



MEMORANDUM

To: Mayor and City Councilors

From: Rich Olson, City Manager
Angela Cole, Assistant City Manager

Date: November 27, 2017

Re: Quarterly Update of City Council Adopted FY2017-2018 Goals & Objectives

BACKGROUND

During the February 27, 2017 Regular Meeting of the City Council, the attending members discussed and deliberated prior years' list of Goals and Objectives for the City of Elizabeth City. Revisions to the list were made. Included among the listed objectives is for the City Manager to provide a quarterly update to the City Council on staff's progress. The report included with the agenda represents staff's fourth quarter 2017 progress.

ANALYSIS


The attached Goals & Objectives (GO) Report represents reporting from City staff as of November 1, 2017. The document has been condensed to show only items that are ongoing; completed objectives have been "hidden" from view. The GO Report in its entirety will be placed on the City Council section of the City of Elizabeth City website.

RECOMMENDATION

This item is presented for discussion. No action is being requested by staff.

RCO/abc

FY2017-18 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 7/1/2018	All Directors/ D. Harris	Staff has tracked 11 grants written and submitted since July 1, 2017. None of these 11 have been awarded as of November 2017. Ten (10) additional grant applications are being speculated and tentative for application later this year.	
 1D	Explore the use of Municipal Service Taxing Unit (MSTU) to fund activities	Not provided	Malenfant	<p>The City established an MSTU to fund downtown improvement activities. The ECDI Board of Directors is evaluating programming and enhancement projects to be funded by the annual revenue generated from the service district tax.</p> <p>ECDI has approved their FY2017-2018 Budget, designating approximately \$15,000 for beautification, public art, parking lot improvements, holiday decorations, façade grants, and special projects. They have (to date) spent many man-hours and contributed nearly \$3,000 for the Pailen's Alley</p>	Projected FY17-18 Budget impact is \$35,000 in revenue



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				<p>improvement project which is nearing completion.</p> <p>ECDI has approved two façade grants to date for structures downtown. Both of these projects include the painting of their buildings or facades for beautification purposes.</p> <p>ECDI has worked with the Albemarle Area Association of Realtors to secure a place-making grant for an alley activation project on Poindexter between Arts of the Albemarle and Carolina Theater. The space will be an arts and community gathering area for all community members.</p>	
2. Improve City's Infrastructure					
2A	Complete migration of legacy systems (i.e. utility billing and account management software)	7/1/2016	Olson / Finance	<p>Staff provides updates to the City Council during Regular Meetings. Additionally, staff has added a Frequently Asked Utility Bill Questions (FAQ) Page to its website. Click here to link to the FAQs page.</p> <p>City staff is evaluating two utility billing OS – NorthStar by Harris Utilities and</p>	



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				Eden by Tyler Technologies. Demonstrations and webinars are being provided by both systems. A cross team of Administration, Finance and IT staff are participating in the considerations. Staff plans to bring recommendation to the Council in January 2018.	
2B 2C	Develop an internal traffic management plan that includes maximum utilization of existing brick streets to the extent possible. Develop Alternate Transportation plan for pedestrians and bikers	9/1/2016 7/1/2016	Pearce / Schelly / Harris	<p>A survey for streets with brick underlayment has started. This survey data will be made into a GIS layer. This information will be used for resurfacing work and the downtown traffic flow / parking evaluation project.</p> <p>A meeting was held among Grants Management, Public Works and Parks & Recreation staff to pursue the Pedestrian Grant. Application was submitted November 9. Dirs. Pearce and Harris held a meeting to consider organizing a Bike /Pedestrian Advisory Committee. One idea is to use existing alleys as bike and walking trails.</p>	<p>Unfunded goal; Projected FY17-18 Budget impact for study is \$50,000 expenditure</p> <p>Unfunded goal; FY15-16 Budget impact for study is \$0 expenditure</p>



FY2017-18 ADOPTED COUNCIL GOALS & OBJECTIVES

GOAL	OBJECTIVE	DEADLINE	ASSIGNED STAFF	STATUS DETAILS	BUDGET / POLICY CHG.
2D	Repair infrastructure and repave Road Street from Ehringhaus to Elizabeth	Bid – 7/1/2016 Completion – 5/15/2017	Pearce	The City's infrastructure has been repaired and the road has been repaved for the City's portion of the work. The remaining work is NCDOT work. NCDOT previously reported beginning their resurfacing work October 9; however, this deadline has adjusted. NCDOT contractual deadline is May 15, 2018.	
2E	Explore Special Storm Water district – Halstead Blvd. Extended Area (HBEA)	1/1/2016	Pearce	The City's Engineer and stormwater professionals do not believe the conversion of a functioning natural wetland into a centralized stormwater control feature will be permitted by State and Federal Authorities. The engineering firm selected for stormwater projects will be tasked with determining the viability of this option and assisting with the draft of an updated Stormwater Management Ordinance, which will address "Special Storm Water Districts".	FY17-18 Budget impact is \$50,000 in expenditure

