

FY2016-17 ADOPTED COUNCIL GOALS & OBJECTIVES



GOAL	OBJECTIVE	DEADLINE	ASSIGNED STAFF	STATUS DETAILS	BUDGET/ POLICY CHG.
1. Ensure Sound Fiscal Responsibility					
1A 	Write and submit a minimum of 20 grants each year	7/1/2016 7/1/2017	All Directors/ Nichols	So far during this fiscal year 6 grants have been submitted are Waiting or In Process .	
1B 	Encourage and support National League of Cities & North Carolina League of Municipalities to create a lobbying goal and effort to increase funding for CDBG	10/1/2016	Olson	Council adopted a resolution on May 9, 2016, renewing its support of this goal. The resolution shared with NC delegation and submitted to the National League of Municipalities (NCLM). NCLM has elected not to support this initiative.	N/A
1C 	Support local legislation to shift 911 costs to County	Not provided	Olson/Buffaloe / Mackey	Staff has contacted NCLM regarding this subject because of its widespread application to cities across the state. Staff has asked NCLM to include the issue as one of its legislative agenda items. While this topic is not a reported priority of NCLM, the organization will consider having its legislative team draft legislation for General Assembly consideration.	FY16-17 Budget impact is \$697,000 expenditure, includes Secondary PSAP and VIPER Communication
1D 	Explore the use of Municipal Service Taxing Unit (MSTU) to fund activities	Not provided	Olson/ECDI	The ECDI Board of Directors has not revised their projects plan since 2014. Generally, ECDI has maintained the same beautification projects for the past three years. New projects and opportunities are	Projected FY16-17 Budget impact is \$31,000 in revenue

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				<p>being developed by the recently hired ECDI Executive Director. City Administration has suggested: streetscape / landscape maintenance; holiday lighting; off-Colonial Avenue alleyway enhancement; façade and signage grant funding; sidewalk expansion and update of pedestrian pathways; rehabilitation of Pool Street Park; evaluate future parking expansion needs; evaluate an emergency blue light system for downtown parks and parking areas; and bicycle rack installation.</p> <p>With the Q4 report to the Council, staff is being instructed to investigate MSTU opportunity for the Halstead Blvd Ext. and in-town commercial nodes / corridors.</p>	
2. Improve City's Infrastructure					
2A	Complete migration of legacy systems (i.e. utility billing and account management software)	7/1/2016	Blanchard	The migration to the Edmunds OS is nearly complete. Customer Service Division staff priority is to resume the normal billing cycle and process the backlog of 1,600 work order requests. 1 st , 2 nd , and 3 rd Cycle bills for the month of December have been mailed. 4 th Cycle bill statements will go out the week of February 13. The Finance Director has advised Customer Service	FY16-17 Budget impact is \$80,000 in expenditure for software billing and tech support

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				<p>staff that extensions should be given liberally when needed, and representatives are authorized to make such decisions without supervisor approval. Edmunds does not have a solution for the work order data entry, but has provided our CS Manager with a referral. Once the work-around has been validated a timeline to complete the work order backlog can be determined.</p> <p>There continues to be a backlog of customer service calls and follow-up. On the metering side, last week Edmunds facilitated what was hoped to be a final test. The results were unsuccessful. Another 'final test' will have to be initiated.</p>	
2B	Develop an internal traffic management plan that includes maximum utilization of existing brick streets to the extent possible.	9/1/2016	Fredette/ Schelly	<p>Council authorized the removal of asphalt within the 100 block of E Fearing Street. This project has been completed. Reset and repair of the brickwork totaled \$5,200.</p> <p>Staff has contacted the Albemarle Rural Planning Organization (ARPO) about the opportunity to facilitate and/or finance a local comprehensive transportation plan</p>	Unfunded goal; Projected FY16-17 Budget impact for study is \$50,000 expenditure

