading to arrest which are initiated by CW groups
  - Increased Community Watch training, staff support and education

Staff Liaison: Tom Bergamine, Chief of Police

Email Address: [tbergamine@ci.fay.nc.us](mailto:tbergamine@ci.fay.nc.us)

Phone Number: 910-433-1819

Team Members: Cross Creek Patrol District Commander, Crime Prevention Specialists, Community Watch Groups

Action Plan	Estimated Completion
Active Community Watch List Evaluation	Sept 2009
Initiate and staff community meetings	Monthly
Public education campaign: Public Service Announcements, ensuring crime prevention presence at community events utilizing opportunities to educate public in CW groups and crime prevention, updating Police website	Continuous
Training for CW coordinators	Quarterly

First Quarter Update:

- Evaluated the CW list and found we had 108 active CW groups Sept 30, 2009
- During the quarter 8 groups activated, including one in the B Street area. Crime prevention specialists have been contacting inactive groups to regenerate an interest
- Community meetings are being held monthly in an attempt to educate residents about crime trends in the community. Police Dept. initiates these meetings based on crime trends to solicit advice, suggestions and provide information to citizens. Meetings rotate between bureaus/patrol districts. This quarter they were centered in Ramsey St. area
- Public service announcements with crime trend information and safety tips are sent out to the public through Community Watch leaders, newspapers, radio, TV and Police web site
- Continuing to provide crime prevention presence at community events such as National Night Out Kick Off event where CW groups around the world celebrate crime prevention by turning on porch lights. We held the event at Festival Park with Police Band Roll'RZ, displays, info, & prize drawings and three Cease Fire Movie Nights where crime prevention provides information on starting a CW group
- Two new crime prevention specialists (ARRA grant) are in training for a total of six
- Several CW coordinators and members have been enrolling in the Citizen's Police Academy, Citizens on Patrol Academy, and the City Citizen's Academy.

Second Quarter Update:

- Groups are evaluated weekly regarding the requirements for remaining on the active list
- Inactive Community Watch groups were contacted through letters, cards, e-mails and telephone calls to rekindle interest
- Community meetings are being held monthly in areas that have seen increases in criminal activity based on hot spot data analysis
- New groups created this quarter: Lafayette Village West, Legacy at Cross Creek Apts, and Autumn View
- Crime prevention specialists attended Citizen Police Academies and City Citizen Academy to promote the Crime Prevention program and foster interest in community watch groups
- Crime prevention specialists attended 86 Community Watch meetings; conducted 11 safety presentations; and participated in 17 community events, such as Fall Safety Day, Car Seat Safety Checks, Neighbors' Night Out and Safe Communities.



### Third Quarter Update:

- New Community Watch groups created this quarter: Buckhead, Cambridge, Cape Fear Crossing, Clairway/Briarwood, Waters Edge, and Wood Chase
- Attended 66 Community Watch meetings, conducted 4 safety presentations
- Assisted with two walk downs and distributed over 2300 crime prevention packets
- Presented the crime prevention module for the Basic Law Enforcement Training for new officers
- Coordinating with PWC to utilize their out dial campaign which allows citizens to be aware of monthly community meetings held in their area. In February, PWC contacted 2,893 out of 3,223 names listed on a database which is over 91%. For the first time, there were over 110 people in attendance at this meeting
- Researched fax numbers and email addresses for all apartment complexes which allow for widespread information broadcasting in the event of emergency alerts
- Distributing crime prevention literature at informational checkpoints to lower the risk and heighten the awareness by keeping citizens informed
- Operation ID continues to be successful. This program allows law enforcement to detect, identify, and return stolen or lost property to its rightful owner. Citizens are encouraged to mark property or valuables with an identifying mark, preferably their driver's license with state abbreviation. There is currently a waiting list to loan engravers and black light markers.

### Upcoming Activities:

- Continuing the efforts listed in the action plan
- Continuing to provide crime prevention presence at community events.

# Management Agenda - Top

## Economic Development

Effective municipal economic development programs generally have at their core several elements. First, strong partnerships with the existing business community, state institutions and a non-governmental agency focused on the daily functions of traditional economic development activities. The purpose of a non-governmental agency as a partner is to enable confidential interaction with investors and businesses as they evaluate alternatives for their location and investment decisions.

Second, it is important to know your community along many dimensions and to be able to demonstrate in writing the attributes that investors and businesses consider before making investment decisions. These attributes range from infrastructure location and size to utility costs, and workforce availability and characteristics. Further issues of local educational, housing and cultural opportunities, the availability of land and buildings, financial resources and economic incentive programs and general demographics all are important factors. When successful, that results in a quality of life experience that promotes even further economic expansion.

