

# City of Fayetteville

433 Hay Street  
Fayetteville, NC  
28301-5537  
(910) 433-1FAY (1329)

## Meeting Agenda - Final City Council Work Session

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Monday, March 5, 2018

5:00 PM

Lafayette Conference Room

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1.0 CALL TO ORDER

2.0 INVOCATION

3.0 APPROVAL OF AGENDA

4.0 OTHER ITEMS OF BUSINESS

4.01 [18-018](#) CEED - Incubator Kitchen Update

**Attachments:**

[A-101 FP](#)

[A-121 RCP](#)

[A-301 EL](#)

[A-301-S](#)

[CEED Letter \(002\)](#)

[CEED Letter to Mr. Hewett April 28 2017 Allocated CIP Funding for Culina..](#)

[030518 CEED Training Station Presentation](#)

4.02 [18-075](#) Cool Spring Downtown Development Corporation Update

**Attachments:**

[CSDD MSD Summary for City Council 20180305](#)

[CoolSpringQuarterlyReport030518](#)

4.03 [18-038](#) Airport - Terminal Improvement Project Part I - Update to Mayor and City Council

**Attachments:**

[CC - Terminal Part I Construction - Update March 5 2018](#)

4.04 [18-085](#) Update on Panhandling

**Attachments:**

[Current Provisions in City Code](#)

[Draft Ordinance](#)

4.05 [18-086](#) City Council Strategic Plan Retreat Follow-up

**Attachments:**

[City Council Retreat Report](#)

[TFA worklist March 5](#)

4.06 [18-090](#) Continuing Discussion of the Recommended FY2019-2023 Capital and Technology Improvement Plans

- 4.07      [18-091](#)      City Council Agenda Item Request - RFI for Opioid Litigation - Mayor Colvin

Attachments:      [Mayor Colvin agenda request 3.05.18](#)

## 5.0 ADJOURNMENT

### **CLOSING REMARKS**

**The City of Fayetteville will not discriminate against qualified individuals with disabilities on the basis of disability in the City's services, programs, or activities. The City will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the City's programs, services, and activities. The City will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all City programs, services, and activities. Any person who requires an auxiliary aid or service for effective communications, or a modification of policies or procedures to participate in any City program, service, or activity, should contact the office of Human Relations, ADA Coordinator, e-mail: [YNazar@ci.fay.nc.us](mailto:YNazar@ci.fay.nc.us), 910-433-1696, or the Office of the City Clerk at [cityclerk@ci.fay.nc.us](mailto:cityclerk@ci.fay.nc.us), 910-433-1989, as soon as possible but no later than 72 hours before the scheduled event.**

# City of Fayetteville

433 Hay Street  
Fayetteville, NC 28301-5537  
(910) 433-1FAY (1329)

## City Council Action Memo

File Number: 18-018

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**Agenda Date:** 3/5/2018

**Version:** 1

**Status:** Agenda Ready

**In Control:** City Council Work Session

**File Type:** Other Items of  
Business

**Agenda Number:** 4.01

**TO:** Mayor and Members of City Council

**THRU:** Jay Reinstein, Assistant City Manager

**FROM:** Cynthia Blot, Economic & Community Development Director

**DATE:** March 5, 2018

**RE:**

**CEED-Incubator Kitchen**

**COUNCIL DISTRICT(S):**

2

**Relationship To Strategic Plan:**

Goal 4: Desirable Place to Live, Work and Recreate

**Executive Summary:**

This item is for information purposes and discussion concerning the CEED-Incubator Kitchen.

**Background:**

In April 2015 City Council provided an initial disbursement of \$100,000 for design work on a proposed CEED-Incubator Kitchen. Additionally, City Council approved \$350,000 toward the development of the CEED-Incubator Kitchen. The agreement required a detailed plan of action, with documented and itemized budget showing how CEED can and will (utilizing the \$350,000 and any other CEED-Acquired, non-City Funds) move forward with the project to fully fund a Culinary Incubator/Training Station as first proposed or since modified. CEED agreed to make presentations to City Council on deliverables for each phase of completion and/or any modification of plans.

On June 13, 2017, the City Manager received a letter from CEED (see attached) as a

request to obligate funds for the construction of Phase 1 of the CEED Culinary Incubator. Their plan of action has been delayed on several occasions with the original groundbreaking scheduled for November 2017, then March 2018 and now to a yet determined date.

**Issues/Analysis:**

NCDOT will issue a driveway permit once the application is submitted and reviewed and it is NOT a commitment for the issuance. Ms. Suzy Hrabovsky will update Council on the status of the NCDOT driveway permit, as well as other issues addressed in letters dated March 21, 2017 and April 28, 2017.