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				for Elizabeth City. The earliest opportunity for plan development is July 2017, after the completion of the joint County-City CTP. City and ARPO staff will meet to discuss the venture opportunity.	
2C	Develop Alternate Transportation plan for pedestrians and bikers	7/1/2016	Fredette/ P&R Director	<p>This project will be included as part of Goal 2B – see above. NCDOT consideration along state roadways will be necessary. The County-City Comprehensive Transportation Plan (CTP) is <i>still</i> being finalized. We anticipate final NCDOT adoption by March 2017. The CTP includes alternative transportation elements for all state routes within the city.</p> <p>With input from City staff the Albemarle Rural Planning Organization (ARPO) has produced the Albemarle Regional Bicycle Plan. New Walking and Bicycling maps were published November 9, 2016. Staff is applying for an ARPO grant so as to fund the printing of the bike/ped safety brochures and maps. Maps are available online and will be available in hard copy at the Visitors Kiosk downtown and at the Parks & Recreation Department.</p>	Unfunded goal; FY15-16 Budget impact for study is \$0 expenditure



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2D	Repair infrastructure and repave Road Street from Ehringhaus to Elizabeth	Bid – 7/1/2016 Completion – 5/15/2017	Fredette	Contract 1 of Phase III of the Road Street Water and Sewer Project is now complete; and Road Street is open from Elizabeth Street to just north of Grice Street. Notice to Proceed for Contract 2 Phase III was effective Monday, January 30, 2017. The construction schedule calls for substantial completed by May 7, 2017 and final completion by May 11, 2017. Contract 2 of this project includes major stormwater drainage work at the intersection of Grice Street and South Road Street, the extension of the Road Street waterline to Ehringhaus Street and relocation of a short section of sanitary sewer on Grice Street east of Road Street.	FY16-17 Budget impact is \$1.4 million in expenditure
2E	Explore Special Storm Water district – Halstead Blvd. Extended Area (HBEA)	1/1/2016	Fredette	Approximately 18 months ago the City initiated work to evaluate and develop recommendations for the management of storm water in the Halstead Boulevard Extended section of the city. Phase 2 of this objective included a review of the various drainage studies done by the developers in this area, including the Shoppes at Tanglewood, Tanglewood Apartments, the Pavilions at Tanglewood,	Projected FY16-17 Budget impact is \$50,000 in expenditure

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				<p>the Honda Dealership and the Stockbridge subdivision. A summary report is being drafted. Phase 4 of this project will include identifying storm water management models and their applicability to the HBEA.</p> <p>Most recently the City previewed this project with the North Carolina Clean Water Management Trust Fund (CWMTF) for their Planning Grant Fund. However, after a meeting with the CWMTF representative, staff was informed that our storm water project did not satisfy the baseline criteria.</p>	
3. Strengthen Inter-governmental Relationships, including Institutes of Higher Education					
3A	Develop the “Tutorial for Gym Pass” plan (where college students tutor primary school students; tutorial participation is a requirement for summer access to school gyms)	7/1/2016	P&R Director	This goal may be contradictive to the EC-PCPRD mission of connecting children/students/young adults with healthy, safe, supervised recreational activities. Limiting student access to our summer “Gym Time” due to not participating in X amount of tutorials may segregate those students that we are trying to reach. Attending Gym Time may be the only opportunity some children get to participate in a supervised activity and have interaction with our staff.	Unfunded goal; FY15-16 Budget impact is \$0 expenditure




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				The Council has updated this objective to include staff dialogue and ideation with the Institute for Emerging Issues (IEI) at NC State University.	
 3B	Quarterly meetings with the County	Immediate/Ongoing	Olson / V. White	The date of the last Joint EC-PC Government Meeting was 6:00 p.m. Thursday, September 15th . Various subjects were discussed. The City Council has proposed staff schedule another joint meeting sometime in March 2017 to discuss pertinent matters, specifically the issue of homelessness in and around Elizabeth City, as well as intergovernmental agreements and succession planning. A date has not been confirmed. The City will host.	N/A
 3C	Develop Pilot Internship Program	6/1/2016	A. Cole / M. Cole	This GO Item is complete. Council reviewed the recently crafted Administrative Directive for the City's Internship Policy. The City has hired two interns under the newly adopted policy. Introduction and presentation to the Council is proposed for the Work Session at 5:30 p.m. Monday, February 27, 2017.	FY16-17 Budget impact is \$16,000 expenditure



