

Agenda
2023 City of Goldsboro Council Retreat
Goldsboro Event Center
1501 S. Slocumb Street, Goldsboro, NC 27530

Wednesday, February 22, 2023

8:30 – 9:00	Breakfast
9:00 – 9:05	Call to Order/Adoption of the Agenda (Mayor David Ham)
9:05 – 9:20	FY20-21 Audit (FORVIS Consultant John Frank)
9:20 – 9:40	Financial Performance Update (Davenport Consultant Ted Cole)
9:40 – 10:00	Finance Update (Finance Director Catherine Gwynn)
10:00 – 10:40	Strategic Plan Update (Assistant to City Manager Octavius Murphy)
10:40 – 11:30	Public Utilities Rates and System Development Fees (Public Utilities Director Bert Sherman and Stantec Consultant David Hyder)
11:30 – 12:00	Water and Wastewater Asset Inventory and Assessment (Engineering Director Bobby Croom and WithersRavenel Consultant Ken Orie)
12:00 – 12:30	Lunch
12:30 – 1:00	Substandard Housing (Planning Director Kenny Talton)
1:00 – 1:30	Ash Street Corridor Study (Planning Director Kenny Talton and Kittleson and Associates Consultant Zachary Bugg)
1:30 – 2:00	Downtown Parking (Downtown Development Director Erin Fonseca)
2:00 – 2:30	Election Method Discussion (City Manager Tim Salmon)
2:30 – 2:45	Break
2:45 – 3:15	Homelessness Discussion (Councilwoman Brandi Matthews)
3:15 – 3:45	Violence Discussion (Police Chief Mike West)
3:45 – 4:30	Retreat Day 1 Wrap-up (Mayor David Ham)

Thursday, February 23, 2022

8:30 – 9:00	Breakfast
9:00 – 9:05	Call to Order (Mayor David Ham)
9:05 – 11:00	FY23-24 Department Budget Priorities (GPD; GFD; PW; P&R; IT Engineering; DD; HR)
11:00 – 11:30	FY23-24 Council Budget Discussion (Mayor David Ham)
11:30 – 12:00	FY23-24 NPO Budget Discussion (City Manager Tim Salmon)
12:00 – 12:30	Lunch
12:30 – 1:00	SJAFB Housing (4 th Support Group Commander Col McElhaney)
1:00 – 1:30	Goldsboro Floodprint Project Update (Engineering Director Bobby Croom and NCSU Coastal Dynamics Design Lab Consultant Andy Fox)
1:30 – 2:00	City Facility Maintenance (Asst City Manager Matt Livingston)
2:00 – 2:30	FY23-24 Budget Guidance (City Manager Tim Salmon)
2:30 – 3:00	Retreat Day 2 Wrap-up (Mayor David Ham)

Discussion Materials

City of Goldsboro, North Carolina



February 22, 2023

Contents / Agenda



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A	City's Financial Policies



Credit Rating Overview

Credit Overview



Credit Rating Overview

- The City is currently rated AA by Standard and Poor's.
- On August 13, 2020, the City's Aa2 Moody's rating was withdrawn due to a lack of sufficient information.

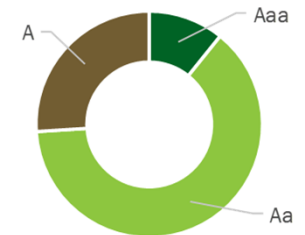
Moody's Investor Services	Standard & Poor's	Fitch Ratings
Aaa	AAA	AAA
Aa1	AA+	AA+
Aa2	AA	AA
Aa3	AA-	AA-
A1	A+	A+
A2	A	A
A3	A-	A-
Baa1	BB+	BB+
Baa2	BBB	BBB
Baa3	BBB-	BBB-
Non Investment Grade		

Peer Comparatives

- The following pages contain peer comparatives based on the below Moody's rating categories as shown below:

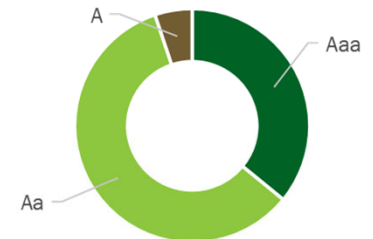
National Moody's Rated Cities and Towns

	Number of Credits	Percentage of Credits
Aaa	228	11%
Aa	1,337	63%
A	550	26%
Total	2,115	100%



North Carolina Moody's Rated Cities and Towns

	Number of Credits	Percentage of Credits
Aaa	14	36%
Aa	23	59%
A	2	5%
Total	39	100%



NC 'Aaa': Apex, Asheville, Cary, Chapel Hill, Charlotte, Durham, Greensboro, Huntersville, Mooresville, Morrisville, Raleigh, Wake Forest, Wilmington, Winston-Salem

NC 'Aa': Carrboro, Clayton, Concord, Davidson, Fayetteville, Fuquay-Varina, Garner, Gastonia, Greenville, Hickory, High Point, Holly Springs, Indian Trail, Jacksonville, Kannapolis, Matthews, Monroe, Mount Holly, Rocky Mount, Sanford, Thomasville, Wilson, Zebulon

NC 'A': River Bend, Stanley

Rating Agency Methodologies



Moody's Rating Methodology

Category	Rating Percentage	Short Term Control	Long Term Control
Economy	30%		✓
Financial Performance	30%	✓	✓
Institutional Framework	10%		✓
Leverage	30%	✓	✓

- On November 2, 2022, Moody's updated its US Local Governments General Obligation Debt methodology and assumptions.
- Under the new methodology, an initial indicative rating is calculated from a weighted average of four key factors.
- 5 defined below the line qualitative adjustments can be made based upon certain factors not included in the quantitative score.
- While the defined notching factors have been reduced, a new category for other considerations will allow for any other factor deemed appropriate by the rating analysts and committee to be considered in the rating outcome.

S&P Rating Methodology

Category	Rating Percentage	Short Term Control	Long Term Control
Institutional Framework	10%		✓
Economy	30%		✓
Management	20%	✓	✓
Budget Flexibility	10%	✓	✓
Budgetary Performance	10%	✓	✓
Liquidity	10%	✓	✓
Debt and Contingent Liabilities	10%	✓	✓

- On September 12, 2013, Standard & Poor's updated its US Local Governments General Obligation Ratings methodology and assumptions.
- Under the new methodology, an initial indicative rating is calculated from a weighted average of seven key factors.
- Up to a one-notch adjustment can be made from the indicative rating based on other qualitative factors not included in the quantitative score.

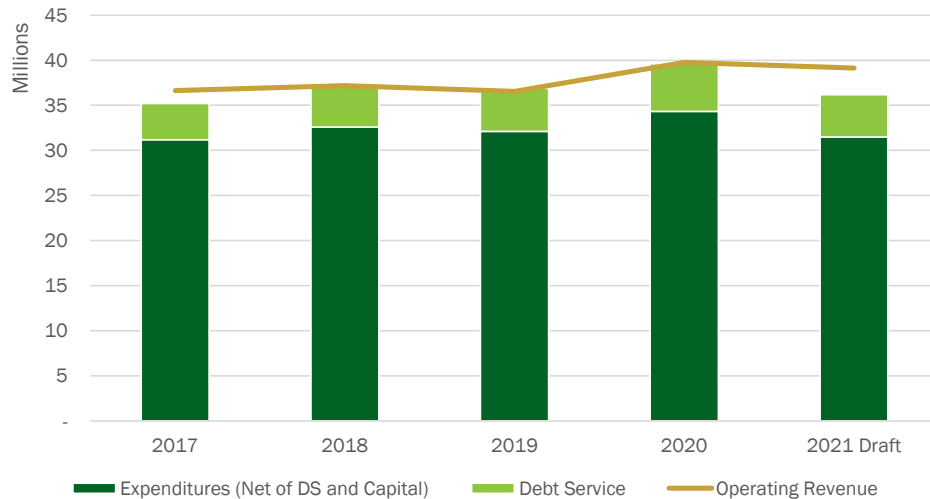


General Fund Operations and Fund Balance

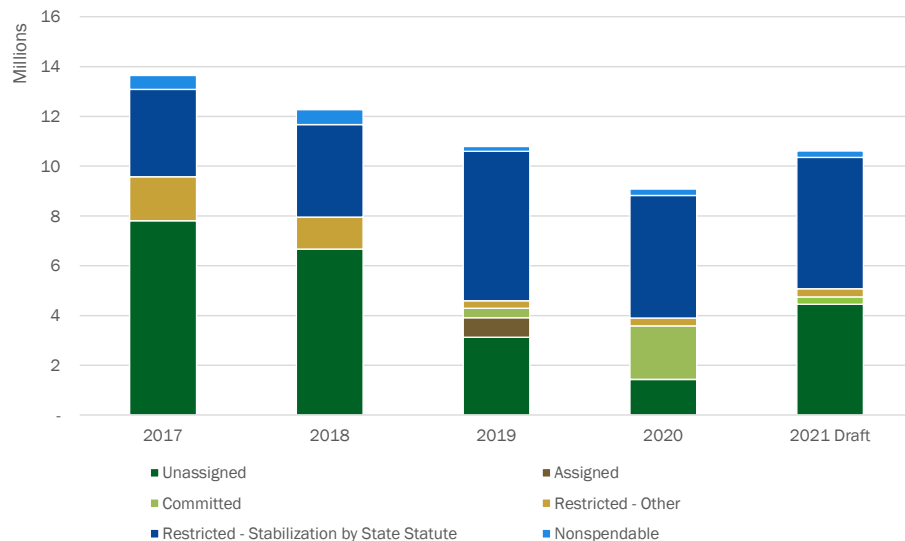
General Fund Financial Performance



General Fund Revenues vs. Expenditures



General Fund Balance



Observations

- Historically, the City's operating revenues have exceeded operating and debt service expenditures, resulting in a structurally balanced budget and annual operating surpluses.
- From 2018 – 2020 however, due to increases in operating expenditures and debt service, expenditures exceeded revenues, resulting in a slight operating imbalance. The City appears to have returned to a structurally balanced operating position in FY 2021.
- Additionally, due to the City's investment in capital from both operating revenues (pay-go capital) and expenditures from bond proceeds, the City's fund balance has declined in four of the last five years.
 - In FY 2021, Unassigned Fund Balance increased by approximately \$3 million.

	2017	2018	2019	2020	2021 Draft
1 General Fund Balance					
2 Nonspendable	564,291	606,124	187,925	257,212	255,407
3 Restricted - Other	1,767,085	1,285,452	302,328	312,812	328,772
4 Restricted - Stabilization by State Statute	3,503,289	3,712,763	6,011,326	4,931,066	5,281,780
5 Committed - FEMA Grant Fund ¹	-	-	374,346	2,146,511	291,143
6 Assigned	-	-	778,842	12,964	-
7 Unassigned	7,811,928	6,670,426	3,132,854	1,423,993	4,454,057
8 Total	13,646,593	12,274,765	10,787,621	9,084,558	10,611,159

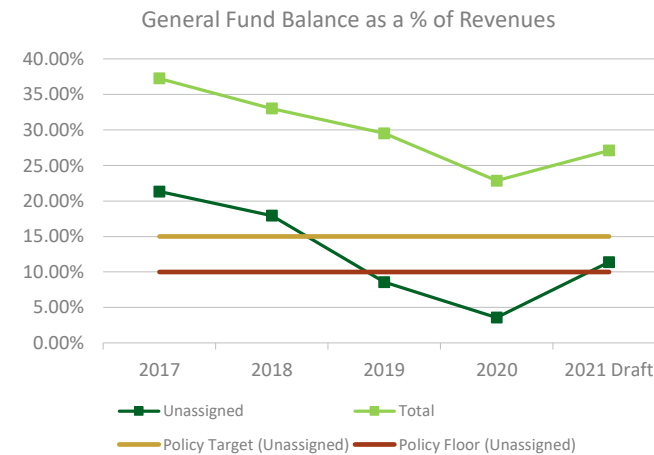
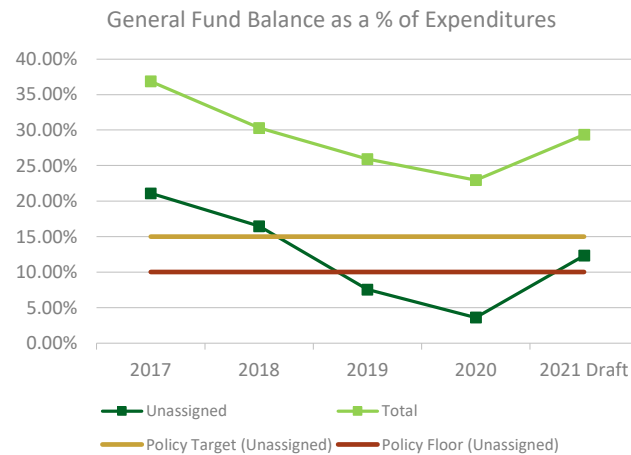
1) Approximately \$1.5 million of FY 2020 Committed Fund Balance represents FEMA funds to be reimbursed to the Utility Fund.

General Fund Balance Overview



City of Goldsboro Fund Balance Policy:

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

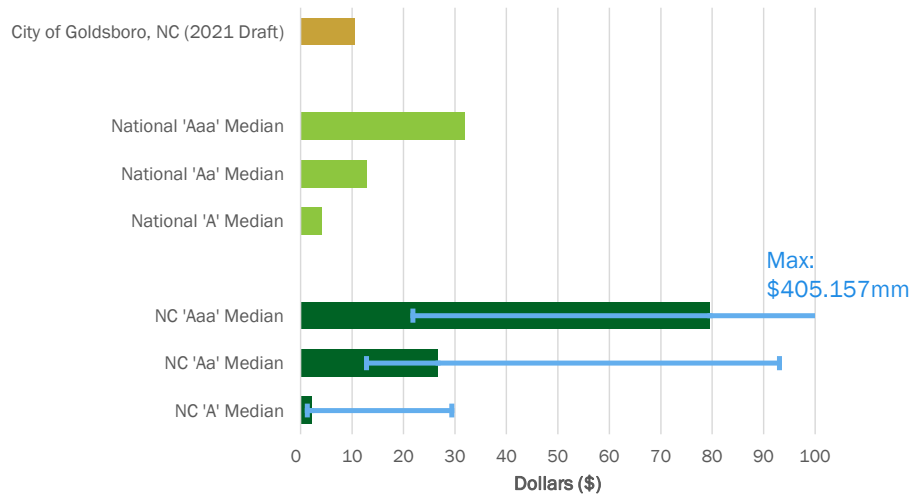


	2017	2018	2019	2020	2021 Draft
General Fund					
Revenues	36,626,690	37,184,034	36,548,222	39,758,350	39,143,543
Expenditures	37,025,363	40,495,239	41,599,247	39,593,894	36,163,863
General Fund Balance					
Nonspendable	564,291	606,124	187,925	257,212	255,407
Restricted - Other	1,767,085	1,285,452	302,328	312,812	328,772
Restricted - Stabilization by State Statute	3,503,289	3,712,763	6,011,326	4,931,066	5,281,780
Committed	-	-	374,346	2,146,511	291,143
Assigned	-	-	778,842	12,964	-
Unassigned	7,811,928	6,670,426	3,132,854	1,423,993	4,454,057
Total	13,646,593	12,274,765	10,787,621	9,084,558	10,611,159
General Fund Balance Ratios					
Unassigned as a % of Revenues	21.33%	17.94%	8.57%	3.58%	11.38%
Unassigned as a % of Expenditures	21.10%	16.47%	7.53%	3.60%	12.32%
Total General Fund Balance as a % of Revenues	37.26%	33.01%	29.52%	22.85%	27.11%
Total General Fund Balance as a % of Expenditures	36.86%	30.31%	25.93%	22.94%	29.34%

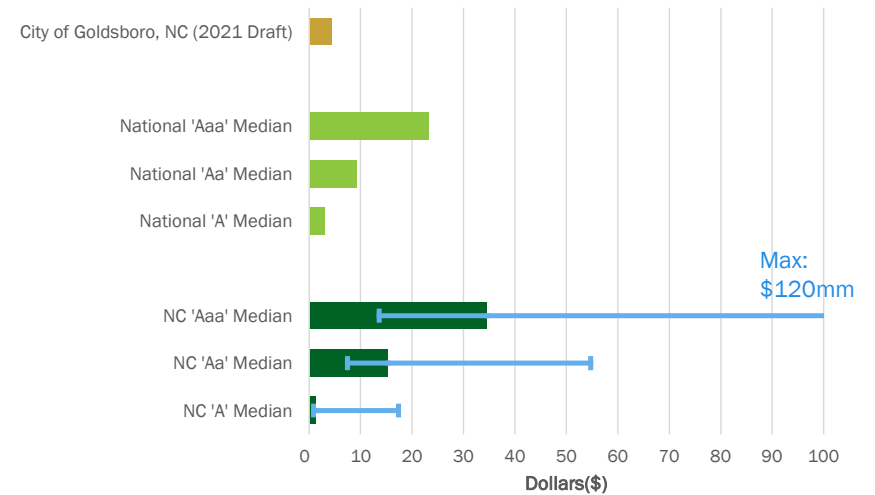
General Fund Balance – Peer Comparatives



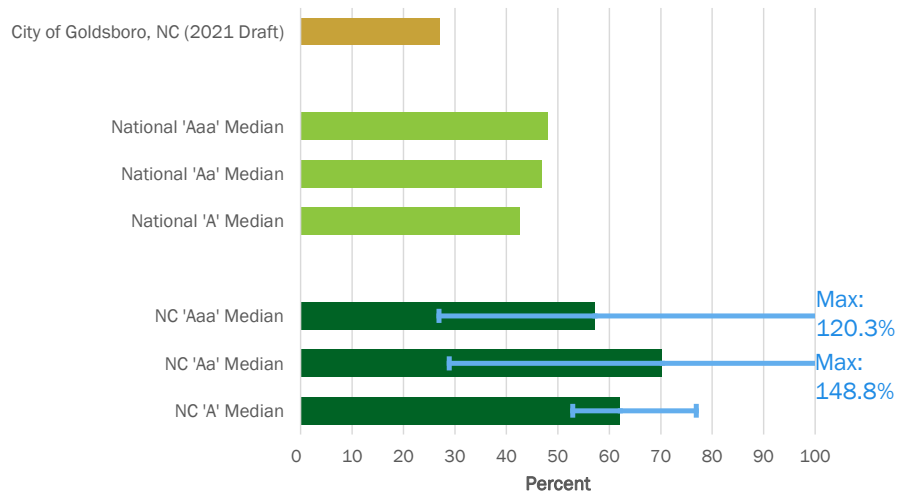
Total General Fund Balance (Millions)



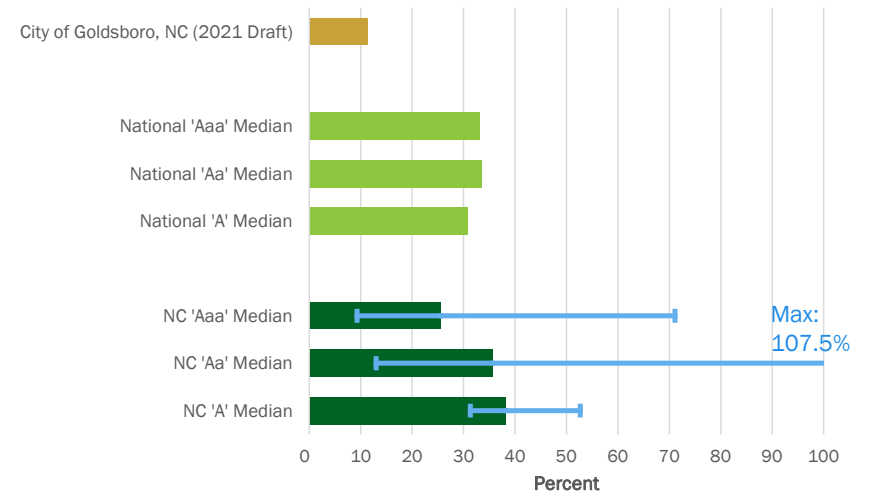
Total Unassigned Fund Balance (Millions)



Total General Fund Balance as % of Revenues



Unassigned Fund Balance as % of Revenue



Gold – Reflects City of Goldsboro Value

Light Green – Reflects National (Aaa, Aa, A) Median Values

Dark Green – Reflects NC (Aaa, Aa, A) Median Values

Blue Line – Reflects Min/Max Values

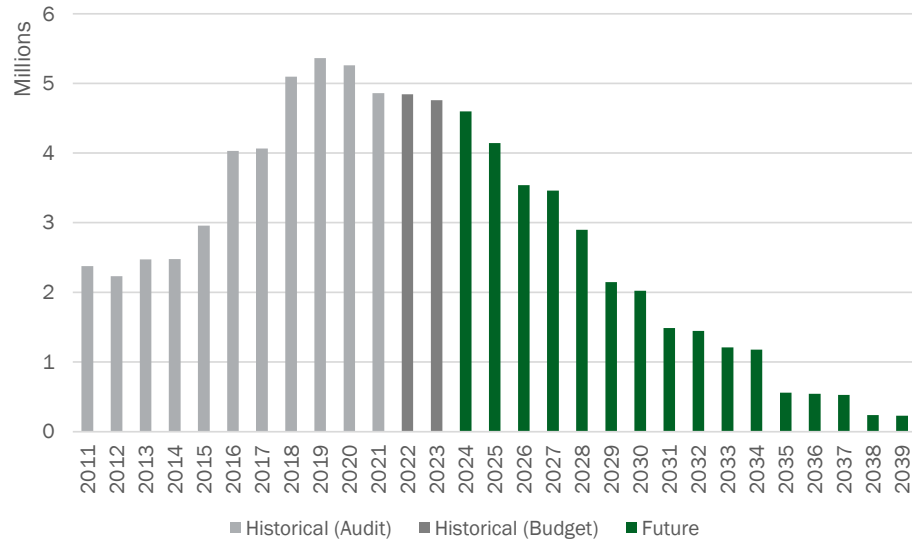


Existing Tax Supported Debt Profile

Existing Tax Supported Debt



Tax Supported Debt Service



Par Outstanding – Estimated as of 6/30/2022

Type	Par Amount
General Obligation Bonds	\$9,659,856
IPCs / LOBs / Other	\$20,291,341
Total	\$29,951,197

Note: Includes the following loans issued after 6/30/2022:

- 2022 Vehicle IFA (Truist)

Tax Supported Debt Service

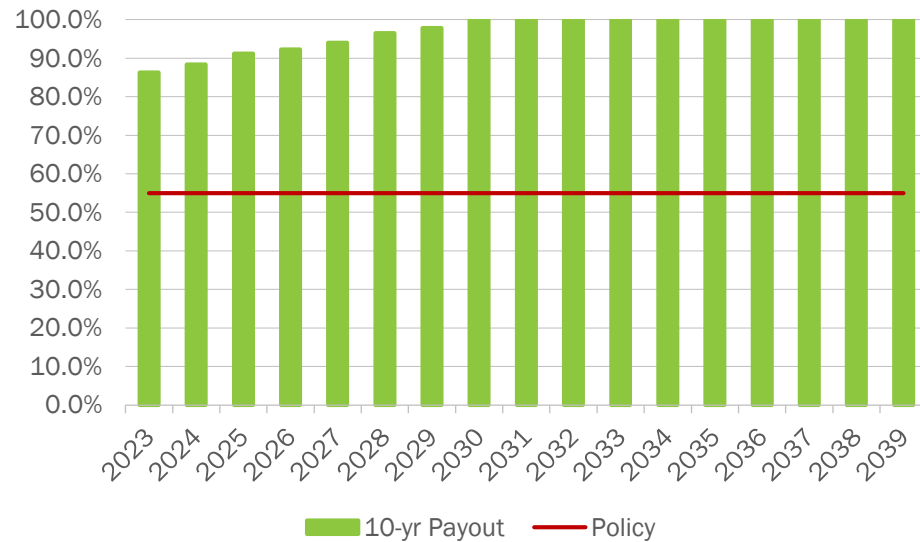
FY	Principal	Interest	Total	10-yr Payout
Total	29,951,197	5,024,505	34,975,702	
2023	3,951,623	807,673	4,759,296	86.3%
2024	3,825,901	770,093	4,595,994	88.3%
2025	3,468,192	673,861	4,142,053	91.2%
2026	2,961,702	577,964	3,539,665	92.2%
2027	2,975,780	487,977	3,463,757	94.0%
2028	2,498,000	397,443	2,895,443	96.5%
2029	1,833,000	314,619	2,147,619	97.8%
2030	1,766,000	256,057	2,022,057	100.0%
2031	1,281,000	204,291	1,485,291	100.0%
2032	1,280,000	166,639	1,446,639	100.0%
2033	1,080,000	129,019	1,209,019	100.0%
2034	1,080,000	94,400	1,174,400	100.0%
2035	500,000	59,297	559,297	100.0%
2036	500,000	43,328	543,328	100.0%
2037	500,000	27,219	527,219	100.0%
2038	225,000	10,969	235,969	100.0%
2039	225,000	3,656	228,656	100.0%

- The City's Tax Supported Debt consists of obligations paid for from the General Fund and from Occupancy Tax.

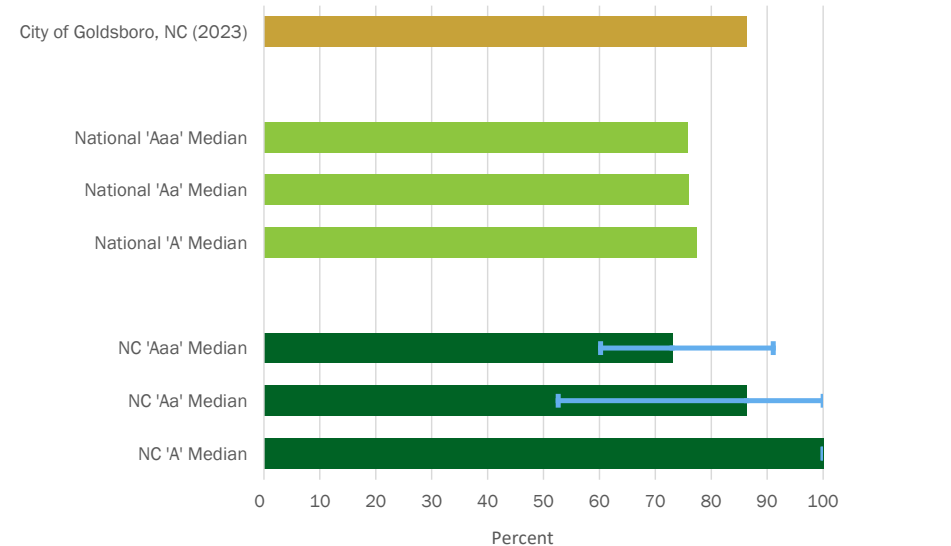
Key Debt Ratio: Tax Supported Payout Ratio



10-Year Payout Ratio



10-year Payout Ratio Peer Comparative



Gold – Reflects City of Goldsboro Value

Light Green – Reflects National (Aaa, Aa, A) Median Values

Dark Green – Reflects NC (Aaa, Aa, A) Median Values

Blue Line – Reflects Min/Max Values

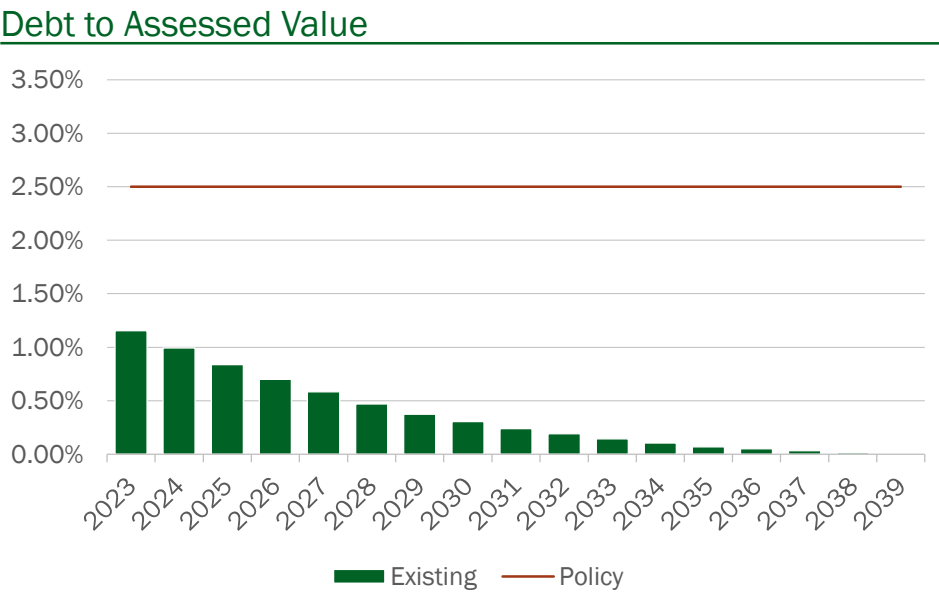
- Existing 10-year Payout Ratio
 - FY 2023: 86.3%
- The 10-Year Payout Ratio measures the amount of principal to be retired in the next 10 years.
- This ratio is an important metric that indicates whether or not a locality is back-loading its debt.
- The City has a Policy establishing a minimum 10 Year Payout Ratio of 55%.

Rating Considerations:

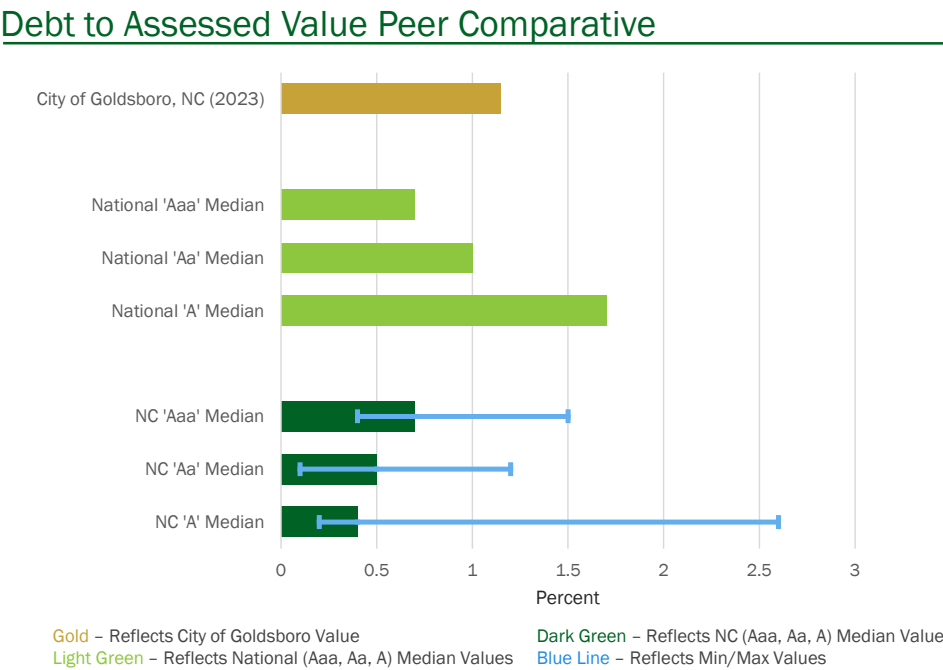
- S&P: A payout ratio greater than 65% results in a one point positive qualitative adjustment to the Debt & Contingent Liabilities section of S&P's General Obligation rating methodology.



Key Debt Ratio: Debt to Assessed Value



- Existing Debt to Assessed Value
 - FY 2023: 1.15%
- Assumed Future Growth Rates
 - 2023 Budgeted Assessed Value: \$2,593,323,567
 - 2024 & Beyond: 1.00%
- The City has a Policy establishing a maximum Debt to Assessed Value of 2.50%.

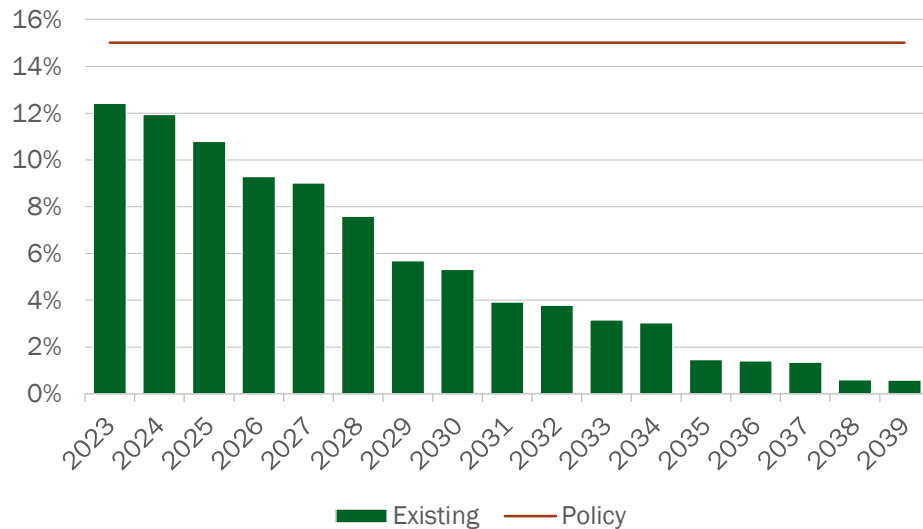


- Rating Considerations:
 - S&P: A positive qualitative adjustment is made to the Debt and Contingent Liabilities score for a debt to market value ratio below 3.00%, while a negative adjustment is made for a ratio above 10.00%.

Key Debt Ratio: Debt Service vs. Expenditures



Debt Service vs. Governmental Expenditures



Existing Debt Service vs. Expenditures

– FY 2023: 12.42%

Assumed Future Growth Rates

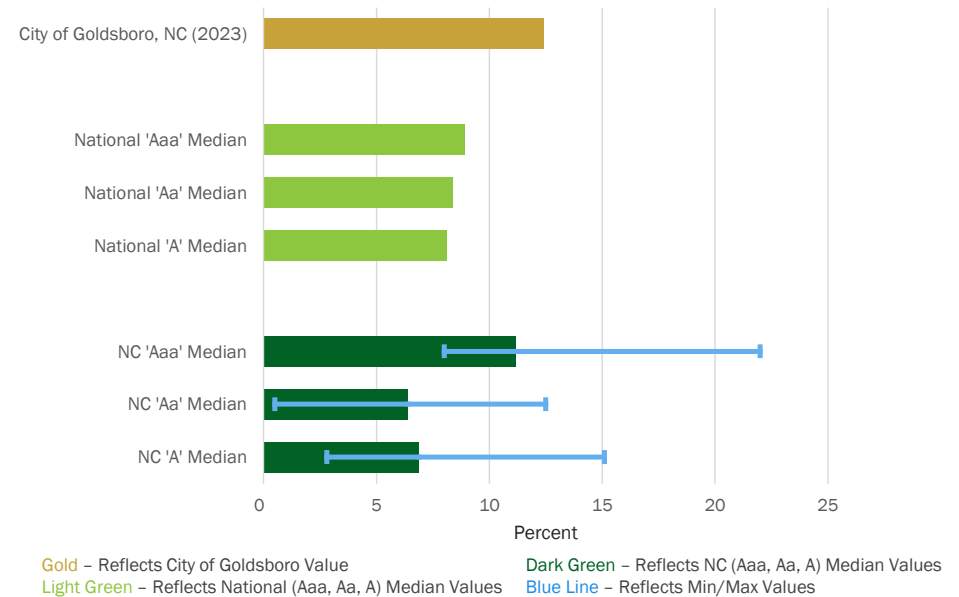
– 2021 Adjusted Expenditures: \$32,911,028

– 2022 & Beyond: 1.00%

The City has a Policy establishing a maximum Debt Service to Expenditures of 15%.

Note: Governmental Expenditures represent the ongoing operating expenditures of the City. In this analysis, debt service and capital outlay expenditures are excluded.

Debt Service vs. Expenditures Peer Comparative



Rating Considerations:

- S&P: The Debt and Contingent Liabilities section defines categories of Net Direct Debt as a % of Total Governmental Funds Expenditures as follows:
 - Very Strong: <8%
 - **Strong: 8% to 15%**
 - Adequate: 15% - 25%
 - Weak: 25% - 35%
 - Very Weak: > 35%

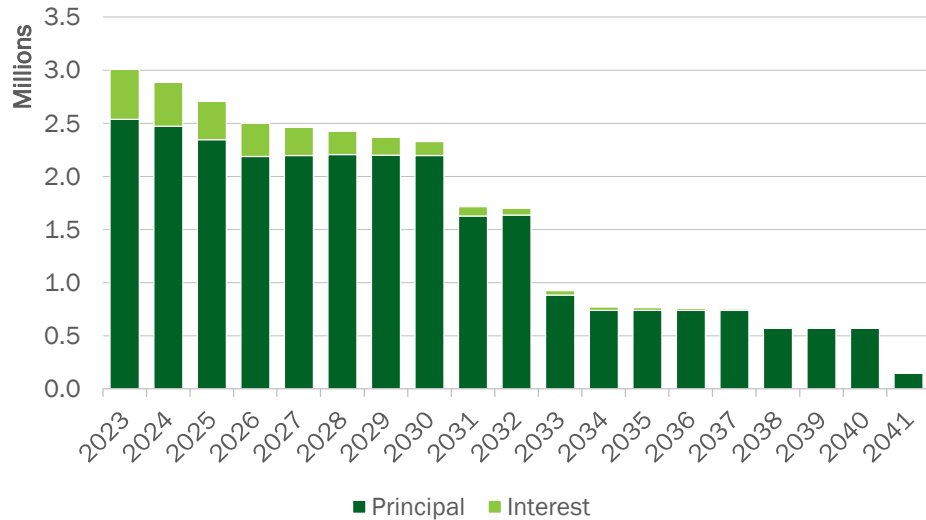


Existing Utility Supported Debt Profile



Existing Water & Sewer Supported Debt

Water & Sewer Supported Debt Service



Par Outstanding – Estimated as of 6/30/2022

Type	Par Amount
General Obligation Bonds	\$5,361,144
IPCs / COPs / LOBs	\$4,043,216
Revolving Loans ¹	\$17,635,772
Total	\$27,040,132
Revolving Loans Awarded but not yet Drawn ²	\$3,610,000
Grand Total	\$30,650,132

¹ Includes Revolving Loans for Plate Settlers, Phase IV Sewer Rehab and Gravity Sewer Rehab, but does not include Revolving Loans that have been awarded, but not yet drawn.

² Includes Revolving Loan for New Hope Water Lines and Booster Pump.