**Budget Impact:**

\$350,000 allocation.

**Options:**

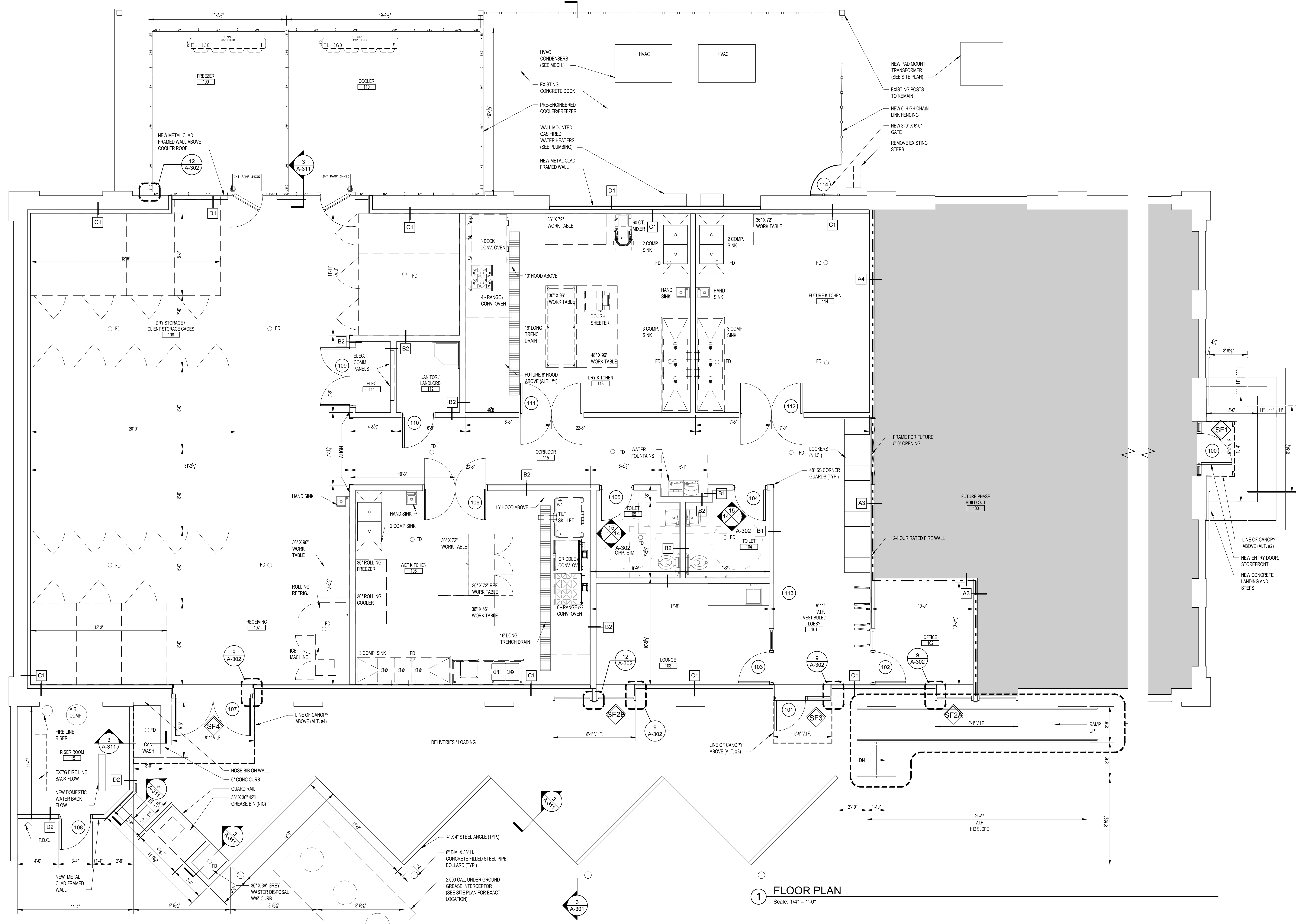
N/A

**Recommended Action:**

City Council to receive the report as information only.