The third major element of an effective municipal economic development program is a fiscally responsible municipal government with strong services, a policy climate that promotes a healthy sustainable balance between citizen, corporate citizen, and a local economy that is rooted in both the present and the future.

With these principles in mind, the City will contract with the Fayetteville/Cumberland County Chamber of Commerce for traditional economic development services. The contract is the tool by which we define our expectations for the traditional activities we need them to carry out on our behalf. In addition, we will work closely with them as they strive to expand existing businesses while targeting opportunities to bring new jobs, retail, and industry to Fayetteville. We will collaborate on evaluating policies and strategies for state, national and international marketing programs as well as opportunities to foster an environment of success for appropriate, balanced economic expansion.

### **This target for action is linked to City goal #2: GREATER TAX BASE DIVERSITY- Strong local economy**

- Objectives:
  - Retain and grow businesses including those associated with the military
  - Increased industrial tax base; more jobs with higher wages
- Measure of success:
  - The expansion of our capacity to promote Fayetteville and provide informational and support services to investors considering Fayetteville.
  - Drafting, adoption and implementation of new economic development tools to promote job creation and the types and location of investment deemed desirable by the community and depicted in the Vision 2030 Plan.
  - Identifying number, size and qualitative characteristics of businesses choosing to locate or expand in Fayetteville.

Staff Liaison: Kristoff Bauer, Assistant City Manager

Email Address: kbauer@ci.fay.nc.us

Phone Number: 910-433-1993

Team Members: Chamber, Community Development Department

<b>Action Plan</b>	<b>Estimated Completion</b>
Chamber contract execution	July 2009
Develop a Hospitality Facility Incentive Program	Dec. 2009
Evaluation of current economic incentive programs	Jan 2010
Support economic development efforts of the Chamber	Continuous
Council Presentation: Recommendations for modifications to programs (refine the tools)	March 2010

First Quarter Update:

- Chamber contract has been executed and operations have begun
- The procedures, application process and contract format for implementation of the economic incentive program Property Tax Grantback have been established and are in place
- Two development projects have been approved through the Property Tax Grantback program representing approximately \$40 million in investment in multi-family housing facilities.

Second Quarter Update:

- A Hospitality Facility Incentive Program was developed in coordination with the Chamber and Cumberland County. A draft of the program was presented to Council during the November 2, 2009 Council Work Session. The proposal has been placed on hold during the ARRA bond program process
- The Chamber of Commerce provided a report on economic development activities during the November 2 Work Session
- An ARRA program to provide low interest financing was identified as a means to assist two hospitality projects (one promoted by the City and one by the County). The City and the County took separate actions to apply for this funding tool to assist these projects. The Hospitality Facility Incentive Program was placed on hold pending the outcome of this application process.

Third Quarter Update:

- Economic development update presented to Council in March, which included an update on a hospitality incentive program and ARRA bond program.

Upcoming Activities:

- Development of a comprehensive Economic Development Program including incentive tools and identification of administrative responsibilities of agencies participating therein.

# Management Agenda - High

## Reclaiming Neighborhoods Strategy

In September of 2008 an initiative was developed to improve working relationships between business owners, residents and various departments of the City. The model was developed to form a holistic approach to be implemented to rehabilitate an area that has seriously declined. The goal of the project is: to increase citizen involvement, provide beautification opportunities, identify resources for the repair of owner occupied properties that are below minimum housing standards, and to support these efforts using a cross section of city resources in an attempt to bring this community together and increase overall wellness.

The B Street area was originally identified as an area between the boundaries of Grove Street and Person Street, and Eastern Blvd. to B Street. The area has been expanded to include Maloney Avenue, Lamon St. and Person Street from Eastern Blvd. to the hotel located on 333 Person Street where continuous illegal activity occurs. This entire area has been rampant with crime for over thirty years and is a classic case of “broken windows.” The police have responded over the years using reactive and proactive strategies. This response was a band-aid approach that only served to provide temporary relief through arrests and landlords evicting tenants.

The process for identifying an action plan developed through information exchanged and suggestions by all department representatives during monthly meetings. Each department identifies strategies the group could employ to increase success in this area and each month accomplishments are discussed and next steps are identified. After several B Street Workgroup meetings, additional meetings were scheduled with the business community, churches and residents. During these meetings the group described the initiative and what the team was hoping to accomplish. The B Street model is intended to be a flexible model that may be adjusted based upon community response. It is anticipated that this model could be used for other areas of the City by adopting specific actions that address conditions inherent to those specific areas. This model was developed in an effort to provide a long-term strategy to increase the likelihood of permanent improvement in the area. This target for action seeks to measure the long-term success of the initiative in the B street area as well as to identify reclaimable activities and extend them to other areas in the community.