Water & Sewer Supported Debt Service

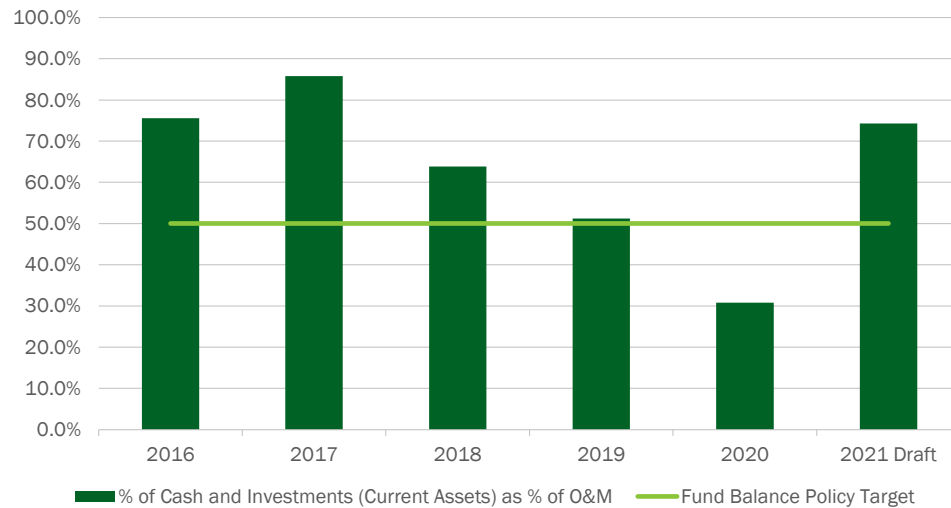
FY	Principal	Interest	Total
Total	27,040,132	2,605,977	29,646,109
2023	2,513,383	454,468	2,967,850
2024	2,460,269	409,624	2,869,893
2025	2,331,676	357,268	2,688,944
2026	2,174,430	308,345	2,482,775
2027	2,183,430	261,562	2,444,992
2028	2,192,430	214,566	2,406,996
2029	2,186,430	167,358	2,353,788
2030	2,185,430	126,438	2,311,868
2031	1,614,430	85,604	1,700,034
2032	1,624,430	61,959	1,686,389
2033	871,463	38,077	909,540
2034	724,370	32,442	756,811
2035	724,370	26,806	751,176
2036	724,370	21,171	745,541
2037	724,370	15,536	739,906
2038	556,284	9,901	566,185
2039	556,284	7,426	563,710
2040	556,284	4,950	561,235
2041	136,000	2,475	138,476

Liquidity

Water & Sewer Fund

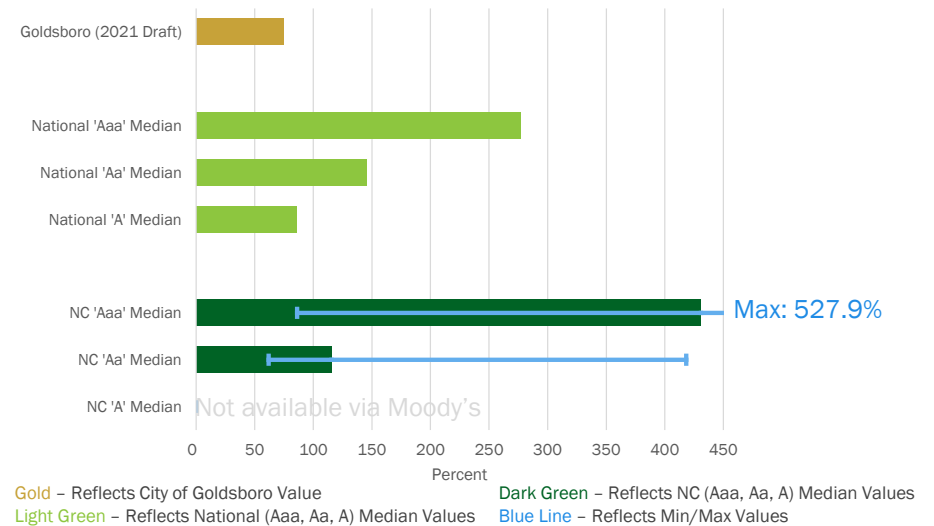


Liquidity (Cash and Investments (Current Assets)) as % of O&M



- Cumulative Funds available after Operations and Debt Service needs
- $\text{Unrestricted Cash as \% of O\&M} = \text{Unrestricted Cash} \div \text{Operating Expenditures}$

Peer Comparative: Unrestricted Cash as a % of O&M



North Carolina Water & Sewer:

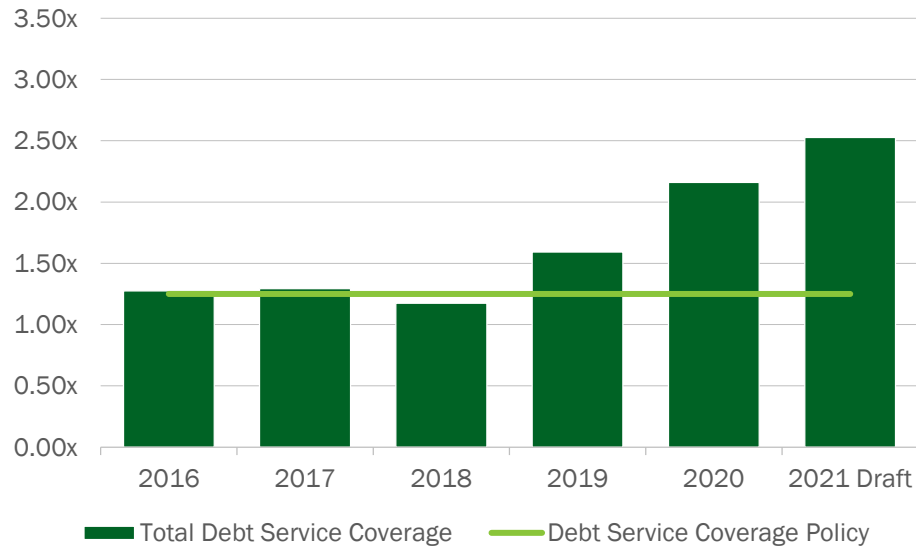
- Aaa
 - Maximum 527.9%
 - Median 430.8%
 - Minimum 86.1%
- Aa
 - Maximum 418.3%
 - Median 115.4%
 - Minimum 61.9%
- A
 - Maximum Data not Available
 - Median Data not Available
 - Minimum Data not Available



Debt Service Coverage Ratio

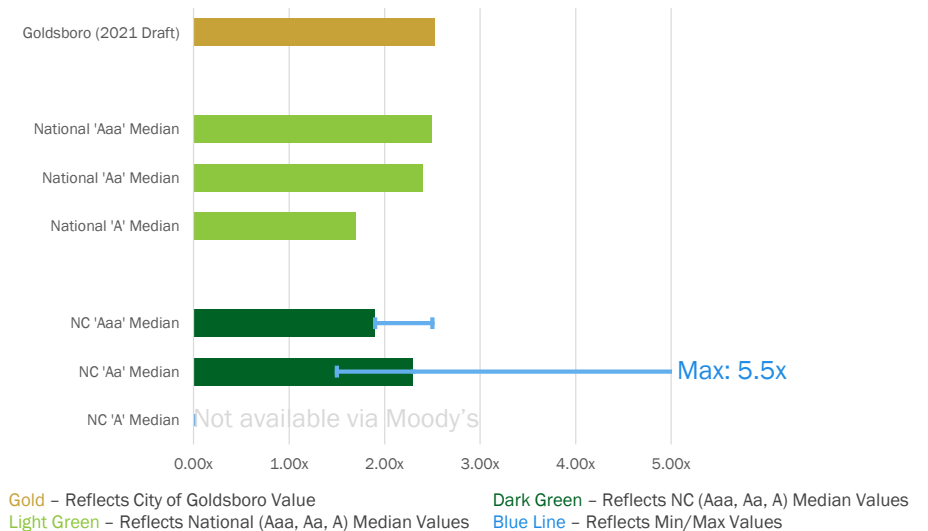
Water & Sewer Fund

Debt Service Coverage Ratio ("DSCR")



- Measure of ability to meet operating and debt service obligations.
- $DSCR = \text{Net Revenue Available for Debt service} \div \text{Annual Debt Service}$.
- Standard and Poor's criteria for Water and Sewer Credit defines categories of Debt Service Coverage Ratio as:
 - <1.0x: Insufficient
 - 1.0x – 1.25x: Adequate
 - 1.26x – 1.50x: Good
 - >1.50x: Strong

Peer Comparative: Total DSCR



North Carolina Water & Sewer:

- Aaa
 - Maximum: 2.50x Total
 - Median: 1.90x Total
 - Minimum: 1.90x Total
- Aa
 - Maximum: 5.50x Total
 - Median: 2.30x Total
 - Minimum: 1.50x Total
- A
 - Maximum: Data not Available
 - Median: Data not Available
 - Minimum: Data not Available



Appendix A

City's Financial Policies

Fiscal Policy Guidelines

For:



**City of Goldsboro,
North Carolina**

Adopted April 19, 2010

Adopted UF Revisions – February 15, 2012

FISCAL POLICY GUIDELINES

City of Goldsboro, North Carolina

Adopted: April 19, 2010



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FISCAL POLICY GUIDELINES

City of Goldsboro, North Carolina

Adopted: April 19, 2010



Section Contents

Objectives

Capital Improvement Budget Policies

Debt Policies

Reserve Policies

Budget Development Policies

Cash Management and Investment Policies

FISCAL POLICY GUIDELINES - OBJECTIVES

This fiscal policy is a statement of the guidelines and goals that will influence and guide the financial management practice of the City of Goldsboro, North Carolina. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. Effective fiscal policy:

- Contributes significantly to the City's ability to insulate itself from fiscal crisis,
- Enhances short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible,
- Promotes long-term financial stability by establishing clear and consistent guidelines,
- Directs attention to the total financial picture of the City rather than single issue areas,
- Promotes the view of linking long-run financial planning with day to day operations, and
- Provides the City Council, citizens and the City's professional management a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

To these ends, the following fiscal policy statements are presented.

FISCAL POLICY GUIDELINES

City of Goldsboro, North Carolina

Adopted: April 19, 2010



CAPITAL IMPROVEMENT BUDGET POLICIES

1. The City will prioritize all capital improvements in accordance with an adopted capital improvement program.
2. The City will develop a 10-year plan for capital improvements and review and update the plan annually. Additional projects can be added to the CIP at any time, but funding for projects added in this manner are subject to normal operating budget constraints.
3. The City will coordinate development of the capital improvement program with development of the operating budget.
4. The City will maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
5. The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
6. The City will attempt to determine the least costly and most flexible financing method for all new projects.

FISCAL POLICY GUIDELINES

City of Goldsboro, North Carolina

Adopted: April 19, 2010



DEBT POLICIES

General

1. The City will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues except where approved justification is provided.
2. The City will utilize a balanced approach to capital funding utilizing debt financing, draws on capital reserves and/or fund balances in excess of policy targets, and current-year (pay-as-you-go) appropriations.
3. When the City finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be calculated annually and included in the review of financial trends.
4. Where feasible, the City will explore the usage of special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.
5. The City will retire tax anticipation debt, if any, annually and will retire bond anticipation debt within six months after completion of the project.

Tax Supported Debt

6. Direct net debt as a percentage of total assessed value of taxable property should not exceed 2.5%. Direct net debt is defined as City-issued debt that is tax-supported.
7. The ratio of direct net debt service expenditures as a percent of total governmental fund expenditures should not exceed 15% with an aggregate ten-year principal payout ratio target of 55% or better.
8. The City recognizes the importance of underlying and overlapping debt in analyzing financial condition. The City will regularly analyze total indebtedness including underlying and overlapping debt.
9. The City will target a minimum amount of equity funding of 10% of the capital improvement plan on a five-year rolling average.

FISCAL POLICY GUIDELINES

City of Goldsboro, North Carolina

Adopted: April 19, 2010



Self Supported Debt

10. The City will target a minimum amount of equity funding in the Water and Sewer Fund of 15% of the capital improvement plan on a five-year rolling average.
11. The City will strive to maintain a Debt Service Coverage Ratio in the Water and Sewer Fund at a minimum of 1.25x.

FISCAL POLICY GUIDELINES

City of Goldsboro, North Carolina

Adopted: April 19, 2010



RESERVE POLICIES

1. Unreserved, Undesignated Fund Balances will mean funds that remain available for appropriation by the City Council after all commitments for future expenditures, required reserves defined by State statutes, and previous Council designations have been calculated. The City will define these remaining amounts as “available fund balances.”
2. The City of Goldsboro will strive to maintain available fund balance in the General Fund at a level sufficient to meet its objectives. The City will target an available fund balance at the close of each fiscal year equal to 15% of the General Fund Operating Budget; at no time shall the available Fund Balance fall below 10% of the General Fund Operating Budget.
3. The City Council may, from time-to-time, appropriate fund balances that will reduce available fund balances below the 10% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal security of the City of Goldsboro. In such circumstances, the Council will adopt a plan to restore the available fund balances to the policy level within 36 months from the date of the appropriation. If restoration cannot be accomplished within such time period without severe hardship to the City, then the Council will establish a different but appropriate time period.
4. The City has adopted a comprehensive strategy for the long-term stability and financial health of the Combined Water and Sewer Fund that provides for annual increases in fund reserves to an established goal of 50% of the Water and Sewer Fund operating budget.

FISCAL POLICY GUIDELINES

City of Goldsboro, North Carolina

Adopted: April 19, 2010



BUDGET DEVELOPMENT POLICIES

1. The City will develop its annual budgets in such a manner so as to incorporate historic trend analysis for revenues and expenditures with an adjustment for current financial trends and developments as appropriate.
2. Utility rates will be established at the appropriate level to enable the related funds to be self-supporting.
3. One-time or other special revenues will not be used to finance continuing City operations but instead will be used for funding special projects.
4. The City will pursue an aggressive policy seeking the collection of delinquent utility, license, permit and other fees due to the City.
5. The City Council will receive a financial report at the end of each quarter showing year-to-date revenues and expenditures.
6. Budget amendments will be brought to City Council for consideration as needed.

FISCAL POLICY GUIDELINES

City of Goldsboro, North Carolina

Adopted: April 19, 2010



CASH MANAGEMENT AND INVESTMENT POLICIES

1. It is the intent of the City that public funds will be invested to the extent possible to reduce the need for property tax revenues. Funds will be invested with the chief objectives of safety of principal, liquidity, and yield, in that order. All deposits and investments of City funds will be in accordance with N.C.G.S. 159.
2. The City will use a Central Depository to maximize the availability and mobility of cash for all funds that can be legally and practically combined.
3. Liquidity: No less than 20% of funds available for investment will be maintained in liquid investments at any point in time.
4. Maturity: All investments will mature in no more than thirty-six (36) months from their purchase date.
5. Custody: All investments will be purchased "payment-versus-delivery" and if certificated will be held by the Finance Officer in the name of the City. All non-certificated investment will be held in book-entry form in the name of the City with the City's third party Custodian (Safekeeping Agent).
6. Authorized Investments: The City may deposit City Funds into: Any Board approved Official Depository, if such funds are secured in accordance with NCGS-159 (31). The City may invest City Funds in: the North Carolina Capital Management Trust, US Treasury Securities, US Agency Securities specifically authorized in GS-159 and rated no lower than "AAA", and Commercial Paper meeting the requirements of NCGS-159 plus having a national bond rating.
7. Diversification: No more than 5% of the City's investment funds may be invested in a specific company's commercial paper and no more than 20% of the City's investment funds may be invested in commercial paper. No more than 25% of the City's investments may be invested in any one US Agency's Securities.
8. Allocation: Investment income will be allocated to each participating fund or account based on a fair and equitable formula determined by the Finance Director.
9. Reporting: The City Council will receive an investment report at the end of each quarter showing current investment holdings.

Municipal Advisor Disclosure



The enclosed information relates to an existing or potential municipal advisor engagement.

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The value of and income from investments and the cost of borrowing may vary because of changes in interest rates, foreign exchange rates, default rates, prepayment rates, securities/instruments prices, market indexes, operational or financial conditions or companies or other factors. There may be time limitations on the exercise of options or other rights in securities/instruments transactions. Past performance is not necessarily a guide to future performance and estimates of future performance are based on assumptions that may not be realized. Actual events may differ from those assumed and changes to any assumptions may have a material impact on any projections or estimates. Other events not taken into account may occur and may significantly affect the projections or estimates. Certain assumptions may have been made for modeling purposes or to simplify the presentation and/or calculation of any projections or estimates, and Davenport does not represent that any such assumptions will reflect actual future events. Accordingly, there can be no assurance that estimated returns or projections will be realized or that actual returns or performance results will not materially differ from those estimated herein. This material may not be sold or redistributed without the prior written consent of Davenport.

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North Carolina

6 MONTH FINANCIAL UPDATE

Catherine Gwynn, Finance Director

Feb 22, 2023



www.goldsboronc.gov

Revenue Collections FY23 Operating Funds

General Fund – Collections

(Comparison to 1st Six Months Actual FY23 vs. FY22)

	<i>FY 2022-23</i>	<i>FY 2021-22</i>	<i>Difference Over/(Under) Prior Year</i>
Taxes	\$13,207,135	\$13,044,837	\$162,298
Sales Tax	2,964,588	2,735,358	229,230
Refuse	2,013,874	1,841,868	172,006
Shared Services	1,664,498	1,603,920	60,578
Powell Bill	1,003,799	1,024,645	(20,846)
Loan Proceeds	896,500	3,268,981	(2,372,481)
Utility Franchise	734,830	696,086	38,744
Intergovernmental Grants	471,432	350,936	120,496
Golf Course	274,377	339,319	(64,942)
Paramount	229,342	211,662	17,680
Permits	223,153	197,558	25,595
Investment Earnings	217,526	4,516	213,010
Miscellaneous	160,036	435,906	(275,870)
Recreation Fees	104,437	104,283	154
Goldsboro Events Center	62,091	38,654	23,437
Fees	45,778	36,902	8,876
Cemetery	13,700	21,560	(7,860)
Shared State Revenues	12,760	63,049	(50,289)
ABC Board	0	170,800	(170,800)
Total General Fund 12/31	24,299,856	26,190,840	(1,890,984)

General Fund Collections

July – December FY23 Budget vs. Actual

	<i>Adjusted Budget</i>	<i>Actual Collections</i>	<i>YTD% % of Budget</i>
Property Tax	\$17,989,167	\$13,207,135	73.42%
Sales Tax	11,373,488	2,964,588	26.07%
Refuse	4,456,429	2,013,874	45.19%
Shared Services	3,328,996	1,664,498	50.00%
Utility Franchise Tax	2,077,573	734,830	35.37%
Intergovernmental Grants	1,702,585	471,431	27.69%
Fund Balance Appropriated	1,194,863	-	
Powell Bill	1,001,400	1,003,799	100.24%
Proceeds from Loan	925,864	896,500	96.83%
Golf Revenue	695,100	274,377	39.47%
Paramount Revenue	455,600	229,342	50.34%
Permits	402,275	223,153	55.47%
Other Revenues	311,313	160,037	51.41%
Recreation Fees	208,800	104,437	50.02%
ABC Board	170,000	-	0.00%
Goldsboro Event Center Revenues	67,600	62,091	91.85%
Other Fees and Permits	62,000	45,778	73.84%
State Shared Revenues	47,320	12,760	26.97%
Cemetery Fees	45,000	13,700	30.44%
Investment Income	11,000	217,526	1977.51%
Total General Fund Collections thru December	<u>\$46,526,373</u>	<u>\$24,299,856</u>	52.23%

Utility Fund – Collections

(Comparison to 1st Six Months Actual FY23 vs. FY22)

	<i>FY 2022-23</i>	<i>FY 2021-22</i>	<i>Difference Over/(Under) Prior Year</i>
Charges - Sewer	\$ 4,855,350	\$ 4,719,918	\$ 135,432
Charges - Water	4,431,559	3,870,139	561,420
Miscellaneous Other	1,266,324	428,747	837,577
UF - Other	925,009	1,277,810	(352,801)
Late Payment Fees	209,895	193,482	16,413
Compost Fees	22,618	13,237	9,381
Tap Fees	14,850	18,014	(3,164)
Investment Earnings	-	4,388	(4,388)
Utility Fund thru 12/31	\$ 11,725,605	\$ 10,525,735	\$1,199,870

Utility Fund Collections

July – December FY23 Budget vs. Actual

	<i>Adjusted Budget</i>	<i>Actual Collections</i>	<i>YTD % Collections</i>
Current Sewer	\$11,400,000	\$4,855,350	42.59%
Current Water	9,000,000	4,431,559	49.24%
UF - Other	1,900,000	925,009	48.68%
Miscellaneous Other	957,917	1,266,324	132.20%
Fund Balance Approp.	514,412	0	0.00%
Late Payment Fees	355,000	209,895	59.13%
Compost Fees	51,000	22,618	44.35%
Tap Fees	41,000	14,850	36.22%
Investment Earnings	8,800	0	0.00%
Utility Fund Collections thru December	\$24,228,129	\$11,725,605	48.40%

Stormwater Fund Collections

(Comparison to 1st Six Months Actual FY23 vs. FY22)

	<i>FY 2022-23</i>	<i>FY 2021-22</i>	<i>Difference Over/(Under) Prior Year</i>
Stormwater Fee	\$790,661	\$803,904	(\$13,243)
Loan Proceeds	365,000	267,551	97,449
Miscellaneous Other	3,143	6,293	(3,150)
Investment Income	0	568	(568)
Stormwater Fund Totals thru 12/31	\$1,158,804	\$1,078,316	\$80,488

Stormwater Fund Collections

July – December FY23 Budget vs. Actual

	<i>Adjusted Budget</i>	<i>Actual Collections</i>	<i>YTD% Collections</i>
Stormwater Fee	\$1,601,528	\$790,661	49.37%
Loan Proceeds	311,000	365,000	117.36%
Investment Income	1,100	0	0.00%
Miscellaneous Other	67,900	3,143	4.63%
Stormwater Fund Collections Totals	<u>\$1,981,528</u>	<u>\$1,158,804</u>	58.48%

Downtown District - Collections

(Comparison to 1st Six Months Actual FY23 vs. FY22)

	<i>FY 2022-23</i>	<i>FY 2021-22</i>	<i>Difference Over/(Under) Prior Year</i>
Property Taxes	\$66,612	\$63,407	\$3,205
Investment Earnings	0	33	(33)
Downtown District Fund thru 12/31	\$66,612	\$63,440	\$3,172

Downtown District- Collections

July – December FY23 Budget vs. Actual

	<i>Adjusted Budget</i>	<i>Actual Collections</i>	<i>YTD % Collections</i>
Property Taxes	\$117,019	\$66,612	56.92%
Investment Earnings	0	0	
Downtown District Fund Collections Totals thru December	\$117,019	\$66,612	56.92%

Occupancy Tax - Collections

(Comparison to 1st Six Months Actual FY23 vs. FY22)

	<i>FY 2022-23</i>	<i>FY 2021-22</i>	<i>Difference Over/(Under) Prior Year</i>
Occupancy - Civic Center (80%)	\$432,656	\$393,204	\$39,452
Occupancy - Travel & Tourism (20%)	108,164	98,301	9,863
Wayne County Occupancy Tax	37,877	81,382	(43,505)
Merchandise Sales	0	0	0
Local Grants	5,037	0	5,037
Investment Earnings	0	196	(196)
Occupancy Tax Fund Totals thru 12/31	\$583,734	\$573,083	\$10,651

Occupancy Tax - Collections

July – December FY23 Budget vs. Actual

	<i>Adjusted Budget</i>	<i>Actual Collections</i>	<i>YTD % Collections</i>
Occupancy - Civic Center (80%)	\$789,000	\$432,656	54.84%
Occupancy - Travel & Tourism (20%)	211,000	108,164	51.26%
Wayne County Occupancy Tax	186,150	37,877	20.35%
Merchandise Sales	5,000	0	0.00%
Local Grants	0	5,037	0.00%
Investment Earnings	300	0	0.00%
Fund Balance Approp.	0	0	0.00%
Occupancy Tax Fund Collections Totals	\$1,191,450	\$583,734	48.99%

Actual Collections

(Comparison to 1st Six Months Actual FY23 vs. FY22) –
Recap by Fund

	<i>FY 2022-23</i>	<i>% of Budget FY23</i>	<i>FY 2021-22</i>	<i>% of Budget FY22</i>	<i>Difference Over/(Under) Prior Year</i>
General Fund	\$ 24,299,856	52%	\$ 26,190,840	58%	\$ (1,890,984)
Utility Fund	11,725,605	48%	10,525,735	51%	1,199,870
Stormwater Fund	1,158,804	58%	1,078,316	68%	80,488
Downtown Development	66,612	57%	63,440	67%	3,172
Occupancy Tax	583,734	50%	573,083	50%	10,651
Capital Reserve-General	-	100%	1,000	100%	(1,000)
Capital Reserve-Utility	753,065	50%	-	-	753,065
Total Revenues Collected	<u>\$ 38,587,675</u>		<u>\$ 38,432,414</u>		<u>\$ 155,261</u>

Expenditures

FY23 Operating Funds

FY23 Actual Expenditures vs. Adjusted Budget First Six Months

	<i>FY22-23</i>			<i>% of Budget</i>	<i>FY21-22</i>			<i>% of Budget</i>
	<i>Actual 12/31/22</i>	<i>Budget</i>			<i>Actual 12/31/21</i>	<i>Budget</i>		
General Fund								
Personnel	\$ 14,488,152	\$ 25,944,901		56%	\$ 12,563,477	\$ 26,871,891		47%
Operating	\$ 5,225,809	\$ 11,867,292		44%	\$ 4,394,008	\$ 10,365,688		42%
Capital	\$ 1,317,658	\$ 3,614,505		36%	\$ 319,405	\$ 1,768,097		18%
Debt	\$ 2,610,545	\$ 4,366,600		60%	\$ 1,905,318	\$ 5,094,550		37%
Trans & Sh Svc	\$ 1,000	\$ 1,000		100%	\$ 976,835	\$ 976,835		100%
Contingency		\$ 732,075		0%		\$ 758,741		0%
Total GF	\$ 23,643,164	\$ 46,526,373		51%	\$ 20,159,043	\$ 45,835,802		44%
Utility Fund								
Personnel	\$ 2,144,238	\$ 2,896,326		74%	\$ 1,942,950	\$ 4,375,055		44%
Operating	\$ 2,162,013	\$ 9,206,894		23%	\$ 2,040,218	\$ 7,139,524		29%
Capital	\$ 746,366	\$ 4,167,999		18%	\$ 174,642	\$ 2,549,744		7%
Debt	\$ 167,920	\$ 3,249,700		5%	\$ 336,769	\$ 3,577,300		9%
Trans & Sh Svc	\$ 2,353,605	\$ 3,460,887		68%	\$ 1,548,798	\$ 3,097,595		50%
Contingency		\$ 1,246,323		0%		\$ -		
Total UF	\$ 7,574,142	\$ 24,228,129		31%	\$ 6,043,377	\$ 20,739,218		29%

FY23 Actual Expenditures vs. Adjusted Budget First Six Months (con't)

	<i>Actual</i>		<i>% of</i>		<i>Actual</i>		<i>% of</i>
	<i>12/31/22</i>	<i>Budget</i>	<i>Budget</i>		<i>12/31/21</i>	<i>Budget</i>	<i>Budget</i>
Stormwater Fund							
Personnel	\$ 314,044	\$ 688,176	46%		\$ 256,021	\$ 661,899	39%
Operating	\$ 157,359	\$ 366,066	43%		\$ 126,747	\$ 330,521	38%
Capital	\$ 296,813	\$ 374,000	79%		\$ -	\$ 54,000	
Debt	\$ 55,419	\$ 180,500	31%		\$ -	\$ 181,757	
Trans & Sh Svc	\$ 186,393	\$ 372,786	50%		\$ 292,901	\$ 348,023	84%
Total SWF	\$ 1,010,028	\$ 1,981,528	51%		\$ 675,669	\$ 1,576,200	43%
Downtown District							
Personnel	\$ -	\$ -			\$ -	\$ -	
Operating	\$ 41,465	\$ 102,687	40%		\$ 52,932	\$ 80,174	66%
Capital	\$ -	\$ 9,532	0%		\$ -	\$ 15,000	0%
Debt	\$ -	\$ -			\$ -	\$ -	
Trans & Sh Svc	\$ -	\$ -			\$ -	\$ -	
Contingency	\$ -	\$ 4,800	0%				
Total DD	\$ 41,465	\$ 117,019	35%		\$ 52,932	\$ 95,174	56%

FY23 Actual Expenditures vs. Adjusted Budget First Six Months (con't)

	FY22-23			FY21-22		
	<i>Actual</i>	<i>Budget</i>	<i>% of</i>	<i>Actual</i>	<i>Budget</i>	<i>% of</i>
	<i>12/31/22</i>			<i>12/31/21</i>		
Occupancy Tax Fund						
Personnel	\$ 108,875	\$ 214,199	51%	\$ 81,583	\$ 188,039	43%
Operating	\$ 168,813	\$ 591,940	29%	\$ 192,844	\$ 741,006	26%
Capital	\$ -	\$ -		\$ -	\$ -	
Debt	\$ 55,311	\$ 385,311	14%	\$ 55,311	\$ 210,623	26%
Trans & Sh Svc	\$ -	\$ -		\$ -	\$ -	
Total Occ. Tax	\$ 332,999	\$ 1,191,450	28%	\$ 329,738	\$ 1,139,668	29%

	FY22-23			FY21-22		
	<i>Actual</i>	<i>Budget</i>	<i>% of</i>	<i>Actual</i>	<i>Budget</i>	<i>% of</i>
	<i>12/31/22</i>			<i>12/31/21</i>		
General Fund Capital Reserve						
Trans & Sh Svc	\$ -	\$ 1,000	0%	\$ -	\$ 1,000	0%
Total GFCR	\$ -	\$ 1,000	0%	\$ -	\$ 1,000	0%

	FY22-23			FY21-22		
	<i>Actual</i>	<i>Budget</i>	<i>% of</i>	<i>Actual</i>	<i>Budget</i>	<i>% of</i>
	<i>12/31/22</i>			<i>12/31/21</i>		
Utility Fund Capital Reserve						
Trans & Sh Svc	\$ 761,289	\$ 1,506,129	51%	\$ -	\$ -	
Total UFCR	\$ 761,289	\$ 1,506,129	51%	\$ -	\$ -	

FY23 Actual Expenditures vs. Adjusted Budget

First Six Months - Recap

<i>FY22-23</i>				<i>FY21-22</i>			
<u>ALL FUNDS</u>	<i>Actual</i> <u>12/31/22</u>	<i>Budget</i> <u>12/31/22</u>	<i>% of</i> <u>Budget</u>	<i>Actual</i> <u>12/31/21</u>	<i>Budget</i> <u>12/31/21</u>	<i>% of</i> <u>Budget</u>	
Personnel	\$ 17,055,309	\$ 29,743,602	57%	\$ 14,895,243	\$ 32,096,884	46%	
Operating	\$ 7,755,459	\$ 22,134,879	35%	\$ 6,803,493	\$ 18,656,913	36%	
Capital	\$ 2,360,837	\$ 8,166,036	29%	\$ 446,092	\$ 4,386,842	10%	
Debt	\$ 2,889,195	\$ 8,182,111	35%	\$ 2,297,398	\$ 9,064,229	25%	
Trans & Sh Svc	\$ 3,302,287	\$ 5,341,802	62%	\$ 2,818,534	\$ 4,228,835	67%	
Contingency		\$ 1,983,198	0%		\$ 952,359		
Total ALL FUNDS	\$ 33,363,087	\$ 75,551,628	44%	\$ 27,260,760	\$ 69,386,062	39%	

<u>BY FUND</u>	<i>Actual</i> <u>12/31/22</u>	<i>Budget</i> <u>12/31/22</u>	<i>% of</i> <u>Budget</u>	<i>Actual</i> <u>12/31/21</u>	<i>Budget</i> <u>12/31/21</u>	<i>% of</i> <u>Budget</u>	
General	\$ 23,643,164	\$ 46,526,373	51%	\$ 20,159,043	\$ 45,835,802	44%	
Utility	\$ 7,574,142	\$ 24,228,129	31%	\$ 6,043,377	\$ 20,739,218	29%	
Stormwater	\$ 1,010,028	\$ 1,981,528	51%	\$ 675,669	\$ 1,576,200	43%	
Downtown Distric	\$ 41,465	\$ 117,019	35%	\$ 52,933	\$ 95,174	56%	
Occupancy	\$ 332,999	\$ 1,191,450	28%	\$ 329,738	\$ 1,139,668	29%	
General Fd Cap Rs	\$ -	\$ 1,000	0%	\$ -	\$ 1,000	0%	
Utility Fd Cap Rsv	\$ 761,289	\$ 1,506,129	51%	\$ -	\$ -		
Total ALL FUNDS	\$ 33,363,087	\$ 75,551,628	44%	\$ 27,260,760	\$ 69,387,062	39%	

Operating Funds Revenue & Expenditure Summary

FY23 Revenue & Expenditures

First Six Months – Recap

	FY22-23			FY21-22		
	<i>Actual</i>		<i>% of</i>	<i>Actual</i>		<i>% of</i>
<u>GENERAL FUND</u>	<i>12/31/22</i>	<i>Budget</i>	<i>Budget</i>	<i>12/31/21</i>	<i>Budget</i>	<i>Budget</i>
Revenue	\$ 24,299,856	\$ 46,526,373	52%	\$ 26,190,840	\$ 45,835,802	57%
Expenditures	\$ 23,643,164	\$ 46,526,373	51%	\$ 20,159,043	\$ 45,835,802	44%
Net Revenue						
Over/(Under) Expend.	\$ 656,692	\$ -		\$ 6,031,797	\$ -	
	<i>Actual</i>		<i>% of</i>	<i>Actual</i>		<i>% of</i>
<u>Utility Fund</u>	<i>12/31/22</i>	<i>Budget</i>	<i>Budget</i>	<i>12/31/21</i>	<i>Budget</i>	<i>Budget</i>
Revenue	\$ 11,725,605	\$ 24,228,129	48%	\$ 10,525,735	\$ 20,739,218	51%
Expenditures	\$ 7,574,142	\$ 24,228,129	31%	\$ 6,043,377	\$ 20,739,218	29%
Net Revenue						
Over/(Under) Expend.	\$ 4,151,463	\$ -		\$ 4,482,358	\$ -	
	<i>Actual</i>		<i>% of</i>	<i>Actual</i>		<i>% of</i>
<u>Stormwater Fund</u>	<i>12/31/22</i>	<i>Budget</i>	<i>Budget</i>	<i>12/31/21</i>	<i>Budget</i>	<i>Budget</i>
Revenue	\$ 1,158,804	\$ 1,981,528	58%	\$ 1,078,316	\$ 1,576,200	68%
Expenditures	\$ 1,010,028	\$ 1,981,528	51%	\$ 675,669	\$ 1,576,200	43%
Net Revenue						
Over/(Under) Expend.	\$ 148,776	\$ -		\$ 402,647	\$ -	

FY23 Revenue & Expenditures

First Six Months – Recap (con't)

	FY22-23			FY21-22		
	<i>Actual</i>		<i>% of</i>	<i>Actual</i>		<i>% of</i>
<u>Downtown District</u>	12/31/22	Budget	Budget	12/31/21	Budget	Budget
Revenue	\$ 66,612	\$ 117,019	57%	\$ 63,440	\$ 95,174	67%
Expenditures	\$ 41,465	\$ 117,019	35%	\$ 52,931	\$ 95,174	56%
Net Revenue						
Over/(Under) Expend.	\$ 25,147	\$ -		\$ 10,509	\$ -	
	<i>Actual</i>		<i>% of</i>	<i>Actual</i>		<i>% of</i>
<u>Occupancy Tax</u>	12/31/22	Budget	Budget	12/31/21	Budget	Budget
Revenue	\$ 583,734	\$ 1,191,450	49%	\$ 583,734	\$ 1,139,668	51%
Expenditures	\$ 332,999	\$ 1,191,450	28%	\$ 329,738	\$ 1,139,668	29%
Net Revenue						
Over/(Under) Expend.	\$ 250,735	\$ -		\$ 253,996	\$ -	
	<i>Actual</i>		<i>% of</i>	<i>Actual</i>		<i>% of</i>
<u>ALL FUNDS</u>	12/31/22	Budget	Budget	12/31/21	Budget	Budget
Revenue	\$ 38,587,676	\$ 75,551,628	51%	\$ 31,813,138	\$ 64,501,580	49%
Expenditures	\$ 33,363,087	\$ 75,551,628	44%	\$ 26,271,320	\$ 64,501,580	41%
Net Revenue						
Over/(Under) Expend.	\$ 5,224,589	\$ -		\$ 5,541,818	\$ -	

Project Funds
Capital Project Funds
Special Revenue Funds

City Council enacts Budget Ordinances



OPERATING FUNDS

- Jul 1-Jun 30
- Governmental
- Enterprise



PROJECT FUNDS

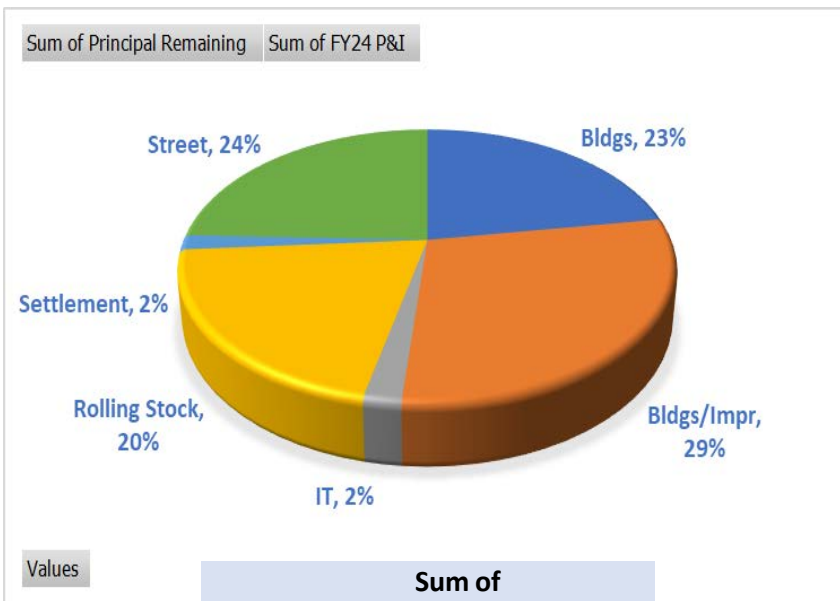
- Multi-Year Life
- Capital Project Fund
- Special Revenue Fund



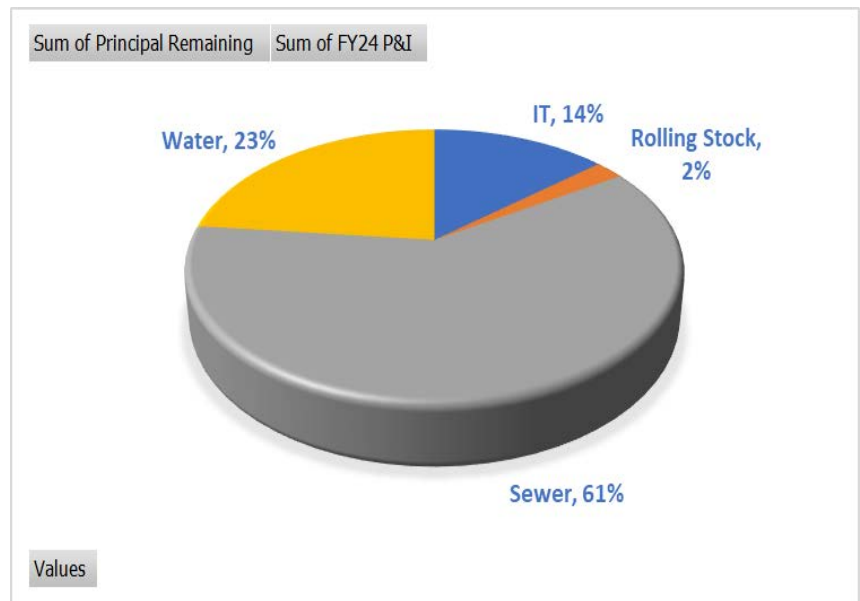
Existing Tax Supported & Utility Debt FY23

Governmental Debt \$29.5M

Enterprise Debt \$27.4M



Row Labels	Sum of Principal Remaining	Sum of FY24 P&I
Bldgs	\$6.6M	\$0.99M
Bldgs/Impr	\$8.5M	\$0.94M
IT	\$0.6M	\$0.18M
Rolling Stock	\$6.0M	\$1.45M
Settlement	\$0.5M	\$0.18M
Street	\$7.2M	\$0.86M
Grand Total	\$29.5M	\$4.59M



Row Labels	Sum of Principal Remaining	Sum of FY24 P&I
IT	\$3.8M	\$0.43M
Rolling Stock	\$0.6M	\$0.17M
Sewer	\$16.6M	\$1.67M
Water	\$6.4M	\$0.66M
Grand Total	\$27.4M	\$2.93M

Capital Projects Summary

Governmental Type Activities

as of 12/31/2022

Description	Primary Funding		Project Budget	Spent as of 12/31/22
	Source			
CDBG	Grants	\$	1,452,314	\$ 668,897
Herman Park Center	Debt	\$	11,150,000	\$ 376,000
Police/Fire Construction	Debt	\$	6,417,326	\$ 6,235,308
2018 Street Bonds	Debt	\$	5,048,522	\$ 4,980,164
Parks & Rec CPF FY19-FY24	Donations/Grants	\$	632,943	\$ 251,072
Police DOJ JAG Grants	Grants	\$	221,368	\$ 180,601
Police - Federal Forfeiture	Grants	\$	200,946	\$ 106,538
Police BJA CRF 2020	Grants	\$	108,628	\$ 87,179
1919 La France Fire Truck	Donations	\$	80,000	\$ -
Smeal Aerial Fire Truck	Debt	\$	1,151,600	\$ 8,537
Police Other Restricted Funds	Gr/Donat	\$	56,351	\$ 17,254
Parks & Rec SRF	Donations	\$	39,201	\$ 33,292
Community Relations SRF	Donations	\$	15,728	\$ 14,294
Total		\$	26,574,927	\$ 12,959,136

Capital Projects Summary

Governmental & Enterprise Type Activities

as of 12/31/2022

Description	Primary Funding Source	Project Budget	Spent as of 12/31/22
TIGER VIII Streetscape	Grant/City	\$ 7,189,383	\$ 6,527,315
FEMA Hurricane Florence	Grant	\$ 4,604,077	\$ 4,179,246
CRF Funding Wayne Co	Grant	\$ 966,688	\$ 966,688
FEMA FF Source Capture	Grant/City	\$ 202,083	\$ 202,083
Misc CRF Funding	Grant	\$ 45,431	\$ 45,431
ARP 2021	Grant	\$ 8,813,514	\$ -
Total		\$ 21,821,175	\$ 11,920,763

Capital Projects Summary

Enterprise Type Activities as of 12/31/2022

Description	Primary		
	Funding	Source	
		Project Budget	Spent as of 12/31/22
Phase IV Sewer Rehab	Debt/City	\$ 9,083,790	\$ 8,519,172
Sewer Rehab W-17-0110	Debt/City	\$ 1,259,802	\$ 659,234
2010 Sewer GO Bonds	Debt	\$ 8,684,163	\$ 8,367,780
Goldenleaf Storm & Sewer Infrast.	Grant	\$ 598,574	\$ 598,574
Little Cherry Big Cherry Pump Station Relocati	Debt/City	\$ 30,000	\$ 30,000
Stormwater Drainage Projects	City	\$ 1,372,871	\$ 436,588
Water Lines (SRF)	Debt/City	\$ 3,717,200	\$ 265,513
Plate Settlers (SRF)	Debt/City	\$ 1,519,536	\$ 1,517,550
2" Water Lines WIF1979		\$ 30,000	\$ 25,000
Total		\$ 26,295,936	\$ 20,419,410

Recap

Governmental Project Funds	\$ 26,574,927	\$ 12,959,136
Govt'l & Enterprise Project Funds	\$ 21,821,175	\$ 11,920,763
Enterprise Project Funds	\$ 26,295,936	\$ 20,419,410
	\$ 74,692,038	\$ 45,299,309

Fund Balance Appropriations

Fund Balance Appropriations

FY 2022-23

General Fund		\$ 1,194,863
FY21-22 PO Rollover	\$ 1,183,863	
Police Vehicle - prior year insurance	\$ 11,000	
Utility Fund		\$ 514,412
FY21-22 PO Rollover	\$ 514,412	
Stormwater Fund		\$ 62,900
FY21-22 PO Rollover	\$ 62,900	
Downtown District		\$ 20,632
FY21-22 PO Rollover	\$ 20,632	
Occupancy Tax		\$ -
Total		<u>\$ 1,792,806</u>

Categories of Fund Balance Governmental Funds

GASB 54 Reporting

FY21 Audit (Draft) – General Fund Excerpt



FUND BALANCES

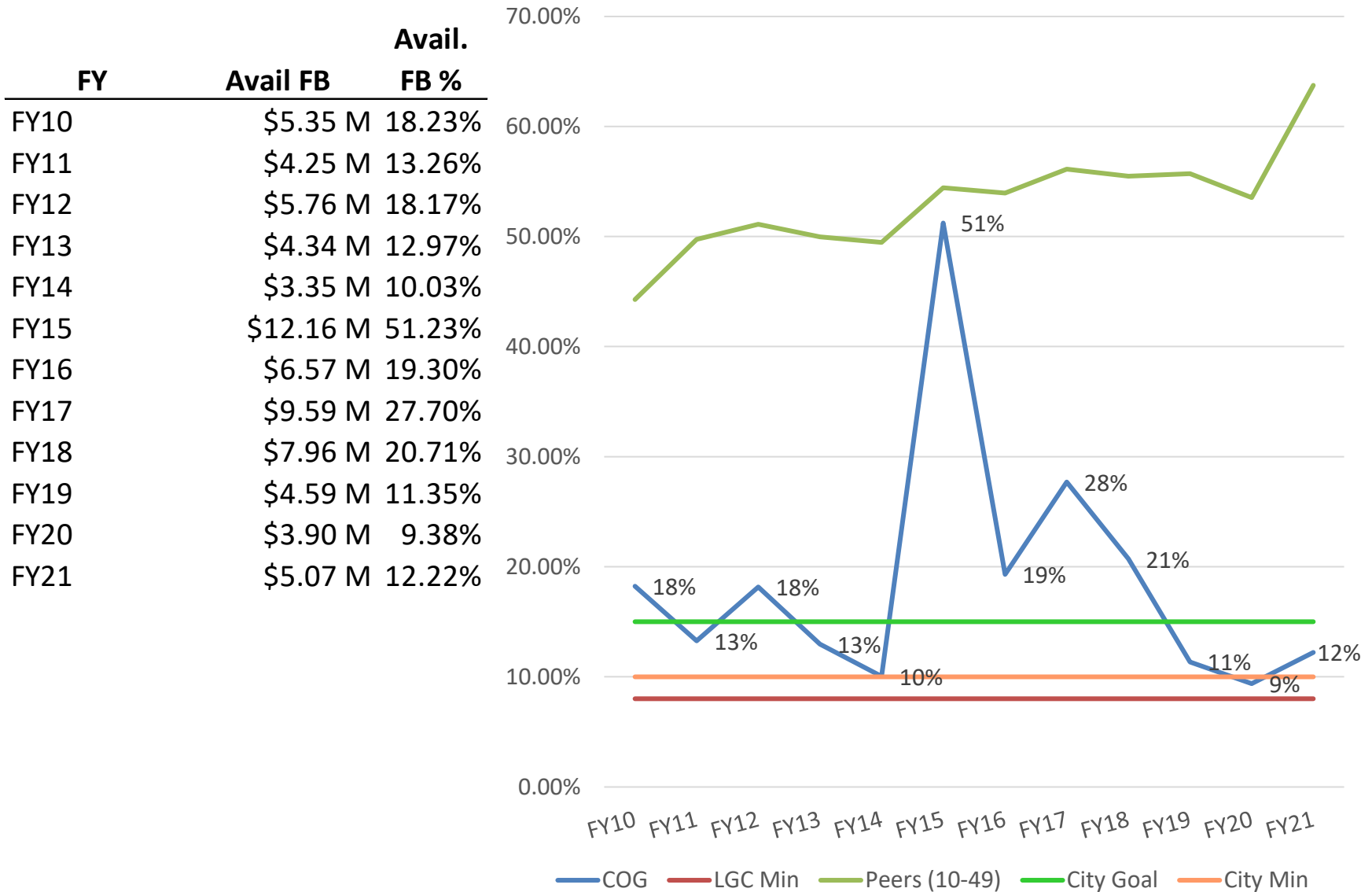
Nonspendable:	
Inventories and prepaids	255,407
Restricted:	
Stabilization by state statute	5,281,780
General government	-
Public safety	34,294
Transportation	-
Cemetery maintenance	294,478
Economic and physical development	-
Public safety	-
Cultural and recreational	-
Committed:	
Environmental protection	277,862
Cultural and recreational	11,752
Economic and physical development	1,529
Assigned:	
Subsequent year's expenditures	-
Unassigned	4,454,057
Total fund balances	10,611,159
Total liabilities, deferred inflows of resources and fund balances	\$ 14,058,337

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

Formula:

- Cash And Investments
 - Minus Liabilities
 - Minus Encumbrances
 - Minus Deferred Revenues Arising From Cash Receipts
 - Equals Fund Balance Available For Appropriation
-
- As figures stand at June 30 preceding budget year
 - LGC minimum is 8% (1 month of expenditures)

Available Fund Balance – General Fund



FY2022-23 Net Operating Results

(Modified Accrual - unaudited)

	<i>Budget</i>	<i>Actual</i>	<i>Under/(Over) Budget</i>	<i>Actual Vs Budget %</i>
General Fund				
Revenues	\$ 46,526,373	\$ 24,299,856	22,226,517	52%
Expenditures	46,526,373	23,643,164	22,883,209	51%
General Fund - Net	\$ -	\$ 656,692	656,692	
Utility Fund				
Revenues	\$ 24,228,129	\$ 11,725,605	12,502,524	48%
Expenditures	24,228,129	7,574,142	16,653,987	31%
Utility Fund - Net	\$ -	\$ 4,151,463	4,151,463	
Stormwater Fund				
Revenues	\$ 1,981,528	\$ 1,158,804	822,724	58%
Expenditures	1,981,528	1,010,028	971,500	51%
Stormwater Fund - Net	\$ -	\$ 148,776	148,776	
Downtown MSD Fund				
Revenues	\$ 117,019	\$ 66,612	50,407	57%
Expenditures	117,019	41,465	75,554	35%
Downtown MSD Fund - Net	\$ -	\$ 25,147	25,147	
Occupancy Tax Fund				
Revenues	\$ 1,191,450	\$ 583,734	607,716	49%
Expenditures	1,191,450	332,999	858,451	28%
Occupancy Tax Fund - Net	\$ -	\$ 250,735	250,735	
General Fund Cap. Reserve				
Revenues	\$ 1,000	\$ -	1,000	0%
Expenditures	1,000	-	1,000	0%
General Fund Cap. Res. - Net	\$ -	\$ -	-	
Utility Fund Cap. Reserve				
Revenues	\$ 1,506,129	\$ 753,065	753,064	50%
Expenditures	1,506,129	761,289	744,840	51%
Utility Fund Cap. Res. - Net	\$ -	\$ (8,224)	(8,224)	
Total - Net Change all Funds	\$ -	\$ 5,224,589	\$ 5,224,589	

Questions?