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3D	Create an ongoing forum for ECDI, ECCC, ECCVB and EC PC EDC to ensure we have a common vision for business development and the ability to recruit same.	1/1/2017	Mayor/Council	<p>This GO Item did not receive positive feedback from the four Boards of Directors. However, the initiative is being revisited by Mayor Peel in collaboration with the Committee of 100.</p> <p>FYI: <i>The executive directors of all four of the listed organizations meet monthly. This is in addition to the ad hoc meetings and discussions that occur weekly. Recently, there have been multiple projects where two or more of organization staff have coordinated / combined efforts, including NCDOT Ferry meeting, Livability Magazine ad content, rebranding initiative, community calendar development, business relocation, retirement-destination marketing, and Jump Start. The directors report that their less formal arrangement is preferred and productive.</i></p>	Projected FY16-17 Budget impact is \$0 expenditure
 COMPLETE	Support Connect NC Bond Act of 2016 by hosting an educational/promotional event for the public	3/15/2016	V. White	<p>On May 31 NC Council of State approved a resolution for the first series of bonds. Area projects included in the Year 1 Project List are:</p> <ul style="list-style-type: none"> • Dismal Swamp State Park Land Acquisition -- \$360,000 	N/A

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				<ul style="list-style-type: none"> • ECSU G.R. Little Library -- \$200,249 • ECSU Moore Hall -- \$347,251 • Community College System (not itemized to individual colleges) -- \$78,800,974 	
3F	Schedule exploratory meeting with the School Board to investigate opportunity for interagency partnerships, especially summertime use of gyms.	Immediate/ Ongoing	Mayor / Olson / P&R Director	The City Manager has met with ECPPS Superintendent Dr. Cartner to discuss opportunities for interagency cooperation. Several opportunities exist and will be further examined with executive staff from both organizations.	
3G	Create formal (in writing) joint use agreements with the School Board	7/1/2016	P&R Director	Staff has held a meeting with Tammy W. Sawyer, Director of Community-School Relations and conversations with the Chairman of the EC-Pasquotank County School Board. The School Board does not desire a change to its existing relationship with the City at this time, being that each school's principal has Statute authority to sanction the use of and public access to their facility. Under this model, agreements would be necessary with each school, adapted based on facility type, event duration, staffing, liability, etc. Executive staff will examine current programming, as well as develop a blanket	





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				agreement template that each principal can adapt from.	
4. Provide Youth and Senior Activities					
4A	Present a proposal for a splash pad	Proposal – 1/1/2017 Budget – FY20117-18	P&R Director/ Fredette	The park design has been completed. The water features have been ordered; there is an eight-week lead time on delivery. The City will contract to have the site graded and prepared for drainage; City staff will install the park features. The estimated project completion is mid-May 2017.	FY16-17 Budget impact is \$132,750 expenditure
4B 	Develop implementation schedule for Parks & Recreation Master Plan, include budget implications for upcoming year.	7/1/2016	P&R Director/ Blanchard	<p>Projects planned for FY16-17 are:</p> <ul style="list-style-type: none"> • Repair to Enfield Basketball Courts • Renovations to Enfield Baseball Fields #1 and #2, restrooms and concession • CG Park offices and restroom construction • Repair to Harney Street Tennis Courts • Jennette Property access <p>Please refer to the Capital Project Update communication for an update on this objective.</p>	The total FY16-17 Capital Improvement Plan for Parks & Recreation is \$220,000





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4C 	Develop and implement the Civic Engagement Leadership Program that is administered by the Community Relations Commission.	9/1/2016	Mayor	Leadership Elizabeth City began on September 28, 2016. The program was structured to accommodate 18 participants. 18 participants were accepted; however two dropped out leaving a final 16 individuals participating in the program. There are 11 sessions occurring monthly until May 2017. The project is within budget. Participants are presently working on their small-group capstone projects. Project presentations are scheduled during the final session on May 10, 2017; the City Council is invited to attend.	Revised FY16-17 Budget impact is \$3,500 expenditure
4D 	Work with ECSU on development of a baseball field	12/31/2016	P&R Director /Olson	This GO Item has been deleted from the FY2016-17 Budget for lack of funding support. Alternatively, staff is working with several community leaders to bring a "Wooden Bat" League to Elizabeth City in 2017. The EC team will play in the same league as the OBX Daredevils. At this time, plans are to play at Knobbs Creek due to American Legion playing at Northeastern and Pasquotank High Schools.	Revised FY16-17 Budget impact is \$0 expenditure