### **This target for action is linked to City goal #1: GROWING CITY LIVABLE NEIGHBORHOODS- A great place to live**

- Objectives:
  - Low crime rate and reputation as a safe community
  - Well organized neighborhoods with residents taking pride and responsibility for their neighborhoods
  - Safe streets with vehicles traveling at the posted limits
- Measure of success:
  - Increased community governance and establishment of a formal active community watch group
  - Reduction in overall crime/violent crime/crime committed by youth offenders in the area
  - Observable beautification efforts of community through community assistance programs and stakeholder participation
  - Support for rental inspection program

- Increased collaboration of City departments in a holistic approach to neighborhood reclamation

Staff Liaison: Tom Bergamine, Chief of Police

Email Address: tbergamine@ci.fay.nc.us

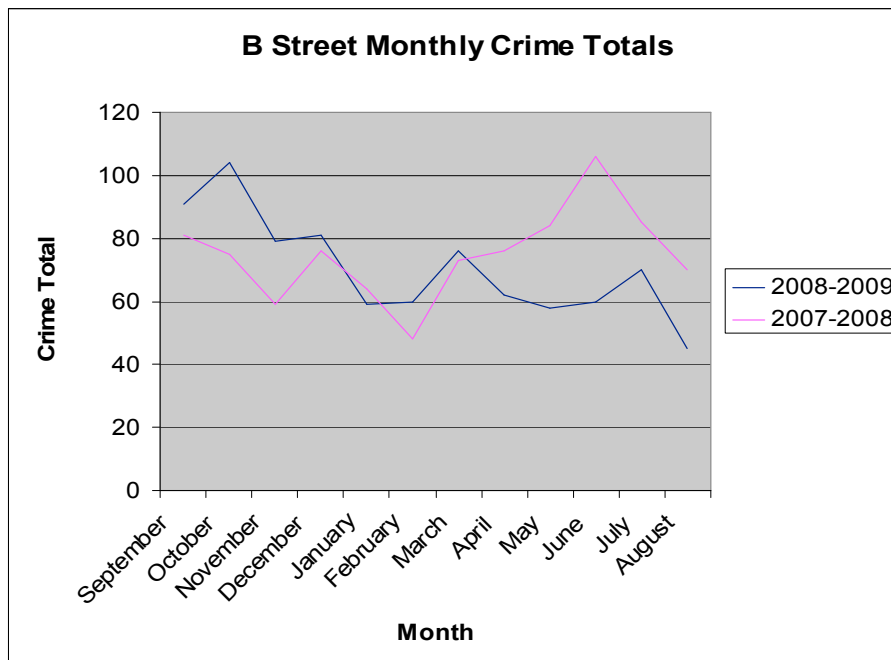
Phone Number: 910-433-1819

Team Members: Police, Inspections, Community Development, Solid Waste, Community Relations, Fire, PWC

Action Plan	Estimated Completion
Departmental workgroup meetings for stakeholder departments	Monthly
Identification of maintenance plan for B Street target area	Nov 2009
Identification of area and work group stakeholders for new focus area	Dec 2009
Development & implementation of action plan for new focus area	Feb 2010
Council presentation on strategy and applicable target area update	June 2010

First Quarter Update:

- Implemented area specific police strategy which increased presence and over time the community experienced a noticeable reduction in crime:



- Police Dept spearheaded monthly departmental workgroup meetings for B street with high attendance and participation
- Community Watch group established – Crime prevention specialists worked with Community Development Dept to lead this initiative. The CW meeting was sponsored by Fayetteville Emanuel Holiness Church on Minor Street. Approximately 21

residents/business owners attended. Pizza Palace provided complimentary spaghetti dinners for the group.

- Marked improvements in area beautification with respect to housing/vacant lots: Inspections: 2 demolitions; Community Development: Beautification and renovation



513 School St.  
before/after photo

- Solid Waste hand delivered recycling booklet, which covers City ordinances concerning the collection of yard waste, household garbage, and bulky collection, provided residents trash bags, got residents involved in cleanup efforts, and promoted ownership of residential areas
- Parks and Recreation provided the workers and equipment for clearing the area overtaken by bamboo



604 Link St.  
before/after photo

- Fire Dept. assisted with the trash cleanup in the area during Fayetteville Beautiful
- PWC conducted additional lighting assessments in the Person St. and Eastern Blvd areas and released work order in June 09 to install additional lights and completed the installation.