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North Carolina



City of Goldsboro, NC

Water and Sewer Cost of Service Results

February 22, 2023



Agenda

- 1) Approach
- 2) Water Utility Analysis
- 3) Sewer Utility Analysis
- 4) Summary



Overview - Study Approach



Financial Plan

- Defines costs and annual revenue needs in total
- Completed annually as part of the budget process
- Provides guidance on annual rate increases



Cost of Service

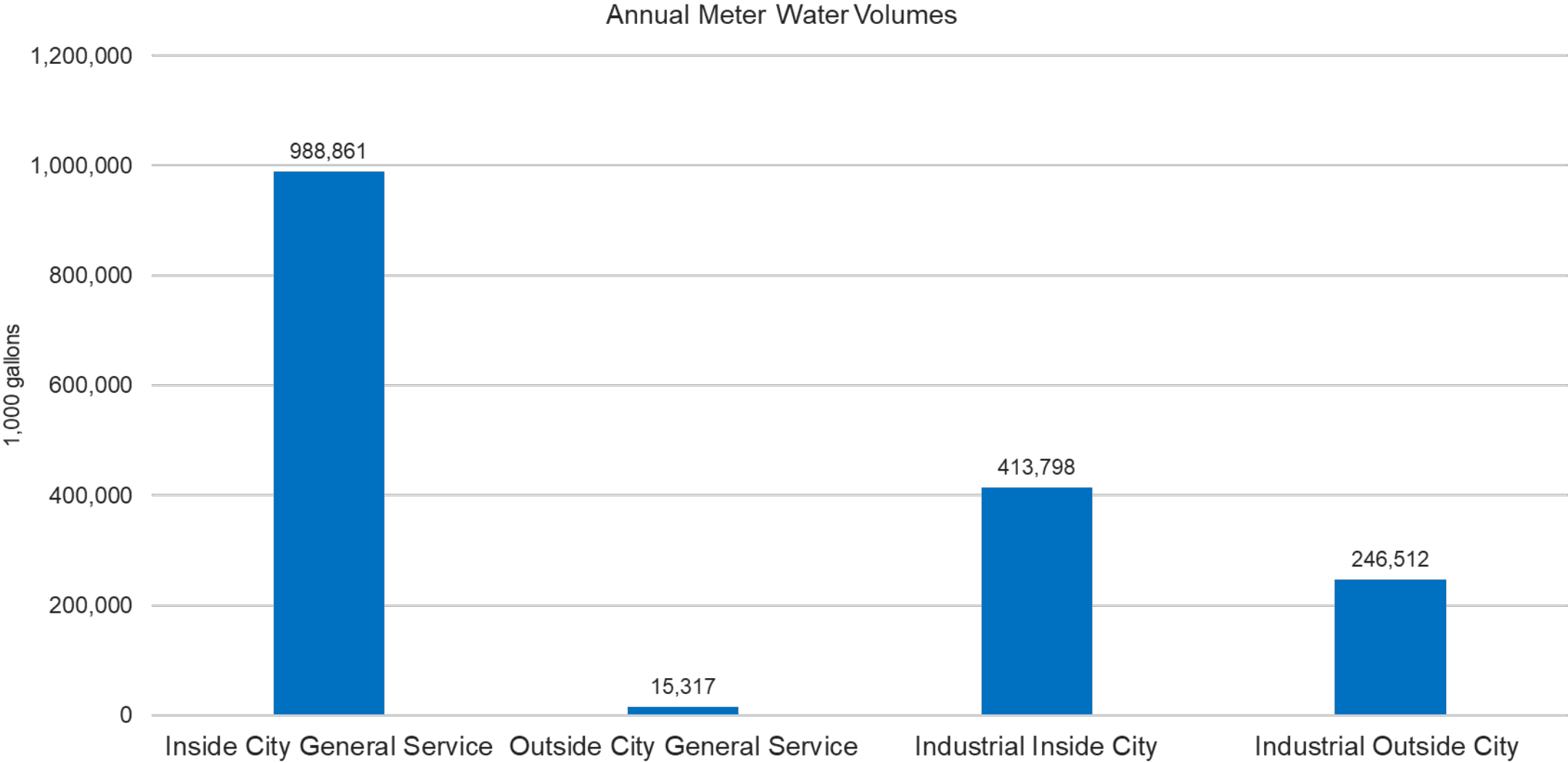
- Examines the cost to provide service to various classes of customers
- Completed periodically (3 to 5 years) to ensure alignment between rates and cost to provide service
- Utilizes a "text year" of actual costs

FY 23 Water Rates

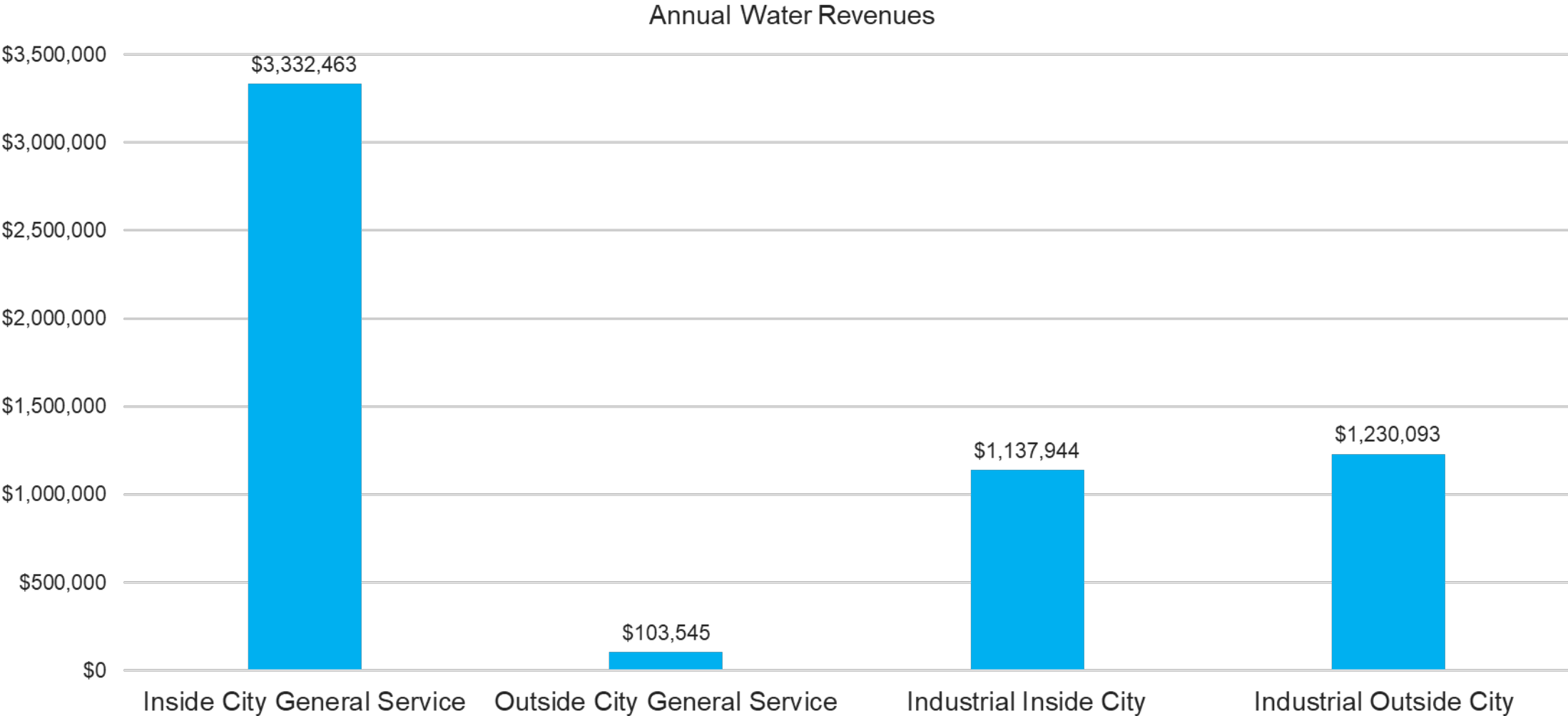
- City charges for water service with fixed (minimum charge) and volumetric rates
- Four categories of rates (inside and outside the City)
 - o General Service
 - o Industrial Bulk
 - For accounts using over 12.5 million gallons per month
- City maintains agreements with Towns (per agreements pay lowest published water rate: Industrial Bulk Inside City rate)

Inside City Outside City		
Water Charges		
Water Volumetric Charges		
Rate per 1,000 gallons	\$4.04	\$8.11
Industrial Bulk Rate per 1,000 gallons	\$3.30	\$5.99
Water Minimum Charges		
Meter Size		
3/4"	\$17.11	\$23.66
1"	\$17.74	\$24.90
1 1/2"	\$18.78	\$26.99
2"	\$20.06	\$29.56
3"	\$24.06	\$37.54
4"	\$29.42	\$48.28
6"	\$41.92	\$73.26
8"	\$63.30	\$116.02
10"	\$99.96	\$190.86

Water Customer Volumes - FY 22



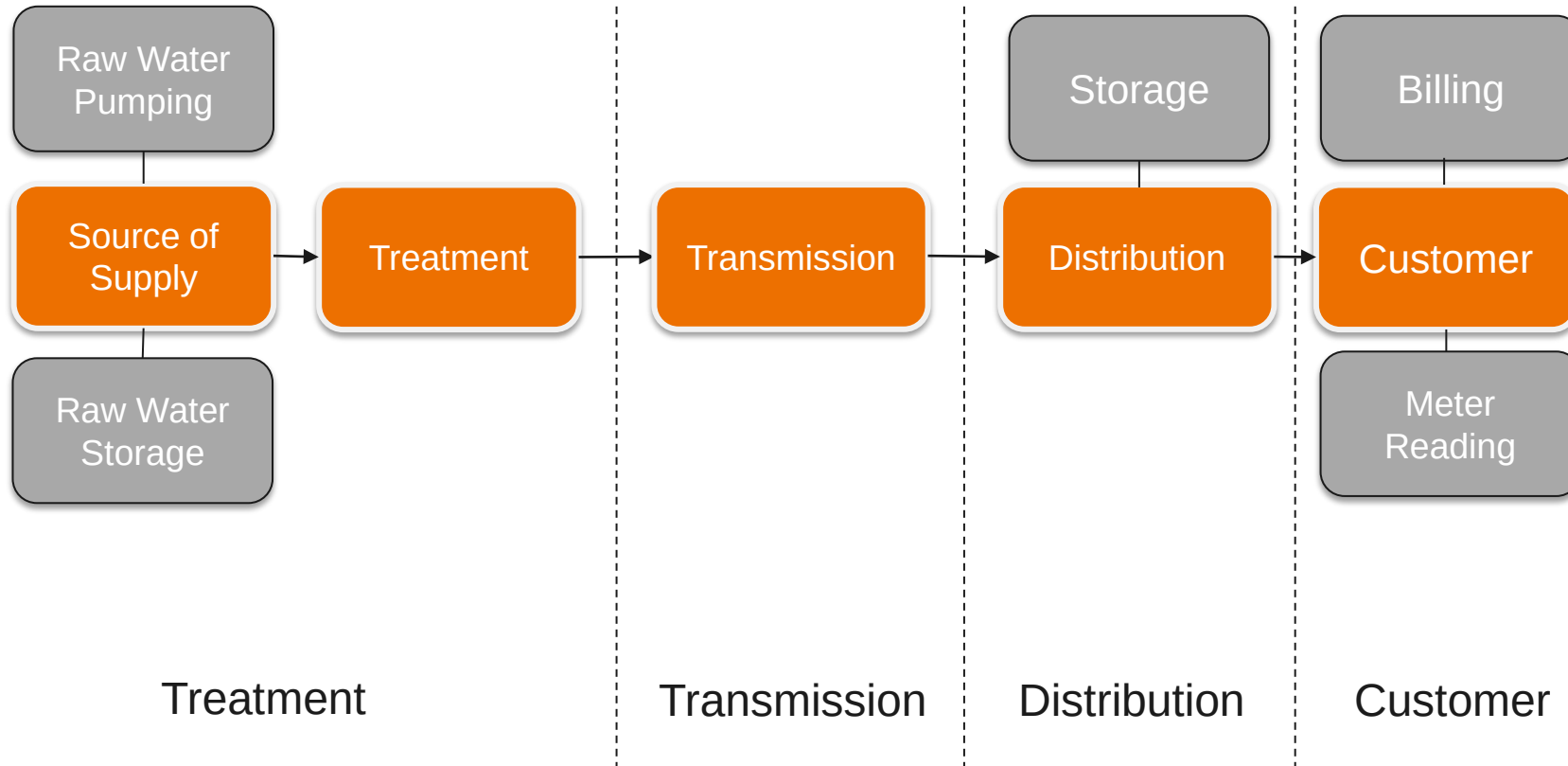
Water Customer Revenues - FY22



Water Summary – FY22

Customer	Volume (kgals)	% of Volume	Revenue	% of Revenue
Inside City General Service	988,861	59.4%	\$3,332,463	57.4%
Outside City General Service	15,317	0.9%	\$103,545	1.8%
Industrial Inside City	413,798	24.9%	\$1,137,944	19.6%
Industrial Outside City	246,512	14.8%	\$1,230,093	21.2%
Total	1,664,488		\$5,804,045	

Functionalized Water System Costs



Water Cost of Service Results FY22 – Actuals

Water	Treatment	Transmission	Distribution	Customer	Total
Cost by System Function (FY22)	\$4,862,128	\$757,743	\$1,245,366	\$589,247	\$7,454,484

Water	Treatment	Transmission	Distribution	Total
Cost by System Function (FY22)	\$4,862,128	\$757,743	\$1,245,366	\$6,865,237

Industrial / Bulk	\$4,862,128	\$757,743	-	\$5,619,870
Cost of Service Ratio				82%

Water Results

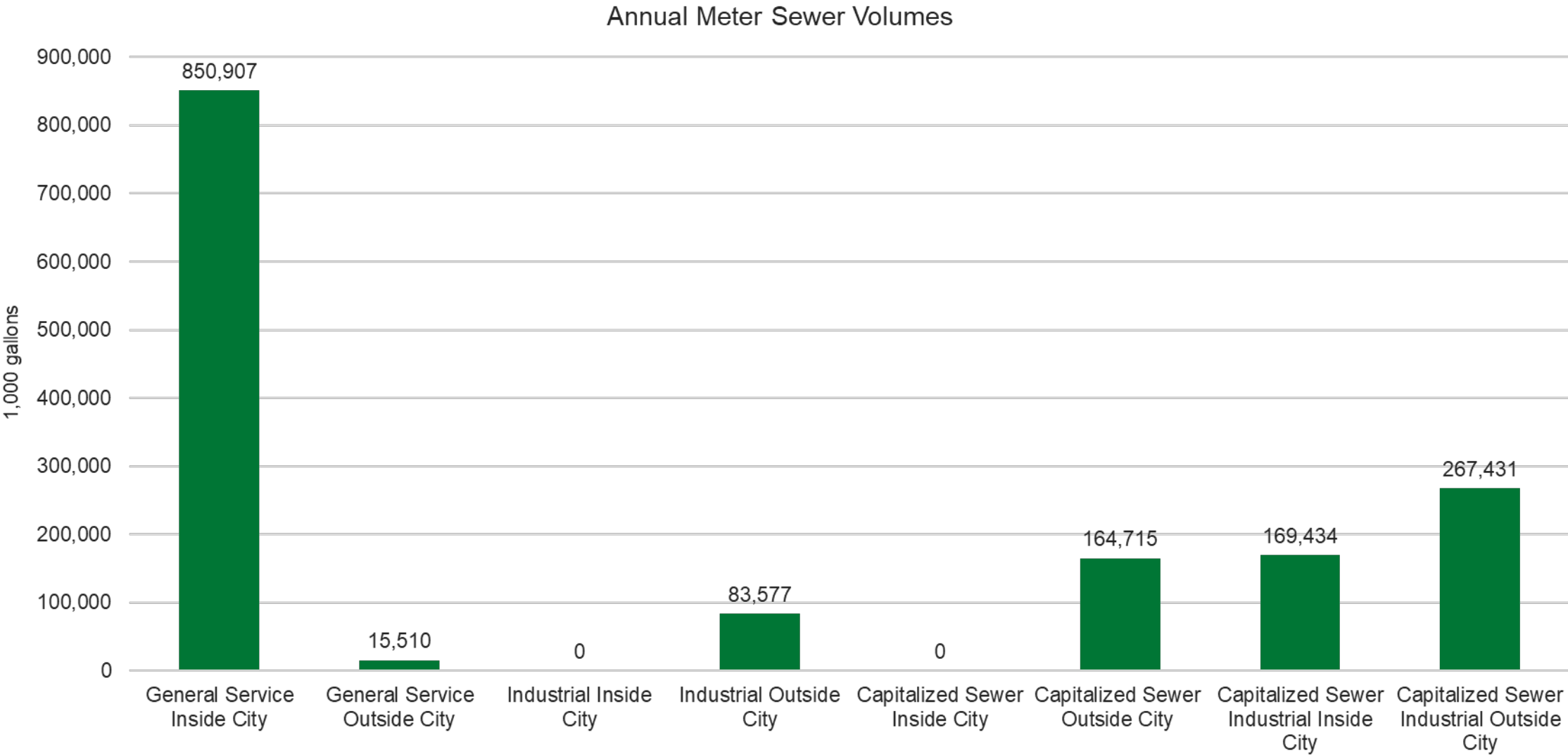
Classification	General Service Inside City	General Service Outside City	Industrial/Bulk Inside City	Industrial/Bulk Outside City
Current FY 23 Rates	\$4.04	\$8.11	\$3.30	\$5.99
Current Rate Ratios	1.0	2 times inside City	82% of General Service Inside City	74% of General Service Outside City
Cost of Service Rate Ratios	1.0	2 times inside City	82% of General Service Inside City	82% of General Service Outside City

FY 23 Sewer Rates

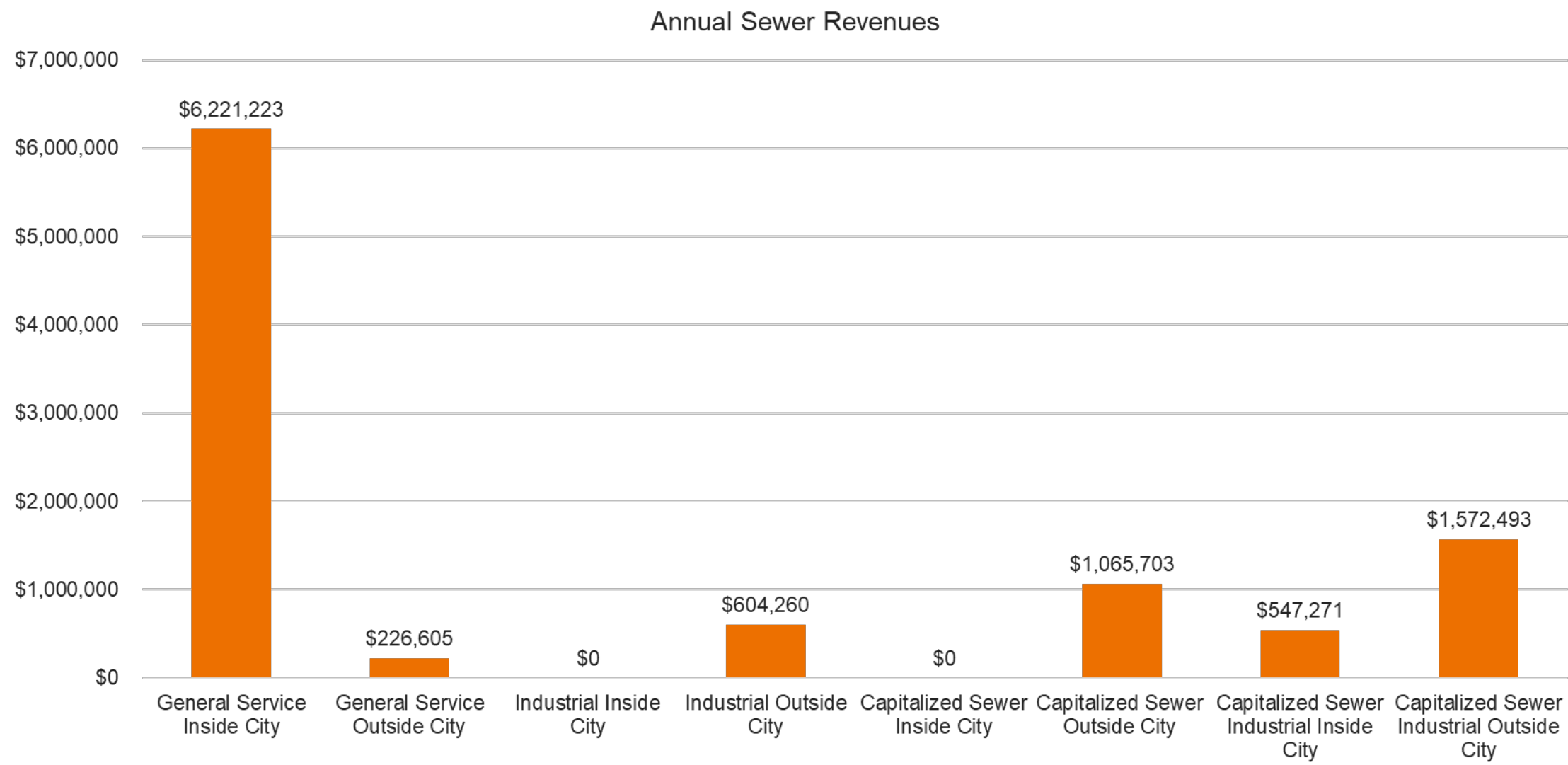
- City charges for sewer service based on volumetric rates
- Eight categories of rates (inside and outside the City)
 - o General Service
 - o Industrial Bulk
 - o General Service Capitalized
 - o Industrial Bulk Capitalized
- Basis for capitalized rates unclear
- City maintains agreements with Towns (per agreements pay the Capitalized Sewer Outside City rate)

Inside City Outside City		
Wastewater Charges		
Wastewater Volumetric Charges		
Rate per 1,000 gallons	\$8.77	\$17.53
Industrial Bulk Rate per 1,000 gallons	\$7.85	\$15.72
Capitalized Sewer Volumetric Charges		
Rate per 1,000 gallons	\$3.88	\$7.76
Industrial Bulk Rate per 1,000 gallons	\$3.53	\$7.06

Sewer Customer Volumes – FY22



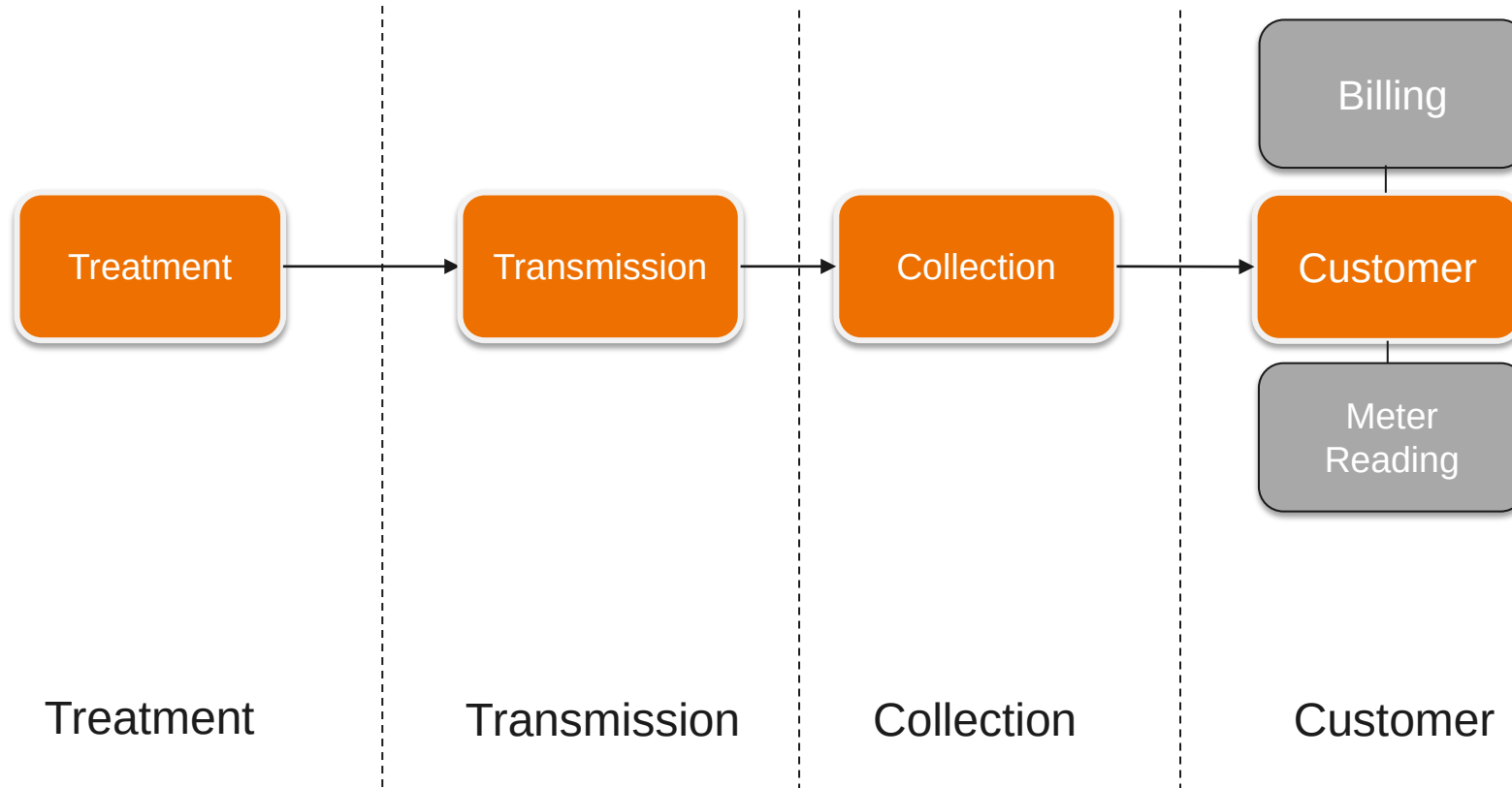
Sewer Customer Revenues – FY22



Sewer Summary – FY22

Customer Class	Volume (kgals)	% of Volume	Revenue	% of Revenue
General Service Inside City	850,907	54.8%	\$6,221,223	60.8%
General Service Outside City	15,510	1.0%	\$226,605	2.2%
Industrial Inside City	0	0.0%	\$0	0.0%
Industrial Outside City	83,577	5.4%	\$604,260	5.9%
Capitalized Sewer Inside City	0	0.0%	\$0	0.0%
Capitalized Sewer Outside City	164,715	10.6%	\$1,065,703	10.4%
Capitalized Sewer Industrial Inside City	169,434	10.9%	\$547,271	5.3%
Capitalized Sewer Industrial Outside City	267,431	17.2%	\$1,572,493	15.4%
Total	1,551,573		\$10,237,555	

Functionalized Sewer System Costs



Sewer Cost of Service Results FY22 – Actuals

Sewer	Treatment	Conveyance	Collection	Customer	Total
Cost by System Function (FY22)	\$6,942,113	\$1,469,115	\$3,285,350	\$390,323	\$12,086,901
Sewer	Treatment	Conveyance	Collection		Total
Cost by System Function (FY22)	\$6,942,113	\$1,469,115	\$3,285,350		\$11,696,578
Industrial / Bulk	\$6,942,113	\$1,469,115	-		\$8,411,228
Cost of Service Ratio					72%

Sewer Results

Current Classifications	General Service Inside City	General Service Outside City	Industrial Inside City	Industrial Outside City	Capitalized Inside	Capitalized Outside	Capitalized Industrial Inside	Capitalized Industrial Outside
Current FY23 Rates	\$8.77	\$17.53	\$7.85	\$15.72	\$3.88	\$7.76	\$3.53	\$7.06
Current Rate Ratios	1.0	2.0 times Inside City	89% of Inside City	89% of Inside City	44% of Inside City	44% of Outside City	40% of Inside City	40% of Outside City
Cost of Service Ratios	1.0	2.0 times Inside City	72% of Inside City	72% of Inside City				

Summary of Findings

- Cost of service analysis for the City's water and sewer rates reveals adjustments are warranted

Water Rates

- Industrial Bulk outside City rate is below the cost of service

Sewer Rates

- Limited basis for maintaining capitalized rates
- Appropriate to transition to four rate categories (same as water)
 - Inside General and Industrial
 - Outside General and Industrial
- Any adjustments to rates should be considered in concert with the annual budget process
- Adjustments need to account for impacts on customers
 - Potential to consider phasing over time



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Additional Questions/Discussion

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North Carolina



City of Goldsboro

Water and Sewer System Development Fees

February 22, 2023



Agenda

2

- 1) Background
- 2) Approach
- 3) Calculations
- 4) Resulting System Development Fees
- 5) Path Forward



- Fees charged for new connections joining the water and wastewater system and connections requiring additional system capacity
- Intended to recover the cost of constructing water and wastewater capacity, “growth pays for growth”
- Fees are applied based on units of service (representing potential demand on utility system / large user vs. small user)
- Fees are legislated in North Carolina
 - o Public Water and Sewer System Development Fee Act (NC General Statutes - Chapter 162A Article 8) approved July 2017



- SDFs allow community to recover at least a portion of cost of constructing system infrastructure
- Lack of SDFs places full cost of infrastructure on user rates
- SDFs have potential impact on development but are very common in North Carolina
- Requirements and limitations on the use of SDFs given legislation
 - Separate tracking of revenues from SDFs
 - Limitations on use of proceeds depending on approach

Methodology	Description	Appropriate For
Buy-In Method	Fees are based on cost of constructing existing utility system	System with ample existing capacity to sell
Incremental Cost Method	Fees are based on planned growth-related capital improvements	System with limited or no existing capacity to sell
Combined Method	Fees are based on cost of existing system and planned capital improvements	System with existing capacity to sell and with planning growth-related capital projects

Recommend the use of the buy-in method for water and sewer SDFs for City



$$\text{System Development Fee} = \frac{\text{Value of System} - \text{Credit}}{\text{System Capacity}}$$

1) Value of Utility System

- Depreciated value of current assets in place, escalated to current replacement cost

2) Credits

- Outstanding principal on existing utility debt
- Donated/contributed and non-core system assets

3) System Capacity

- Total capacity in the utility system measured in units of service (Equivalent Residential Units or ERUs) with the existing system



Water SDF Calculation

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	Source / Treatment	Transmission / Distribution	Total
Replacement Value of Existing Depreciated Assets	\$48,247,230	\$42,774,932	\$91,022,162
Total Value	\$48,247,230	\$42,774,932	\$91,022,162
<i>Less Credits</i>			
Outstanding Debt Principal	(\$3,676,638)	(\$3,259,626)	(\$6,936,265)
Donated Assets	(2,953)	(5,843,926)	(5,846,879)
Net System Value	\$44,567,639	\$33,671,379	\$78,239,019
System Capacity - Million Gallons per Day	14.0	14.0	
Level of Service per ERU (gallons per day)	360	360	
Equivalent Residential Units (ERU)	38,889	38,889	
System Development Fee Per ERU	\$1,146	\$866	
Calculated Water System Development Fee per ERU	\$1,146	\$866	\$2,012



Sewer SDF Calculation

	Treatment	Conveyance / Collection	Total
Replacement Value of Existing Depreciated Assets	\$89,786,498	\$49,598,684	\$139,385,183
Total Value	\$89,786,498	\$49,598,684	\$139,385,183
<i>Less Credits</i>			
Outstanding Debt Principal	(\$10,706,522)	(\$5,914,357)	(\$16,620,878)
Donated Assets	(176,513)	(627,780)	(804,293)
Net System Value	\$78,903,463	\$43,056,548	\$121,960,011
System Capacity - Million Gallons per Day	14.20	14.20	
Level of Service per ERU (gallons per day)	360	360	
Equivalent Residential Units (ERU)	39,444	39,444	
System Development Fee Per ERU	\$2,000	\$1,092	
Calculated Sewer System Development Fee per ERU	\$2,000	\$1,092	\$3,092



Assessment of System Development Fees

- SDFs must be applied based on units of service (represents potential demand)
- SDFs are often scaled by meter size based on hydraulic capacity of meter
- Recommend the use of American Water Works Association (AWWA) meter equivalents

Meter size	Equivalent Residential Units (ERU)
3/4"	1.00
1"	1.67
1 1/2"	3.33
2"	5.33
3"	11.67
4"	21.00
6"	43.33
8"	93.33



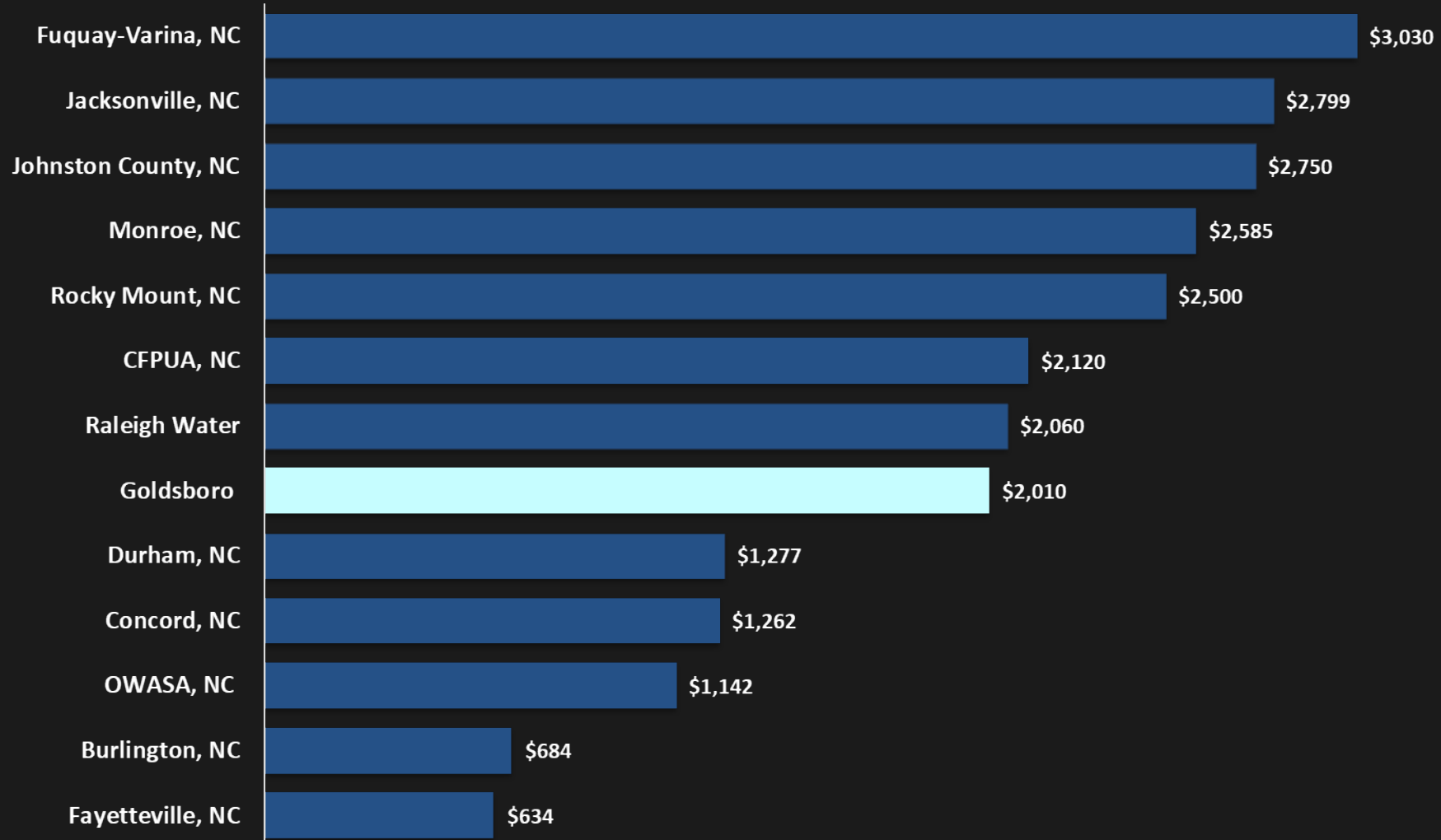
Calculated System Development Fees

10

Meter size	Calculated Water SDF	Calculated Wastewater SDF	Combined SDF
3/4"	\$2,012	\$3,092	\$5,104
1"	\$3,353	\$5,153	\$8,507
1 ½"	\$6,707	\$10,307	\$17,013
2"	\$10,731	\$16,491	\$27,221
3"	\$23,473	\$36,073	\$59,547
4"	\$42,252	\$64,932	\$107,184
6"	\$87,187	\$133,987	\$221,173
8"	\$187,787	\$288,587	\$476,373

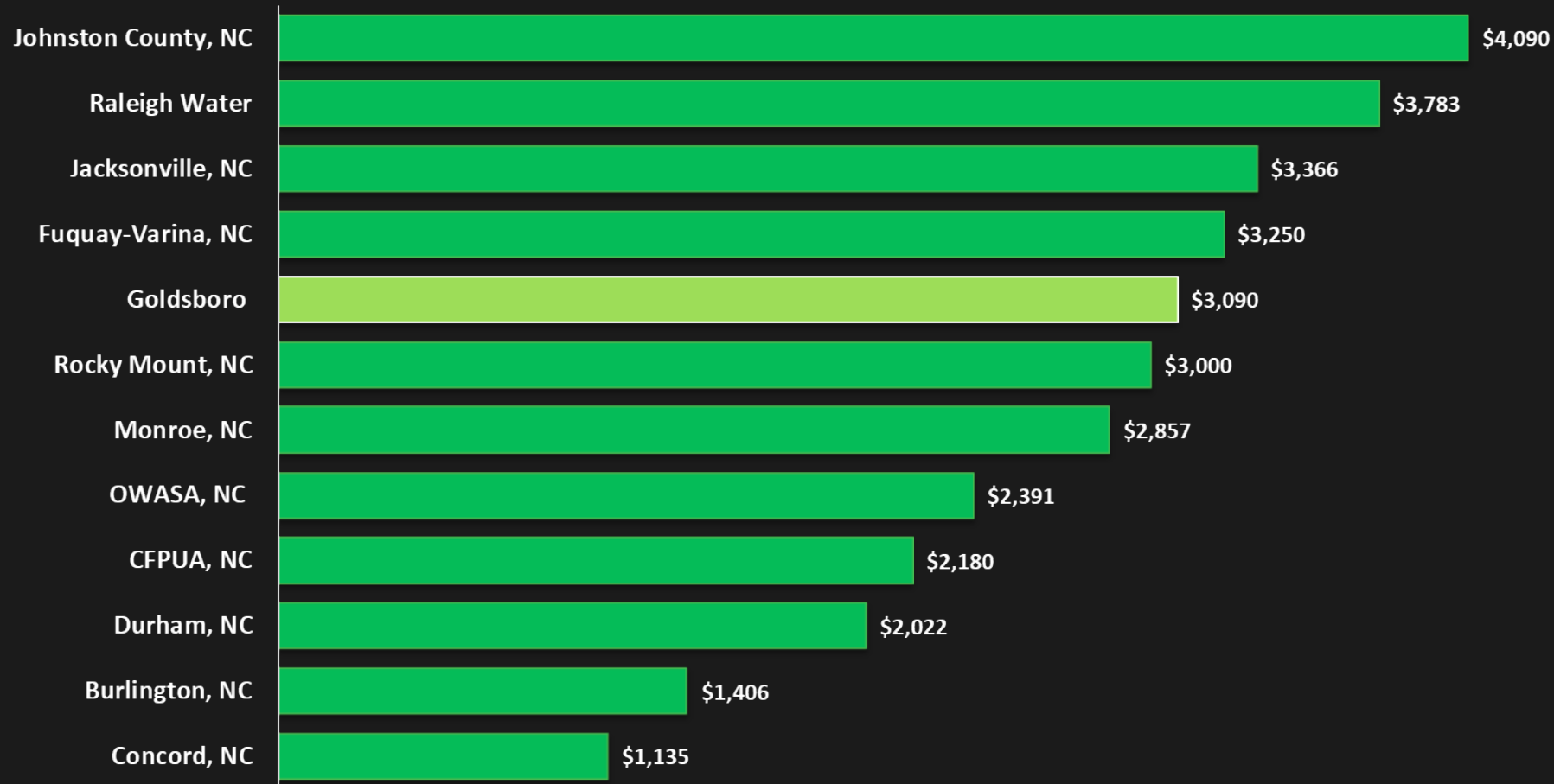


Water System Development Fees (3/4" Meter - Residential)





Sewer System Development Fees (3/4" Meter - Residential)





If City decides to move forward with system development fees:

- o SDF report and calculated fees must be posted for public comment for a period of 45 days
- o Comments received from public to be considered and adjustments made as necessary
- o Public hearing on the system development fees
- o Publish system development fees with budget or in City fee schedule
- o Update the analysis at least once every 5 years



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Additional Questions/Discussion

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North Carolina

Public Utilities Department

2023 Retreat

Robert “Bert” Sherman, Public Utilities Director

February 22, 2023



www.goldsboronc.gov



- Public Utilities Department 2023 Retreat
- Current and future Capital improvement projects

12 Above ground Capital
Improvement projects For
FY22-23
\$2.8 Million Dollars

Clear Well #2, coating and sealing (WTP)	Completed
Flood Barrier Footers(WTP)	
Bulldozer for Compost	
Basin #1 Aerator gear drive replacement	Work in Progress
ATS at WTP	
ATS at The NRPS	
New Bar Screen at New Hope Lift Station	Contracts that are currently being processed
Bulk Storage Tank at WRF	
Westbrook pump Station new generator	
Telemetry System Upgrade	
Sand Filter #2 Rehab	
Flow Meters for the WTP	Project to be Bid

Water Reclamation Facility (WRF)

24/7 Operation



Water Reclamation Facility (WRF)



Pecan Lift station Bar Screen

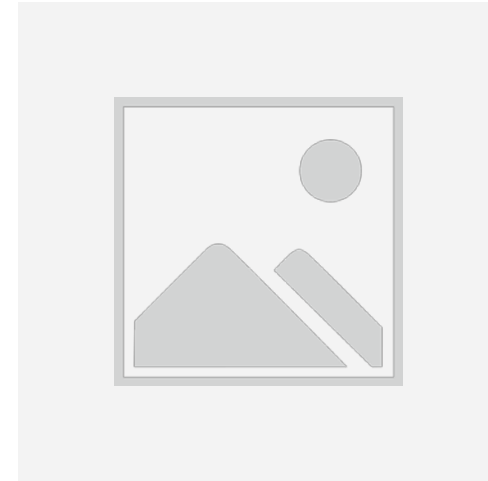
- After the Big Cherry Lift Station is demoed the bar screen will be relocated to the Pecan Rd. Lift Station. This bar screen is only a couple of years old. By replacing instead of purchasing a new screen The City will be saving in excess of \$300,000.