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4E	Construct a standalone senior center, giving consideration to relocating senior activities to the former Elizabeth City Middle School site	Proposal – 3/1/2017	P&R Director / Olson	<p>A Senior Center is included in the 2016 Master Plan document. Funding for site development is not included in the proposed FY16-17 Budget. Costs for a new 5,000 SF facility could be anticipated to be \$1 million.</p> <p>Staff will be exploring multiple site options within the city limits. The Council has refined this objective to focus on sites that are located in the city center or areas immediately south of the Ehringhaus corridor.</p> <p>Grant funding must be considered in order to achieve this item.</p>	FY16-17 Budget impact is \$0 expenditure
5. Deliver Cost Effective, Quality Services					
 5A	Highlight the use of fund balance for budget amendments by including language in the agenda item suggested motion and by providing quarterly reports.	Immediate/Ongoing	Blanchard / V. White	Ongoing. Staff reported amendments for the period July 1, 2015 through March 30, 2016. Please refer to the Budget Amendment Summary for an update on this objective.	N/A
 5B	Expand distribution and readership of Manager Weekly FYI Report using various methods including enrollment sign-up sheets at City meetings and other sites around town.	Immediate/Ongoing	V. White/ Olson	<p>Initiation of this GO Item is complete. Opportunity to sign-up will remain open and ongoing.</p> <p>A total of 260 new sign-ups since February</p>	N/A

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				2016. Readership is estimated at 2,500 individual email accounts, including redistribution from partner agencies.	
5C 	Present updates on Goals & Objectives, quarterly.	Immediate/ Ongoing	Olson	Q1 Update: April 25 Work Session Q2 Update: June 27 Work Session Q3 Update: August 31 Memo to the Council and webpage post Q4 Update: February 10 Council Retreat Next update: May 2017	N/A
5D 	Conduct Council retreats, annually.	Immediate/ Ongoing	Olson	Last Retreat: January 21-22, 2016 Next Retreat: February 2017	Unfunded goal; FY16-17 Budget impact is \$500 expenditure
5E	Conduct at least three Community Information Sessions (town hall meetings), annually.	Immediate/ Ongoing	Mayor/Olson/ V. White	No action to report.	Unfunded goal; FY16-17 Budget impact is \$300 expenditure
5F	Begin thinking now about a public works multiplex facility.	Immediate/ Ongoing	Fredette/ Blanchard	The Council authorized a needs assessment for a public works facility in 2010. The results of the study were reported to the Council. In the second phase of this project, staff will again conduct site assessments and acquisition.	Revised FY16-17 Budget impact is \$0 expenditure



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5G 	<p>Conduct regular citizen survey (Use ICMA model)</p> <p>Develop a recommendation about a ‘cycle’ of citizen surveys to be conducted. Include budget implications, starting with upcoming budget.</p> <p>Create/conduct 1) a community “climate” survey every three years; and 2) a youth activities interest survey every two years, including surveying children regarding their desires</p> <p>All survey results should be reported quarterly to the Council.</p>	3/30/2016	Cole	<p>Click here to view the Citizen Satisfaction Survey Results. Click here to view the Youth Survey Results.</p> <p>A Customer Satisfaction survey will be offered to customers of the Community Development Department beginning May 1. The survey will be conducted via the cloud-based Survey Monkey platform.</p>	<p>\$3,100 is included in the proposed FY16-17 Budget in the Legislative Level.</p>
5H	Complete Smart Grid implementation	7/1/2019 w/ milestone updates, quarterly	Cole	<p>The City Council authorized staff to extend our agreement with Nexgrid. Staff has continues to work with Nexgrid representatives and Electricities Project Engineer PJ Rehm to evaluate meter and load management devices appropriate for the Elizabeth City project. Discussions have also included data hosting with Electricities. The City’s IT Director has conducted a cost-benefit analysis of existing on-site hardware capacities. Off-site data hosting with Electricities or Nexgrid may prove the more cost effective and secure option. Water metering infrastructure costs have been estimated at approximately \$1.5 million, including</p>	<p>\$650,000 Debt Service Payment appropriation is being continued from previous fiscal year.</p> <p>Customer Service Policy redevelopment will be required. Secondary costs – are anticipated, but not included in the FY16-17 Budget.</p>