### Second Quarter Update:

- Community Watch group continues to meet, are well attended and are sponsored by Fayetteville Emanuel Holiness Church on Minor St.
- Identified department commitments for transition plan and continued maintenance in the B St. area
- Identified new target area as Boonie Doone.

### Third Quarter Update:

- Preparation for Bonnie Doone reclamation project kickoff
- Bonnie Doone Reclamation Project's staff meeting March 24<sup>th</sup>
- Bonnie Doone Reclamation Project's community meeting March 25<sup>th</sup>: Approximately **50** attendees: Business leaders, City departments and officials
- March 29, Crime Prevention Specialists, Environmental Services, and patrol walked the Bonnie Donne area and took pictures of dilapidated homes, overgrown lots and excessive trash and dumping along streets.

Upcoming Activities:

- B St. workgroup to have one final meeting to wrap up the project area
- Bonnie Doone workgroup will establish group participants and meet to identify a strategy for the target area
- Prepare for Council presentation on strategy and applicable target area.

# Management Agenda - High

## Police Staffing

Effective police recruiting and retention is a core fundamental objective for the success of any police department. Recruiting qualified applicants ensures that the department can effectively police the community it serves. It is very important that the City's Police Department attracts and retains qualified officers. Our agency is aggressively working to fill our current vacancies. We are expecting 20 plus in our academy starting on July 13, 2009.

### **This target for action is linked to City goal #1: GROWING CITY LIVABLE NEIGHBORHOODS- A great place to live**

- Objectives:
  - Low crime rate and reputation as a safe community
  - Well organized neighborhoods with residents taking pride and responsibility for their neighborhoods
  - Safe streets with vehicles traveling at the posted limits
- Measure of success:
  - Attain and sustain full strength capacity
  - Increased effective recruitment strategies
  - Decrease turnover rate
  - Increase partnerships with BLET program

Staff Liaison: Tom Bergamine, Chief of Police

Email Address: tbergamine@ci.fay.nc.us

Phone Number: 910-433-1819

Team Members: Support Service Division Commander, Human Resource Department

<b>Action Plan</b>	<b>Estimated Completion</b>
Continually evaluating police recruiting strategy to respond to the changing environment	Continuous
Develop new approaches for improvements in recruiting, hiring and training processes	Continuous
Monitoring the authorized positions and vacancy rate for effective response	Continuous

### First Quarter Update:

- Attained full strength staffing of sworn police officers during the month of August. This is a moving target and is adjusted daily
- At the end of the quarter we had approximately 380 authorized sworn positions with a vacancy rate of approximately 7% which includes the 17 additional positions from the ARRA grant award
- BLET class began in July with 24 students



- Partnering with FTCC for additional BLET class spaces
- Evaluating new radio ad campaign effectiveness. The radio ad campaign did not yield enough response to continue
- Testing new strategy termed “personal recruiting approach” in an effort to humanize the agency. Police recruiter makes multiple individual follow up contacts with potential applicants to engage in a personal relationship rather than simply requesting the applicant to submit inquiries. Recently experienced an increase in the applicant pool.

#### Second Quarter Update:

- Sworn police staffed at 94% Dec. 31, including 24 new police officers
- Hired 4 officers through the COPS Stimulus funding and 4 lateral officers
- Selected a new background investigator
- Recruiting efforts yielded a 12% increase in acceptable/testable applicants, as compared to the second quarter last year.

#### Third Quarter Update:

- At third quarter end, police staffing at 94%
- Began BLET class (18 students) January 19, 2010. They will graduate in late June 2010
- Hired 2 lateral officers that were able to immediately go to a patrol division
- Began hiring officers for the July BLET, (7 files forwarded as of 31 March)
- Recruiting efforts yielded 180 total applications in the quarter (Jan-Mar), of these 148 were issued invites for the POST/POPAT testing
- At the end of the quarter we are working 53 applicants who have passed the initial tests and interview.

#### Upcoming Activities:

- Continue to refine and expand on the recruiting team and personal recruiter initiatives
- Continue targeted efforts to attract qualified applicants
- Continue hiring officers for the July 2010 BLET
- Attend applicable job fairs in the region to include universities and community colleges to recruit recent graduates
- Recruiting sergeant and background investigator continue cross training to maximize recruiting effort.

## Management Agenda - High

### Non-Stop Air Service to Washington, D. C.

This target for action is to investigate and secure direct air service from Fayetteville/Fort Bragg to the DC area primarily for military use, but also to include the civilian market demand. BRAC RTF has agreed to co-sponsor this investigation with the Fayetteville Regional Airport. The work tasks include: selection of a national aviation consultant with experience in data collection and analysis of point-to-point service.