Future needs

Repaint Clarifiers #1,2,3,&4

Future needs



- Clarifiers are settling tanks built with mechanical means for continuous removal of solids being deposited by sedimentation. A clarifier is generally used to remove solid particulates or suspended solids from liquid for clarification or thickening. It is vital that these clarifiers continue their upkeep. They are scheduled to begin work on each clarifier individually in FY'24-25 through FY'27-28 at an estimated price of \$45,000, \$48,375, \$52,003, and \$55,903, respectively.
- Clarifier 1 and 2 were built in 1985, Clarifier 3 was built in 1994, and Clarifier 4 was built in 2000.

Ultraviolet Light disinfection

- The City's WRF currently uses UV light disinfection to mutate bacteria so that they cannot reproduce. This is an extremely important step in the disinfection process. The annual UV inspection has been completed and the system is still operational, but the report has recommended a complete overhaul due to age and wear and tear on the system. The price to replace the old UV system is estimated at \$1.8 million dollars. This is scheduled to be replace in FY 24-25



Future needs

Westbrook pump station grit removal. It is essential to remove grit from the raw wastewater to protect pipe elbows, pump impellers, and other internal surfaces from pitting and erosion. This project is estimated to cost \$300,000.



Future needs

Replace filter belt press#1 and #2

- The filter belt presses have both reached the end of their life cycles. #1 belt press is scheduled to be replaced in FY'25-26 while #2 filter belt press is scheduled to be replaced in FY'26-27. The prices are estimated to be \$1.2 million dollars and \$1.3 million dollars, respectively.

Future needs



Rebuild influent headwork's bar screen and grit removal system. This is important because it keeps trash and other debris from reaching the plant and ruining pumps and other equipment. This project will cost approximately \$1.0 million dollars and is scheduled for FY 24-25.



Future needs

Replace 1000kw Generator in service since 2000

- THIS PROJECT IS ESTIMATED TO BE 1.5 MILLION DOLLARS. SCHEDULED TO BE REQUESTED DURING FY 25 -26 BUDGET. THIS GENERATOR IS PAST ITS LIFE CYCLE.



Future needs

Replace 1500kw Generator in service since 2000



- THIS PROJECT IS ESTIMATED TO BE 1.6 MILLION DOLLARS. THIS PROJECT IS SCHEDULED TO BE REQUESTED DURING THE FY 26-27 BUDGET. THIS GENERATOR IS PAST ITS LIFE CYCLE.

Future needs

Basin Upgrade

- Construction of a new 3.5 MG treatment basin upgrade estimated price for the project \$107 million dollars. This project will allow us to go from a 14.2 MGD plant to a 17.7 MGD plant within the next 4-5 years. This expansion is needed to accommodate potential residential and industrial growth.

Future needs



Water Treatment Plant Current Needs



Future needs

Water Treatment Staff



Neuse River Dredging



- FY23 - 24
- THE NEUSE RIVER IS DREDGED ANNUALLY AS NEEDED. DREDGING IS THE REMOVAL OF SEDIMENTS AND DEBRIS FROM THE BOTTOM OF THE RIVER. IT IS NECESSARY TO REMOVE THE SEDIMENTATION (SAND & SILT) BECAUSE IT GRADUALLY FILLS THE INTAKE. THIS IS CURRENTLY ESTIMATED TO COST \$483,750

Structure Repairs

- F Y 2 3 - 2 4
- S T R U C T U R E R E P A I R S
T O T H E 7 2 - Y E A R - O L D
F A C I L I T Y \$ 5 0 0 , 0 0 0



Future needs

Elevated tank Maintenance



- **FY23 - 24**
- **ANNUAL ELEVATED TANK MAINTENANCE**
- **\$300,000**

Future needs

Sedimentation Reservoir

THE NEUSE RIVER PUMP
STATION (IMPOUNDMENT)
DREDGE. THIS IS
CURRENTLY BUDGETED
AT \$75,900 FOR FY 24 -
25

Future needs

Clear Well #1 Rehab

- This structure holds 2.75 MG of water. This is where ammonia is added to the water to form chloramines (a much stronger disinfectant than chlorine). This project is projected FY23-24 to cost \$108,000



Future needs

New WTP

- The current facility is over 72 years old. We need to start the planning process FY24 to have the project completed in ten years. The site location for the new facility is the first step in the ten-year process at an estimated \$70,000

Future needs



Compost Facility



Compost Facility Staff



Paint the Exterior Bldg.

- The interior of the office area needs painting, and the exterior of The Compost Facility needs rehab. There are multiple rust spots that need addressing. Estimated cost of both \$40,000



Future needs

Contingency and Capital Reserve Funding

Contingency Fund

- \$1.24 million dollars
- A reserve of money set aside to cover possible unforeseen future expense.
- Currently no withdrawals have been made from this fund.

Capital Reserve Fund

- Started at \$1.5 million
- Used \$800,000
- Current Balance \$700,000
- Used for Capital projects.
- Example: These funds were used to make up the difference in the increased cost of \$800,000 for Capital Projects for FY22-23.

Future needs

Questions?



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City of Goldsboro Water & Sewer AIA/AMP Presentation

February 22, 2023

Presented by

Ken Orie, PE

Practice Area Lead, Utilities



PRESENTATION TOPICS

What is AIA/AMP?

What did we do?

Condition Assessment

Criticality and Risk Analysis

Hydraulic Model Findings

Next Steps



AIA – Asset Inventory Assessment

Overview

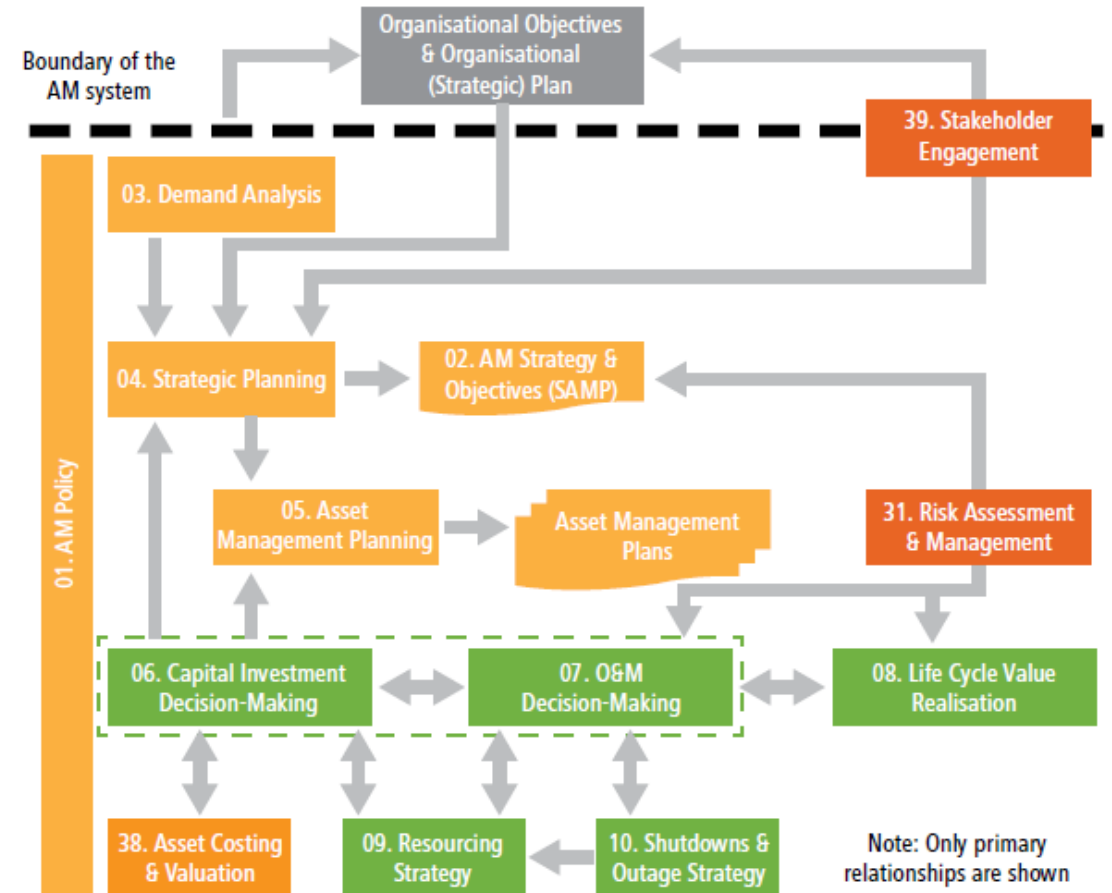
- The Asset Inventory and Assessment grants were created in Session Law 2015-241 in the changes made to NCGS 159G, to broaden the use of grant funds to encourage water and wastewater utilities to become more viable and more proactive in the management and financing of their systems.
- The grants are limited to \$150,000 from the Wastewater Reserve and the Drinking Water Reserve



AMP – Asset Management Plan

Answers the questions

1. What is the current state of my assets?
2. What is my required "sustainable" level of service?
3. Which assets are critical to sustained performance?
4. What are the best CIP and O&M strategies?
5. What is my best long-term funding strategy?

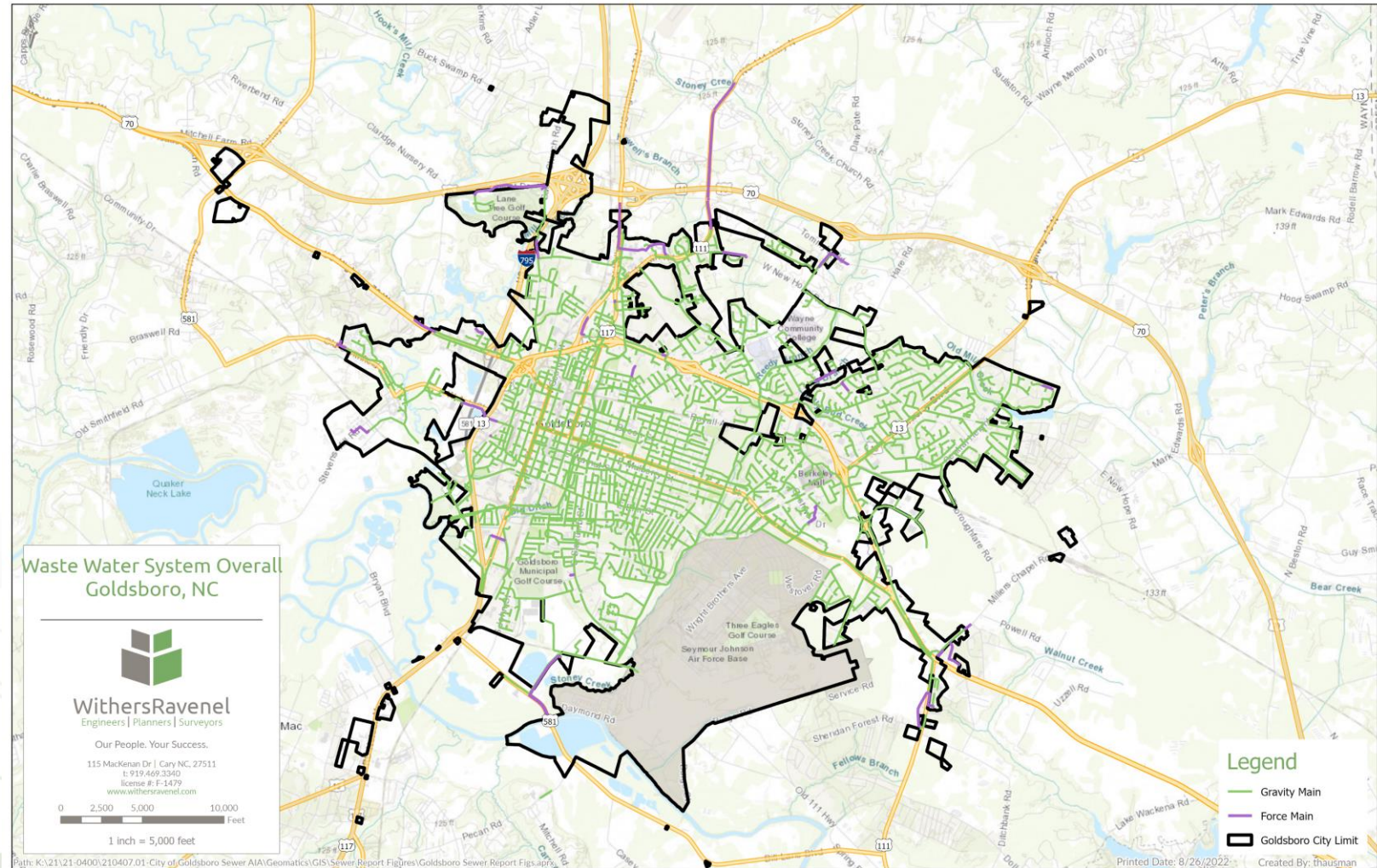


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Work Completed - Sewer

Scope

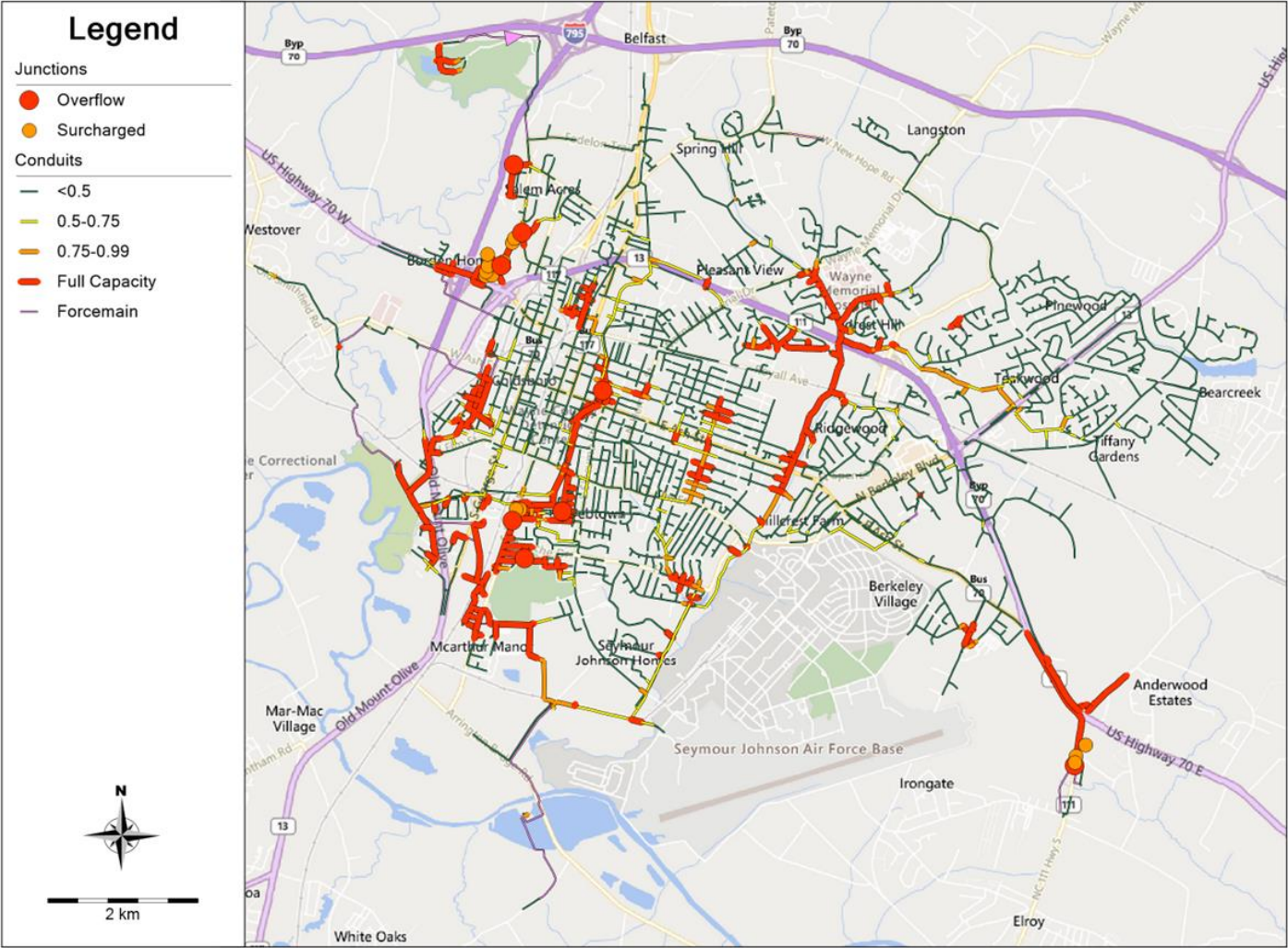
- Assessment
 - Previous CCTV analysis
- Updated Wet Weather Model
 - Rainfall Derived Infiltration and Inflow
 - Design Storms
 - Impact of groundwater and river level



Wet Weather Sewer Model – 10-year Storm

System Performance

	Groundwater	
	Low	High
Capacity Limited Pipe	9.8 Miles	27.9 Miles
Sanitary Sewer Overflows	1 manhole	8 manholes
	0.057 MG	0.114 MG
Surcharged Manholes	4	25
Pump Stations Overloaded with Peak Flow	11	16



Map represents the results for high groundwater, 10-year storm events

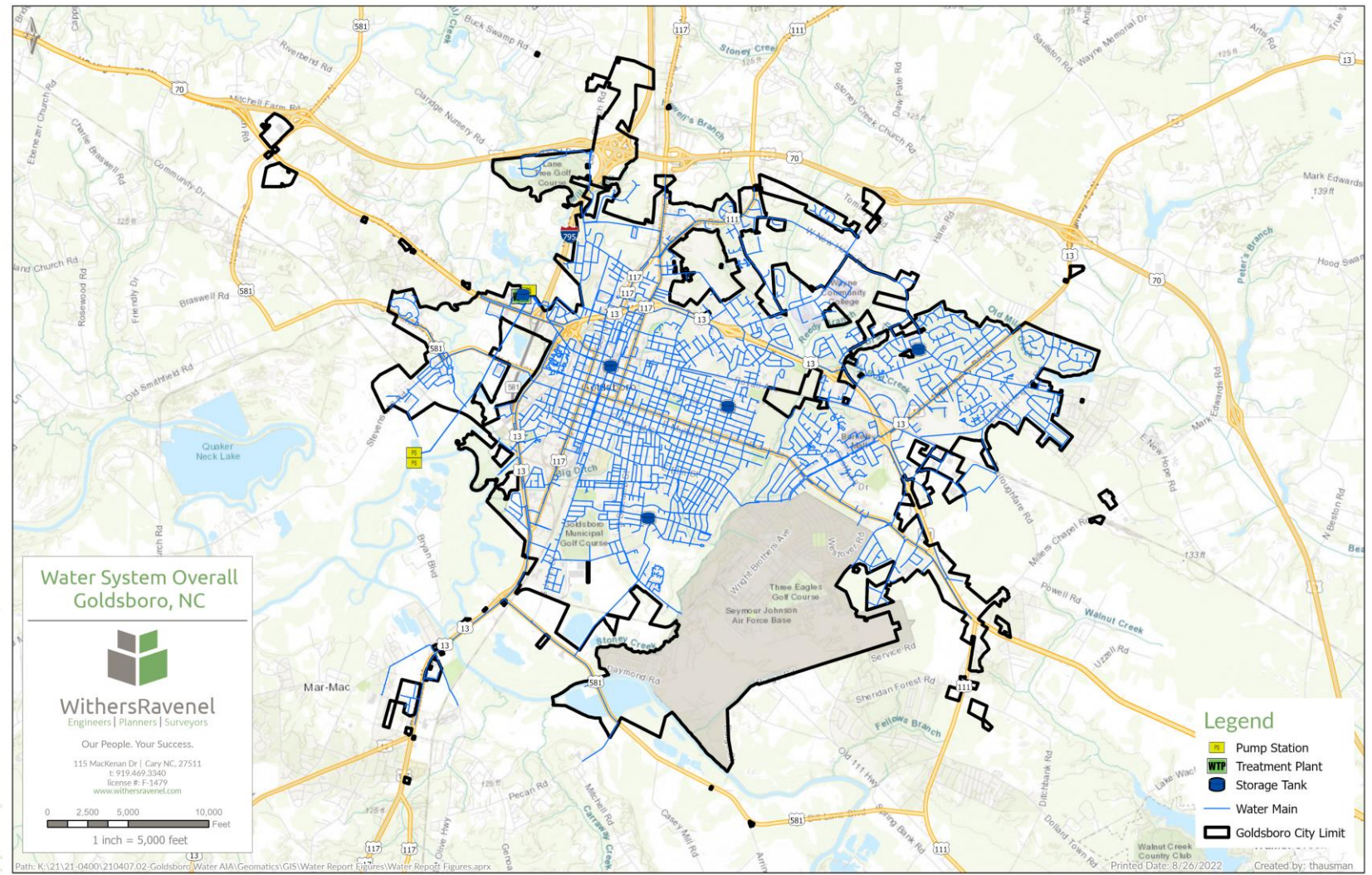
Capital Improvement Projects – Sewer

Project Location	Current Cost	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Year 6 2028	Year 7 2029	Year 8 2030	Year 9 2031	Year 10+ 2032+
Sewer Improvements											
GRAVITY LINE REHABILITATION / REPLACEMENT											
Shaw Court Area Sewer Rehab (Phase III Sewer Project)	\$1,560,000	\$1,606,800									
Frank Street Area Sewer Rehab (Phase III Sewer Project)	\$1,575,000	\$1,622,250									
Olivia Lane Area Sewer Rehab (Phase III Sewer Project)	\$2,640,000	\$5,293,600									
Replace Little Cherry to Highway 117 Pump Station Outfall	\$3,231,900			\$3,531,497							
House Street Area Rehab and Possible PS Upgrade	\$8,520,000							\$10,478,748			
Rehab / Replace RCP Sewer Main - Dixie Trail	\$8,091,000					\$9,379,896					
Rehab / Replace RCP Sewer Main - Big Ditch Stream	\$8,262,000						\$9,865,654				
Rehab / Replace RCP Sewer Main - Howell Branch Creek	\$1,404,000							\$1,726,780			
Rehab / Replace RCP Sewer Main - North East	\$259,800								\$329,115		
Rehab / Replace RCP Sewer Main - Stoney Creek Drive	\$1,338,600									\$1,746,605	
Rehab / Replace RCP Sewer Main	\$8,652,000										\$11,627,423
FORCE MAIN REPLACEMENT / INSTALLATION											
Install Force Main and Pump Station for Fork Township Area	\$6,840,000		\$7,256,556								
Replace Little Cherry Force Main	\$27,000			\$29,503							
METER INSTALLATION											
Install Sewer Meters for Large Customers	\$450,000				\$500,000						
RECLAIMED WATER SYSTEM											
Extend the Existing Reclaimed Water System	\$7,020,000				\$7,901,010						
Pump Stations											
Pump Station Regionalization	\$2,200,000										\$3,000,000
TOTAL	\$62,071,300	\$8,522,650	\$7,256,556	\$3,561,000	\$8,401,010	\$9,379,896	\$9,865,654	\$12,205,528	\$329,115	\$1,746,605	\$14,627,423

Work Completed - Water

Scope

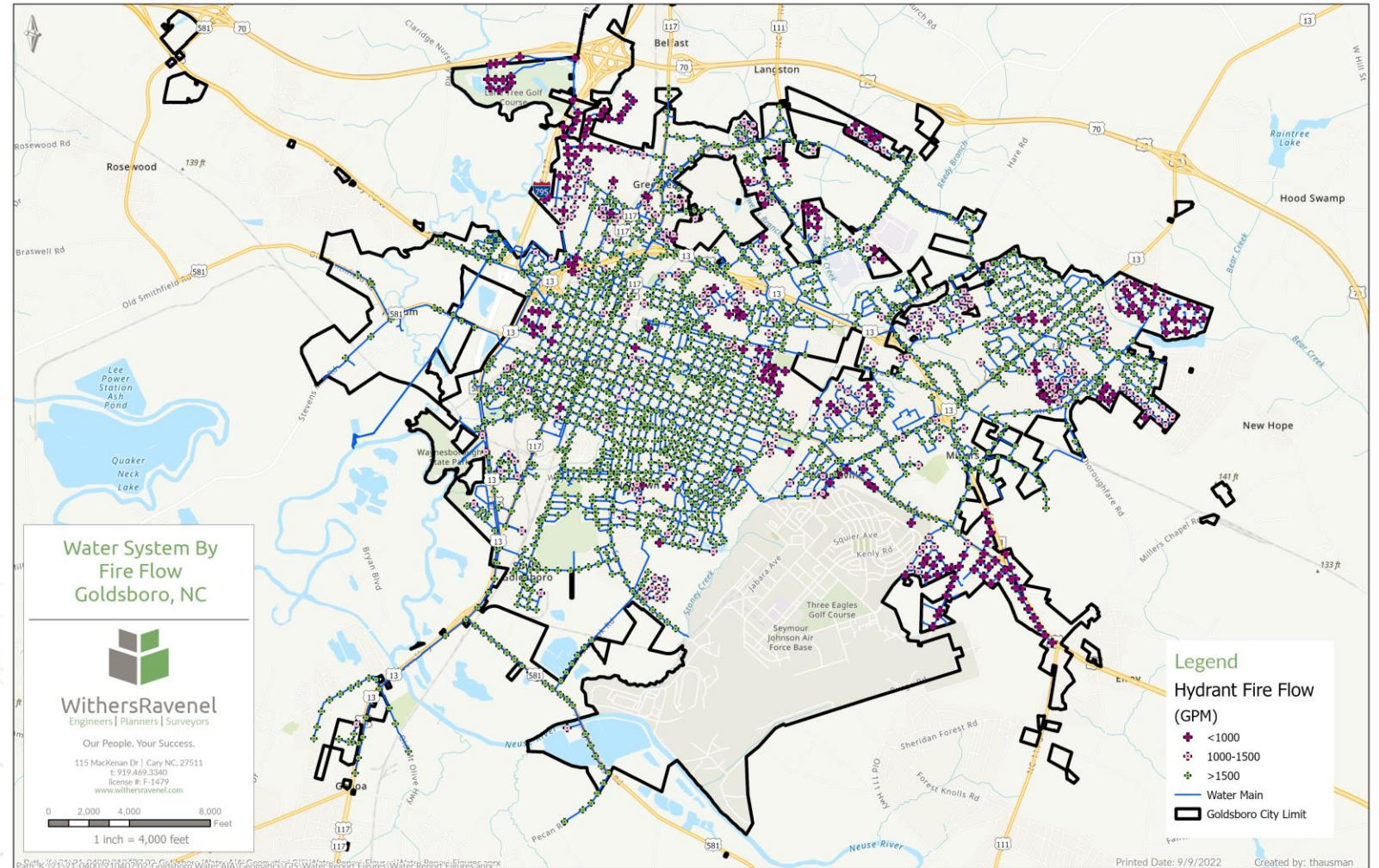
- Assessment
 - Age
 - Material
 - Diameter
- Hydraulic Modeling
 - Fire Flows
 - Pressure
 - Storage



Hydraulic Model - Water

System Performance

- Fire Flow
 - Important for your ISO rating and fire protection
- Pipe Pressure
 - Important for customer satisfaction and state standards
- Water Age
 - Important for customer satisfaction and state standards



Capital Improvement Projects – Water

Project Location	Current Cost	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Year 6 2028	Year 7 2029	Year 8 2030	Year 9 2031	Year 10+ 2032+
Water Improvements											
WATERLINE EXTENSIONS											
Extend 19,000 LF of 12" Waterline to Fork Township Area	\$7,182,000			\$7,847,771							
Extend 2,000 LF of 10" Waterline to Granville Drive	\$636,000		\$674,732								
Extend 725 LF of 6" Waterline near Piedmont Airline Road	\$187,050			\$204,390							
Extend 2,100 LF of 12" Waterline along S John Street	\$793,800					\$920,252					
Extend 1,000 LF of 12" Waterline along Cuyler Best Street	\$378,000						\$451,370				
Extend 6,000 LF of 12" Waterline near Old Cherry Hospital	\$2,268,000										\$3,047,965
WATERLINE REPLACEMENTS											
Upsize 2,500 LF of 6" Waterline to 8" on William Street	\$720,000	\$741,600									
Upsize 400 LF of 8" Waterline to 12" near Westbrook Road and Slocumb Street	\$151,200				\$170,176						
Replace 9,500 LF of 20" Steel Waterline on Highway 117	\$9,785,000							\$12,034,572			
Replace 28,000 LF of Galvanized Water Lines with 6" lines	\$7,224,000	\$744,072	\$766,394	\$789,366	\$813,061	\$837,478	\$862,618	\$888,480	\$915,136	\$942,588	\$970,833
TOTAL	\$29,325,050	\$1,485,672	\$1,441,127	\$8,841,527	\$983,237	\$1,757,731	\$1,313,988	\$12,923,051	\$915,136	\$942,588	\$4,018,799

ANY
QUESTIONS?
THANK YOU.



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North Carolina

City of Goldsboro Substandard Housing Program

Kenny Talton, Planning Director

February 2023



www.goldsboronc.gov

Substandard Housing

- What is substandard housing? Substandard housing is not housing that is old or outdated. Substandard housing refers to housing that poses a risk to the health and physical well-being of its occupants, neighbors and visitors of the City of Goldsboro.
- Currently, the City of Goldsboro enforces two separate programs for addressing substandard housing.
 - Order to Repair Ordinance (Sec. 5.11 Unified Development Ordinance), and
 - Minimum Housing Ordinance (Ch. 152 Code of Ordinances)

What is Order to Repair?

- The Order to Repair Ordinance for the City of Goldsboro seeks to hold property owners responsible for the maintenance and upkeep of their properties.
- The Order to Repair Ordinance states that the exterior features of any building or structure located within the corporate limits of the City of Goldsboro shall be preserved by the owner and/or parties in interest against decay, deterioration and structural defects.
- The purpose of Order to Repair is to preserve homes within the City of Goldsboro's Corporate and Central Business District which includes the Historic District from being demolished and help to eliminate blight throughout the City of Goldsboro.
- Order to Repair consists of mostly unoccupied structures.

Order to Repair Examples

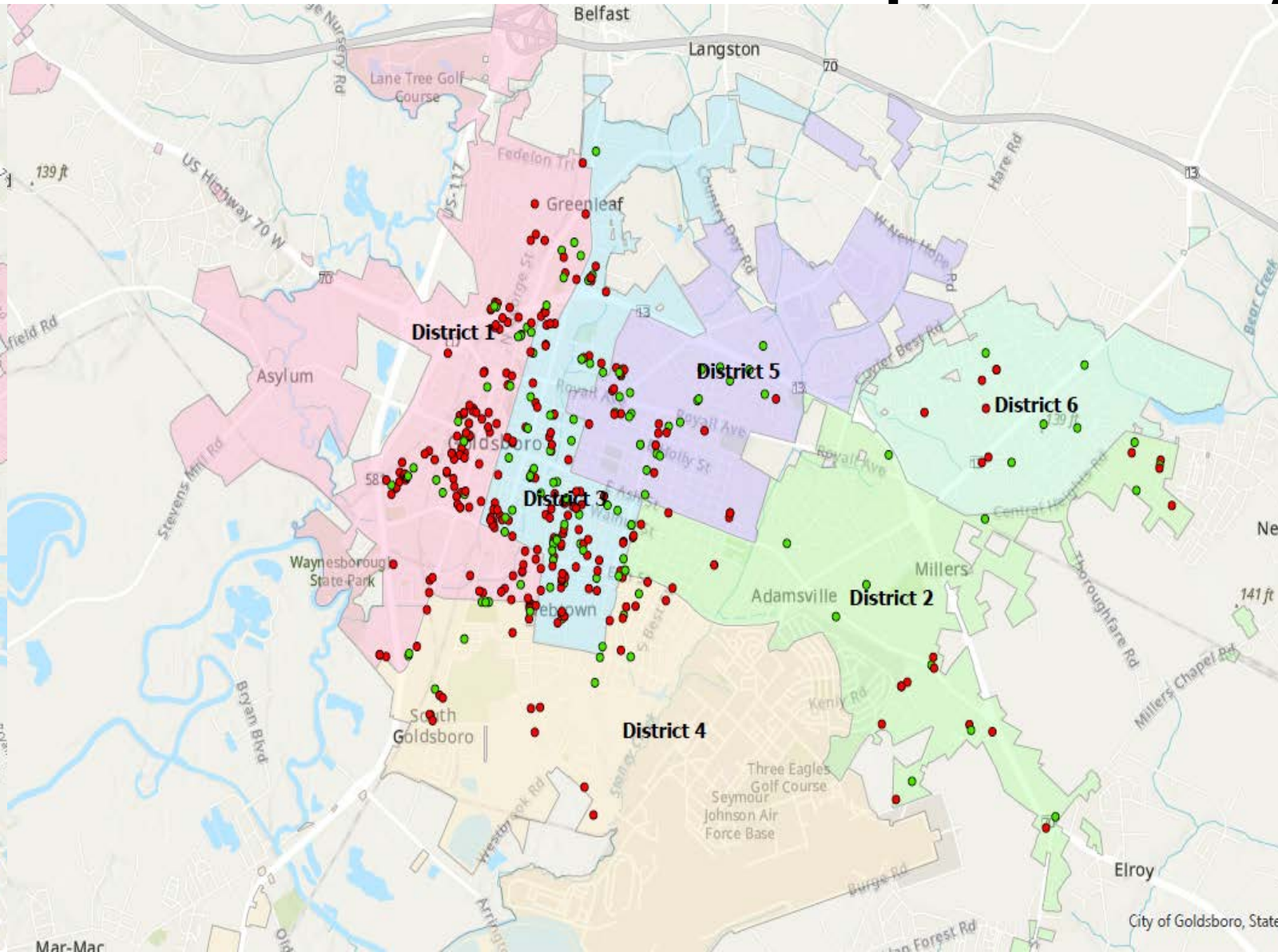
- Deterioration of exterior walls, foundations, flooring, parapet walls, roofs, beams, chimneys and either horizontal or vertical load bearing supports that causes leaning, sagging, splitting, listing or buckling;
- Ineffective waterproofing of exterior walls, roofs and foundations, including broken windows/doors, failed paint, leaking roofs, decayed brickwork or failed siding materials;
- Rotting, holes or other forms of decay;
- Damages caused by fire or calamity;
- Deterioration of exterior stairs, porches, handrails, windows/doorframes, cornices, wall-facings or other architectural details that causes delamination, instability, loss of shape or crumbling

What is Current Minimum Housing?

Minimum Housing identifies **dwellings only** which do not meet the **minimum standards of fitness** in accordance with North Carolina State Building Codes. These dwellings exist because of dilapidation, defects increasing the hazard of fires, lack of ventilation, light and sanitary facilities, and other conditions causing such dwellings to be classified as **unsafe, unsanitary, dangerous and detrimental** to the health and safety of the residents of the City of Goldsboro.

Owner occupied and owners of tenant occupied properties who fail to achieve compliance with the minimum standards of fitness are subject to City officials taking appropriate actions necessary to effect rehabilitation of deteriorated structures by ordering their **repair, alteration or improvement**; or, to effect rehabilitation of dilapidated structures by an order to **vacate and close and remove or demolish** the dwelling.

Order to Repair Cases by District



District 1: 144 cases-23 Brought into Compliance

District 2: 35 cases-13 Brought into Compliance

District 3: 137 cases- 36 Brought into Compliance

District 4: 32 cases- 11 Brought into Compliance

District 5: 44 cases- 26 Brought into Compliance

District 6: 12 cases- 6 Brought into Compliance

GREEN- Brought into Compliance

RED- Open Cases

600 Block of Hugh Street (OTR)



Hugh Street Properties (OTR)



228 and 230 Wayne Avenue (OTR)



105 N. Jackson Street (OTR)



512 S. Herman Street (OTR)



1113 Mimosa Street (OTR)



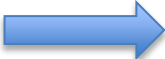
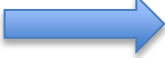
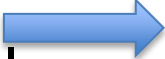
104 Bright Street (OTR)



700 E. Elm Street (OTR)



Existing Minimum Housing or Order to Repair?

- Minimum Housing primarily focuses on interior of an occupied dwelling 
- Minimum Housing results in demolition of the home 
- Focusing on the interior of the home provides safer living conditions 
- The Minimum Housing timeline from start to finish is between 11 and 18 months; up to two years without a sell of property 
- Order to Repair focuses on the exterior of the home; usually unoccupied
- Goal of Order to Repair is to save the home from demolition
- Focusing on the exterior of the home results in better curb appeal and reduces the appearance of blight
- The Order to Repair timeline 3 and 9 months; up to a year without a sell of property due to Court delays

A New Tool - New Minimum Housing Code

- Utilizing current processes will continue to result in improved, protected and preserved properties within the Historic District and corporate limits of the City.
- **The current minimum housing code is outdated and not in compliance with North Carolina's land use law as it relates to Article 12 of Ch. 160D-Minimum Housing Codes.**
- The current Minimum Housing program does not contain language that would affect **"abandoned" or non-residential (commercial) properties** within the City.
- The staff recommended Minimum Housing Code will be presented to Council for approval in March.

GENERAL INFORMATION

- **Purpose:** To protect the health, safety, and welfare of residents of the City of Goldsboro through establishing minimum standards and requirements for the initial and continued occupancy of places of human habitation and for abandoned structures.
- **Why Update?** To have an effective Ordinance that regulates housing and abandoned structures within the City of Goldsboro in a timely manner and that meets the requirements of Chapter 160D of the North Carolina General Statutes.
- The adoption of this Ordinance is an amendment to Chapter 152: Housing Regulations.

PROJECTED UTILIZATION

- **Minimum Housing:** Intended to be used to enforce upon occupied residential structures (dwellings) for interior and exterior defects. Residential demolition cases will also be treated as Minimum Housing regardless of the occupancy status.
- **Abandoned Structures:** Non-residential structures that are “dilapidated” will be enforced upon using the Abandoned Structures section of this Ordinance.
- **What is an Abandoned Structure?** Any non-residential structure that does not meet the standards outlined in the Ordinance (deemed to be hazardous).
- **NCGS 160D Article 12** allows for the standards set forth for dwellings to equally apply to non-residential structures.
- Staff determine which method of enforcement will be most effective in achieving compliance (Minimum Housing & Abandoned Structures Ordinance or Order to Repair).
- Compliance will always be the main goal in the utilization of this Ordinance.

UNFIT DWELLINGS

- **Conditions & Characteristics** – dwellings that do not comply with minimum standards of fitness, or with one or more of the responsibilities of the owner/occupant.
- Dwellings that are either deteriorated or dilapidated.

NON-RESIDENTIAL HAZARDOUS STRUCTURES

- **What is a hazardous structure?** A structure that constitutes a hazard to the health, safety, and welfare of the citizens of Goldsboro. Components of these structures consist of the following but are not limited to;
 - Attraction of insects, rodents, health hazards;
 - Conditions conducive to creating a fire hazard;
 - Conditions that constitute a probable threat to adjacent properties, life or limb; or
 - Frequent use by persons, not residents, as living quarters in absence of sanitary facilities whether authorized or in trespass.