**Attachments:**

Letter from Douglas Hewett CM-ICMA to CEED  
Letter from Suzy Hrabovsky to City of Fayetteville  
CEED Training Station presentation  
Project renderings



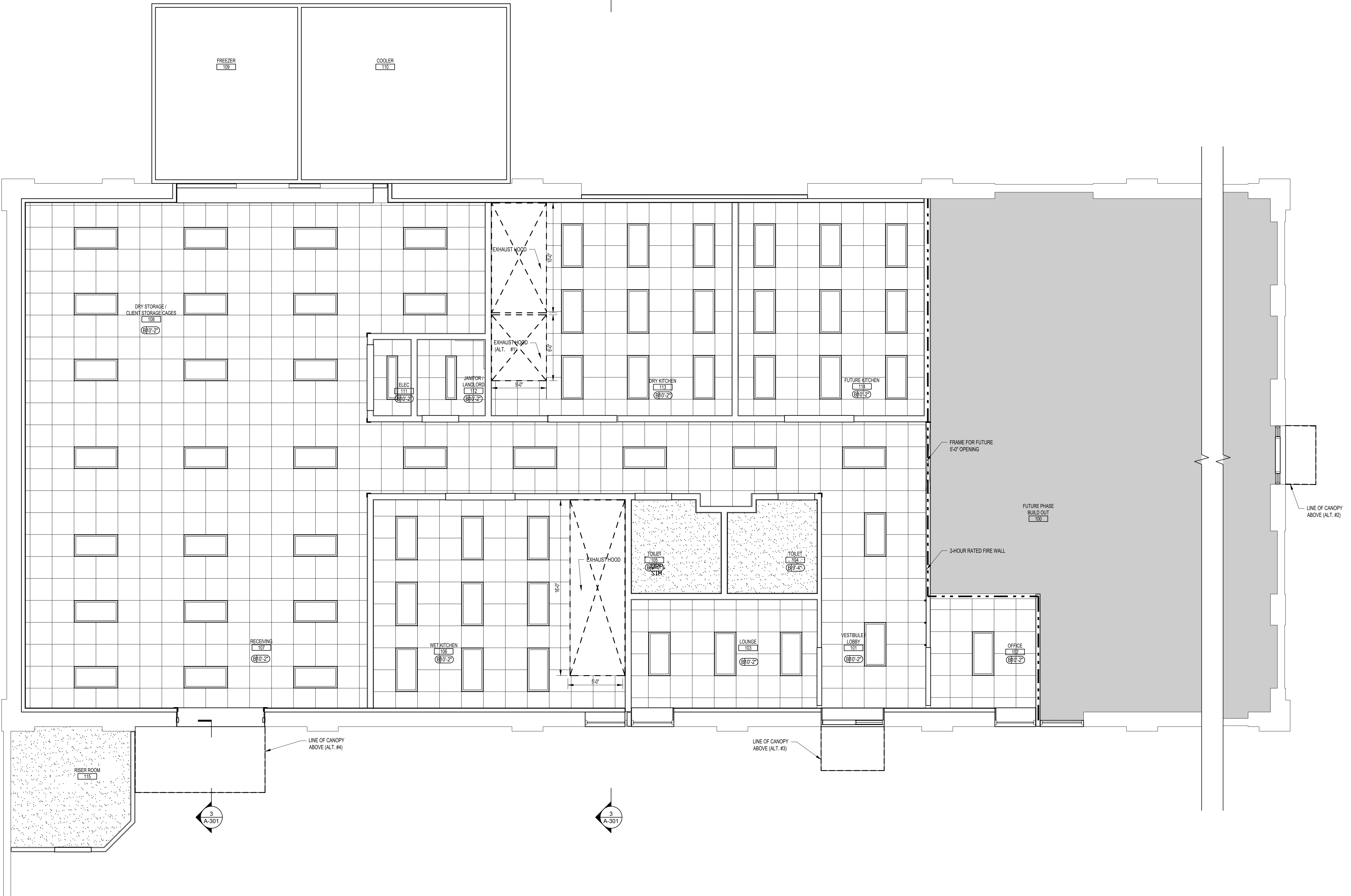
**CEED**  
**THE TRAINING STATION**  
**CULINARY INCUBATOR**  
415 WEST RUSSELL STREET, FAYETTEVILLE, NC 28301

REVISION DATE:

ID	DATE	DESCRIPTION

ISSUE DATE: 01/23/2018

PROJECT #: 01606.000  
DRAWN BY: CMF, LKM  
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**CEED**  
**THE TRAINING STATION**  
**CULINARY INCUBATOR**  
415 WEST RUSSELL STREET, FAYETTEVILLE, NC 28301

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DRAWN BY: CMF, LKM  
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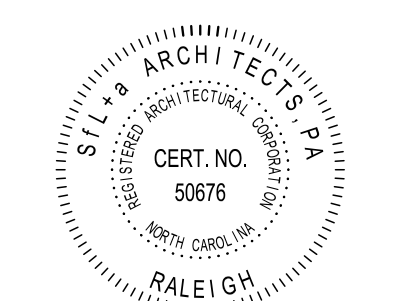
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REFLECTED CEILING  
PLAN