A request for proposal was issued April 29, 2009 and responses are due May 29, 2009. Final selections are expected during the month of June. A timetable for completion of the study is part of the response process and will be coordinated upon selection. It is anticipated that this study will conclude near the mid-point of the 2009-2010 Strategic plan year. The study is anticipated to provide guidance and recommendations that will support direct air service from Fayetteville/Fort Bragg to the DC area as well as aiding in the development of negotiations for potential service providers.

**This target for action is linked to City goal #2: GREATER TAX BASE DIVERSITY- Strong local economy**

- Objectives:
  - Retain and grow businesses including those associated with the military
  - Increased industrial tax base
  - More jobs with higher wages
- Measure of success:
  - Contract execution
  - Support, evaluate and report on the City's participation in RTF Comprehensive Regional Growth Plan

Staff Liaison: Bradley Whited, Airport Director

Email Address: [bwhited@ci.fay.nc.us](mailto:bwhited@ci.fay.nc.us)

Phone Number: 910-433-1160

Team Members: Assist. Airport Director, Deputy Director BRAC-RTF

Action Plan	Estimated Completion
Contract execution	July 2009
Completion of Air Service Market Study	Jan 2010
Alternatives study complete in May 2010 (general aviation alternatives)	May 2010
Support, evaluate and report on the City's participation in RTF Comprehensive Regional Growth Plan	Continuous

#### First Quarter Update:

- Executed contract for Air Service Market Study

- Funding for study: Total= \$50,000, \$25,000 from BRAC RTF, requested \$25,000 from NCDOT Aviation (approval pending)
- September 1, 2009 start date for Air Service Market Study

#### Second Quarter Update:

- Executed grant with NCDOT Aviation for funding request of \$25,000
- Deployed customer surveys that will provide feedback on air service to DC.

#### Third Quarter Update:

- InterVISTA compiled results of individual and corporate survey and completed analysis of market demand
- InterVISTA briefed Airport Commission and City Council on the survey and market demand.

#### Upcoming Activities:

- Alternative study complete in May 2010 (general aviation alternatives)
- Contract concludes June 2010.

# Management Agenda - High

## Telling the City's Positive Story

The City continues to provide a communications network to its internal and external customers about the services it provides. The efforts will raise the levels of understanding about City government, how it works, impacts on the city residents, and how the Strategic Plan integrates all departments and their goals.

The partnership between the media, local civic and government organizations, PWC, advertising agencies and our committed, dedicated City employees brings a greater degree of visibility to the City. Continuation of the award-winning Kaleidoscope, Fayetteville Focus e-newsletter, employee newsletter, and excellent service delivery campaigns enhances our abilities to bring current and transparent news to the community. The redesigned web site delivers information to citizens as it happens.

Good-will events and exposure in the community also brings visibility to our excellent programs and services.

### **This target for action is linked to the city goal #5: Greater Community Unity- Pride in Fayetteville**

- Objectives:
  - Increase trust and confidence in City government
  - Better inform citizenry about the city and City government
  - Increase community dialog on major issues
  - Marketing City
- Measure of success:
  - Increased positive media exposure; positive responses from citizens

Staff Liaison: Doug Hewett, Assistant City Manager

Email Address: dhewett@ci.fay.nc.us

Phone Number: 910-433-1978

Team Members: PIO, City Communications Team

<b>Action Plan</b>	<b>Estimated Completion</b>
Up & Coming City page development and launch newly designed website	Dec 2009
Revamp Communications Team and radio show feasibility study	Jan 2010
Production of annual report and development of media training sessions for staff	June 2010

### First Quarter Update:

- Publicity on Transit improvements: Assisted with new web site, media conference on new vehicles for Para-transit, materials for rebranding Para-transit Division
- Recognized with 5 awards this calendar year:
  - NC3C - First Place - Employee Newsletter "Inside Track"
  - NC3C - First Place - Citizen E-Newsletter "Fayetteville Focus"
  - NC3C - First Place - Service Delivery "Fayetteville Recycles"

- NC3C - Second Place - 2008 Annual Report
- 3CMA - Third Place - Environmental Services booklet "Fayetteville Recycles and Other Environmental Services"
- Phase II of broadcast upgrades completed
- Developed and launched new City of Fayetteville Stimulus Website
- Launched new FAST website
- Increased media response to newsworthy items such as Linear Park, economic indicators, Sustainability Plan, Parks & Recreation partnership with Ft. Bragg for recreation for wounded soldiers & families, Transit improvements, upgrade in bond ratings
- Interviews of three departments on WFSS radio: Transit, Environmental Services and Traffic
- Citizens' Academy started second session
- City information table at Folk Festival.