RESPONSIBLE FOR ENFORCEMENT

- **Who enforces this Ordinance?** The Planning Director or his designee is the “Public Enforcement Officer” or “PEO” who will enact this Ordinance.
- **Public Enforcement Officer Powers/Duties**
 - Inspect places of human habitation and abandoned structures
 - Administer hearings related to violations
 - Keep accurate records of inspections and of properties/structures in violation
 - Work with citizens to cause the least possible inconvenience and work towards compliance

ORDINANCE COMPONENTS

- Specific property owner responsibilities
- Specific occupant responsibilities
- Structural minimum standards established
- Outlined investigation & enforcement process
- Penalties, Liens & Lis Pendens language

- Minimum Housing: Occupied Dwelling
- Failing interior features: failed ceiling, exposed wiring, failing walls/floor.
- Not safe for human habitation.



- Minimum Housing: Abandoned Structure.
- Boarded up windows and doors.
- In a Flood Zone/ has flood damage.
- Repairs cannot exceed 50% of tax value.



- Order to Repair
- Failing exterior features: wood rot.
- Easily repairable.
- Estimated repairs does not exceed 50% of tax value



- Order to Repair
- Failing exterior features: porch deteriorating
- Easily remove or repair porch.
- Damage does not exceed 50% of tax value.



Questions?

ENFORCEMENT PROCESS: INVESTIGATION

- Public Enforcement Officer investigates property based off complaint or their observance of a premises and reason to believe that there is a probability violations exist. Determination is made on which regulating document best fits the violation, Minimum Housing & Abandoned Structures or Order to Repair.
- Based off the severity of violation at the initial inspection the Public Enforcement Officer may give a verbal warning/discussion with owner or occupant to attempt achieving compliance before the next step in the enforcement process is initiated.

ENFORCEMENT PROCESS: ADMINISTRATIVE HEARING

- If after investigation, it is determined that a violation exists, the Public Enforcement Officer shall issue the Notice of Violation informing the property owner what needs to be corrected and establish the meeting date for the Administrative Hearing.
- Based off the hearing, the Public Enforcement Officer will determine how to proceed with the case. (Repair or Demolition). The Public Enforcement Officer may require the dwelling or non-residential structure to be vacated and closed if occupancy presents a significant threat of bodily harm.

ENFORCEMENT PROCESS: DETERIORATION (REPAIR)

- Deterioration – a dwelling unfit for human habitation or a non-residential structure that **CAN** be repaired to comply with the minimum standards at a cost that does not exceed 50% of the structures tax value.
- Public Enforcement Officer may allow the owner a period of no more than 90 days to repair the structure. (One time 90-day extension allowed for good cause).

ENFORCEMENT PROCESS: DETERIORATION (REPAIR) FAILURE TO REPAIR/ABANDONMENT OF INTENT TO REPAIR

- **What if the violator fails to repair the structure?** City Council may adopt an Ordinance ordering the violator to vacate and close the dwelling or non-residential structure so that it may be repaired.
- The Public Enforcement Officer will post the dwelling or non-residential structure with a sign indicating that occupancy is prohibited and unlawful. Occupancy is a Class One misdemeanor.
- **What if the violator fails to repair?** If a period of one year passes and the dwelling or non-residential structure has not been repaired, Council may find that the intent to repair has been abandoned by the owner and that the continued existence of the dwelling or non-residential structure in a vacated and closed status is inimical to the health, safety, and welfare of the City of Goldsboro.

ENFORCEMENT PROCESS: DETERIORATION (REPAIR) FAILURE TO REPAIR/ABANDONMENT OF INTENT TO REPAIR

- **What happens once Council makes the determination that intent to repair has been abandoned?** Council may enact an Ordinance giving the violator a final 90 days to either repair the or demolish the dwelling or non-residential structure.
- If the owner fails to comply with this Ordinance, the Public Enforcement Officer shall effectuate the purpose of the Ordinance.

ENFORCEMENT PROCESS: DILAPIDATION (DEMOLISH)

- Dilapidation – a dwelling or non-residential structure unfit for human habitation that **CANNOT** be repaired to comply with the minimum standards at a cost less than 50% of the structures tax value.
- Public Enforcement Officer may allow the owner a period of no more than 90/180-days to demolish the structure. (One-time 90/180-day extension allowed for good cause). 90-day period for dwellings, 180-day period for non-residential structures.

ENFORCEMENT PROCESS (Min Housing Only): DILAPIDATION (DEMOLISH)/AFFORDABLE HOUSING PROVISION

- Organizations involved in providing/restoring dwellings for affordable housing, that have filed a written request for such notices (NCGS 160D-1203(9)). Shall be notified of this order.
- This is a statutory requirement to give these organizations the opportunity to negotiate with property owners to make repairs, lease, or purchase the property for the purpose of providing affordable housing.

ENFORCEMENT PROCESS: DILAPIDATION (DEMOLISH) FAILURE TO DEMOLISH

- **What if the violator fails to demolish the dwelling or non-residential structure?**
The Public Enforcement Officer will ask Council to adopt an Ordinance requiring demolition of the dwelling or non-residential structure.
- The Public Enforcement Officer will effectuate the purpose of the Ordinance and have the dwelling or non-residential structure demolished.

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North Carolina

February 22, 2023

ASH STREET CORRIDOR STUDY



GOLDSBORO CITY COUNCIL

Project Overview

- Initiated by Goldsboro MPO
- Consultant team: Kittelson and Three Oaks
- Focus on improving the safety, mobility, connectivity, and accessibility of all transportation users
- Study area includes Ash Street (US 70 Business) from George Street to Berkeley Blvd



Project Overview



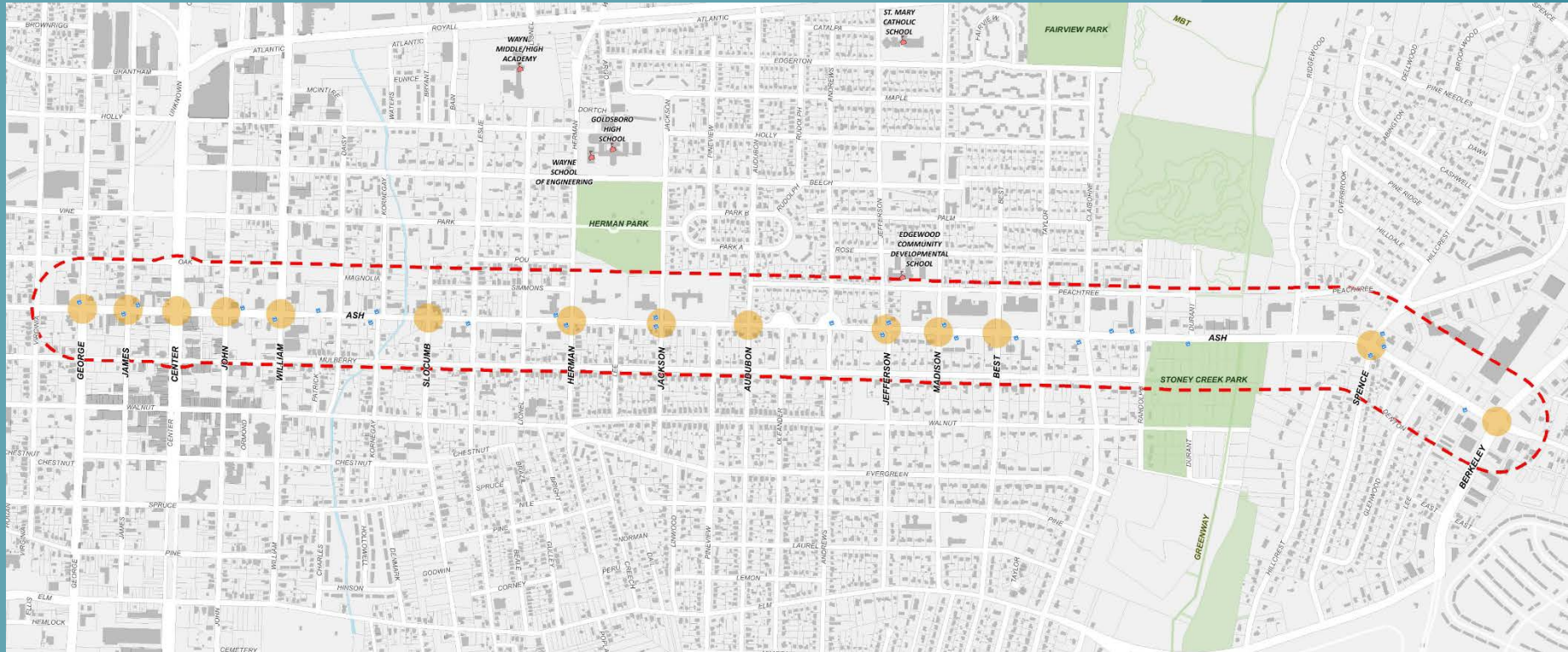
- NCDOT and Goldsboro MPO have identified safety issue along Ash Street in the past several years
- Corridor study kicked off in March 2022
- Draft final report under review
- Project funding and implementation schedule are still unknown

Project Goals and Objectives

- Prioritize **safety** for all users
- Provide multimodal transportation **connectivity** and **accessibility**
- Address **equity** and environmental justice
- **Engage** the community and stakeholders
- Promote **economic** viability and growth
- Develop cost-effective and **implementable** solutions

Project Study Area

- Ash Street from George Street to Berkeley Boulevard



Public Engagement

- Broad approach to public engagement:
 - Stakeholder meetings
 - Community meetings
 - Project website
 - Online comment map
 - Public survey



Project Website and Comment Map

- <http://projectcomment.com/ashstreet>



HOME	LATEST NEWS	MEETINGS	COMMENT MAP	SUBSCRIBE	CONTACT
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Ash Street Corridor Study

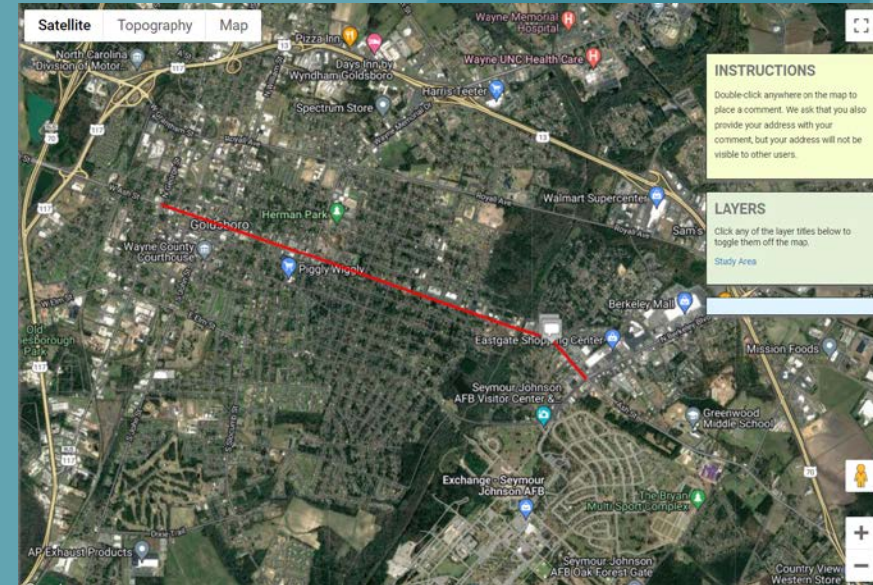


The Goldsboro Metropolitan Planning Organization (MPO) is leading a study of the Ash Street (US 70 Business) corridor from George Street to Berkeley Boulevard to improve multimodal safety and access. Several alternative concepts for the corridor will be developed to improve access management, address traffic safety issues, and enhance pedestrian, bicycle, and transit level of service. The study kicked off in March 2022 and is expected to conclude in early 2023.

The primary focus of the study is to develop a comprehensive access management plan that will improve traffic safety and increase pedestrian comfort and safety along the corridor.

Upcoming Meetings

Public Meeting #1
Thursday, June 23rd, 2022 from 4:00 at Herman Park
Center Auditorium



Key Findings

- Strong support for improving traffic safety and walkability
- Speeding on Ash Street is one of the biggest concerns
- There are too many turning movements at driveways and side streets
- More transit amenities are needed
- General support for removing travel lanes and reallocating street space

No Build Alternative

- Maintains 4 lanes on Ash Street
- Maintains existing intersection control (13 signals and one roundabout)



Alternative 1

- Removes one lane on Ash Street in each direction
- Provides two-way center left turn lane where not already provided
- Maintains existing traffic control at intersections



Alternative 2

- Removes one lane on Ash Street in each direction
- Provides median along the corridor with possible breaks/left turn lanes at minor side streets
- Converts all signalized intersections to roundabouts



Recommended Alternative

- Hybrid of Alternatives 1 and 2 based on public and stakeholder feedback
- Removes one travel lane in each direction west of Ridgewood Drive
- Converts 7 signalized intersections to roundabouts



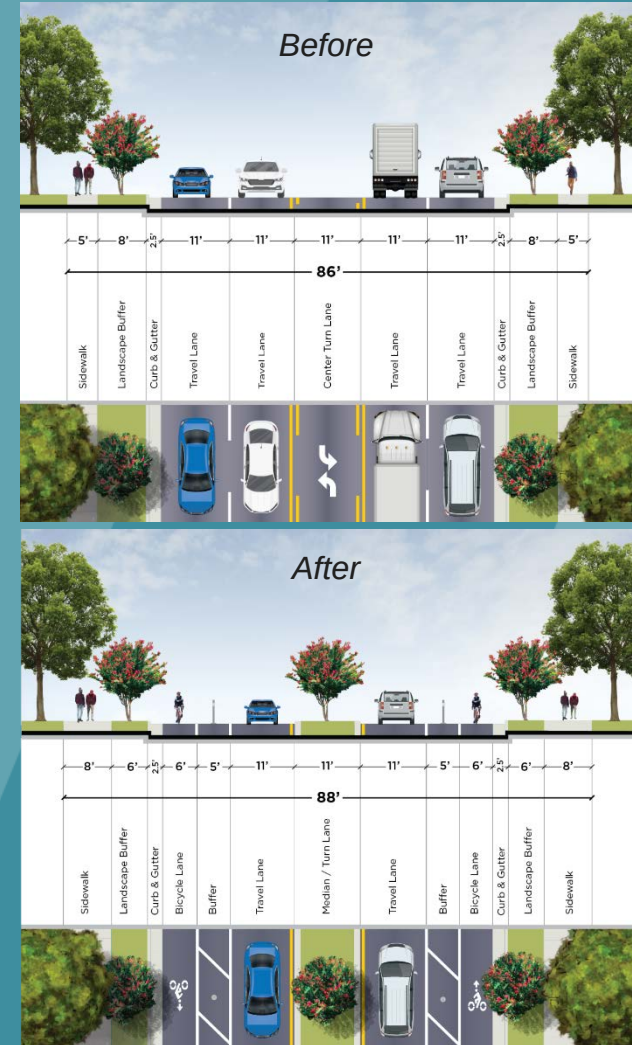
Additional Improvements

- Marked crosswalks at all major intersections
- Mid-block crosswalk at Stoney Creek Greenway crossing
- On-street bicycle lanes (buffered where possible)
- Bus pull-outs



Anticipated Outcomes

- Major reduction in speeding, crash frequency, and severity
- Minimal impact on travel time and congestion
- Improved walking and bicycling connectivity
- Transformation from thoroughfare to destination



Next Steps

- Final report and concept design under review
- Preliminary cost estimate and phasing plan shared with project steering committee
- Submit to NCDOT SPOT 7.0 as a series of projects
- Explore additional/alternative funding sources
- If funded, reengage public and stakeholders

Questions

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Associate Engineer
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GLDSBR

BE MORE DO MORE SEYMOUR

North Carolina

Parking

Council Retreat

Goldsboro, NC
February 22, 2023



Dwight Bassett, Director of Economic
Development and Parking Services
Chapel Hill, NC

Background

- History – A parking study was executed in 2017 to determine current/future parking needs and capture availability. The study also captured parking during peak times and briefly covered future enforcement/management opportunities.
- Growth – how recent growth and progress effects parking
- Types of parking, users, and behavior – public, private, citizens, employees, residents, visitors
- Current concerns and opportunities for improvement
- Potential management options



To consider options in creating a parking system that supports business and growth downtown.

On-Street Parking Management Strategies



Downtown Parking



- Has to support economic vitality of downtown
- Parking has to be balanced between public and private interests
- Parking has to be managed to balance the interests

2017 Parking Study



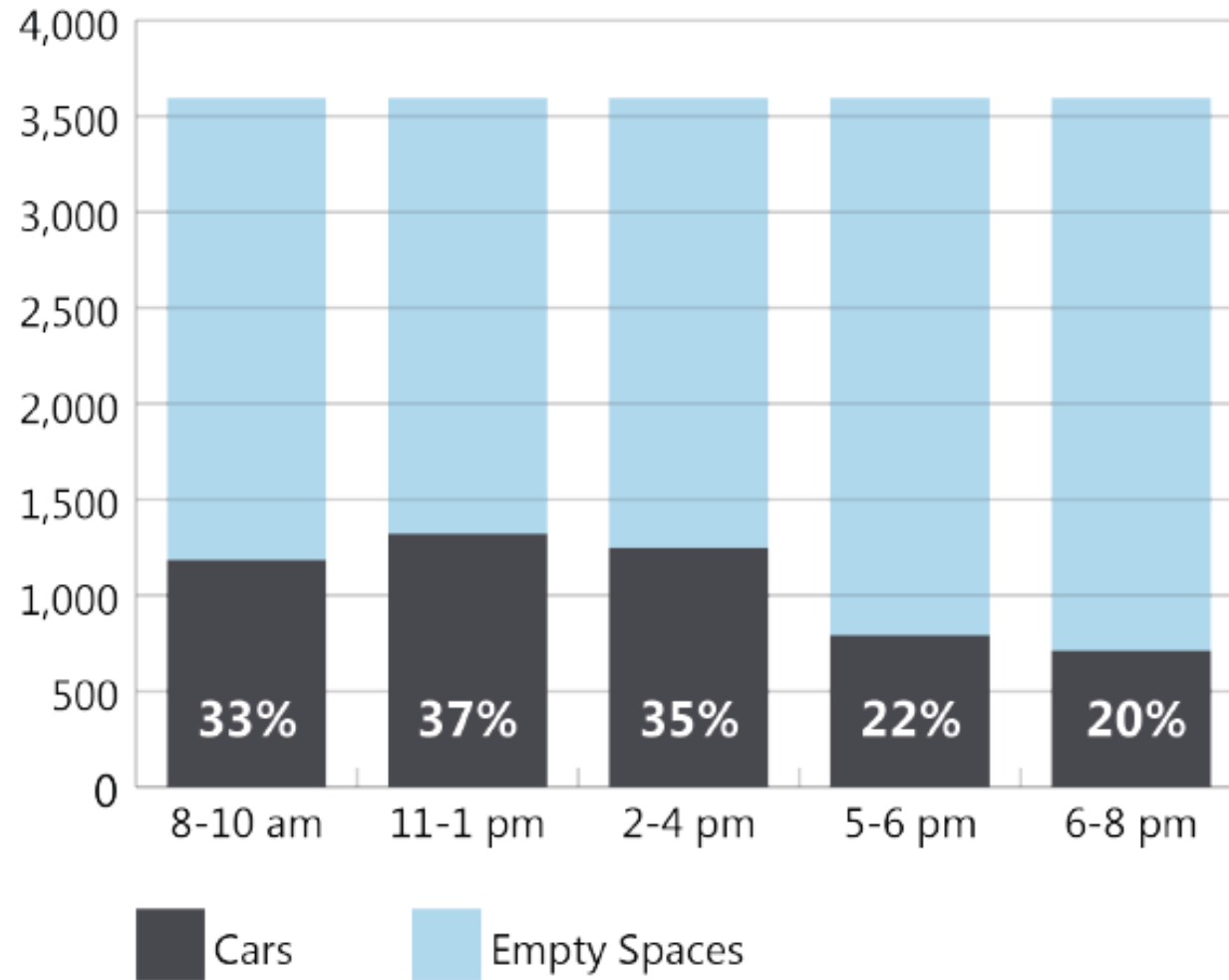
Table 1. Total Parking by Type

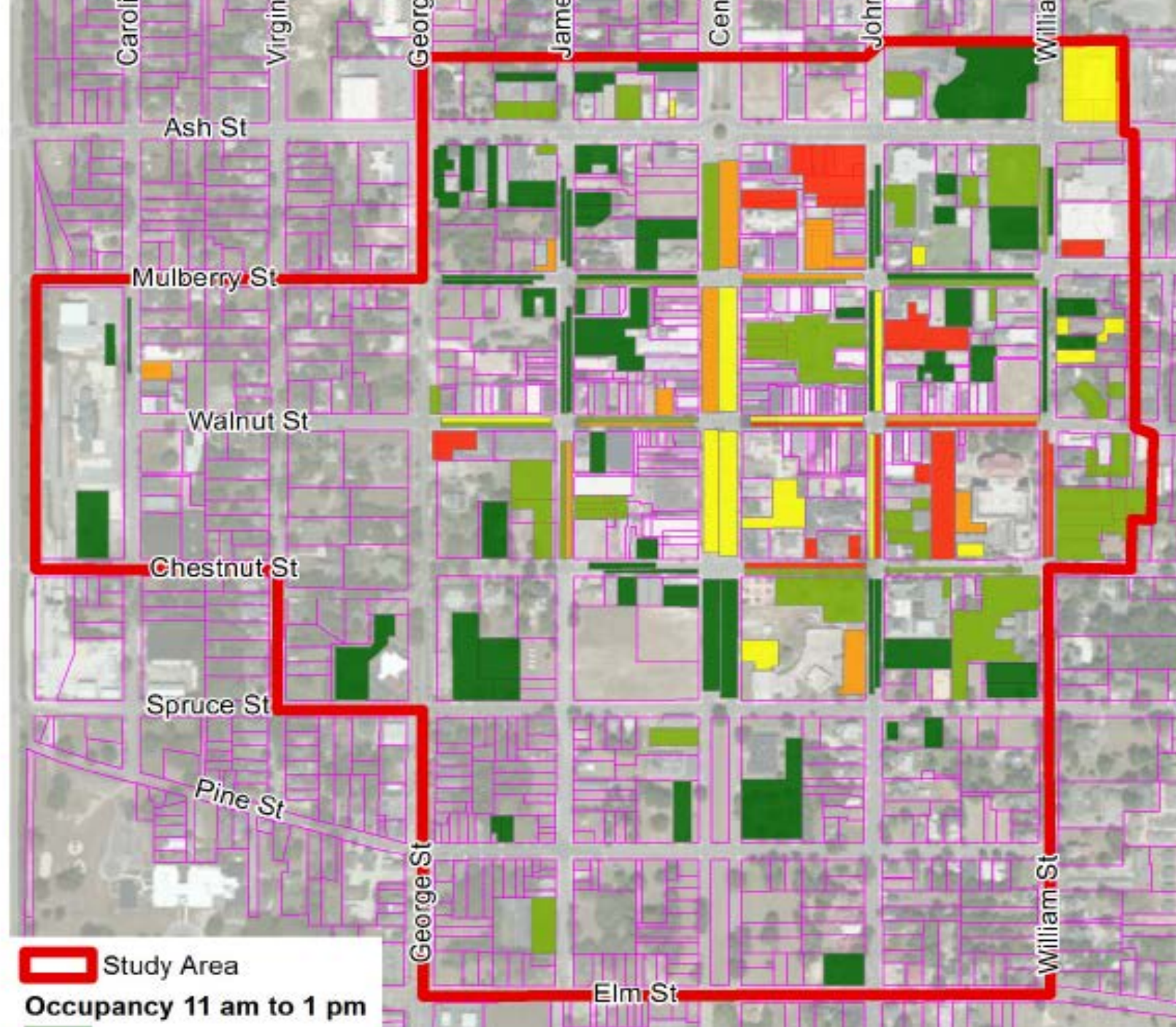
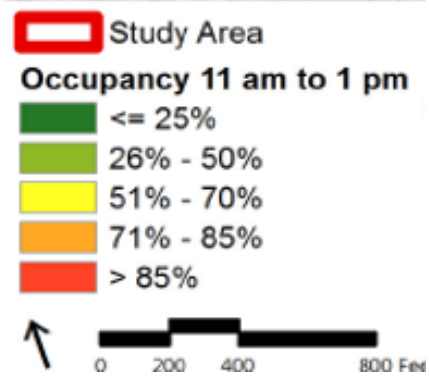
Parking by Type	Spaces	% of Total
On-Street	680	19%
Public Off-Street	1,249	35%
Private Off-Street	1,666	46%
TOTAL	3,595	100%

Source: VHB inventory on March 24, 2016

Parking
Supply

Figure 2. Total Parking Occupancy by Time of Day





Option 1

- Manage on-street customer spaces and patrol by time
- No change for parking
- Ticket cars parked for more than 2 or 3 hours
- Use courtesy tickets for first-time violators
- Develop a continuing education program and about why you are patrolling for on-street parking

Option 2

- Manage on-street public parking
- Manage on-street for 2 or 3 hour time limits and ticket violators
- Set parking rate for on-street from \$.25 per hour to \$1 per hour
- Issue residential and business decals for use in off-street lots
- Issue courtesy tickets for first time violations

Option 3

- Manage on-street and off-street public parking
- Manage on-street for 2 or 3 hour time limits and ticket violators
- Set parking rate for on-street from \$.25 per hour to \$1 per hour
- Set off-street rate per day or month
- Issue residential and business decals for use in off-street lots
- Issue courtesy tickets for first time violations

NOTES

Option 1

- Manage on-street customer spaces and patrol by time
 - No change for parking
 - Ticket cars parked for more than 2 or 3 hours
 - Use courtesy tickets for first-time violators
 - Develop a continuing education program and why you are patrolling for on-street parking
- Need for gradual regulatory changes. Ensure enforcement.
 - Need for merchant, employee and residential parking with regulations.
 - Additional Comments:
 - Residents should get stickers and business owners should be identified (George Hodgen)
 - Public enforcement is needed to encourage residents to use the appropriate parking lots assigned to them (Patrick Reilly referencing the parking lot provided to the residents of The View)
 - Jill Poythress (Mimi's Boutique) shared her concern for the safety of employees and business owners.
 - Ernie Mansour's parking lot was referenced for potential use for employees, requiring additional lighting.

VOTES

35

NOTES

- This option will impact behavior because off-street parking is free.
- This could generate revenue to help fund security to enforce the policy.
- The stickers will help analyze the use of the parking and assist in easily contacting residents or business owners.
- 100 block of S Center needs more turnover. The data is currently showing that there is not capacity in those areas.
- Concern expressed that maybe 2-3 hours is not enough for customers to shop and/or dine. Particularly for salon guests on N. Center.
- We should push for more regulations now to save money on implementing signage, etc.
- Additional Comments:
 - A resident (George Hodgen) felt there needed to be more parking on center street.
 - Matthew Sellers (property owner) suggested we outsource enforcement.

Option 2

- Manage on-street public parking
- Manage on-street for 2 or 3 hour time limits and ticket violators
- Set parking rate for on-street from \$.25 per hour to \$1 per hour
- Issue residential and business decals for use in off-street lots
- Issue courtesy tickets for first time violations

VOTES
10

continued

- A representative from the Loft mentioned City Hall employees take up spaces in front of her businesses and shared that she is also concerned with the safety issues downtown
- Beverly Weeks (business owner) shared her concerns with safety downtown and shared they have footage to show employees being approached with weapons. She said she encourages her employees to park as close as possible because of it.
- Constance Coram (Wayne County) agreed with Beverly and shared her concerns for safety as well.
- Kyle Merritt (business and property owner) voiced his support of parking meters as it will help fund security.
- Brandi Matthews (Councilwoman) shared her concern for merchants being protected but felt the safety and well-being of residents should be an equal level of concern as well.
- A shuttle being provided was mentioned as a suggestion to bus customers/residents to off-site parking.

NOTES

- Jill Poythress questioned the value of decals if the decal system will still have to be monitored and enforced.
- Carson (GBW) asked if the study includes data on generating revenue from enforcing parking
- Someone suggested that an annual parking forum may be helpful to reflect and graduate to a next step if needed.
- Kim Bogue shared we must start somewhere, but small steps need to be made.
- We need policies in place for revenue and to show accountability of funds.

VOTES 1

Option 3

- Manage on-street and off-street public parking
- Manage on-street for 2 or 3 hour time limits and ticket violators
- Set parking rate for on-street from \$.25 per hour to \$1 per hour
- Set off-street rate per day or month
- Issue residential and business decals for use in off-street lots
- Issue courtesy tickets for first time violations

Parking Recommendations



- Manage on-street customer spaces and patrol by time
- No change in parking
- Ticket cars parked for more than 2 or 3 hours
- Use courtesy tickets for first-time violators
- Develop a continuing education program and explain why you are patrolling for on-street parking

Parking

Council Retreat

Goldsboro, NC
February 22, 2023



GOLDSBORO



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North Carolina

Downtown Parking

Erin Fonseca, Director Downtown Development

February 22, 2023



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Parking Regulation Implementation

Next Steps for Implementation

- Define Regulations & Signage Needs
- Enforcement
- Update Ordinances & Determine Timeline



Regulations & Signage

On-Street Parking Regulations Only

- Per City Ordinance 72.26, 2 Hour Parking 8:30AM To 5:30PM, Mon - Sat.
- Add these streets to City Ordinance Chapter 75
 - Center Street from Ash to Chestnut
 - Mulberry Street from John to James
 - Walnut Street from John to James
- Recommended Signage – TBD Parking Commission (est cost \$4-8K)



Enforcement

Enforcement by GPD and Code Enforcement officers per City Ordinance 72.90 (cannot be enforced until signs in place)

- **\$25 ticket; late fee +\$25 after 15 days, +\$100 after 30 days per City Ord 72.99**
- **Analyze Parking – Review citation statistics and concerns on a regular basis with COG Parking Commission per City Ord 72.58 (ACM, Director of Engineering, Police Chief, replace Public Works Director with Planning Director)**



Update Ordinances

- **Present/Adopt Ordinance Updates – March**
- **Order & Place Signage – June**
- **Public Parking Meetings – As appropriate**

Questions?

GOLDSBORO



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North Carolina

City of Goldsboro 2023 Election Method Options

Per NCGS, there are three nonpartisan election method options for cities in NC. The examples below consider three or more candidates running for the same office in each method. Goldsboro currently uses the election and primary method.

1. NCGS 163-292 (Plurality Method). The Candidate receiving the highest number of votes shall be declared elected.

	<u>No Primary</u>	<u>General</u>	<u>Results</u>
Candidate A		136	
Candidate B		150	Candidate B is winner.
Candidate C		110	
Total Votes =		396	Highest number of votes is 150

2. NCGS 163-293 (Election and Runoff Method). A candidate must receive a majority of the vote to be elected. If the highest vote-getter in the election does not receive a majority, the second-highest vote-getter may call for a runoff election between the first and second place finishers (this could have happened in one of the last three City election cycles).

	<u>General</u>	<u>Runoff</u>	<u>Results</u>
Candidate A	136	TBD	No candidate received a majority of vote.
Candidate B	150	TBD	Candidate B is the winner unless Candidate
Candidate C	110		A calls for a runoff election.
Total Votes =	396		Majority of the vote is 199

3. NCGS 163-294 (Election and Primary Method). A primary is held to reduce the field to two candidates for each office if required (this has been required in the last three City election cycles). The two candidates receiving the highest number of votes shall be declared nominated. In the general election, the candidates nominated with and without a primary are placed on the ballot and the candidate with the highest number of votes is elected.

	<u>Primary*</u>	<u>General</u>	<u>Results</u>
Candidate A	136	200	
Candidate B	150	213	Candidate B is winner.
Candidate C	110		
Total Votes =	396	413	Majority of the vote is 207

*In the last two primary elections, less than 10% of the electorate participated.

**Early voting will be available for all elections in each option.

*** In the event of a tie, the election board determines the winner.

§ 163-292. Determination of election results in cities using the plurality method.

In conducting nonpartisan elections and using the plurality method, elections shall be determined in accordance with the following rules:

- (1) When more than one person is seeking election to a single office, the candidate who receives the highest number of votes shall be declared elected.
- (2) When more persons are seeking election to two or more offices (constituting a group) than there are offices to be filled, those candidates receiving the highest number of votes, equal in number to the number of offices to be filled, shall be declared elected.
- (3) If two or more candidates receiving the highest number of votes each receive the same number of votes, the board of elections shall determine the winner by lot. (1971, c. 835, s. 1; 2017-6, s. 3; 2018-146, s. 3.1(a), (b)).

As to when the elections and primaries are scheduled, see: NCGS §163-279 – “Time of municipal primaries and elections”

(a) Primaries and elections for offices filled by election of the people in cities, towns, incorporated villages, and special districts shall be held in 1973 and every two or four years thereafter as provided by municipal charter on the following days:

- (1) If the election is nonpartisan and decided by simple plurality, the election shall be held on Tuesday after the first Monday in November.
- (2) If the election is partisan, the election shall be held on Tuesday after the first Monday in November, the first primary shall be held on the second Tuesday after Labor Day, and the second primary, if required, shall be held on the fourth Tuesday before the election.
- (3) If the election is nonpartisan and the nonpartisan primary method of election is used, the election shall be held on Tuesday after the first Monday in November and the nonpartisan primary shall be held on the fourth Tuesday **before** the election.
- (4) If the election is nonpartisan and the election and runoff election method of election is used, the election shall be held on the fourth Tuesday **before** the Tuesday after the first Monday in November, and the runoff election, if required, shall be held on Tuesday after the first Monday in November.

Per Wayne County Board of Elections Director, for 2023 election scheduling purposes: Early voting for the October primary will be September 21-October 7. Early voting for the November 7 general election will be October 19-November 4. These dates would stay the same if the runoff method is chosen.

Sanford	LEE	30,762	Partisan
Garner	WAKE	31,159	Non-partisan plurality
Cornelius	MECKLENBURG	31,442	Non-partisan plurality
Morrisville	DURHAM, WAKE	31,470	Non-partisan plurality
New Bern	CRAVEN	32,339	Runoff
Garner	WAKE	32,393	Non-partisan plurality
Goldsboro	WAYNE	33,723	Primary
Monroe	UNION	34,736	Non-partisan plurality
Salisbury	ROWAN	35,905	Non-partisan plurality
Fuquay-Varina	WAKE	36,017	Non-partisan plurality
Holly Springs	WAKE	41,239	Non-partisan plurality
Wake Forest	WAKE, FRANKLIN, GRANVILLE	47,601	Non-partisan plurality

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North Carolina



GOLDsboro's Employ The Homeless Pilot Program

Councilwoman Brandi N. Matthews

*The purpose of this program is to employ **“Sheltered/Unsheltered”** men and women. The program is designed to create Hope, Dignity, Structure, and a path out of homelessness ensuring that there is a better way.*

SAN JOSE IS LAUNCHING A NEW PROGRAM THAT AIMS
TO PUT DOZENS OF HOMELESS PEOPLE TO WORK AS
PART OF A PLAN TO HELP BEAUTIFY THE CITY.

https://youtu.be/_SZYWI982HM

"We need to change the narrative from one where we blame or dismiss the homeless as part of the problem, to one which where we're embracing opportunities to engage homeless residents as part of the solution."

-Mayor Sam Liccardo

Those employed will be assigned specific routes to clean the city, landscape, and other duties/responsibilities in exchange for FAIR wages.

Employee Soft Skills Training

GOLDsboro Employ The Homeless Pilot Program by
Councilwoman Brandi N. Matthews

- Money Management
- Career Readiness Certificate (Training/Testing)
 - Working Smart
 - Work, Life, Balance
 - Financial Literacy
- Homebuyers Seminars
 - Life Insurance
- Employment Readiness/Work Ethics
(Interview, Resume, Application)
 - Credit Build/Repair
 - Basic Living Skills

Trainings will be Bi weekly (every other Friday & employee attendance is mandatory). Professionals in the local area will offer their time and expertise of the subject matter to employees.

Program Staff/Partners will help with:

BASED ON A NEEDS ASSESSMENT



Name: _____
Email or Telephone (if applicable): _____
Address (if applicable): _____
Age: _____

Please answer the following questions by placing an "✓" on the appropriate line for each question:

1. Your age at first arrest:
- ____ 0-17
 - ____ 18-23
 - ____ 24+

2. Number of your prior arrests:
- ____ 0-1
 - ____ 2-5
 - ____ 6+

Adult Education

- ____ English as a second language
- ____ GED/HS Diploma
- ____ Other Education

Basic Needs/Life Skills

- ____ Clothing (for job interview)
- ____ Financial Management/Budgeting
- ____ Food
- ____ Social Security Card
- ____ NC Identification

Employment

- ____ Employment
- ____ Employment Training (Job Readiness)
- ____ Job Training (Skills/Trade)

Family/Social Relations

- ____ Childcare
- ____ Conflict Resolution
- ____ Child Support Issues
- ____ Counseling
- ____ Mentor-Child
- ____ Mentor-Self
- ____ Parenting
- ____ Support Group

Health Care

- ____ Dental
- ____ Disability Support
- ____ Health/Nutrition
- ____ Medical

Housing

- ____ Emergency (Shelter/In immediate harm)
- ____ Transitional
- ____ Permanent
- ____ Relocation

Mental Health

- ____ Mental Health Treatment

Mobility

- ____ Transportation
- ____ NC Driver's License

Safety

- ____ DV Victim Support
- ____ DV Legal (Referral for support)

Substance Abuse

- ____ AA/NA
- ____ Inpatient Residential
- ____ Medication Assistance
- ____ Outpatient

Let's Talk Cost!

(Per Person Cost)

Daily

\$10.00 hourly, 4 hours a day

$\$10.00 \times 4 = \underline{\$40.00}$

Monthly

$\$40.00 \times 4 = \160.00 (weekly)

$\$160.00 \times 4 = \underline{\$640.00}$

Yearly

$\$640.00 \times 12 = \underline{\$7,680.00}$

If the program initially employs 10 people. The total cost for the year: **\$76,800.00**



Cash For Trash Program



Supporting efforts keep encampments clean, our streets and communities clean!

- Each trash bag pays \$4.00
- Money is loaded onto a Debit Card (Preloaded)
(Through partnership with Mastercard)

HOW DO WE PAY FOR IT?

CDBG?



HOME-ARP?



CITY BUDGET?





Frank Crist, told the news station that after spending nearly two years in a shelter, the program has allowed him to be able to move into an apartment. "It took me about a year, a year-and-a-half, but everything is coming together," he said.

-Fort Worth, Texas



Susan Graham "This is a miracle. I am a miracle," she said.

-San Diego

Most people are not
looking for a
HANDOUT they are
looking for a
HAND UP

There is GOLD in GOLDSboro™



Questions? Feedback? Discussion?

GOLDsboro Employ The Homeless Pilot Program by
Councilwoman Brandi N. Matthews

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North Carolina

GOLDSBORO POLICE DEPARTMENT

Michael D. West, Chief of Police

February 22, 2023



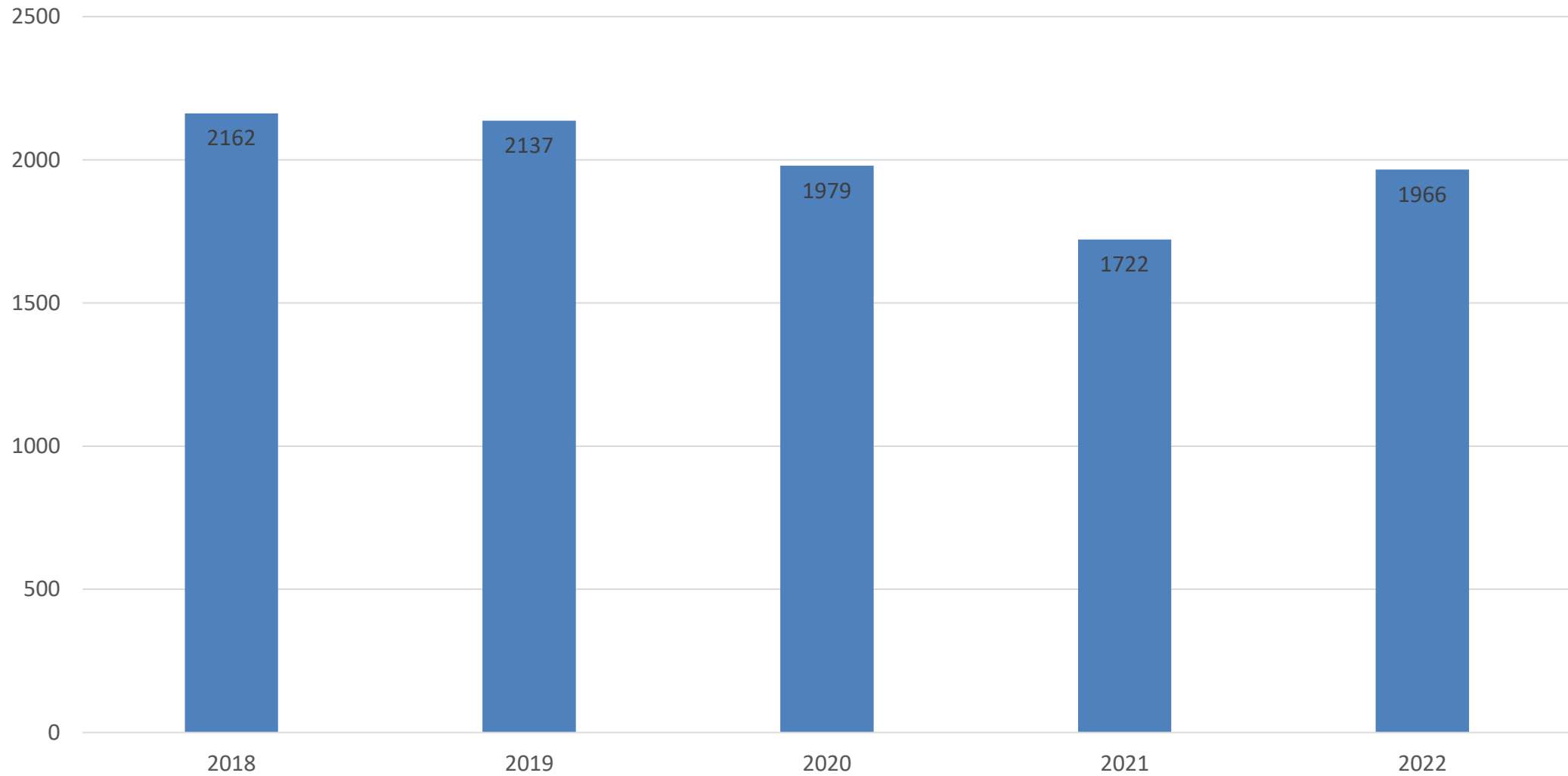
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CRIME STATS

PART I CRIMES

- **Homicide:** The willful (nonnegligent) killing of one human being by another.
- **Rape:** The carnal knowledge of a person, without the consent of the victim.
- **Robbery:** The taking of anything of value from the control, custody, or care of another person by force or threat of force and/or by putting the victim in fear of immediate harm.
- **Aggravated Assault:** An unlawful attack by one person upon another wherein the offender uses a dangerous weapon or displays it in a threatening manner, or the victim suffers obvious severe or aggravated bodily injury, or where there was a risk for serious injury/intent to seriously injure.
- **Breaking and Entering:** The unlawful entry into a building or some other structure to commit a felony or a theft.
- **Larceny:** The unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another person.
- **Motor Vehicle Theft:** The theft of a motor vehicle.
- **Arson:** To unlawfully and intentionally damage or attempt to damage any real or personal property of another person or entity by fire or incendiary device.