3. Strengthen Inter-governmental Relationships, including Institutes of Higher Education



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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	Harris	<p>Staff held a meeting with student leaders from Mid-Atlantic Christian and Elizabeth City State Universities. Both student groups have been tasked with gathering student support for a joint event during college week that would bring all local colleges and universities together with the community. Attempts to involve COA have remained unsuccessful / unresponsive.</p> <p>Additionally, staff is discussing the idea of hosting a City (Community) Cup competition event. The discussion committee includes: ECPCP&R Dir. Dexter Harris, Russell Haddad-ECSU, Carol Terryberry – Community, Darris Sawyer – Rec Super., Andy Meneely-MACU, Jeff Carter-COA, Debbie Melanfont - ECDI. This event would be proposed for early September. The hope is to have a festival that would be highlighted by a university competition for the cup.</p>	Unfunded goal; FY15-16 Budget impact is \$0 expenditure
3B	Quarterly meetings with the County	Immediate/Ongoing	Olson / Onley	Typically, joint meetings are held on fifth Mondays so as to not conflict with regularly scheduled meetings of both	N/A




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				<p>governing bodies. The date of the next joint meeting has not been confirmed. The next opportunity for a Fifth-Monday meeting is January 29, 2018. The City would host.</p> <p>Due the number of new council training requirements, City Council Retreat, and the fiscal budgeting schedule, staff recommends deferring the joint meeting opportunity until the second fifth Monday, occurring on April 30, 2018. Additional 2018 Fifth Monday Dates:</p> <p>July 30, 2018 October 29, 2018 December 31, 2018</p>	
3C	Implement Develop Pilot Internship Program	Ongoing	McClary	December represents the end of the 2017 Semester. HR staff coordinated a Meet & Greet event with department representatives and potential intern candidates on October 18th. The City presently has 20 prospective interns for the 2018 Spring Semester which have been interviewed for placement.	




FY2017-18 ADOPTED COUNCIL GOALS & OBJECTIVES

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3F	Schedule exploratory meeting with the School Board to investigate opportunity for interagency partnerships, especially summertime use of gyms.	Immediate/ Ongoing	Mayor / Olson / Harris	No update. Parks & Recreation and individual schools continue to work closely together enabling facility sharing and event planning. Each school principal has direction over their school building usage. Current activities do not call for usage of their facilities, however summer activities will be revisited in regards to usage of facilities at different schools around the city. Parks & Recreation maintain a close relationship with the area schools as we assist them with field lining and different activities as requested.	
3G	Create formal (in writing) joint use agreements with the School Board	7/1/2016	Harris	Piggyback to Item 3F above. City staff continues to hold regular discussions with the ECPPS Director of Community-School Relations regarding intergovernmental agreements and intra-agency programming.	
4. Provide Youth and Senior Activities					
4B 	Develop implementation schedule for Parks & Recreation Master Plan, include budget implications for upcoming year.	7/1/2016	Harris / Finance	Projects planned for FY17-18 are: <ul style="list-style-type: none"> Construction of a skate park at Enfield Park 	The total FY17-18 Capital Improvement



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				<ul style="list-style-type: none"> · CG Park parking, boardwalk, fishing pier, boat and kayak launch construction · Purchase of equipment for CG Park <p>The first skate park meeting was held on October 12, 2017. Two design possibilities were presented. The public and Recreation Advisory Board have considered and commented. Artisan provided a link for all to view the designs: https://www.facebook.com/elizabethcityskatepark/</p> <p>Andy Duck of Artisan SkateParks, Inc. will present during the November 27 City Council Work Session. December 4, 2017 is the expected construction start date.</p> <p>Completion on project is projected for March 2018.</p>	Plan for Parks & Recreation is \$540,000
4D 	Work with ECSU on development of a baseball field	12/31/2016	Harris	This GO Item was deleted from the FY2016-17 Budget for lack of funding support.	Revised FY17-18 Budget impact is \$0 expenditure






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				Discussions are ongoing. Parks and Recreation recently met with Derrick Johnson, ECSU Athletic Director and MLB Rep. Tyrone Brooks on separate occasions. Staff has confirmed that ECSU is certain to returning baseball to their athletic program. They have located an on campus site for a baseball field. The City's participation in the long term project has not been determined; discussions will continue.	
4E	Construct a standalone senior center, giving consideration to relocating senior activities to the former Elizabeth City Middle School site	Proposal – 3/1/2017	Harris / Olson	<p>A Senior Center is included in the 2016 Master Plan document. Funding for site development is not included in the proposed FY17-18 Budget.</p> <p>Staff is still exploring multiple site options within the city limits. During the last report the Council refined this objective to focus on sites that are located in the city center or areas immediately south of the Ehringhaus corridor. A possible location has yet to be identified. Programming continues to work together at Knobbs Creek Recreation Center. Both senior participation and KCRC programming</p>	FY17-18 Budget impact is \$0 expenditure