#### Second Quarter Update:

- Launch of two-page spread in Up&Coming Weekly (Focus on Fayetteville) as a new opportunity (published every other week)
- Graduated second class of Citizens' Academy
- Assist with Downtown Developments published every other week in Up&Coming Weekly
- Planned and executed City Council inauguration on Dec. 7, 2009
- Assisted in production of Finance Dept's Comprehensive Annual Finance Report and adopted Budget book; printed same
- Coordinated setup of booth at Beasley Broadcasting's Energy Expo
- Completed training on new Phase II broadcast equipment
- Pedestrian safety project for SOS committee
- Planned Census regional bus tour event with Complete Count Committee for Fayetteville/Cumberland County
- Continued monthly publishing of e-newsletter to increasing number of subscribers, employee newsletter and Council meeting broadcasts

#### Third Quarter Update:

- Up & Coming City page has been developed and branded as Focus on Fayetteville. Public feedback has been very positive
- Groundbreaking ceremony for NC Veterans Park
- A newly designed website is in the final approval stages. Department web stewards are reviewing their website files from the old website and working with the Web staff on what they want on their pages
- Communications Team has been revamped. The first thing the team met about was the new website and participation was good. There was excellent interaction with the web staff at the meeting
- Budget Chronicles webpage was developed and launched.

#### Upcoming Activities:

- Launch of redesigned web site
- Media training sessions will be held with staff in upcoming Communications Team meetings
- Ribbon cutting for Transportation Museum annex
- SOS committee campaign: Don't talk, text or Tweet from the driver's seat.

# Management Agenda - High

## Northwest Gateway Project

The Northwest Gateway Project is the convergence of three separate projects involving the City of Fayetteville Community Development Department, the Special Projects Director and the State Department of Transportation in conjunction with our City Traffic Engineer. The synergy that will spring from the three key activities that make up the Gateway project goes beyond their physical proximity. The trio of core actions is as follows:

The Community Development Department is working to fund and implement a significant redevelopment effort on Murchison Road from Fort Bragg to its terminus at Rowan Street on the edge of downtown Fayetteville. One targeted phase of this plan involves redevelopment of the land which will be northeast of the intersection of Bragg Boulevard and Rowan Street.

The City's Special Project Director is coordinating the design and development of the North Carolina Veterans' Park behind ASOM, along Cross Creek to the northwestern edge of the downtown area. A significant element of this effort is to extend Freedom Trail along Bragg Boulevard from Hay Street to Rowan.

The State Department of Transportation (DOT) is preparing to replace the Rowan Street Bridge which spans across a primary rail line. The replacement of this bridge calls for locating the span in a new location that will open up several acres for a second phase of Veterans' Park on the northeast side of Cross Creek. The city will take this opportunity to make improvements to automobile, pedestrian and bicycle facilities in this area.

The graphic included in this report depicts the juxtaposition of these activities. The balance between extraordinary park development on both sides of Bragg Blvd (including the Freedom Trail), major improvements to the transportation infrastructure and mixed use development is ideal to create a whole new experience entering the downtown from this Northwest Gateway location.

(Narrative update 9.30.09)

### **This target for action is linked to the city goal #6: Revitalize Downtown- A Community Focal Point**

- Objectives:
  - Adequate access to downtown
  - Develop world class NC Veteran's Park
  - More private investment in downtown
  - Make downtown a viable neighborhood with services available
  - Enhance utility services and upgrade quality of streets
  - Increase unity among factions and stakeholders
  
- Measure of success:
  - Continued staff support and collaboration of the three projects involving the City of Fayetteville Community Development Department, the Special Projects Director and the State Department of Transportation in conjunction with our City Traffic Engineer
  - Support for the redevelopment effort on Murchison Road
  - Coordinating the design and development of the North Carolina Veterans' Park and Freedom Trail
  - Rowan Street Bridge replacement

Staff Liaison: Rob Anderson, Chief Development Officer

Email Address: randerson@ci.fay.nc.us

Phone Number: 910-433-1701

Team Members: Community Development, Special Projects Director and City Traffic Engineering



<b>Action Plan</b>	<b>Estimated Completion</b>
Community Development Department is working to fund and implement a significant redevelopment effort on Murchison Road	Continuous
City's Special Project Director: Coordinating the design & development of the NC Veterans' Park & Freedom Trail	Continuous
City Traffic Engineer staff support for replacement of Rowan Street Bridge	Continuous
Development Services (planning) for all three components	Continuous

First Quarter Update:

- The Special Projects Director issued a Request for Proposals for the old hotel redevelopment site on Bragg Boulevard across from the ASOM facility and the NC Veteran's Park site. The City only received one proposal which was later withdrawn due to the condition of financial markets
- The Special Projects Director has coordinated an aggressive series of meetings for pre-development activities associated with the NC Veteran's Park. The Freedom Trail component will go to bid in the second quarter with construction to be completed by the end

of the fiscal year

- The Community Development Department in conjunction with their redevelopment consultant made two presentations to the City Council to prioritize which actions to pursue in this fiscal year. The Council also provided concurrence on the exploration of funding sources to initiate implementation. This item can be followed through the Murchison Road Redevelopment target for action
- The State Department of Transportation has determined that the new intersection to be formed by the relocation of the Rowan Street Bridge and improvements to Bragg Boulevard and Murchison Road will not be suitable for the roundabout the City originally envisioned. It will be designed as a traditional signalized intersection.

#### Second Quarter Update:

- The construction contract for Part 1 of Phase 1 of the NC Veteran's Park was awarded January 11, 2010. The contract is for Freedom Trail from Hay Street to Walters Street, for a comfort station (restroom facility) & parking lot at Freedom Memorial Park and a campus connector to create the connection between the Veterans Park visitor center and ASOM. This part will be completed by September 2010
- Once the Freedom Trail and Phase 1 of the park is completed, we will reissue a Request for Proposal for the old hotel redevelopment site on Bragg Boulevard across from the ASOM facility and the NC Veteran's Park site
- Murchison Road Redevelopment: Specific reporting on this item can be monitored by viewing the Murchison Road Redevelopment Target for Action
- The NC Department of Transportation has not yet committed to a specific schedule for the replacement of the Rowan Street Bridge. Phase 2 of the park can only be completed in coordination with this change.

#### Third Quarter Update Not Provided

#### Upcoming Activities:

- Part 2 of phase 1 (the larger park project) will be bid in the spring 2010, awarded in spring, with construction completed in June of 2011
- Part 3 of phase 1 (the visitor center) will be bid in the early summer of 2010, with the contract award in June/July. Construction of the visitor center will be completed by the end of June 2011
- Part 4 of phase 1 (the exhibits) will be bid in early fall of 2010 and completed in June 2011.
- Continued staff support and collaboration of the three projects involving the City of Fayetteville Community Development Department, the Special Projects Director and the State Department of Transportation.



## CITY COUNCIL ACTION MEMO

**TO:** Mayor and Members of City Council  
**FROM:** Douglas J. Hewett, Assistant City Manager  
**DATE:** May 3, 2010  
**RE:** **City Manager's Office - FY 2011 State Legislative Agenda**

---

---

**THE QUESTION:**

Does the proposed FY 2011 state legislative agenda meet the City Council's interest?

**RELATIONSHIP TO STRATEGIC PLAN:**

Supporting the legislative agenda and lobbying strategy is a high priority policy agenda item for the City goal of More Efficient City Government.

**BACKGROUND:**

The North Carolina General Assembly (NCGA) reconvenes on May 12, 2010. Fayetteville's legislative delegation's support and advocacy is instrumental in assisting the City with acquiring authority to establish certain programs and in securing community assets. To ensure the delegation is aware of the City's needs and interests, a short legislative agenda is prepared for their review and action. The following list represents the needs and interests identified thus far for presentation to the delegation prior to the May 12 session.

**ISSUES:**

The needs and interest for FY2011 that have been identified thus far are as follows:

- Parity of fines for speeding convictions in school zones and construction zones
- Advocate for local authority to boot vehicles for unpaid parking fine
- Support legislation to appropriate additional funds to the State Fire Protection Grant Fund to provide additional compensation to local fire districts and municipalities for providing local fire protection to state-owned buildings
- Support legislation that would provide additional funding for local transit systems
- Support legislation that would provide additional funding that address local transportation infrastructure needs
- Oppose any efforts to balance the State budget using any state collected local government revenues
- Advocate for legislation supporting local ABC commission
- Oppose legislation which creates unfunded mandates for local governments
- Support the legislation revising the nuisance abatement law
- Oppose legislation that would impose a moratorium on local governments providing broadband services to the general public in their community
- Advocate for funding of local projects that prepare the City to meet the needs of its citizens and growing City.

**OPTIONS:**

1. Approve, modify or reject recommendations
2. Take no action at this time.

**RECOMMENDED ACTION:**

Approve the FY 2011 state legislative agenda for presentation to the City's legislative delegation for their review and action.