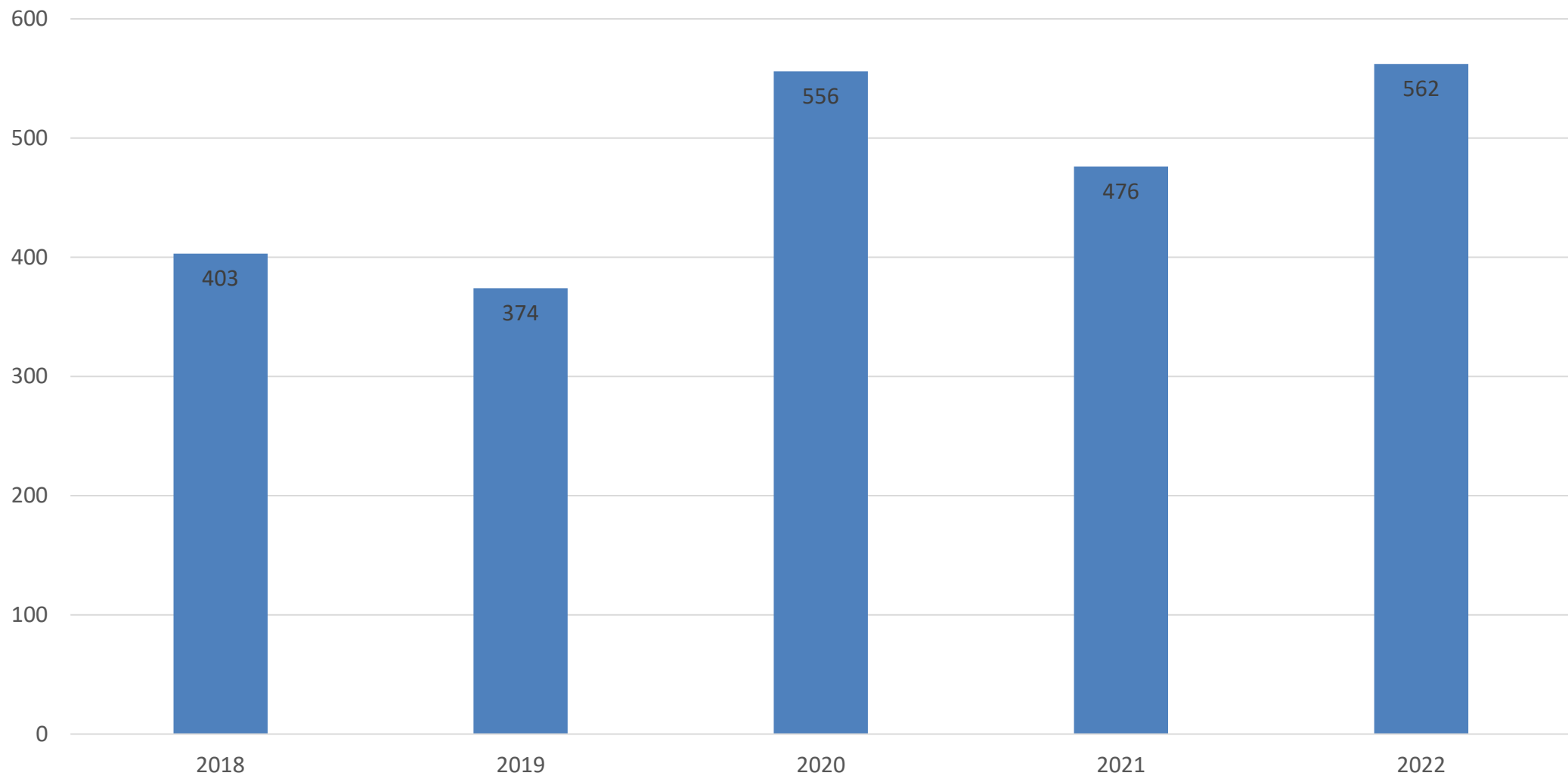
Part I 5-Year Trend



Part I Crimes

OFFENSES	2018	2019	2020	2021	2022	% of Change
Homicide	3	2	2	7	7	0%
Rape	10	9	13	12	19	+58%
Robbery	59	51	46	40	41	+3%
Agg Assault	143	131	198	164	227	+38%
Burglary	397	355	338	256	236	-8%
Larceny	1447	1495	1291	1144	1314	+15%
Vehicle Theft	93	93	88	97	120	+24%
Arson	10	1	3	2	2	0%
TOTAL	2162	2137	1979	1722	1966	+14%

ShotSpotter Alerts



Community Policing

- Sworn Officer Staffing: Increase salary and benefits to help with recruiting and retention so more officers are on the street.
- Reestablish Community Policing Services: SROs; GPD Citizen Academy; Police Activities League; Neighborhood watch; etc.

QUESTIONS

Thank you for your time.

Chief Michael D. West
mwest@goldsboronc.gov

Office: 919-580-4231



Retreat Decisions
&
End of Day 1



City Council Retreat Day 2

GOLDSBORO POLICE DEPARTMENT

Michael D. West, Chief of Police

February 23, 2023



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PERSONNEL STATUS

Pay Grade	Position	Budgeted	Vacant	Actual	Frozen
Grade # 73	Police Officer	61	23	38	20
Grade # 76	Police Corporal/ Investigator	23	5	18	
Grade # 77	Police Sergeant	11	1	10	
Grade # 80	Police Captain	8	0	8	
Grade # 85	Police Major	3	1	2	
Grade # 89	Police Chief	1	0	1	
Totals		107	30	77	

TYPES OF SEPARATION

Type of Separation (Sworn)	2018	2019	2020	2021	2022	Total (last 5 years)
Retirement	2	1	4	1	3	11
Other LE Agency	2	0	5	8	7	22
Other Career/Education	1	0	0	5	1	7
Terminated	2	4	2	0	1	9
Other/Undisclosed	1	4	6	4	2	17
Total	8	9	17	18	14	66

RECRUITMENT AND RETENTION PROPOSALS

- Longevity (Tiered 5yrs +)

	5-9 Years	10-14 Years	15-19 Years	19+ Years
Longevity	2.5%	3%	3.5%	4%
Estimated Total	\$153,000			

- Current Incentives

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

SALARY COMPARISONS

	Goldsboro	WCSO	Wilson	Princeton	Kinston	Garner	Clayton	Smithfield	Raleigh	Chapel Hill
ENTRY BASE	\$40,431	\$41,000	\$45,170	\$45,385	\$40,278	\$47,061	\$50,085	\$48,789	\$50,301	\$50,000

In addition to higher starting salaries:

- Wilson offers incentives associate/masters, language for ASL/Arabic
- Princeton offers incentive for probation
- Raleigh offers incentives for experience and education
- Chapel Hill offers incentives for language, education, POPAT, Advanced LE certificate

POLICE VEHICLE INVENTORY

POLICE FLEET

Patrol	
2013 – 8	
2014 - 6	
2015 – 1	
2016 – 17	
2018 – 9	
2019 – 3	
2020 – 7	
Total: 51	Avg. Age: 6.4 yrs

Admin	
2001 – 2	2013 – 1
2002 – 1	2014 – 2
2005 – 1	2016 – 6
2006 – 2	2018 – 2
2007 – 2	2019 – 9
2009 – 3	2020 – 2
2010 – 5	2022 – 5
Total: 43	Avg. Age 11.4 yrs

FLEET VEHICLE REPLACEMENT PLAN

<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	
10	10	10	10	10	Patrol
2	2	2	2	2	Admin



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

FLEET SUMMARY

- 32 Vehicles have under 80,000 miles
- 16 Vehicles have 80,001 to 100,000 miles
- 29 Vehicles have 100,001 to 120,000 miles
- 17 Vehicle have over 120,000 miles

NOTE:

- The service life of a take-home car is approximately 6-8 years
- Service-life is based on 80,000 to 100,000 miles and the average cost to maintain the vehicle
- The decision to deadline a car is based on model-year, mileage, parts availability, maintenance cost and overall safety of the car
- Take home cars are averaging 12,837 miles per year.

FLEET SUMMARY – NEW HIRES

- FY19-20 purchased 7 Patrol and 2 Admin vehicles
 - FY20-21 purchased 0 Patrol and 2 Admin vehicles
 - FY21-22 purchased 2 Patrol and 2 Admin vehicles
 - FY22-23 purchased 0 Patrol and 3 Admin vehicles
-
- Currently there are 29 vacancies (20 frozen) and 1 patrol car is available for assignment.
 - Anticipated unit cost per replacement vehicle for FY23-24 is \$34K for a sedan and \$42K for an SUV.

QUESTIONS

Thank you for your time.

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

Council Retreat 2023

Ron Stempien, Fire Chief

2/22/2023



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State of the Department

FY23-24

Tim Salmon
City Manager



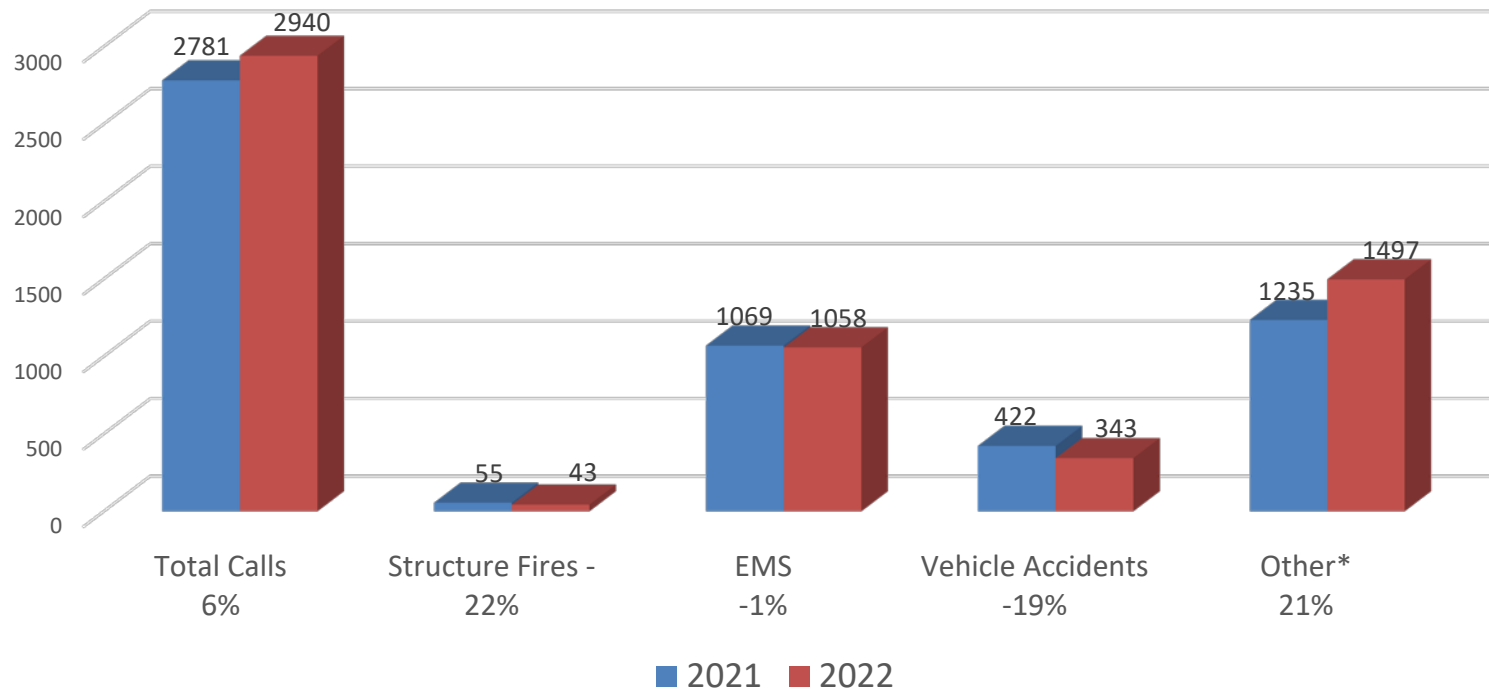
Ron Stempien
Fire Chief

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

2022 Response Data



Response Data



*includes False alarms, service calls, cooking fires, vehicle fires, water rescue, Haz-Mat, etc.

2022 Community Outreach



- We provide community outreach through car safety seats, fire prevention, and community events (i.e., Jingle in the Park, Freedom Fest, etc.)
- GFD has reached **7,192** individuals through planned events



Goldsboro Fire Department

FY 23-24 Budget Goals



1. Recruit & retain the best firefighters for service delivery to the citizens
2. Increase training opportunities for staff members
3. Lifecycle apparatus, equipment, and facilities
4. Prepare for future growth

FY 23-24 Budget Goals



1. Recruit and Retain

- Currently seven FT vacancies – three are frozen
 - Unfreeze three frozen / two part-time
 - Three entry level firefighters
 - Part-time support services & Part-time training (community outreach)
- Merit and/or COLA
 - Ensure we are competitive with other departments starting salaries
 - New Bern - \$37,152 - Kinston \$40k – Smithfield \$ 40k – Jacksonville \$39k - Garner \$42k -
 - To attract applicants, we need to be competitive with surrounding departments
- NFPA 1710
 - Standard for the Organization and Deployment of Fire Suppression Operations....by Career Fire Departments
 - Single-family residence requires 17 personnel on scene / 3-story apartments & strip mall requires 28 personnel on scene
- ISO
 - Insurance Service Organization – Insurance rating provided to the City Fire Department (currently a “2”). Includes water supply, dispatch, FD staffing, equipment, apparatus, training, etc...

FY 23-24 Budget Goals



2. Increase Training Opportunities

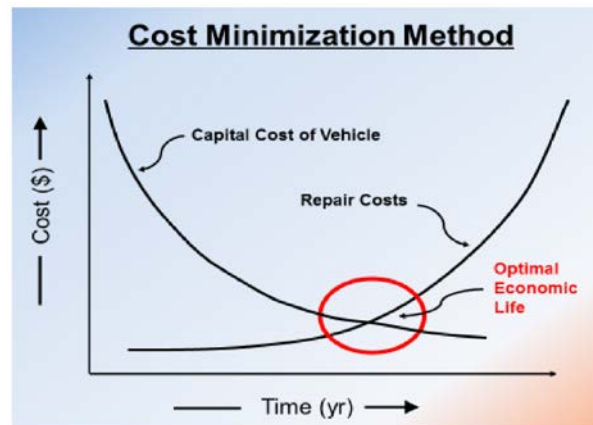
- Advanced training is beneficial to the citizens, visitors, and employees
 - Sending FF's to Advanced Breathing Equipment school in Charlotte (Est. \$3,000)
 - Fire Department Training Network in Indiana (Est. \$1800 per person)
 - Fire Department Instructors Conference Indianapolis (Est. \$5,000 per person)
- Training opportunities at our training facility
 - Paving the training grounds to enhance opportunities for running CPAT
- Career development – allowing employees to broaden their knowledge encouraging growth in the department
- Succession Planning – ensuring the department is prepared for the future

FY 23-24 Budget Goals



3. Lifecycle of Apparatus and Equipment

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

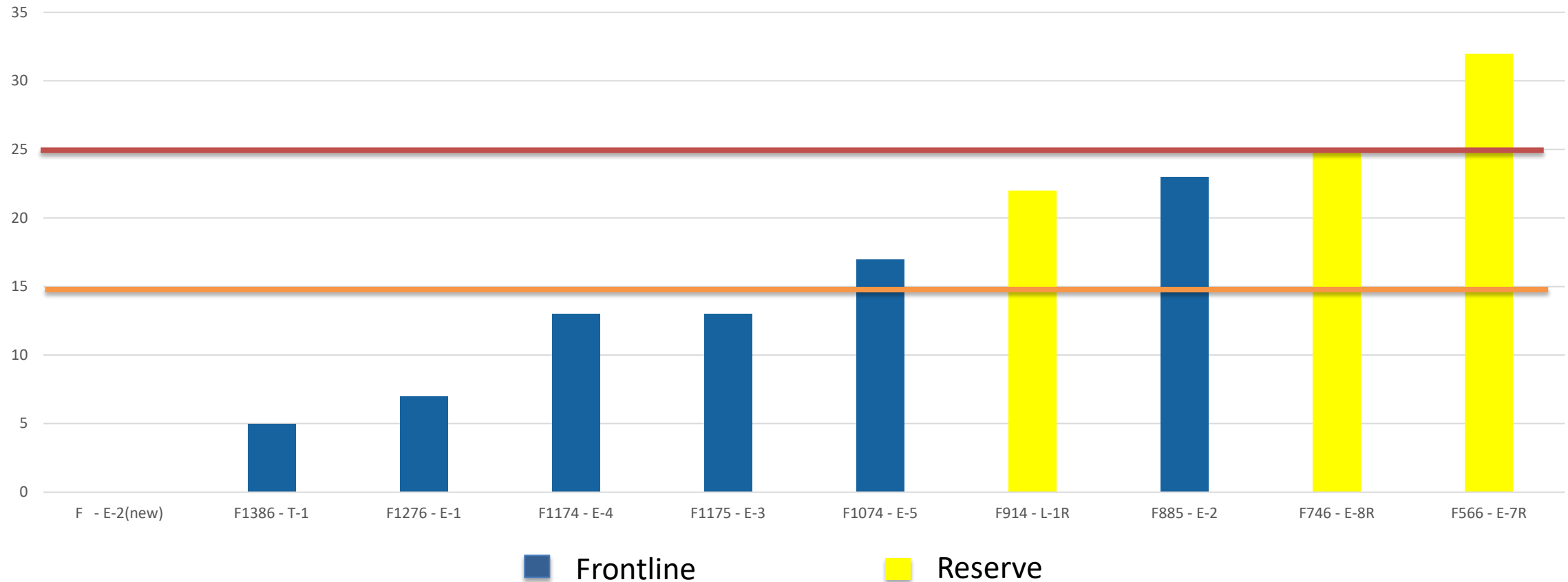


FY 23-24 Budget Goals



3. Lifecycle of Apparatus, Equipment, and Facilities

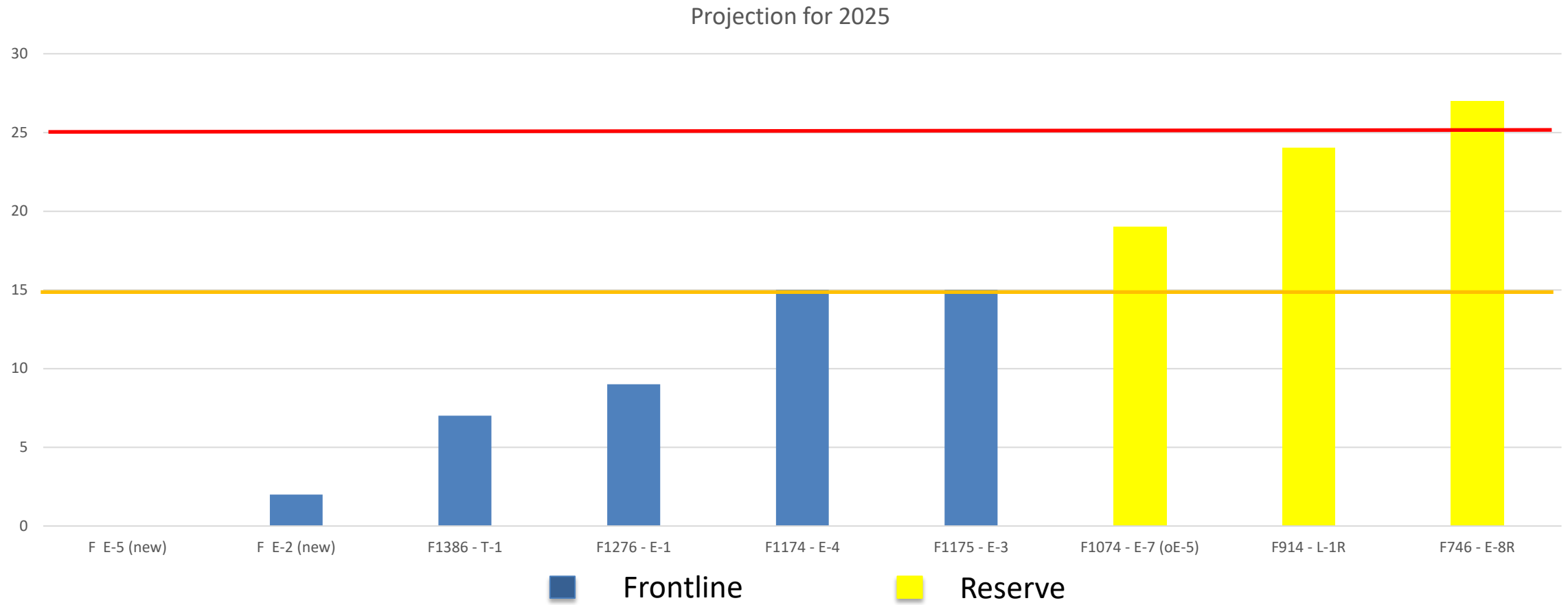
Current Age of Fleet



FY 23-24 Budget Goals



3. Lifecycle of Apparatus, Equipment, and Facilities

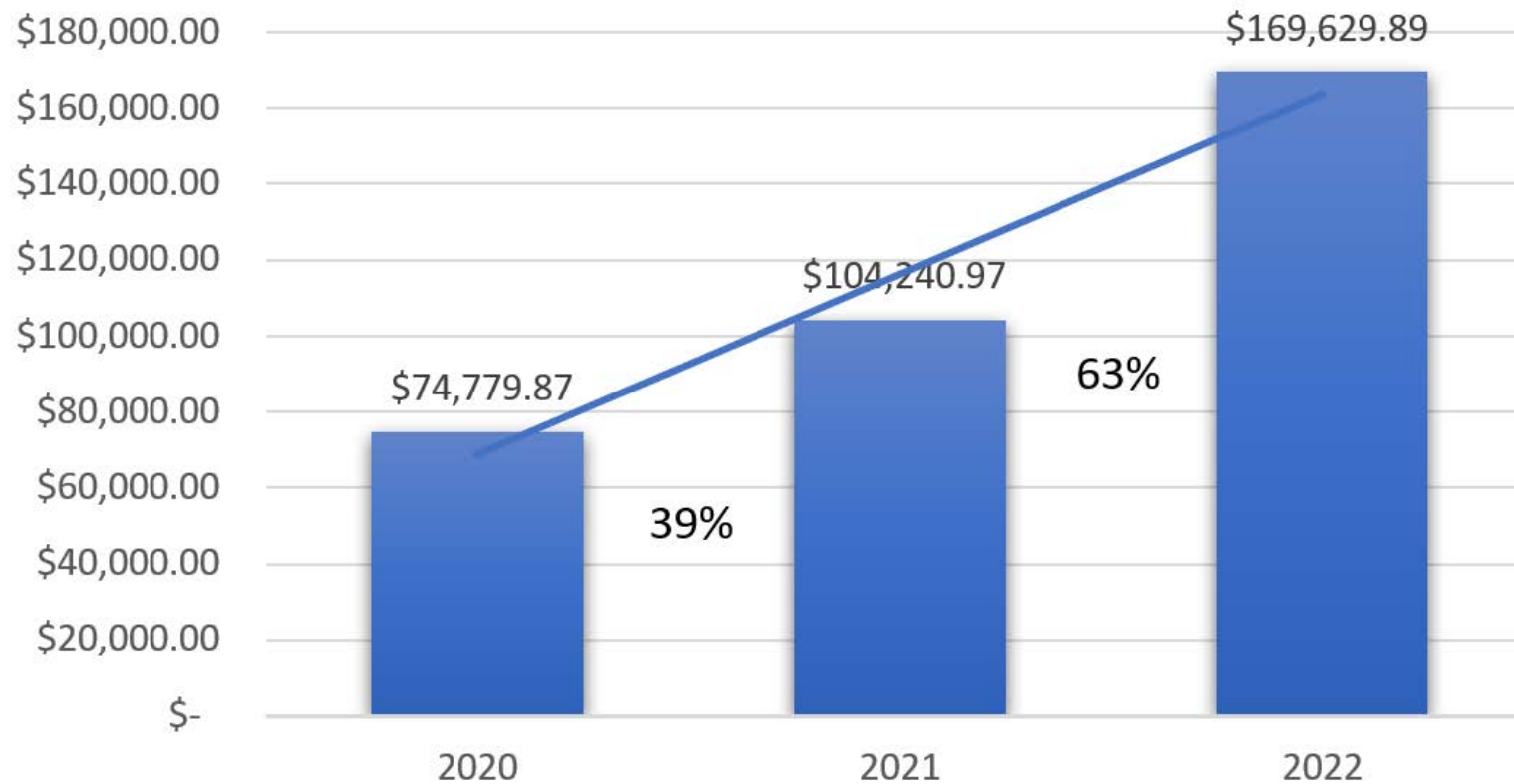


FY 23-24 Budget Goals



3. Lifecycle of Apparatus, Equipment, and Facilities

Repair Costs Increases

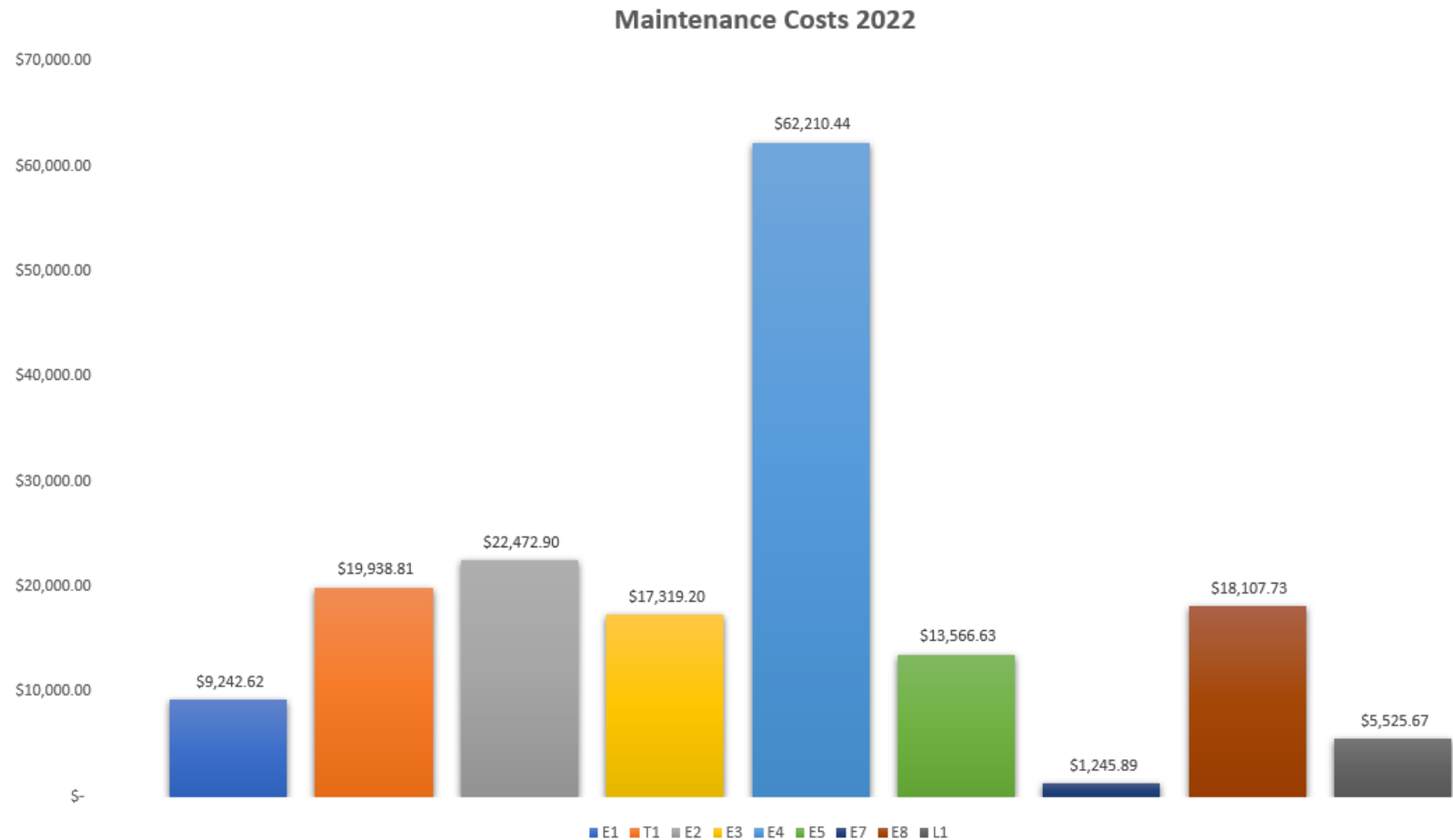


FY 23-24 Budget Goals



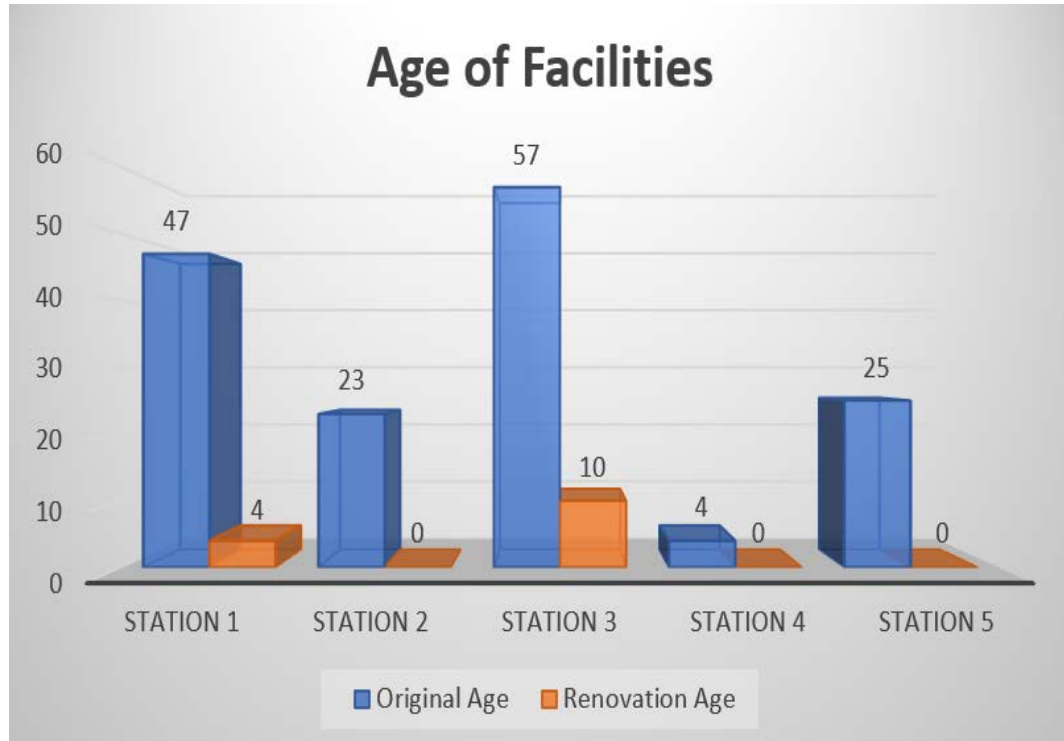
3. Lifecycle of Apparatus, Equipment, and Facilities

2022 Total
Maintenance Costs=
\$169,630



FY 23-24 Budget Goals

3. Lifecycle of Apparatus, Equipment, and Facilities



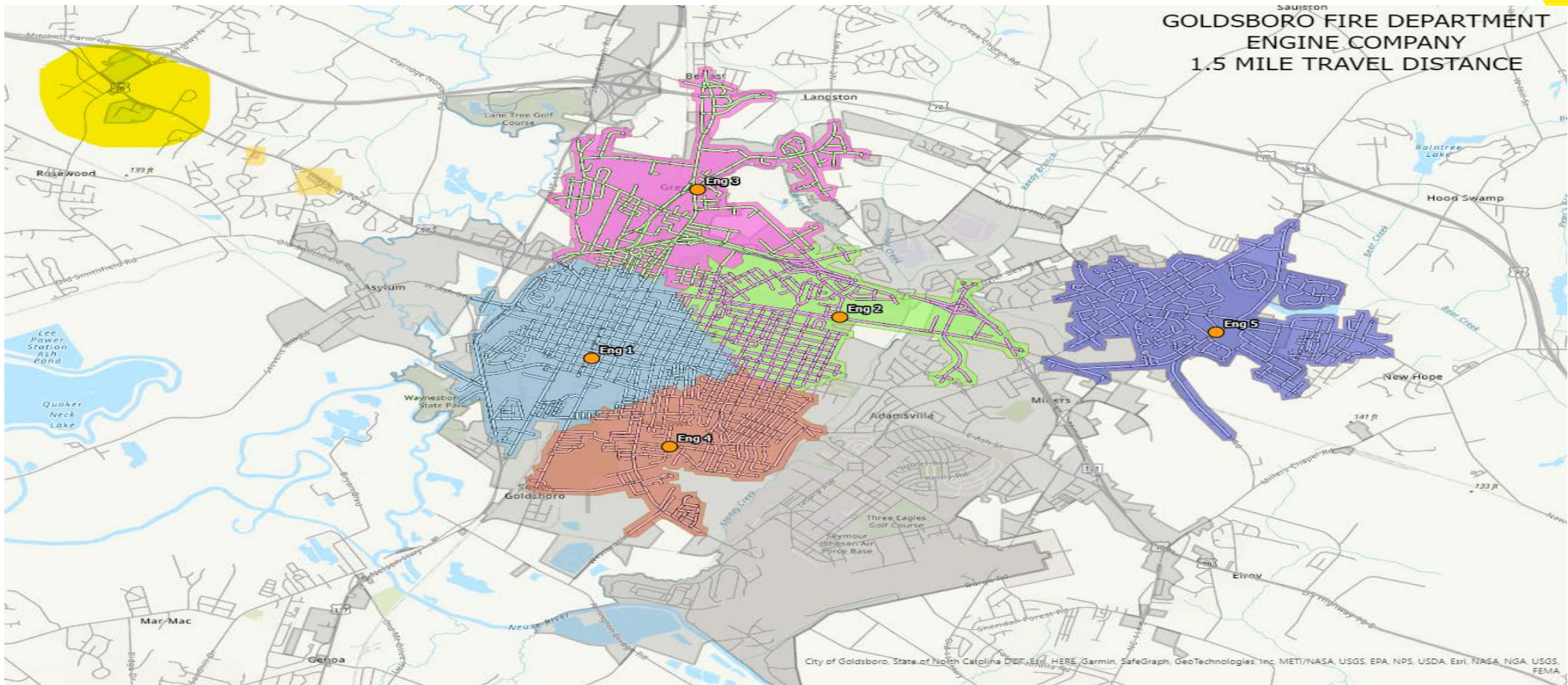
Older stations are more likely to have problems that cannot be addressed through repair and maintenance alone*

- Mold Remediation is a common concern in fire stations over 40 years of age
- Older stations are not suitable to meet the needs of both Male and Female Firefighters
- Safety concerns regarding backing into stations with near-miss incidents (18 recorded for 2022)
- Perform a needs assessment for Station 3 replacement

*Source: NFPA Research. Renovation Needs of the US Fire Service. Matthew Foley. July 2019

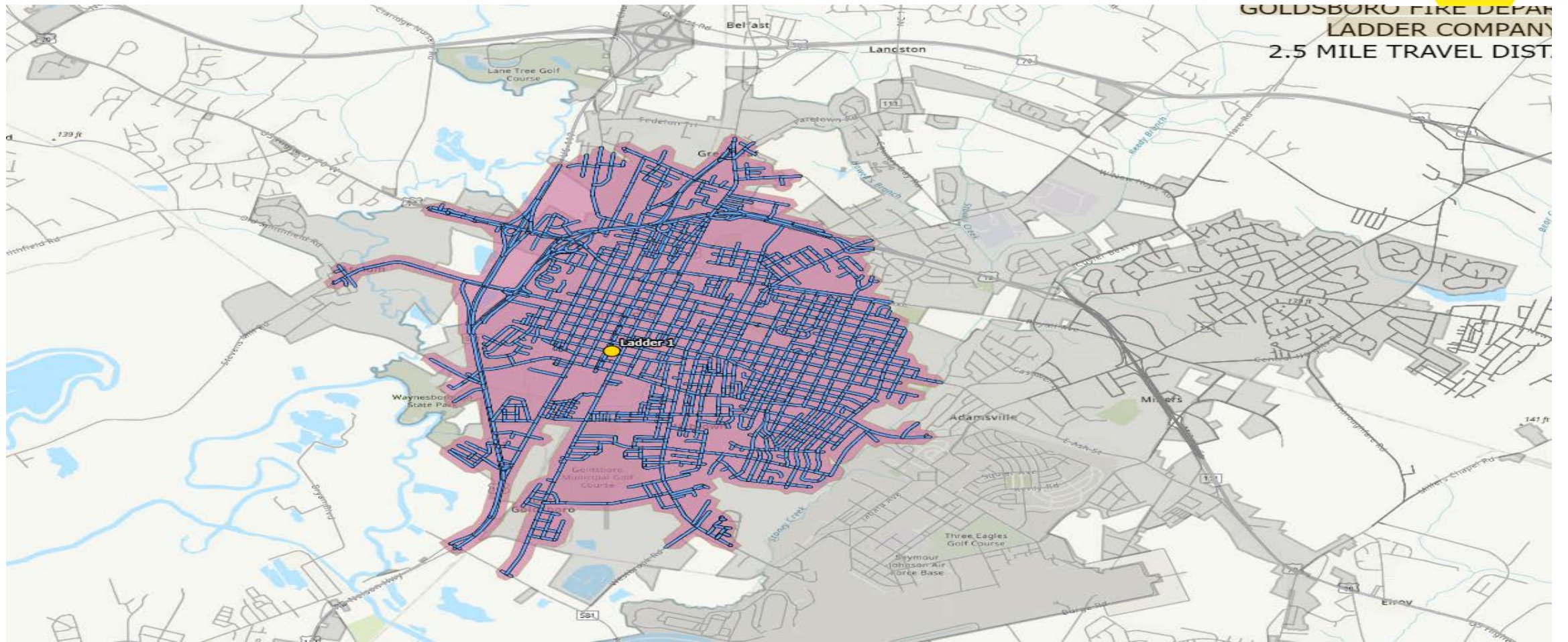
FY 23-24 Budget Goals

4. Prepare for Future Growth



FY 23-24 Budget Goals

4. Prepare for Future Growth



Thank you!

Questions?