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				the meters, encoder receiver transmitters (ERTs), meter box lids, and installation. A complete proposal that includes product purchase, installation, data storage, etc. will be provided to the Council. With the success of the Logics billing software migration, staff will begin negotiations with Nexgrid regarding a service contract, development of a full implementation critical path, and product purchase.	
6. Improve the Quality and Safety of All Neighborhood					
6A	Develop pilot Neighborhood Master Plan - create Council Workshop. Continue supporting this objective, with directive to combine this item with the next objective and amend.	7/1/2017	Schelly	No action to report. The new director will reassess this and all other land use-related objectives. Goal clarification and new target dates will be necessary.	\$100,000 is included in the proposed FY16-17 Budget in the Powell Bill Service Level.
6B	Develop Neighborhood Assessment Standards, and then perform assessments. Continue supporting this objective, with directive to combine this item with the previous objective and amend.	7/1/2017	Schelly/Ward	No action to report.	Unfunded goal; FY16-17 Budget impact is UNKNOWN expenditure
6C (7C)	Develop a plan for downtown and midtown development to include a special overlay district for Ehringhaus Street.	7/1/2017	Schelly / Malenfant	Council accepted staff's recommendation to incorporate this objective and Item 7C. Of the numerous unfunded land use-	Unfunded goal; FY16-17 Budget impact is




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				related objectives Council established, CSS results indicate that our citizens would like to have the blight and vacant land uses along our commercial corridors addressed first. Staff recommends that the Council reconsider their land use goals and objectives, providing funding and separating deadlines for each item by years rather than weeks or months.	UNKNOWN expenditure
6D 	To address the perception of unfairness regarding spending of Powell Bill funds, publicize the road improvement plan.	Immediate/ Ongoing	Olson	Council instructed during the Q2 Report that a summary of planned projects and Powell Bill expenditures be drafted and available for public viewing – in office or the City’s website. Project lists are available at the Public Works facility. Street projects, as they occur, are reported weekly in the City Manager’s Weekly FYI Reports.	A total of \$135,000 for Street Patching & Repair and Neighborhood Initiatives is included in the proposed FY16-17 Budget in the Powell Bill Service Level.
6E (6K)	Create Neighborhood Identity signage program and present to Council.	10/1/2016	Schelly	No action to report.	Unfunded goal; FY16-17 Budget impact is UNKNOWN expenditure / revenue



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6F	Develop a plan for downtown waterfront and waterway.	1/30/2017	Malenfant / Schelly / P&R Director	The Council has instructed staff to define the study area and contract land use design/planning firms to gather cost estimates for master plan development.	Unfunded goal; FY16-17 Budget impact is UNKNOWN expenditure / revenue
6G	 Review community policing programs and tools, including surveillance cameras, bicycle patrols, individual neighborhood meetings. Present a status report to Council.	12/31/2017	Buffaloe	<p>During the past three months, the department has completed its review of the "President's Task Force on 21st Century Policing". City programs have been updated to encompass the "pillars" covered in the President's Task Force report. Two updated policies to highlight are transparency and fairness in policing. By April 2017 all sworn personnel will receive training on the topic of "de-escalation".</p> <p>The department held various community events for the public, including the Community Night Out, Trunk or Treat, Holiday Celebration, Coffee-With-A-Cop at Bojangles. The department continues to distribute the weekly E-Partner Updates. The outreach group focuses conducting one community engagement activity per month.</p>	\$21,000 is included in the proposed FY16-17 Budget in the Police Service Level, Contracted Services