**CITY COUNCIL ACTION MEMO**

**TO:** Mayor and Members of City Council  
**FROM:** Applicable City Council Member(s)  
**DATE:** May 3, 2010  
**RE:** **City Council Request(s): (In order of date of receipt)**  
**(1) Mayor Pro Tem Haire - Lets Help Local Business Owners**  
**(2) Council Member Mohn - NC Delegation Support for Boeing Airlines**

---

**THE QUESTION:**

As stated on attached City Council Agenda Item Request Form(s)

**RELATIONSHIP TO STRATEGIC PLAN:**

As stated on attached City Council Agenda Item Request Form(s)

**BACKGROUND:**

NA

**ISSUES:**

NA

**OPTIONS:**

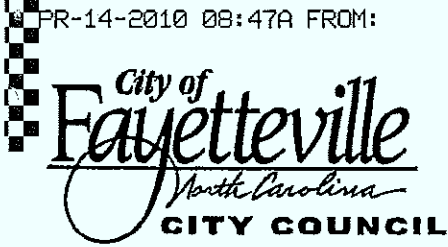
NA

**RECOMMENDED ACTION:**

As stated on attached City Council Agenda Item Request Form(s)

**ATTACHMENTS:**

- (1) Mayor Pro Tem Haire - Lets Help Local Business Owners
- (2) Council Member Mohn - NC Delegation Support for Boeing Airlines



**City Council Agenda  
Item Request**

Date of Request: 4-14-2010  
 Name of Requester: D J Haire - "Work Session"  
 Agenda Item Title: lets help local business owners

What do you want to accomplish with this item?  
to support our local business & service owners  
Help our small businesses land Fayetteville  
local contracts

How does this item connect to the City's Strategic Plan?  
Keep jobs local, builds our local tax base,  
helps create jobs, jobs jobs

Comments:  
it would like this item place on our next  
work session for discussion & have the council  
make a presentation on how this can be done

CC-101 (3/07) May 3 work session

**D.J. Haire**

---

**From:** D.J. Haire [buildingbridges@djhaire.com]  
**Sent:** Monday, April 12, 2010 5:03 PM  
**To:** Bob Massey (E-mail); Bobby Hurst (E-mail); KD (E-mail); Keith Bates (E-mail); Tmohn@Aol.Com (E-mail); Tony Chavonne (E-mail 2); Tony Chavonne (E-mail); Valencia Applewhite (E-mail); W. Meredith (E-mail); William Crisp (E-mail)  
**Cc:** Karen McDonald (E-mail); Doug Peters (E-mail); Steve Blanchard (E-mail); Wilson Lacy (E-mail); Mike G. Lallier (E-mail); Jenette Council (E-mail); Dale Iman (E-mail)  
**Subject:** Emailing: FayObserver.com - Perdue to push for tax breaks for small businesses



FayObserver.com -  
 Perdue to pu...

***Council Members,***

***Governor Perdue Jobsnow/remain in the state, sounds good. What about us having the same type discussion at a work session. Lets do all we can to help our Fayetteville/Cumberland County Businesses.***

***Lets have discussions on how we can help our contractors and other businesses that provide services get our local contracts. (local state & city contracts) Is the lowest bid always the only way to go especially if its not a local Fayetteville/Cumberland County business owner.***

***Read item 3 of her plan; help small businesses land North Carolina contracts. We/City of Fayetteville could do some what of the same; "help local Fayetteville/Cumberland County businesses land local jobs. (contracts & services)***

***We have alot going on in our city right now; Hope 6, Veterans Park, Military Business Park, etc. How many of our Fayetteville/Cumberland County small business owners are doing these jobs? With times as they are, we should do ALL we can to help our "on" economy. So lets talk about it and hopefully put something into policy, lets also talk to the County this could be a JOINT effort, unless they already have something like this in place.***

***Lets help them & us to!***



## City Council Agenda Item Request

**Date of Request:** 25 April 2010

**Name of Requester:** Theodore W. Mohn (District 8)

**Agenda Item Title:** NC Delegation Support For Boeing Airlines

### What do you want to accomplish with this item?

Have council consider a resolution or other appropriate document requesting our NC delegation (ie. Rep McIntyre and Sen. Hagen) support Boeing Airlines and their ongoing competition for the Air Force's KC-X aerial refueling contract.

### How does this item connect to the City's Strategic Plan?

Strong Economy  
Jobs  
Diverse Tax Revenue Sources

### Comments:

Boeing's presence in North Carolina has long been a source of revenue for our state and opportunity for our fellow workers. We must do our part to help provide our warfighters with the best tanker available, bring our taxpayers the greatest value and help push our state and its workers toward economic recovery.

The pentagon's ongoing competition for the Air Force KC-X aerial refueling tanker contract is between Boeing Airlines and a European company. Lets keep jobs in America!