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Public Works FY 23-24 Budget Discussion

Richard E. A. Fletcher III, Public Works Director

February 23, 2023



www.goldsboronc.gov

Three Key Budget Items

- Funds for Operations
 - Materials and supplies for daily operations
 - Basic funds are typically available
- Funds for Personnel
 - Key positions are in place and funded
- Funds for Equipment
 - Have been and will continue to be our biggest challenge
 - Facing new challenges beyond funding

Public Works Equipment & Vehicle CIP Overview

- Illustrate Ongoing Concerns with the Age and Reliability of Equipment
 - Impacts our level and quality of service we provide to our customers
 - Effects moral and employee retention
 - Increases maintenance costs
- Only Considered PW Heavy Equipment (105) & Light Vehicles/Equipment (44)
 - Included Equipment for all funding sources - GF, SW & UF
 - Compared numbers from FY2021 & FY2022 CIP presentations

Age of All Equipment – Combined

- Industry Standard for Useful Life of Most Equipment is 10 Years
- Public Works Department Overall – 149 Total (GF, UF & SWF)
 - Average Age: 12 Years
 - Percentage Over 15 Years Old
 - Percentage Over 10 Years Old

FY 21

FY 22

FY 23

39% (56)

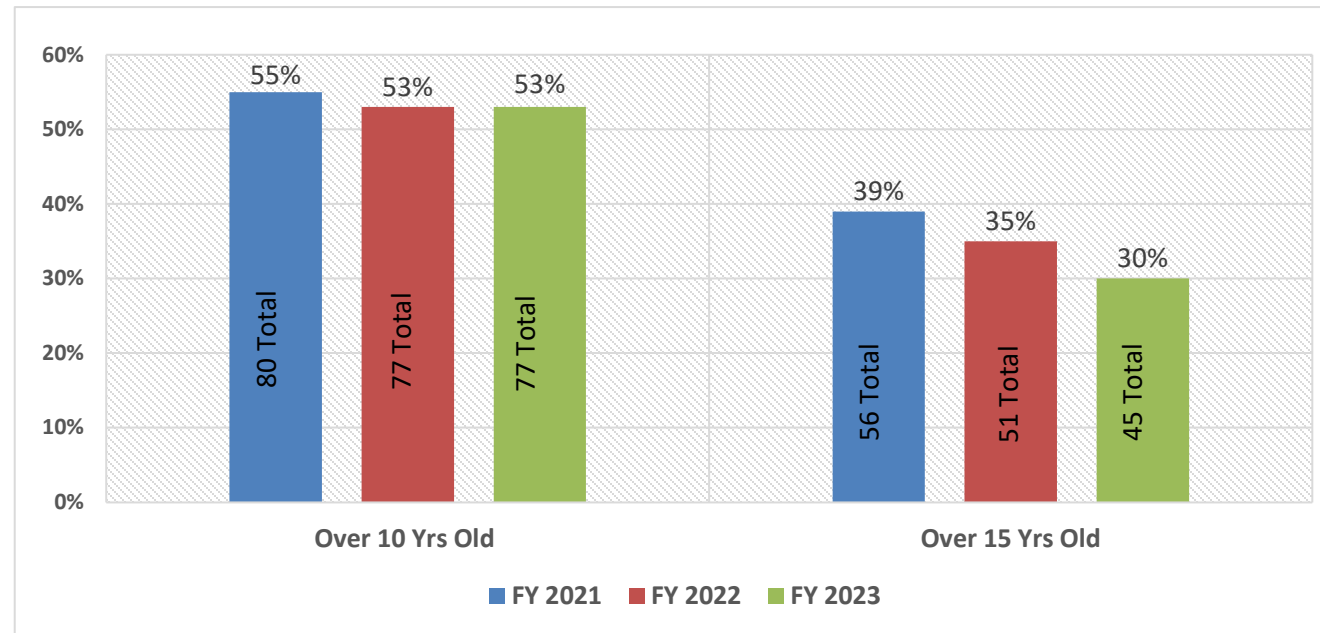
35% (51)

30% (45)

55% (80)

53% (77)

53% (77)



Age of Equipment – General Fund Only

- Equipment Purchased Only through General Fund – 107 Total
 - Average Age: 13 Years
 - Percentage Over 15 Years Old
 - Percentage Over 10 Years Old

FY 21

FY 22

FY 23

49% (48)

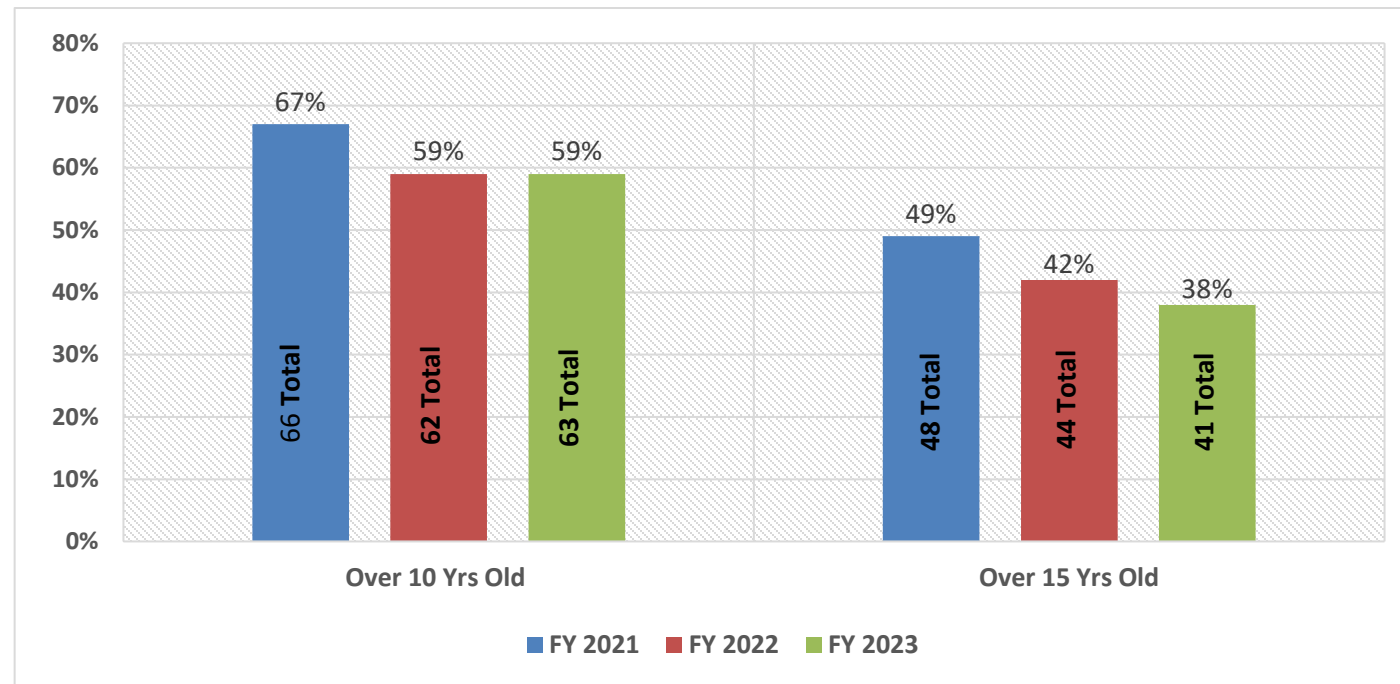
42% (44)

38% (41)

67% (66)

59% (62)

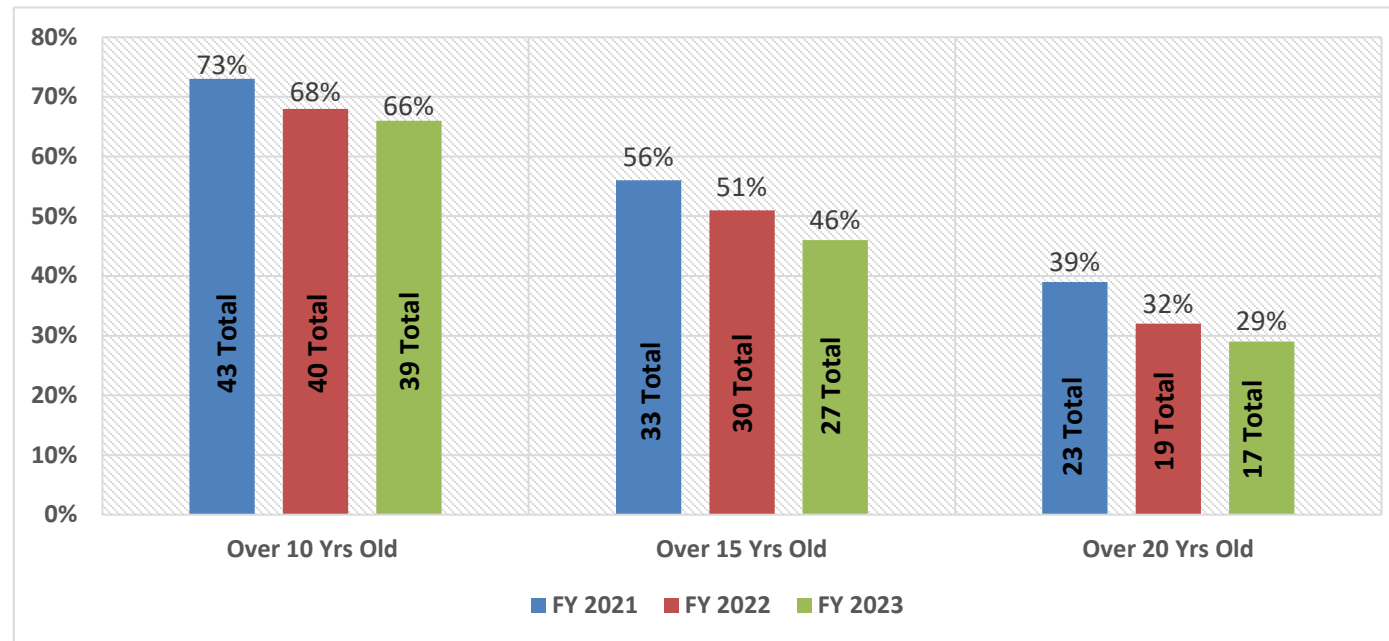
59% (63)



Solid Waste Division (GF)

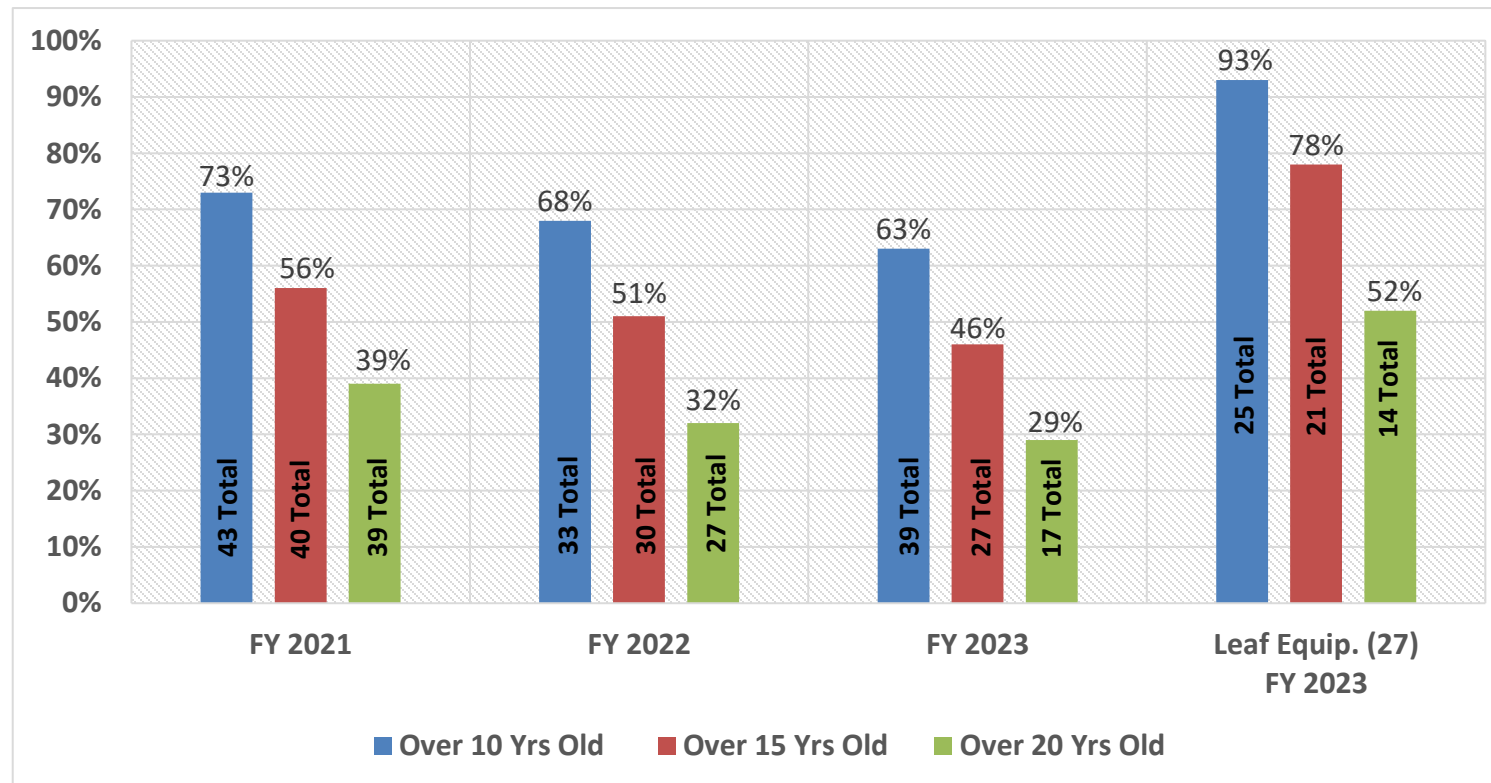
- Have the Most and Overall Oldest Equipment – 59 Total

– Average Age: 14.3 Years	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>
– Percentage Over 20 Years Old	39% (23)	32% (19)	29% (17)
– Percentage Over 15 Years Old	56% (33)	51% (30)	46% (27)
– Percentage Over 10 Years Old	73% (43)	68% (40)	66% (39)



Solid Waste Division Cont'd

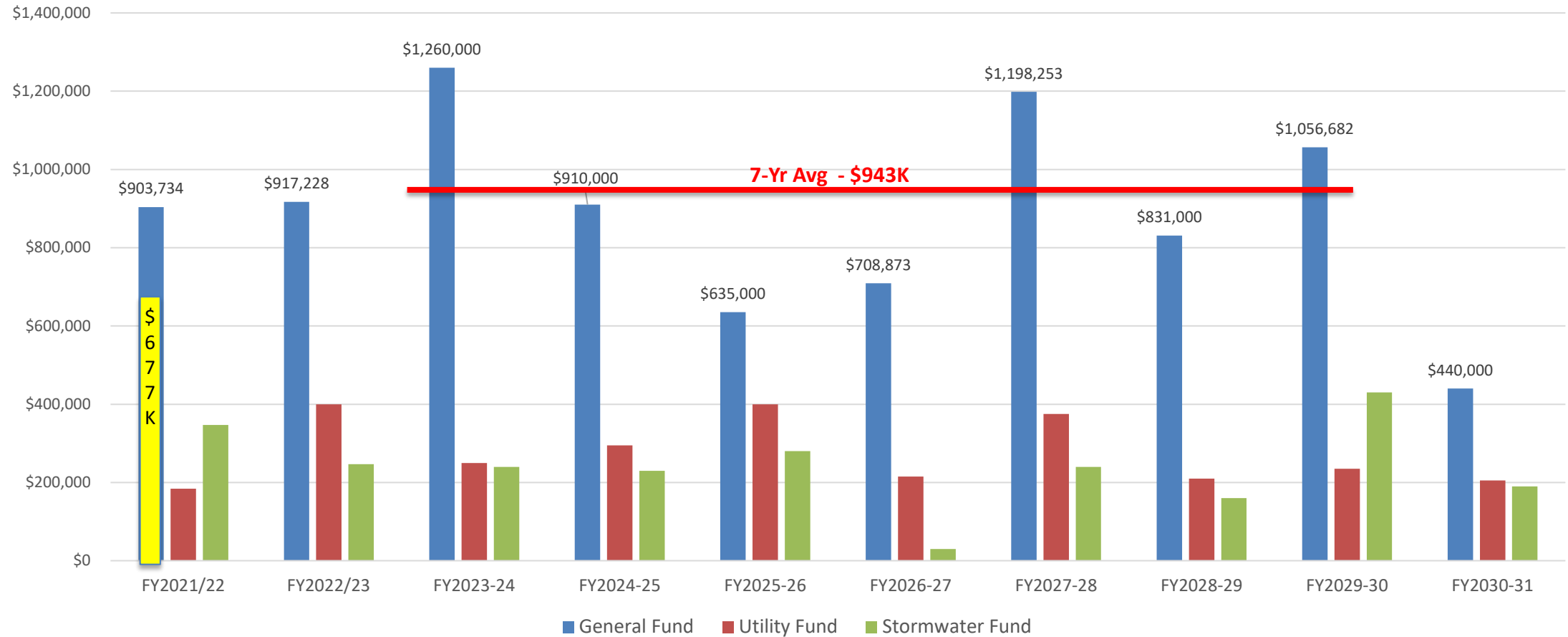
- Compare Leaf Equipment Age – 27 Total
 - Average Age – 20 Years



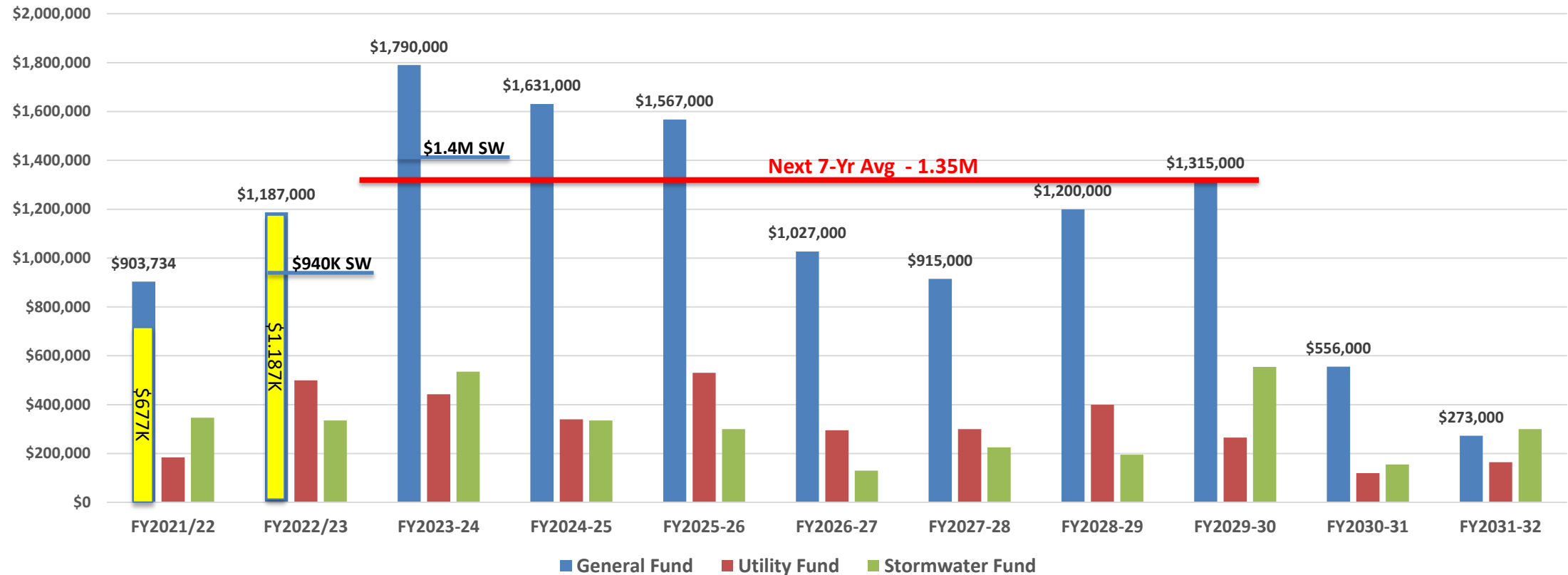
Solid Waste CIP – Next 5-Years

Priority	Equip/Vehicle Name	Year	Age (Yrs)	Department	Fiscal Year					
					2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
1	DumpMaster Fire Total Loss - Used Rplcmt	2016	7	Solid Waste	\$225,000					
2	Leaf Truck (T830) & Leaf Machine (E629)	1999	24	Solid Waste	\$180,000					
3	Rear Loader (G686)	1997	26	Solid Waste	\$200,000					
4	1-Arm Addition to Fleet	2023	0	Solid Waste	\$335,000					
1	Front End Loader (W1348)	2010	13	Solid Waste		\$400,000				
2	Leaf Truck (T1051) & Leaf Machine (E947)	2006	17	Solid Waste		\$300,000				
3	1-Arm Garbage Truck (W1268)	2014	9	Solid Waste		\$400,000				
4	Rear Loader (G689) DEADLINED	1996	27	Solid Waste		\$250,000				
5	Pickup Truck (P715) With Lift Gate	1997	26	Solid Waste		\$55,000				
1	Leaf Truck (T1092) & Leaf Machine (E1094)	2003	20	Solid Waste			\$300,000			
2	1-Arm Garbage Truck (W1269)	2014	9	Solid Waste			\$400,000			
3	Rear Loader (G923) DEADLINED	2001	22	Solid Waste			\$250,000			
4	Transfer Trailer (E433)	2000	23	Solid Waste			\$100,000			
1	Leaf Truck (T1176) & Leaf Machine (E1202)	2010	13	Solid Waste				\$300,000		
2	1-Arm Garbage Truck (W1270)	2014	9	Solid Waste				\$400,000		
3	Rear Loader (G788)	1999	24	Solid Waste				\$250,000		
4	Open Body Dump Truck (T881)	2001	22	Solid Waste				\$180,000		
5	Pickup Truck (P1119)	2010	13	Solid Waste				\$45,000		
1	1-Arm Garbage Truck (W1279)	2015	8	Solid Waste					\$400,000	
2	Road Tractor (K1019)	2005	18	Solid Waste					\$250,000	
3	Rear Loader (G1057) DEADLINED	2006	17	Solid Waste					\$250,000	
1	Dumpmaster (W1293)	2016	7	Solid Waste						\$400,000
2	Limb Loader (T1149)	2010	13	Solid Waste						\$250,000
3	Pickup Truck (P1120)	2010	13	Solid Waste						\$45,000
4	Pickup Truck (P1197)	2012	11	Solid Waste						\$45,000
TOTAL					\$940,000	\$1,405,000	\$1,050,000	\$1,175,000	\$900,000	\$740,000

Public Works 10-Year CIP Projection (Feb 2022)



Public Works 10-Year CIP Projection (Feb 2023)



Considerations

- Increase Rates – **Done**
 - Increased from \$22 to \$25
 - Additional \$480K/yr to put towards loans for SW equipment - \$2.4M over next 5 years
- Automate Leaf Collection Machine
 - Reduce Staffing (1 fulltime and 1 parttime - \$50K/year)
 - Eliminate Five 30-Year-Old Trailers from Inventory – reduced maintenance/replacement costs
- Reduce level of Service – Leaf & Limb, White Goods, etc.
 - Reduce Costs/Overhead – invest savings into equipment
- Set up a Capital Reserve for Equipment Replacement
- Establish Solid Waste Enterprise Fund
 - Operate on fees collected

We Make Play Happen

GOLDSBORO PARKS AND RECREATION



GOLDSBORO
BE MORE DO MORE SEYMOUR

www.goldsboronc.gov

Mission

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

Parks & Recreation Personnel

- Parks and Recreation has 36 full-time authorized positions and 6 permanent part-time authorized positions
 - of the 36 FT positions, 6 are currently vacant
 - 2 of the 6 PPT positions are currently vacant
 - 5 of the 6 PPT positions are Custodians ..
- City Hall, City Hall Annex, Downtown Development, the HUB – all facilities we clean in addition to our P&R facilities



Parks & Recreation Operational Budget

- **FY20-21**
- **\$724,692**
- **FY21-22**
- **\$671,584**
- **FY22-23**
- **\$808,156**
- Capital projects are not included in the numbers above



Parks & Recreation Facility and Equipment Issues

- Getting more usage out of facilities
- More usage means more wear and tear of facilities and equipment
- Capital Improvement Projects (CIP) Plan needs to be implemented to repair/replace facilities and equipment



T.C. Coley Community Center



Herman Park Center



Admin Bldg

Goldsboro Golf Course and Event Center Personnel

- Goldsboro Golf Course has 3 full-time authorized positions and 2 permanent part-time authorized positions
- Goldsboro Event Center has 1 full-time authorized position and 1 permanent part-time authorized position
- Of the 4 combined full-time authorized positions, 2 are currently vacant



Goldsboro Event Center



Goldsboro Golf Course



Information Technology

Scott Williams, IT Director

February 23, 2023

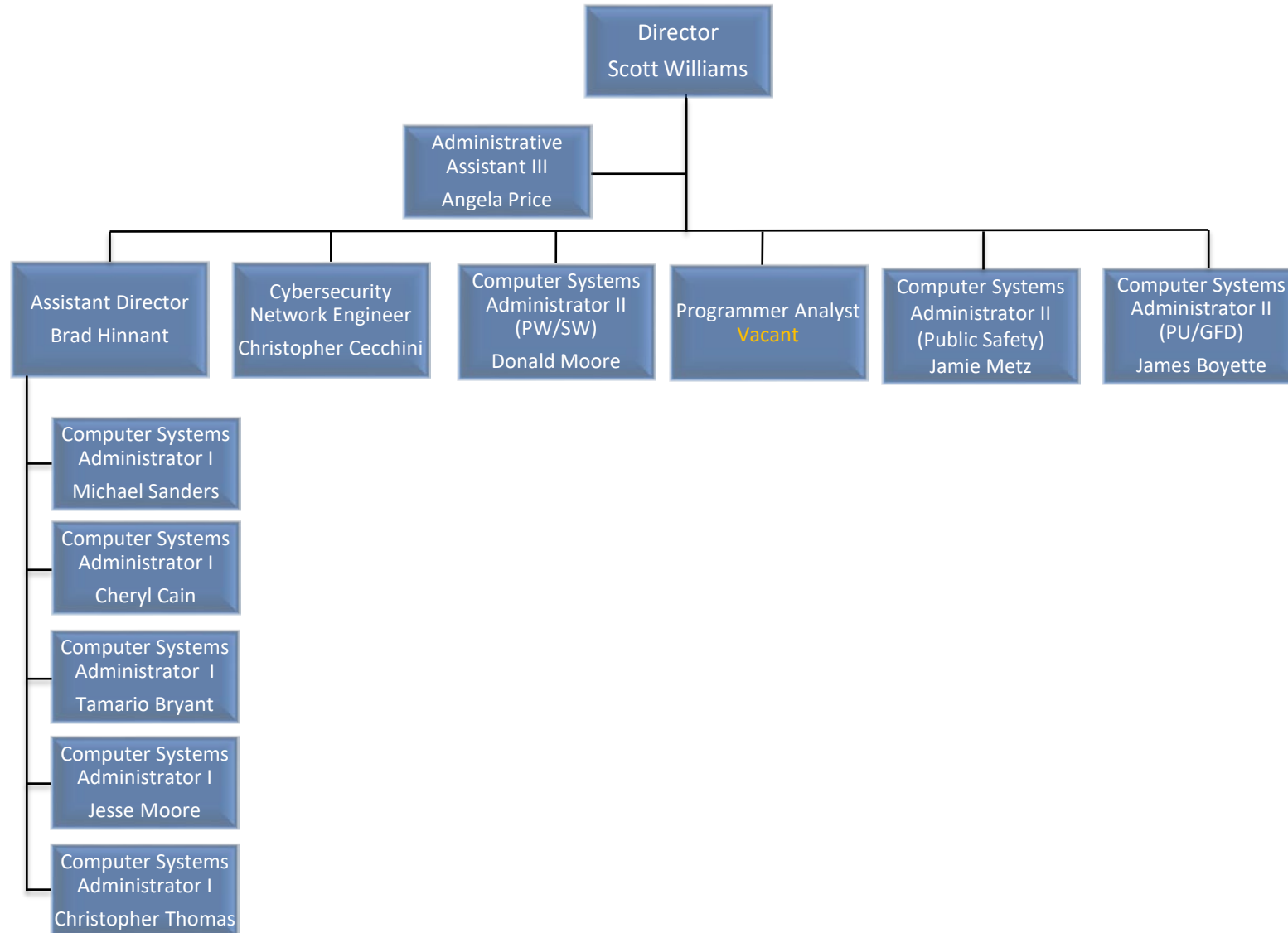


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General Update

- We are tracking under budget for the current FY.
- We expect to ask for less operational funds in the coming FY.
- Staffing is still a concern. We have filled all our vacant positions. The Programmer position is in the hiring process.
 - Need to add a Database Administrator and a Server Administrator.
- Staff Pay is a concern as we are having issues recruiting for our higher positions.
 - I believe the pay needs to be reviewed for Information Technology to ensure its competitive.
 - All positions need to be assessed and any changes made that are appropriate.
- Vehicles have been an issue for IT for several years. We are making improvements, but still need more vehicles to cover our daily service calls.

Organizational Chart



Additional Staffing Needs

- Server Administrator
- Database Administrator
- IT Project Manager

Vehicle Needs

- FY23 Requested Vehicles
 - 3 SUVs
- Current Vehicles
 - 1997 Ford Van (to be replaced by new SUV)
 - 2021 Ford F-250
 - 2022 Chevy Cargo Van
 - 2022 Ford Bronco Sport

Capital Needs

IT Equipment usually purchased on 5 year terms:

- Current Needs for FY 23-24
 - City Hall Chiller and Boiler Replacement \$340,000 (waiting for new numbers)
 - Network Equipment/UPS Replacement Plan \$580,000
 - Public Safety Mobile Computer (MDT) Replacement Plan \$600,000
 - Vehicles \$96,000
- Future Needs for FY 24-25
 - None
- Future Needs for FY 25-26
 - PC Replacement Plan \$500,000
- Future Needs for FY 26-27
 - Server/Storage Replacement Plan \$450,000
 - Phone System Upgrade \$200,000
- Future Needs for FY 27-28
 - None

Any Questions?

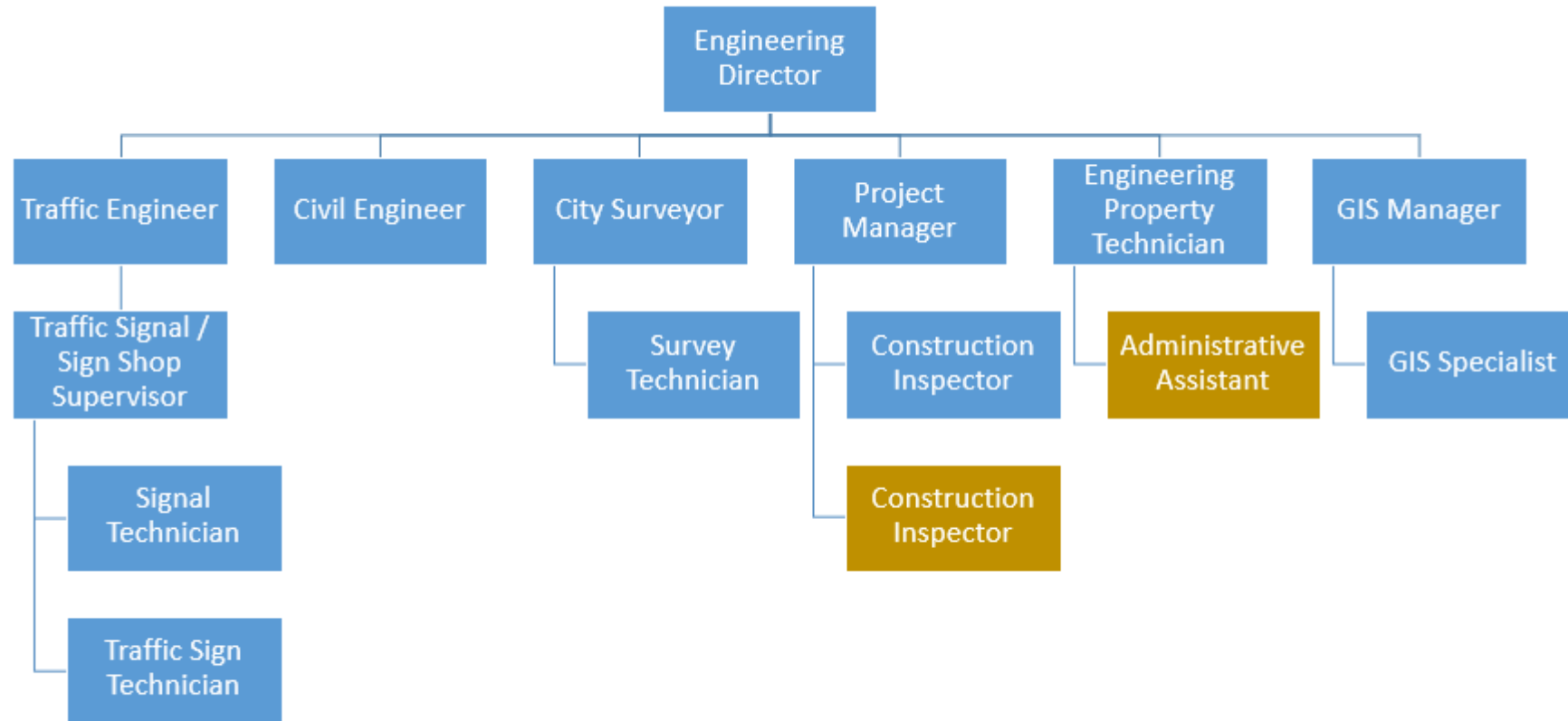
Engineering Department

Bobby Croom, PE, CFM
Engineering Director

February 23, 2023



Engineering Staff



Recent and Current Projects

PROJECT NAME:	PROJECT STATUS:	PROJECT BUDGET:
SEWER PROJECTS:		
Phase IV Sewer Collection Rehab Project	Awaiting DWI for CO approval	\$8,344,167.30
2017 Wastewater System Improvements	Finance working on Reimbursement	\$563,612.00
Mount Olive Pickle Plant Expansion	Ph 1 Apr 23; Ph 2 TBD	\$22,000,000.00
Phase III Sewer Collection Rehab Project	Not approved for NC ARPA funding	\$8,522,650.00
Wastewater System Asset Inventory and Assessment	Completed; utilized for CIP	\$150,000.00
WATER PROJECTS:		
2" Galvanized Water Line Project	NC ARPA Funded; Est Start 2023	\$6,000,000.00
Lead and Copper Service Line Inventory	FY22-23/23-24 Budget Item*	\$4,730,300.00
Water System Asset Inventory and Assessment	Completed; utilized for CIP	\$150,000.00
Wayne County Utility Merger/Regionalization Feasibility	In progress	\$100,000.00

*Use Utility Contingency Fund for project ordinance starting FY22-23

Recent and Current Projects (Cont.)

PROJECT NAME:	PROJECT STATUS:	PROJECT BUDGET:
STORMWATER PROJECTS:		
Stormwater Inventory Project	Estimated completion April	\$1,362,900.00
City of Goldsboro Stormwater Project	Applied for NC ARPA \$	\$1,998,260.00
Stormwater Control Measure (SCM) Inspections	On-Going	
ASPHALT RESURFACING:		FY22-23 No Rd Projects, Study TBD; FY23-24 TBD
NCDOT PROJECTS:		
William Street Widening	Projected completion 2023	\$15,300,000.00
Stoney Creek Greenway	Estimated completion April 2023	\$316,000.00
Royall & Berkeley Realignment	Let date 2023	\$17,200,000.00
DEVELOPMENT PROJECTS:		
Magnolia Grove		
Tiffany Gardens		
Homewood Suites		
Goldsboro Business Campus		
INTERNAL PROJECTS:		
Ash/Alabama Street Sidewalk	Project canceled due to CNPG	
Bridge Maintenance	Project scoping	
		\$86,737,889.30

Downtown Development

Erin Fonseca, Downtown Development Director

February 23, 2023



www.goldsboronc.gov



2016

Save the Date

March 16-18

== GOLDSBORO ==

NC MAIN STREET CONFERENCE

Soaring with Main Street

www.ncmainstreetcenter.com



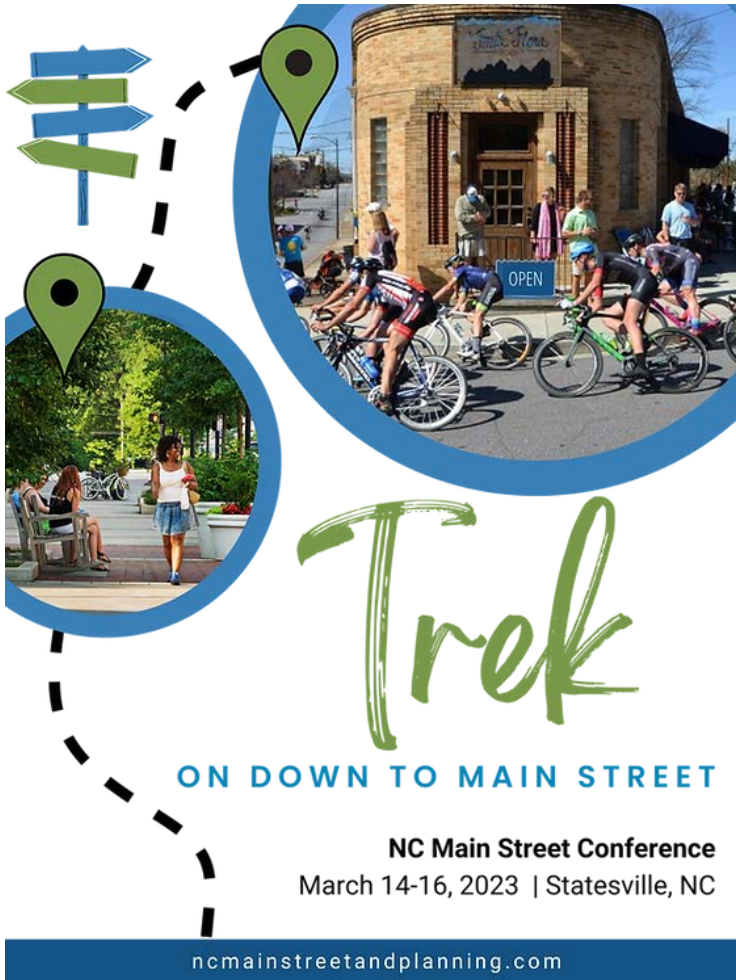
Main Street Center
COMMERCE



Garry E. Hodges



NC Main Street Conference



- The state's largest downtown revitalization event - learning sessions, tours, downtown exploration and networking.
- The theme varies, but always involves the exploration of our North Carolina economic drivers and the innovative, creative downtown applications that are occurring across the state with the Main Street program.

NC Main Street Conference



- 700-800 attendees from 150+ NC Communities
- \$100,000 - \$150,000 Economic Impact
- Hosted in 2016 with Record-Setting Attendance
- 100+ Volunteers
- Economic Impact Beyond Monetary Impact

NC Main Street Conference Needs



- Volunteers
- Budget – Anticipated Commitment of \$30,000
 - \$10,000 Commitment from DGDC
 - \$5,000 from Travel & Tourism
 - = **\$15,000 Commitment from COG**
- Meeting Spaces, Activities & Transportation Assistance
- Housekeeping Items as Needed – Examples: painting light poles, cleaning up parking lots, pressure washing surfaces, replacing banners etc.



Questions?

Event Venue Rental Fee Update



The HUB Rental Fees

- Tiered Rental Fee Structure
 - Tier 1 – \$500+
For profit events w/ any compensation
 - Tier 2 - \$400+
Any event with no admission or compensation (exc. NPOs)
 - Tier 3 - \$300+
Any event hosted by a non-profit organization
- All reservations require a \$100 refundable damage deposit and certificate of insurance.

Freedom Field

- Current Requirements
 - Special Event Application Only
 - \$25 Rental Application Fee
 - No Damage Deposit
- Renters Strongly Encouraged to Reserve The HUB with Freedom Field, Not Individually
- Not Required in the Special Event Application Policy

Recommendation



- Rental of Both Spaces, Regardless of Use
- Add \$100 to Current HUB Fee
- Require Refundable Damage Deposit with all HUB/Freedom Field Rentals
- Reasoning – Staff time is required for preparation and clean up of amenities including bathroom facilities, trash receptacles, power receptacles, greenspace etc. Amenities will see an increase in use, regardless of type/location of rental.

Questions?

HUMAN RESOURCES

Bernadette Dove, Director of Human Resources

February 23, 2023



www.goldsboronc.gov



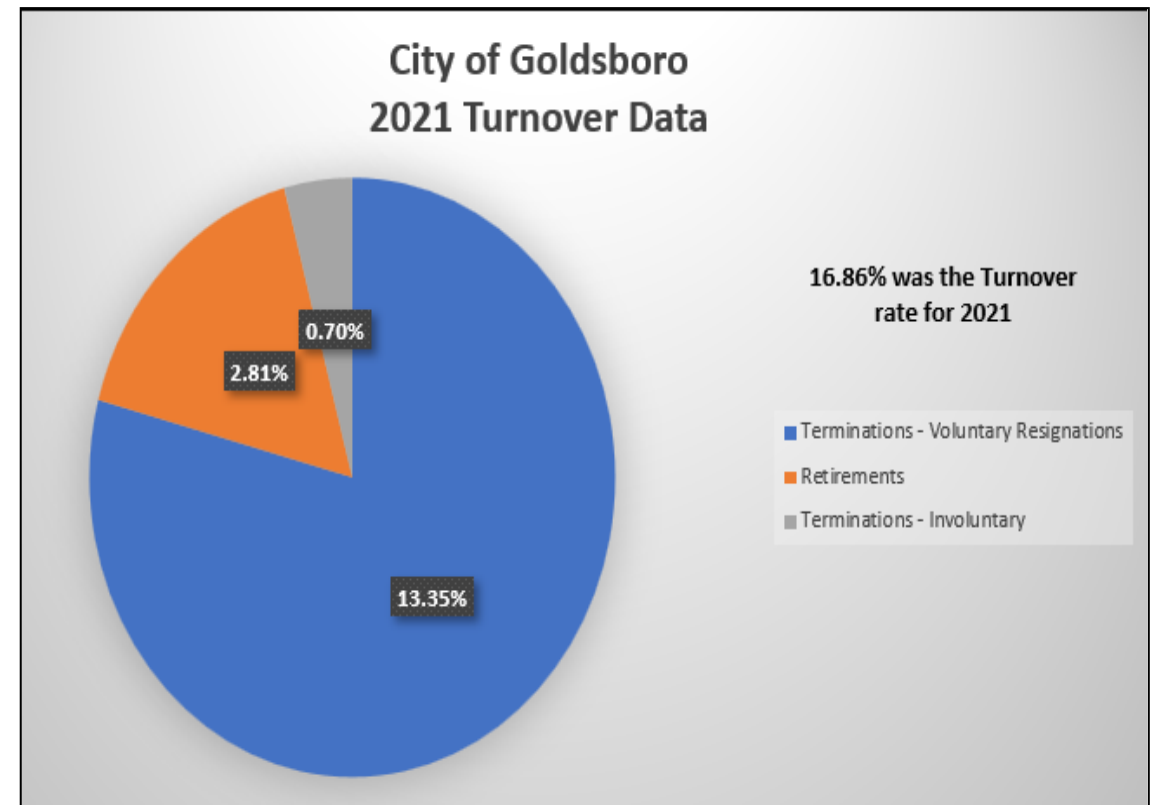
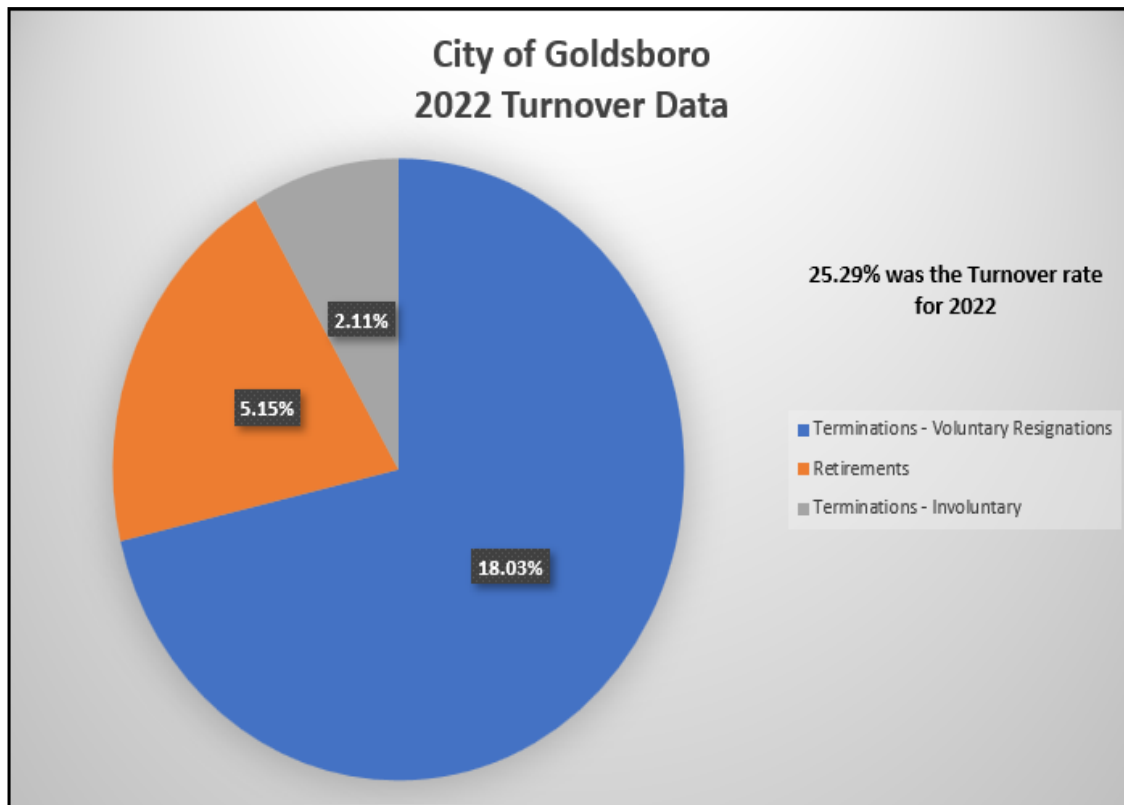
Compensation & Classification Study

Evergreen Solutions, LLC (Evergreen) was contracted to do a Compensation and Classification Study for the City of Goldsboro in December 2019.