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				<p>A Surveillance Camera System assessment has been completed. Council has requested a regular report of camera operation and use. Obsolete cameras are being rotated out as budget funds become available.</p> <p>The Bicycle Patrol continues, even during the winter months. Several Check Point events have also been conducted during the holiday season; the latest being active on Super Bowl Sunday.</p> <p>Day shift officers continue to operate the ECPD Adopt-a-Block Program. Alternatively, night shift officers perform security safety checks on area businesses.</p> <p>The department has completed the initial phase of the NCLM Risk Assessment Review. The NCLM Program Coordinator, scheduling site visits and interviews in February.</p>	
6H COMPLETE	Start design process for Veterans Park; include input from Veterans' groups.	7/1/2017	P&R Director	Project improvements began in early November 2016. The walkway, irrigation and flagpole improvements have been installed. Local supplier, Clifton and Clifton Monuments designed and supplied the stone monument. Landscaping was	Projected FY16-17 Budget impact is \$50,000 expenditure; \$12,490 in TDA (gap) funds

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				the final element to complete. City Administration will coordinate a ribbon cutting event in late March to include an invitation to our Recreation Advisory Board, Coast Guard, VFW Post 6060, American Legion, Disabled American Veterans and the Hope Group.	requested
6I 	Conduct City-wide street light survey	10/1/2016	Cole / Clow / Durden	Lighting inventory and policy reported to Council in April and May. Street lighting policy component has been expanded to include a review / revision of the Electric Department Policy Guide for Developers.	Unfunded goal; Projected FY16-17 Budget impact is \$3,000 expenditure (for printing)
6J	Develop community focused programs to address blight in neighborhoods.	1/1/2017	Schelly / Ward	The Council clarified this goal to include developing an incentive-based program so as to generate property owner interest to self-correct and/or abate nuisances and blight. New programming will be supported by State Building Code regulation.	Policy adoption required. Unfunded goal; FY16-17 Budget impact is UNKNOWN expenditure / revenue



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7. Increase Community-wide Business Development Opportunities to Increase the Quantity and Quality of Jobs					
 7A COMPLETE	Develop a business development grant program for community wide implementation. <i>[With the adoption of the FY16-17 Budget and to ensure grant award within the fiscal year, the deadline for this goal may need to be revised to an earlier date.]</i>	1/1/2017	Olson	Council authorized the FY2016-17 Downtown Improvement Grant (DIG) program, modifying the previous year policy to include a non-competitive round of consideration for commercial properties citywide.	\$80,000 is included in the proposed FY16-17 Budget, Non-Departmental Service Level.
7B	Rebrand the City, incorporating input from university and college art program students	1/1/2017	Olson/ All Departments	<p>Staff has not initiated action on rebranding for the City of Elizabeth City organization. However, the ECDI Executive Director is working on an update of the ECDI webpage and online image. There is not a deadline set for this project, but prior to the 2017 Potato Festival is the aim.</p> <p>The Tourism Development Authority (TDA) has spent the last previous six months evaluating and redesigning their brand. The TDA will be updating its logo. ECVB staff will be seeing first drafts of a logo concept and a new marketing campaign concept by mid-February. TDA's position on the rebrand initiative is to emphasize the city's centralized location. The TDA wants to adopt a statement / brand that also incorporate the Chamber's and Economic Development's goals of</p>	Unfunded goal; FY16-17 Budget impact is UNKNOWN expenditure



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				relocation. Also, targeted is the promotion of Elizabeth City as a daytrip experience. The TDA is hopeful for a springtime rollout of the new brand.	
7D	Create one public private partnership (3P) by 7/1/15	7/1/2017	Olson	The City of Elizabeth City and Eastern Shore Communications (ESC) are working to partner to form a public private partnership designed to grow the Elizabeth City Broadband Network (ECBN). The mission of the ECBN is to cover the city with a fiber backbone usable by independent Internet Service Providers (ISPs) with the intention to make Gigabit internet available to all residents and businesses in Elizabeth City. The City Council will be presented with the first components of the 3P during their February 27, 2017 Regular Meeting.	