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				<p>numbers are increasing. Although all units work well together, the spacing needs are rising.</p> <p>Grant funding must be considered in order to achieve this item.</p>	
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	Finance	Ongoing.	N/A
 5C	Present updates on Goals & Objectives, quarterly.	Immediate/ Ongoing	Olson / Cole	Q1 Update: March 2017 – MISSED Q2 Update: July 2017 Q3 Update: October 2017 Q4 Update: November / December 2017	N/A
 5D	Conduct Council retreats, annually.	Immediate/ Ongoing	Olson	Last Retreat: February 2017 Next Retreat: January 2018	Unfunded goal; FY17-18 Budget impact is \$1,500 expenditure



FY2017-18 ADOPTED COUNCIL GOALS & OBJECTIVES

GOAL	OBJECTIVE	DEADLINE	ASSIGNED STAFF	STATUS DETAILS	BUDGET / POLICY CHG.
5E	Conduct at least three Community Information Sessions (town hall meetings), annually.	Immediate/ Ongoing	Council / Onley	Last Town Hall: September 18, 2017 Next Town Hall: TBD	Unfunded goal; Projected FY17-18 Budget impact is \$300 per session
5F	Begin thinking now about a public works multiplex facility.	Immediate/ Ongoing	Pearce / Finance	Team of Larnetta Brothers, Amanda Boone, Jason Value, Suzanne Tungate and Reid Campbell of AECOM engineering company to evaluate potential public works multiplex using Envision Sustainability Protocol. Council approval of budget amendment for contract with AECOM will be necessary. The cost of the building has been programmed into the Capital Improvement Plan.	Revised FY17-18 Budget impact is \$0 expenditure
5G	 <p>Conduct regular citizen survey (Use ICMA model) Develop a recommendation about a 'cycle' of citizen surveys to be conducted. Include budget implications, starting with upcoming budget. 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 All survey results should be reported quarterly to the Council.</p>	3/30/2016	Cole	A Customer Satisfaction survey is ongoing, being offered to customers of the Community Development Department. The survey is conducted via the cloud-based Survey Monkey platform, with paper and additional online options.	Unfunded goal; Projected FY17-18 Budget impact is \$400 for annual SM subscription.



FY2017-18 ADOPTED COUNCIL GOALS & OBJECTIVES

GOAL	OBJECTIVE	DEADLINE	ASSIGNED STAFF	STATUS DETAILS	BUDGET / POLICY CHG.
5H	Complete Smart Grid implementation	7/1/2019 w/ milestone updates, quarterly	Cole	This goal item is on HOLD until the City completes its utility billing software conversion.	Debt Service Payment appropriation continued from previous fiscal year.
5I	Review zoning, land development and building inspections processes, in order to produce process workflow maps of each Community Development land use-related process.	6/1/2017 (Contracting Deadline) 1/1/2018 (Completion Deadline)	Schelly	The Council received an update regarding this item during their November 13, 2017 Regular Session. Click here to view the prepared agenda item. To view the draft workflow diagrams, click here . Staff continues production on this item.	Unfunded goal; FY17-18 Budget impact is UNKNOWN expenditure
5J	To update, approve and promulgate the revised the Customer Service Policy and Procedures manual using citizen input	8/31/2017	Onley / Tungate / Olson	Committee nominations have been received from City Council; committee activity will initiate in tandem with the utility billing OS selection.	Unfunded goal; FY17-18 Budget impact is UNKNOWN expenditure
5K	Complete an in-depth Weatherization Audit Program (WAP) review with better accounting for actual savings realized and ROI calculation.	1/24/2018	Olson / Gordon	New directive as of September 26, 2017. No update to report.	Unfunded goal; FY17-18 Budget impact is UNKNOWN expenditure