- *The cost of the study was \$32,500.*

The purpose of the study was to:

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



The national employer average employee turnover rate for 2022 = 9.3%
The national goal for average employee turnover rate is 10% or less

HR Best Practices

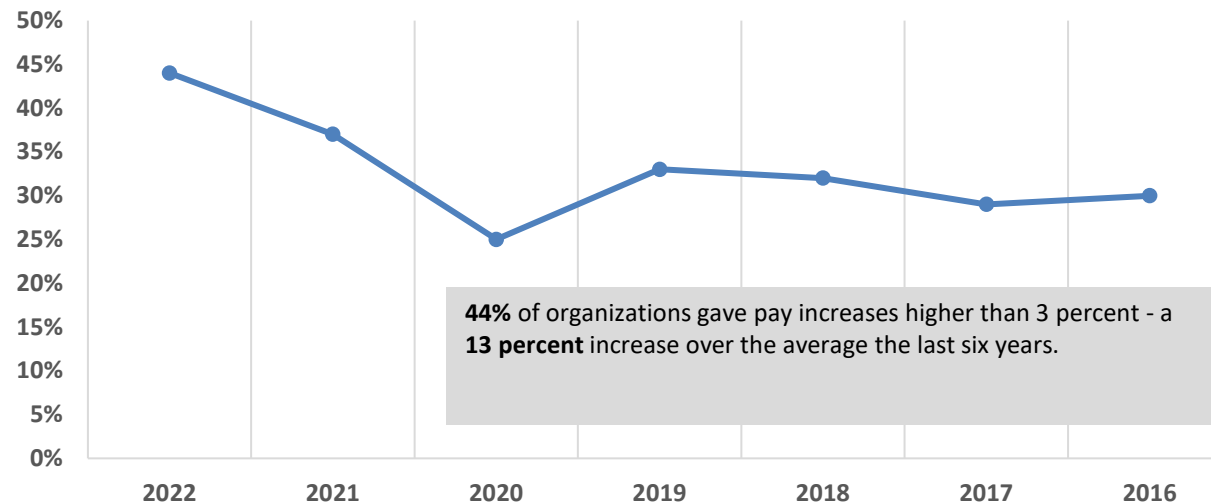
- Complete a Compensation & Pay Study every 3 - 5 years.
 - *Most recent study implemented in 2020.*
- Complete a Compensation & Pay Study if we have experienced labor shortages and/or trouble attracting talent in 2021 & 2022 that is greater than the previous years.

Pay Increases

- Pay increases are a critical issue for employers.
- 44% of organizations say that pay is the reason they are losing talent.
- 92% of participating employers gave pay increases in 2022.
- 44% of participating employers gave increases higher than 3% in 2022.



Average base pay increases over 3% given to employees in 2022 compared to previous years



Human Resources

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

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



RECOMMENDATIONS

Recognition Policy for City Employees

Employees with at least five (5) years of service shall be recognized at the City's annual appreciation event.

Employees will receive a check based upon the values listed below:



Current

5 years of service	\$10
10 years of service	\$25
15 years of service	\$35
20 years of service	\$50
25 years of service	\$75
30 years of service	\$100
35 years of service	\$125
40 years of service	\$150

Proposed

5 years of service	\$50
10 years of service	\$100
15 years of service	\$150
20 years of service	\$200
25 years of service	\$250
30+ years of service	\$300

Transition of Occupational Health Program

PROS

- Nurse on site 40 hrs. per week vs. 32 hrs. (\$99,840)
- Competitive pricing on medications & supplies via Immediate Care & local pharmacy vs. UNC Wayne.
- Operational & salary increases at our discretion. Recent Increases:
 - \$42/hr. – \$47/hr. 3/1/2022
 - \$47/hr. - \$60/hr. 7/1/2022
 - Additional 5% 7/1/2023 to \$63.00
- Enhanced working relationship with Medical Director; Dr. Terry Grant & Immediate Care Staff.
- Dr. Grant will serve as our Medical Consultant *eliminating the \$79.00/hr. consultant fee* that UNC Wayne currently charges.
- Immediate Care is our current Workers Compensation provider.
- Long-term savings and cost-effective for City.

CONS

- Cost of benefits for Health Nurse: \$29,296.32
 - Retirement
 - 401(k)
 - Social Security
 - Health Insurance

	Contracted – UNC Wayne	In House
FY21 Actual	\$84,000.28	--
FY22 Actual	\$80,253.13	--
FY23 Estimated Actual	\$99,840.00 (Current – 32 hrs.)	--
FY24 Proposed Budget	\$104,832.00 (32 hrs.) \$131,040.00 (40 hrs.)	\$127,896.32 (40 hrs.)
FY25 Estimated Budget	\$137,592.00 (40 hrs.)	\$127,896.32 (40 hrs.)

- Chart shows contracted pricing from UNC Wayne to show expected increase for upcoming FY24 to \$63.00/hr.
- Chart compares cost to include benefits (\$29,296.32), medical supplies (\$5,000), and salary (\$45.00/hr.) for full-time City Occupational Health Nurse.
- Benchmarked salaries: Kinston \$37.83/hr. – Wayne County \$45/hr.

Questions?



GLDSBR

BE MORE DO MORE SEYMOUR

North Carolina

JUSTIFICATION SHEET Fiscal Year FY22-23			Blue Font - Detail Schedule Requested					
Fund: 11-General Fund			Green Cell - Department Input					
Dept #: Mayor & Council - 1011								
Division: ~ - 1011								
Object of Expenditure		Sched?	Detailed Justification	FY21-22 Adopted 6/18/2021	Estimated Year End Jun 30	Department Request	Manager Recommend. 5/12/22	Adopted 06/20/22
1211	Honorarium			\$ 65,475.00	\$ 61,924.00	\$ 65,475.00	\$ 65,475.00	\$ 65,475.00
1295	Board Member Stipend		Stipend (Mayor \$4800; Council \$3000)	\$ 22,800.00	\$ 21,422.60	\$ 22,800.00	\$ 22,800.00	\$ 22,800.00
1700	Board Member Expenses				\$ -	\$ -		
1810	Social Security		Sum of accounts 1210 - 1290 X 7.65%	\$ 6,753.04	\$ 6,376.01	\$ 6,753.00	\$ 6,753.00	\$ 6,753.00
1820	LEOB-Retirement		N/A					
1821	NCLGERS-Retirement		N/A					
1822	401-K Retirement		N/A					
Total Salaries & Benefits				\$ 95,028.04	\$ 89,722.61	\$ 95,028.00	\$ 95,028.00	\$ 95,028.00
1922	Title Search & Legal Fees		Estimated City Attorney and other Attorney fees	\$ 135,000.00	\$ 125,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00
1991	Consultant Fees	Y		\$ 50,875.00	\$ 45,875.00	\$ 56,000.00	\$ 56,000.00	\$ 40,000.00
2201	Comm/Empl Awards & Functions		Retirement Resolution Plaques, Citizens Academy, etc.	\$ 1,500.00	\$ 1,250.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
2202	Luncheon/Dinner Meetings		Special Meetings, Retreat, Reception	\$ 1,000.00	\$ 750.00	\$ 2,250.00	\$ 2,250.00	\$ 1,000.00
2601	Office Supplies			\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00
2993	Operational Supplies		Airshow promo items (\$500), Sleigh Repair (\$1,500), Ipad replacement (Mayor and Council-\$7000), other expenses as needed	\$ 4,500.00	\$ 4,500.00	\$ 15,000.00	\$ 10,000.00	\$ 10,000.00
3121	Travel	Y	Detailed justification estimates attached	\$ 9,010.95	\$ 12,737.07	\$ 30,070.00	\$ 14,952.00	\$ 16,202.00
3250	Postage							
3421	Copy Machine Cost			\$ 100.00	\$ -	\$ -	\$ -	
3703	Sponsorships		WOW Air Show Donation (\$15,000), Dillard Alumni and Friends (\$10,000), Purple Heart Banquet (\$1,250), and Guitar Pull (\$6,000)	\$ -	\$ -	\$ -	\$ 32,250.00	\$ 32,250.00
3997	City Election							
4511	Multi-Peril Insurance		Provided by Finance		\$ 1,456.00	\$ 1,543.00	\$ 1,543.00	\$ 1,543.00
4911	Subscriptions	Y	No subscriptions to date		\$ -	\$ -	\$ -	\$ -
4912	Fees & Dues	Y	Detailed Justification attached	\$ 11,169.00	\$ 13,370.00	\$ 14,550.00	\$ 14,550.00	\$ 9,550.00
4916	Chamber Of Commerce		Annual Membership Fee	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ -
4917	Wayne County Alliance		Annual Economic Development Fee	\$ -	\$ -	\$ -	\$ -	\$ -
9561	Office Supplies		CoG Envelopes and letterhead	\$ 150.00	\$ -	\$ 100.00	\$ 100.00	\$ 100.00
3250A	Postage-Internal Charges only!		Internal Postage	\$ 175.00	\$ 175.00	\$ 175.00	\$ 175.00	\$ 175.00
Total Operating Expenditures				\$ 233,879.95	\$ 225,513.07	\$ 292,588.00	\$ 304,720.00	\$ 263,720.00
5188	Renovations -City Hall		Renovation to Council Chamber Dais	\$ -	\$ -	\$ -	\$ 8,000.00	\$ -
Total Capital Outlay				\$ -	\$ -	\$ -	\$ 8,000.00	\$ -
Total Debt Service				\$ -	\$ -	\$ -	\$ -	\$ -
Total Mayor & Council-- Budget				\$ 328,907.99	\$ 315,235.68	\$ 387,616.00	\$ 407,748.00	\$ 358,748.00

Moved to 7310 per CM

Removed 6/7/22 \$8000

SUPPORTING SCHEDULE				Fiscal Year FY22-23				
Fund: 11-General Fund				Dept. Head-Tim Salmon				
Dept #: Mayor & Council - 1011								
Division: ~ - 1011								
Account: 3121 Travel								

Line #	Description-Activity/Vendor/Employee/Purpose	FY21-22 Adopted 6/18/2021	Estimated Year End Jun 30	FY22-23 Dept Request	FY22-23 Manager Recommend. 5/12/22	FY22-23 Adopted 06/20/22	Finance Notes
1	Washington DC Legislative Trip (Mayor & mayor Pro tem)	\$ 4,513.95	\$ -	\$ 1,000.00	\$ 925.00	\$ 925.00	(FY22 also included Main St. Conference in this line)
2	NCLM Annual City Vision Conference (Mayor & 3 Council members)	\$ 4,681.00	\$ 4,100.00	\$ 5,000.00	\$ 3,950.00	\$ 3,950.00	
3	Metro Mayors Annual Meeting, Metro Mayors Spring Meeting (Mayor)	\$ 860.50	\$ 974.08	\$ 860.00	\$ 584.00	\$ 584.00	
4	Town and State Dinner (Raleigh) (Mayor & 2 Council members)	\$ 417.00	\$ 360.00	\$ 360.00	\$ 360.00	\$ 360.00	
5	National League of Cities (1 Council member)	\$ 4,858.00	\$ 575.00	\$ 6,000.00	\$ -	\$ -	
6	Association of Defense Communities-National Summit (DC) (Mayor & 2 Council members)	\$ 5,460.00	\$ 1,770.00	\$ 5,350.00	\$ 3,740.00	\$ 3,740.00	
7	Association of Defense Communities Installation Innovation (Mayor)	\$ 1,825.50	\$ 2,533.06	\$ 2,900.00	\$ -	\$ -	
8	NC Black Elected Officials Conference (3 Council members)	\$ 2,895.00	\$ -	\$ 2,900.00	\$ 2,601.00	\$ 2,601.00	
9	Miscellaneous Dinners & Luncheons & UNC SOG Webinars	\$ 500.00	\$ 1,511.33	\$ 1,500.00	\$ 500.00	\$ 500.00	
10	NC Main Street Conference (Mayor & 2 Council members)		\$ -	\$ 2,700.00	\$ 2,022.00	\$ 2,022.00	
11	Per CM 5/21/21 cut	\$ (17,000.00)					
12	LGC Training/New Councilmember Training		\$ 450.61	\$ 1,000.00	\$ -	\$ -	
13	MAC Event (DC)		\$ 462.99	\$ 500.00	\$ -	\$ -	
14	Metro Mayors Spring Meeting (Raleigh) (Mayor)	\$ -	\$ -	\$ -	\$ 270.00	\$ 270.00	
15	Additional Travel money moved from Purple Heart Banquet duplication	\$ -	\$ -	\$ -	\$ 1,250.00	\$ 1,250.00	
	Total - 3121 Travel	\$ 9,010.95	\$ 12,737.07	\$ 30,070.00	\$ 16,202.00	\$ 16,202.00	

19000

SUPPORTING SCHEDULE								
Fund: 11-General Fund			Fiscal Year FY22-23					
Dept #: Mayor & Council - 1011			Dept. Head-Tim Salmon					
Division: ~ - 1011								
Account: 1991 Consultant Fees								
Line #		Description-Activity/Vendor/Employee/Purpose	FY21-22 Adopted 6/18/2021	Estimated Year End Jun 30	FY22-23 Dept Request	FY22-23 Manager Recommend. 5/12/22	FY22-23 Adopted 06/20/22	Finance Notes
1		Friends of Seymour Per contract \$9250 fees +1042/travel expenses per month	\$ 15,875.00	\$ 15,875.00	\$ 16,000.00	\$ -	\$ -	
2		Other (Environmental Studies, Surveyor, TBD)	\$ 5,000.00	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
3		Roosevelt Group	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	
4			\$ -					
5								
6								
7								
8								
9								
10								
		Total - 1991 Consultant Fees	\$ 50,875.00	\$ 45,875.00	\$ 56,000.00	\$ 40,000.00	\$ 40,000.00	

Moved to 7310 6/7/22

SUPPORTING SCHEDULE

Fiscal Year FY22-23

Dept. Head-Tim Salmon

Fund: 11-General Fund
Dept #: Mayor & Council - 1011
Division: ~ - 1011
Account: 4912 Fees & Dues

Line #	Description-Activity/Vendor/Employee/Purpose	FY21-22 Adopted 6/18/2021	Estimated Year End Jun 30	FY22-23 Dept Request	FY22-23 Manager Recommend. 5/12/22	FY22-23 Adopted 06/20/22	Finance Notes
1	Military Affairs Commission - Mayor	\$ -					
2	Military Affairs Commission - Councilmembers \$300 each	\$ -					
3	Metro Mayors Annual Service Fees	\$ 8,169.00	\$ 8,169.00	\$ 8,250.00	\$ 8,250.00	\$ 8,250.00	
4	Sponsorships (Dancing Stars, Hot Topic, etc.) **moved to account 3703 Sponsorships	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -	
5	DGDC Board (Councilmember)	\$ 50.00	\$ -	\$ 50.00	\$ 50.00	\$ 50.00	
6	Military Host Cities	\$ 250.00	\$ 201.00	\$ 250.00	\$ 250.00	\$ 250.00	
7	Miscellaneous	\$ 1,000.00	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	
8	Per CM 5/21/21 cut	\$ (3,300.00)					
9							
10							
	Total - 4912 Fees & Dues	\$ 11,169.00	\$ 13,370.00	\$ 14,550.00	\$ 9,550.00	\$ 9,550.00	

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North Carolina

NPO Budget Discussion

City Manager Tim Salmon

February 23, 2023



www.goldsboronc.gov

NPO Way-ahead?

1. Will the City Council continue to fund NPOs for services with General Fund \$ (City HUD, other Federal, State, and local government funding TBD by NPO actions)?
2. Council guidance on services to be funded?
3. How much should be budgeted FY23-24 (e.g. FY22-23 \$159K; ~\$4.80 per resident)?
4. How will Council determine who should be funded?
5. Will the City staff or other organization administer program(s) (e.g. United Way of Wayne County)? The City NPO policy requires a lot from NPOs, Council, and staff.
6. Most difficult NPO requirement is audit. Council guidance on City or total funding TBD (NCGS 159-40, City may require audit if grant >\$1K; NCGS 159-34 requires local government audit if Fed and/or State grants > \$100K; single audit if State grants > \$500K; Fed requires single audit if Fed grants >\$750K)?

Authorized Services

WHEREAS, the CITY has identified the following goals related to the health, safety, and well-being of its citizens, and pursuant to G.S. § 160A-209, the CITY is authorized to provide as follows:

- Arts Programs and Museums. – To provide for arts programs and museums as authorized in G.S. 160A-488.
- Economic Development. – To provide for economic development as authorized by G.S. 158-7.1.
- Historic Preservation. – To undertake historic preservation programs and projects.
- Human Relations. – To undertake human relations programs.
- Hospitals. – To establish, support and maintain public hospitals and clinics, and other related health programs and facilities, and to aid any private, nonprofit hospital, clinic, related facility, or other health program or facility.
- Housing. – To undertake housing projects as defined in G.S. 157-3, and urban homesteading programs under G.S. 160A-457.2.
- Joint Undertakings. – To cooperate with any other county, city, or political subdivision of the State in providing any of the functions, services, or activities listed in this subsection.
- Parks and Recreation. – To establish, support and maintain public parks and programs of supervised recreation.
- Public Transportation. – To provide public transportation by rail, motor vehicle, or another means of conveyance other than a ferry, including any facility or equipment needed to provide the public transportation.
- Senior Citizens Programs. – To undertake programs for the assistance and care of its senior citizens.
- Urban Redevelopment. – To provide for urban redevelopment.

Questions?

Guidance?

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BE MORE DO MORE SEYMOUR

North Carolina

4th Fighter Wing

Seymour Johnson AFB

Housing Roadshow Briefing



Presented By:
Col Tammy McElhaney, 4th Mission Support Group Commander
Lt Col Hans Winkler, 4th Civil Engineer Squadron Commander

This Briefing is:
UNCLASSIFIED



Overview

- We Need You
- Our Demographics
- Military Rental Desires
- Common Questions
- Working Together



We Need You!

75% of our military force lives in your communities

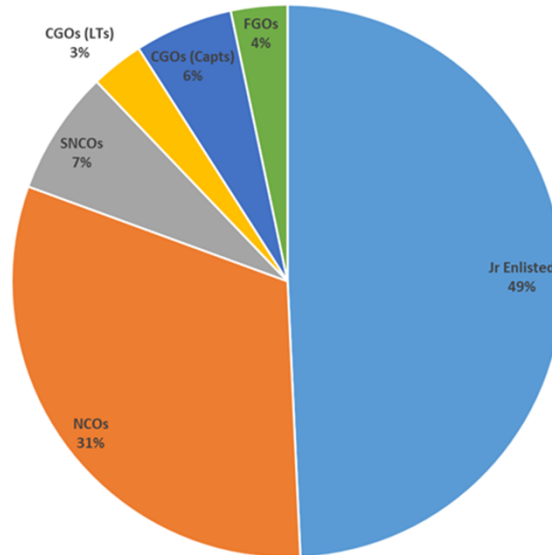
Note: Total Active Duty population is 4,453 and total civilian population is 905



Our Demographics

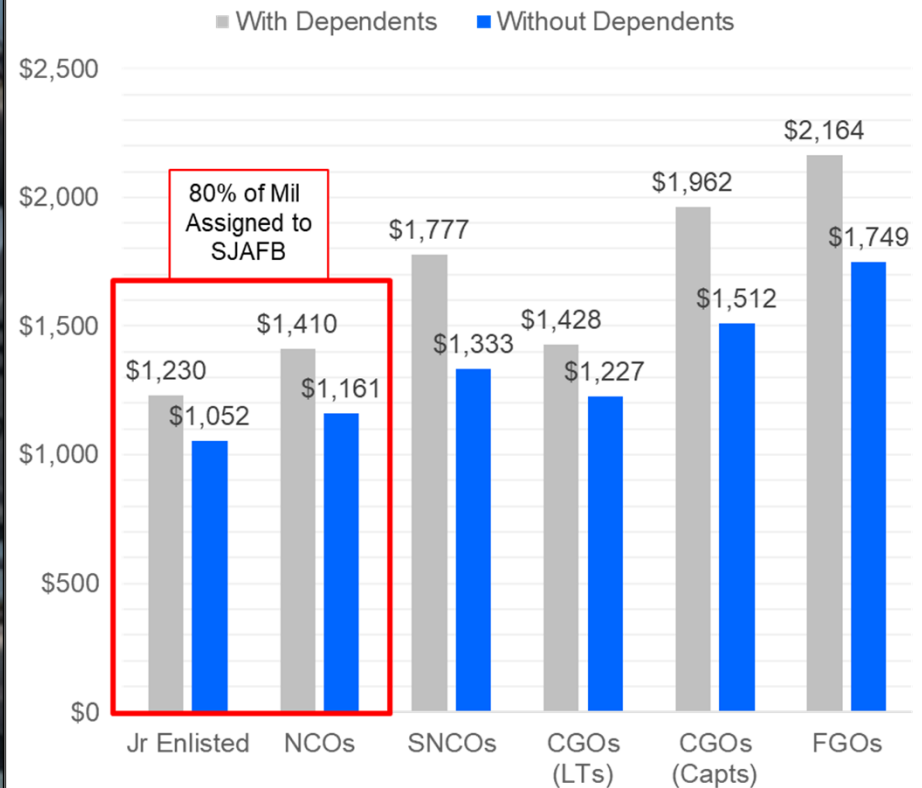
SJAFB Demographics

Grade	Base Population
Jr Enlisted	49%
NCOs	31%
SNCOs	7%
CGOs (LTs)	3%
CGOs (Capts)	6%
FGOs	3%



Our largest demand signal comprises our enlisted force

BAH Overview





Military Rental Desires



Primary

Affordability

Crime Rates

Education for Kids

Ease of Commutes

Quality Construction

Secondary

Low/No Maintenance

Nearby Amenities

Pet Friendly

Ease of Leasing

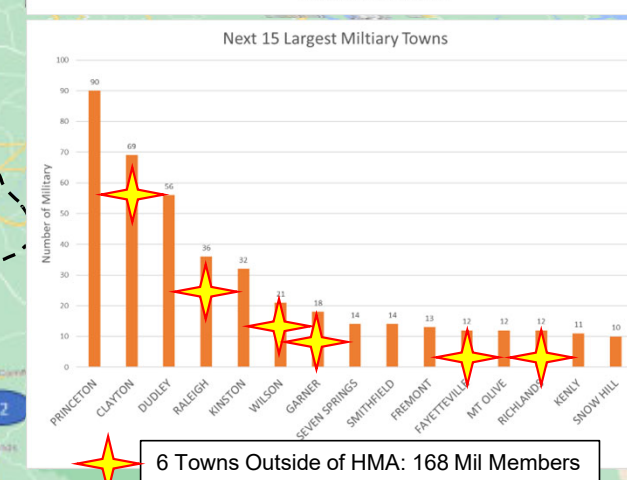
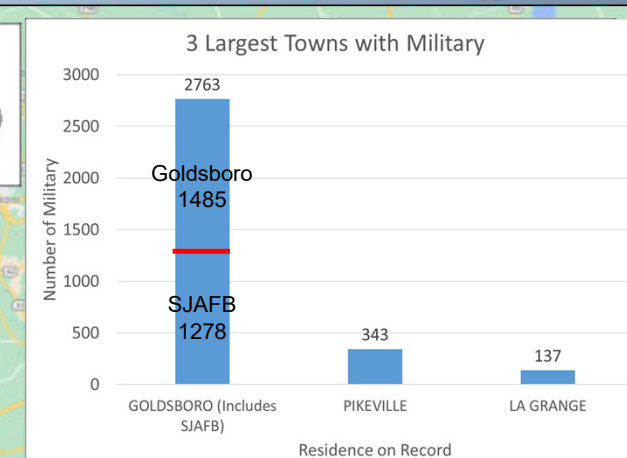
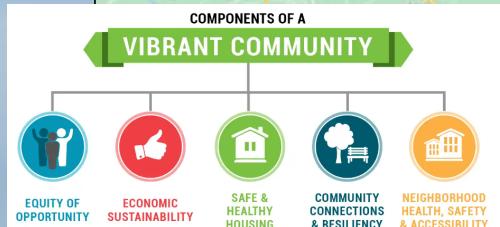
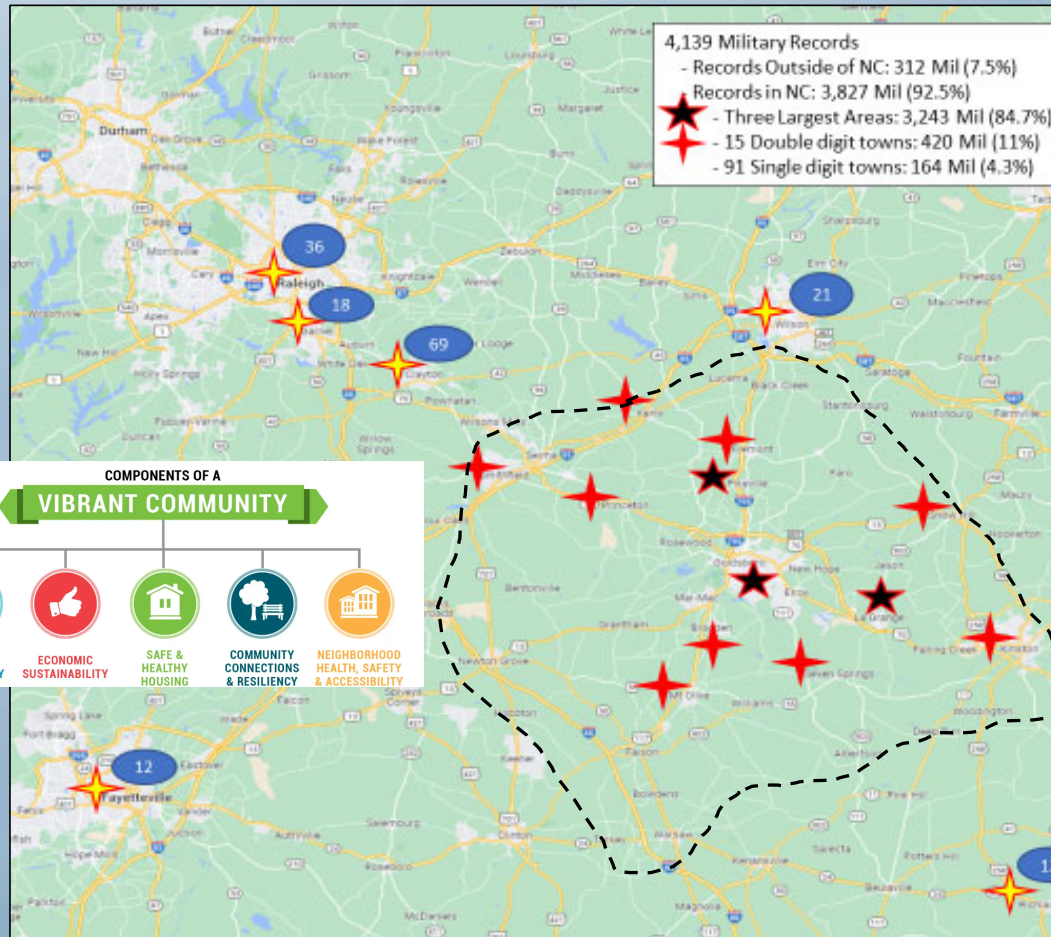
Military Friendly

Decision Space

Mil to Mil

Spouse Employment

Family Needs





Common Questions



➤ How to Showcase Properties to Military

- DoD utilizes Homes.mil website for all Branches of Service
- Visible to all Military and DoD civilian employees worldwide
- Military primarily referred to this website for rental housing
- Free for use by rental property owners/managers
- Rentals only and not used For Sale properties

➤ How Do We Approve Home Listings

- Base housing office reviews all units prior to being listed
- Inspected for condition/adequacy
- Crime rate within 1000 ft of address
 - Less than 13 crimes in last 6 months
 - Continuous monitoring to add if conditions improved

➤ Is There Mutual Benefit

- Direct access to stable workforce housing renters
- Inventory availability highlighting to Military

www.homes.mil

The screenshot shows the HOMES.mil website. At the top is the HOMES.mil logo with a house icon. To the right is a 'Mobile-Friendly' badge and a 'LOG IN' button. Below the logo is a navigation bar with links: HOME, ABOUT, SERVICE MEMBERS LEARN MORE, PROPERTY MANAGERS LEARN MORE, and HOUSING OFFICE. A search bar labeled 'Find Properties Now:' is present, with a placeholder text 'Enter all or part of Installation Name and select a matching site'. Below the search bar is a large image of a row of modern townhouses. To the right of the townhouses is a smaller image of a hand holding keys. Below the townhouse image is the text 'Welcome to HOMES.mil'. Underneath this is a paragraph explaining that HOMES.mil is a service designed to connect Service members and their Families with community housing rental listings located near U.S. military bases. It instructs users to type in their current or future installation above to begin searching for homes or to create an account to take advantage of HOMES.mil account features or to list their own rental property. Below this paragraph is a line stating 'Property Managers can list their properties at no cost.' and another line stating 'HOMES.mil is a publicly accessible Department of Defense (DoD) website.' On the right side of the page, there is a sidebar with links to 'EOIA', 'USA Gov', 'Accessibility/Section 508', 'No Fear Act', and 'Suicide Prevention Lifeline'. Below these links is the text 'HOMES.mil is a Department of Defense website.' and a row of five circular logos representing different military branches.



Working Together



- **The Right Type of Rental Inventory**
 - Inventory...Inventory...Inventory
 - 80% SJAFB Military are E1-E6
 - Singles want activities/similar ages
 - Families want safety/good neighborhoods
 - Easy Commute to Work
- **Planning & Budgeting**
 - Sync State/Council/County/City agendas
 - Work with developers for win/win scenarios
 - Develop planning efforts to close shortfall
 - Develop action plan to reduce barriers
 - Crime & Property Conditions
 - Schools & Job Opportunities
 - Highlight community plans online
- **Rental Property Education**
 - Educate landlords/developers
 - Robust online information
 - Advertise community development/wins

Current Snapshot on Property Availability by Area				
SJAFB	1BR	2BR	3BR	4BR
ALBERTSON - 28505	0	0	0	0
CLAYTON - 27520	2	18	82	47
DOVER - 28526	0	0	0	0
DUDLEY - 28333	1	0	0	0
FAISON - 28341	0	0	0	0
FOUR OAKS - 27524	0	0	4	0
FREMONT - 27830	0	2	0	0
GOLDSBORO 27530/34	7	12	11	2
KENLY - 27542	0	0	1	0
KINSTON - 28501	0	5	2	0
LAGRANGE - 28551	0	2	1	0
MOUNT OLIVE - 28365	1	1	0	0
PIKEVILLE - 27863	0	0	1	1
PINK HILL - 28572	0	0	0	0
PRINCETON - 27569	0	1	2	0
SELMA - 27576	0	4	7	1
SEVEN SPRINGS - 28578	0	0	0	0
SMITHFEILD - 27577	0	3	11	4
SNOW HILL - 28580	0	1	0	0
STANTONSBURG - 27883	1	0	0	1
WILSON - 27896	3	6	6	2
Total Available by BR Count	15	55	128	58
Note: Data pulled from homes.mil & zillow.com Jan 2023				



Questions



Design Guidance for Family Housing



Unified Facility Criteria (UFC) 4-711-01 Family Housing

House Sizes Guidelines

Residential Housing Gross Sq Ft						
Grade	3 BR Desired	3 BR Min	4 Br Desired	4 BR Min	5 BR Desired	5 Br Min
Jr Enlisted	1630	1490	1950	1670	2300	1920
NCOs	1630	1490	1950	1670	2300	1920
SNCOs	1860	1670	2150	1800	2510	1920
CGOs (LTs)	1860	1670	2150	1800	2510	1920
CGOs (Capts)	1860	1670	2150	1800	2510	1920
FGOs	2020	1740	2310	1920		

House Type Guidelines

Unit Type	Apartment	Townhouse	Duplex ¹	Detached
O6-O7+	NP	NP	NP	P
E9, W4/5, & O4-O5 - 3-4 BR	NP	NP	P	P
W1/3, O1-O3 - 3-5 BR	P	P	P	P
E7-E8 - 4-5 BR	P	P	P	P
E7-E8 - 3 BR	P	P	P	NP
E1-E6 - 4-5 BR	P	P	P	NP
E1-E6 - 3 BR	P	P	P	NP

Outdoor Spaces Guidelines

ITEM	QUANTITY OF AMENITIES	REMARKS
Outdoor Spaces		
Tot lot (2-5 year olds)	Min 1 per neighborhood	
Play lot (6-10 year olds)	Min 1 per neighborhood	
Fenced Dog Park	Min 1 per neighborhood	Accommodate waste disposal
Picnic area	Min 1 per neighborhood	Provide min 2 tables per area. Preference is for shaded locations.
Common open areas	Min 1 per neighborhood	Leisure area for Frisbee, community events, etc. consider co-location with natural landscaped area.

Outdoor Spaces Guidelines

Skate Board Park (optional)		
Natural landscaped areas (optional)	1 per neighborhood	
Basketball courts (optional)	1 per neighborhood, or 1 per 100 housing units.	
Tennis courts (optional)	1 pair per neighborhood	
Open athletic fields (optional)	1 acre per 100-200 housing units	Installation preference: ballfields, soccer, etc.
Outdoor structures		
School bus stop enclosures	Min 1 per 100 housing units, more as required.	
Benches	Min 2 per tot lot, play lot, rec. court, and playfield.	Distribute throughout neighborhood, along walkways/trails
Bike paths	1 per neighborhood	May be combined, and connected to existing paths.
Jogging paths	1 per neighborhood	
Walkways	1 per neighborhood	



Design Guidance for Unaccompanied



- <http://www.wbdg.org/FFC/AF/AFDG/unaccompaniedhousing.pdf>

Unaccompanied Housing Modules

Dorms-4-Airmen Module (E1-E4)

- Private Living/Bedroom Area (4 per module)
- Private Bathroom (4 per module)
- Private Vanity & Sink (usually located in bathroom)
- Private Closet (4 per module)
- Shared Common Area (one per module, shared by 4 persons)
 - Shared Kitchen (one per module, shared by 4 persons)
 - Laundry Facilities (usually located in module)
 - Shared Social Space (one per module, shared by 4 persons)

NCO Module (E5-E6)

- Private Living/Bedroom Area (1 per module)
- Private Bathroom
- Private Vanity & Sink (usually located in bathroom)
- Private Closet
- Private Kitchen
- Laundry Facilities (usually located in module - centralized area optional)

SNCO Modules (E7-E9)/Officer Modules (01-03)

- Private Living Room
- Private Bedroom
- Private Bathroom
- Private Vanity & Sink (usually located in bathroom)
- Private Closet
- Private Kitchen
- Laundry Facilities (usually located in module - centralized area optional)

Common Support Areas

- Utility Space (mechanical, electrical, data, communications, plumbing)
- Bulk Storage (can be incorporated into module or located separately)
- Mail Service (can be located outside if appropriate/as coordinated with force protection Requirements/required where USPS delivers to base housing/may not be applicable at OCONUS locations unless local mail delivery is required)
- Vending (optional)
- Circulation Space (amount depends on building design)
- Janitor's Closet with Housekeeping Storage
- Public Restrooms
- Administration Area/Space
- Multi-Purpose Space(s)

Required Functional Space	Required Minimum Net Living Area	Maximum Net Living Area	Recommended Net Living Area
Private Living/Bedroom Area (1 per person)	12 MF (129 SF)	17 MF (183 SF)	12-14 MF (129-150 SF)
Private Bathrooms (per person) (1 toilet, 1 combination tub/shower or 1 separate shower, and 1 lavatory/vanity—min 914 mm (36 inches) wide)	3.25 MF (35 SF)	Based on available area	3.25 MF (35 SF)
Private Walk-in Closet (1 per living/bedroom area)	1.86 MF (20 SF)	Based on available area	1.86 MF (20 SF)
Shared Common Area (1 kitchen per module, 1 shared social space per module, 1 laundry area per module, and utility space as required, shared 4 persons)	11.5 M ² (123 SF)	Based on available area	11.5 MF – 28 MF (123 – 300 SF) including shared kitchen, shared social space and/or seating/dining area, laundry, utility
• Kitchen (1 per module, shared by 4 persons) In some OCONUS locations, local building codes may require a separate kitchen area	Included in Shared Common Area	Included in Shared Common Area	Minimum includes double-bowl sink, 2-burner cook top, combination microwave/convection oven, full-size refrigerator, range hood with exhaust fan, storage cabinets, and disposal where permitted
• Laundry Area (1 washer/1 dryer per module - shared by 4 persons (stacked) Laundry per module recommended - centralized laundry as option with minimum ratio 1 washer/8 persons and 1 dryer/6 persons	Included in Shared Common Area	Included in Shared Common Area	0.93 MF (10 SF) per appliance actual footprint/ 1.95 MF (21 SF) per Appliance - circulation and access inclusive Laundry per module recommended - centralized laundry as option with minimum ratio 1 washer/8 persons and 1 dryer/6 persons

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North Carolina



City Facility Maintenance and Buildings

Matthew S. Livingston, ICMA, AICP

February 24, 2023

FISCAL POLICY GUIDELINES

CAPITAL IMPROVEMENT BUDGET POLICIES

ADOPTED APRIL 2010

The City will maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.

The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.

The City will attempt to determine the least costly and most flexible financing method for all new projects.



Are our Buildings and Grounds the Elephant in the Room?



Buildings and Grounds Division

Staff of 5 Are we sized correctly?

- 1 Buildings and Grounds Superintendent
- 2 Senior Building Maintenance Technicians
- 2 Building Maintenance Technicians

Roles and Responsibilities: Maintain thousands of heated square feet in over 24 buildings supporting nearly 500 full and part time personnel in addition to hundreds of acres of city grounds and right-of-way. Other duties as directed.

Old Process Vs. New Process

Old Process

- Department Oversight
- Issues tend to go unreported
- No centralized reporting process
- Follow up has been limited

New Process

- Consolidation under Building and Grounds
- Annual building inspection and evaluation process
- Work Order System through Citiworks software
- Work order training and identification and use of Building Managers as point of contact
- Improved oversight and accountability

BUILDINGS OF CONCERN



BUILDINGS OF CONCERN



Public Safety Complex hallway between PD/Fire gym and living quarters.

BUILDINGS OF CONCERN



Exterior wall on south side of PD/Fire gym.



Exterior south wall of
PD/Fire gym additional
crack.



PD/Gym
window gap
from settling.



PD lobby men's bathroom floor protruding from settling.



Public Works
Collections
office wall
cracks.



Event Center
exterior
deterioration.

Bathroom plumbing
also an issue.

Buildings are our greatest capital asset.

Step #1. Conduct in depth analysis on the condition of our buildings to include a scoring matrix.

Step #2. Apply proven preventive maintenance methods and best management practices to ensure the greatest longevity possible.

Step #3. Incorporate needed critical repairs into capital improvement plan based on the City's scoring matrix.

Step #4 Fund critical repairs as high priority items based partly on scoring.

Like our homes to most of us, buildings are the City's largest Capital Asset, we should treat them as such.

The End

Thoughts, Comments, Questions



Building	Plumbing	HVAC	Roof	Building Condition	Constructed	Comments
TC Coley	Fair	Good	Poor	Poor	1938/2018	No real plumbing issues just age. Roof leaks and deterioration. Walls, ceiling, door and some floor issues.
Public Safety	Poor	Poor	Fair	Poor	1976	Chiller issues. Plumbing issues, clogged/colapsed lines. Roof issues especially on radiuses. Structural integrity.
Cemetery Office	Fair	Fair	Fair	Fair	1942	Age. Staff is remodeling interior.
Event Center	Poor	Fair	Poor	Fair	1950/2015	Plumbing issues. Roofing issues. Exterior issues with wood deterioration.
WRF	Fair	Fair	Fair	Fair		Minor occasional roof leaks. Occasional plumbing issue, clogged lines. Numerous exterior door issues. All buildings
Public Works	Fair	Fair	Fair	Fair	1978	Plumbing issues, clogged/colapsed lines. Roof leaks. Structural wall cracks, garage roll-up doors aging.
Water Treatment Plant	Fair	Fair	Fair	Good/Fair	1954	No major issues, other than age.
Station 3	Fair	Good	Fair	Fair	1966	Plumbing issues, clogged lines. Age
Compost	Good	Good	Fair	Good	2003	No major issues.
Senior House	Good	Good	Fair	Good	1950	Front porch deteriorated. No other major issues.
Gateway	Good	Good	Fair	Good	2015	Roof/Wall leak issue since construction.
Historic City Hall	Good	Good/Boiler Fair	Good	Fair	1902/1979	Boiler age. Interior issues, wall paper peeling.
City Hall Annex	Good	Good	Fair	Good	2004	Minor occasional roof leaks. No other major issues.
Station 5	Good	Good	Fair	Good	1998	No major issues
Station 2	Good	Good	Fair	Good	2000	No major issues
WA Foster	Good	Good	Fair	Good	2016	Gym roof leak being assessed by manufacturer.
Golf Course Maintenance	Good	Good	Good	Good	2002	No major issues.
Station 4	Good	Good	Good	Good	2018	No major issues.
Multi Sports Complex	Good	Good	Good	Good	2018	No major issues.
Paramount Theater	Good	Good	Good	Good	2008	No major issues.
The Hub	Good	N/A	Good	Good	2019	No major issues.
Union Station	Non Existent	Non Exisitent	Fair	Poor	1912	Significant Issues
Herman Park Center	Fair	Fair	Poor	Poor	1892	Significant Issues

FISCAL POLICY GUIDELINES

City of Goldsboro, North Carolina

Adopted: April 19, 2010

CAPITAL IMPROVEMENT BUDGET POLICIES

1. The City will prioritize all capital improvements in accordance with an adopted capital improvement program.
2. The City will develop a 10-year plan for capital improvements and review and update the plan annually. Additional projects can be added to the CIP at any time, but funding for projects added in this manner are subject to normal operating budget constraints.
3. The City will coordinate development of the capital improvement program with development of the operating budget.
4. The City will maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
5. The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
6. The City will attempt to determine the least costly and most flexible financing method for all new projects.

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BE MORE DO MORE SEYMOUR

North Carolina

FY23-24 Budget Guidance

City Manager Tim Salmon

February 23, 2023



Manager Guidance

- Recently, the City raised pay for employees, purchased critical equipment, and increased General Fund and Utility Fund balances by cutting ops expenses and raising rates and fees.
- However, the City remains on the NC Local Government Commission (LGC) Unit Assistance List (UAL) due to late audits and relatively low fund balances.
- Departments continue to budget conservatively while addressing costs of inflation to add to our fund balances so the City may be removed from the LGC UAL.
- Pending Council Retreat budget guidance, department heads submit FY23-24 budget requests in line with last FY. Employee work Force remains ~same; “hold the line” on expenses; provide our employees COLA, performance, holiday bonus and service pay.
- Departments should increase revenue as appropriate by benchmarking rates and fees to pay for associated personnel, ops & maint, equipment, and infrastructure costs.

Council Guidance

- Priorities (e.g. employee pay and public safety)
- Targets (e.g. General Fund balance (unassigned) goal >20% with floor 10% of ops budget; Utility Fund (W&S) balance goal >100% with floor 50% ops budget)
- Rates (e.g. property tax and utility rates adjust for inflation)
- Fees (e.g. benchmarks for P&R Golf, GEC, Bryan MSC; Inspections; Utility costs; etc.)



Retreat Decisions
&
End of Day 2