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GOAL	OBJECTIVE	DEADLINE	ASSIGNED STAFF	STATUS DETAILS	BUDGET / POLICY CHG.
5L	Improve Customer Service access and information distribution processes and technology, to include the hiring of a subject matter expert to recommend initial steps and develop a blueprint for future improvements. Overall objective is to increase tele- and electronic communication for customers to reach CSRs and for City/CSRs to communicate and respond to customers.	1/1/2018 to have the SME in place and the blueprint for action drafted 3/1/2018 to complete contracting 7/01/2018 complete any phase one efforts	Simpson / Tungate	This item correlates to Item 2A above. During the November 13 Regular Meeting City Council indicated a desire to defer consideration and action until the Council-elect is duly sworn. Activity on this item will initiate in tandem with the utility billing OS selection.	Unfunded goal; FY17-18 Budget impact is UNKNOWN expenditure
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	Ongoing; the Planning Division will be developed a Scope of Work (SOW) during October and November. Presentation to City Council will occur following the completion of the Waterfront and Charles Creek Plans.	\$100,000 is included in the proposed FY17-18 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	Ongoing; this item is being tracked and developed with Item 6A above.	Unfunded goal; FY17-18 Budget impact is UNKNOWN expenditure



FY2017-18 ADOPTED COUNCIL GOALS & OBJECTIVES




GOAL	OBJECTIVE	DEADLINE	ASSIGNED STAFF	STATUS DETAILS	BUDGET / POLICY CHG.
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-related objectives Council established, Survey 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. The City Manager has directed staff to consider the former Piggly Wiggly building as a first among several improvement projects.	Unfunded goal; FY17-18 Budget impact is UNKNOWN expenditure
6D 	To address the perception of unfairness regarding spending of Powell Bill funds, publicize the road improvement plan.	Immediate/ Ongoing	Olson	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. To view the 2017 Street Resurfacing Project list, click here .	A total of \$135,000 for Street Patching & Repair and Neighborhood Initiatives is included in the proposed FY17-

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					18 Budget in the Powell Bill Service Level.
6E (6K)	Create Neighborhood Identity signage program and present to Council.	10/1/2016	Schelly	Staff has begun a review and analysis of existing ordinance regulation, analysis of existing sign types and frequent violations, and current market trends. Staff teams initially wanted to begin public information / planning sessions in the fall; however, multiple area plan developments and workflow process mapping projects were prioritized by the City Council, with no budget funds to out-source project.	Unfunded goal; FY17-18 Budget impact is UNKNOWN expenditure / revenue
6F	Develop a plan for downtown waterfront and waterway.	1/30/2017	Schelly / Harris	The City Council authorized award of bid to Moffatt & Nichol, Inc. land use and design professionals to facilitate the research and writing of plans for the waterfront and the Charles Creek floodway. Public meetings were held in October 2017. Additional research is being conducted; presentations to the City Council of the draft plans are expected in February 2018.	Projected FY17-18 Budget impact is \$32,000 expenditure / revenue




FY2017-18 ADOPTED COUNCIL GOALS & OBJECTIVES

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 <p>6G</p>	<p>Review community policing programs and tools, including surveillance cameras, bicycle patrols, individual neighborhood meetings. Present a status report to Council.</p>	<p>12/31/2017</p>	<p>Buffaloe</p>	<p>The Department restarted its "Kids N Cops" Lunch Program in September. All Elementary Schools in the ECPPSS are included and have been scheduled to participate in a police officer visit during lunch time.</p> <p>Applications are being accepted for the Citizen's Police Academy.</p> <p>Surveillance Camera monthly reporting continues. In recent weeks the wireless link into the Ray Street community was repaired.</p> <p>Due to the fact several officers were in field training, Bicycle Patrol hours did not occur in September. Two (2) of the aging bicycles have been replaced.</p> <p>The Community Resources Unit continues to attend the Community Watch Group meetings of the three (3) active groups. Additionally, the Department sends out bi-weekly updates and informational bulletins to its E-Partners.</p>	<p>\$21,000 is included in the proposed FY16-17 Budget in the Police Service Level, Contracted Services</p>



FY2017-18 ADOPTED COUNCIL GOALS & OBJECTIVES

GOAL	OBJECTIVE	DEADLINE	ASSIGNED STAFF	STATUS DETAILS	BUDGET / POLICY CHG.
6J	Develop community focused programs to address blight in neighborhoods.	1/1/2017	Schelly / Ward	The Council clarified this goal to include developing an inventive-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. This item is being tracked and developed with Items 6A and 6B above	Policy adoption required. Unfunded goal; FY17-18 Budget impact is UNKNOWN expenditure / revenue
7. Increase Community-wide Business Development Opportunities to Increase the Quantity and Quality of Jobs					
7B	Rebrand the City, incorporating input from university and college art program students	1/1/2017	Olson/ All Departments	Staff continues formal and informal discussions with ECSU, Arts of the Albemarle, and local artists. In association, the EC Area Convention & Visitors Bureau has recently unveiled its rebrand effort.	Unfunded goal; FY16-17 Budget impact is UNKNOWN expenditure
7D 	Create one public private partnership (3P) by 7/1/15	7/1/2017	Olson	The wireless broadband project implementation remains ongoing. Technical developments are underway with the City's vendor Eastern Shore Communications, Inc.	