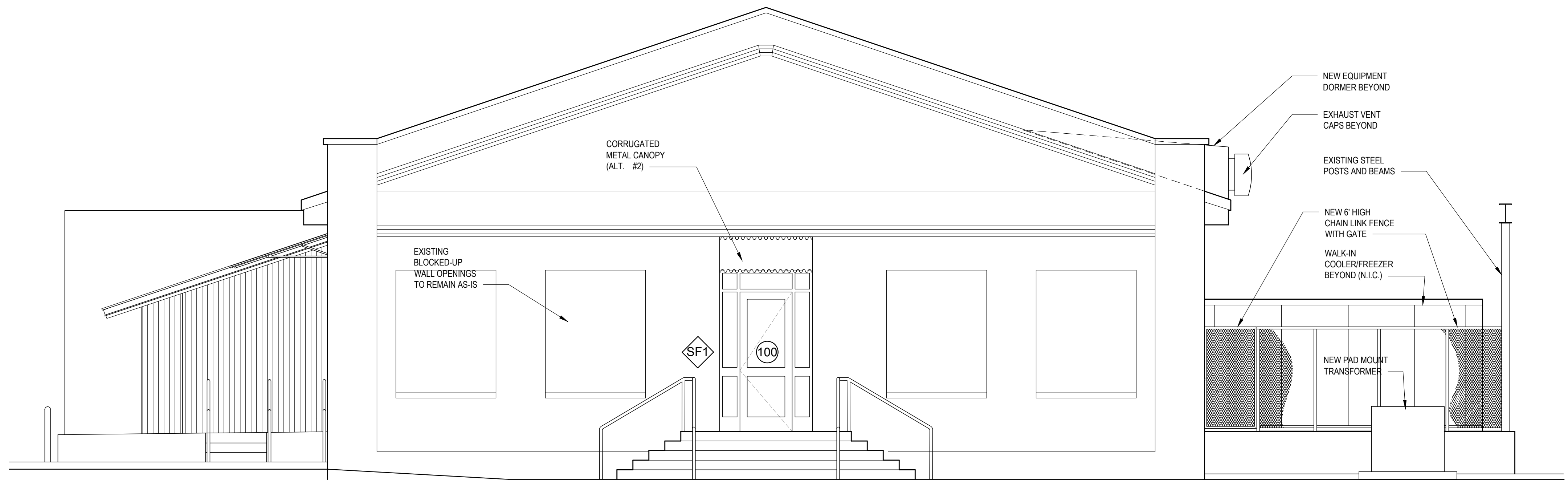
1 REFLECTED CEILING PLAN  
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Becoming the  
Leading Designer of  
High Performance Facilities  
in the Nation with a  
Specialty in Alternative  
Delivery Methods

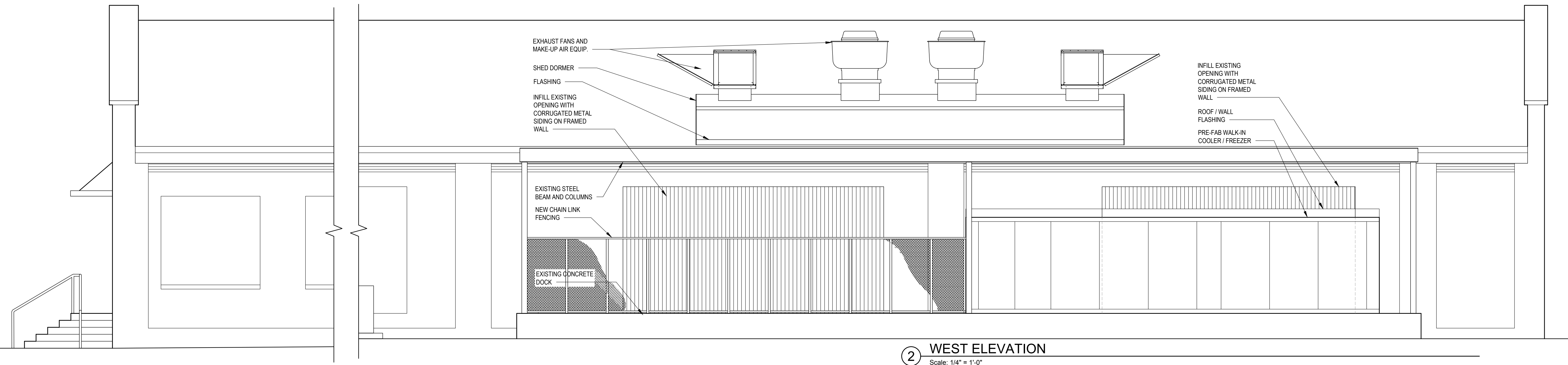
110 Anderson Street  
Fayetteville, NC 28301  
Phone: 910.484.4989  
Fax: 919.573.6355  
www.sfl+a.biz



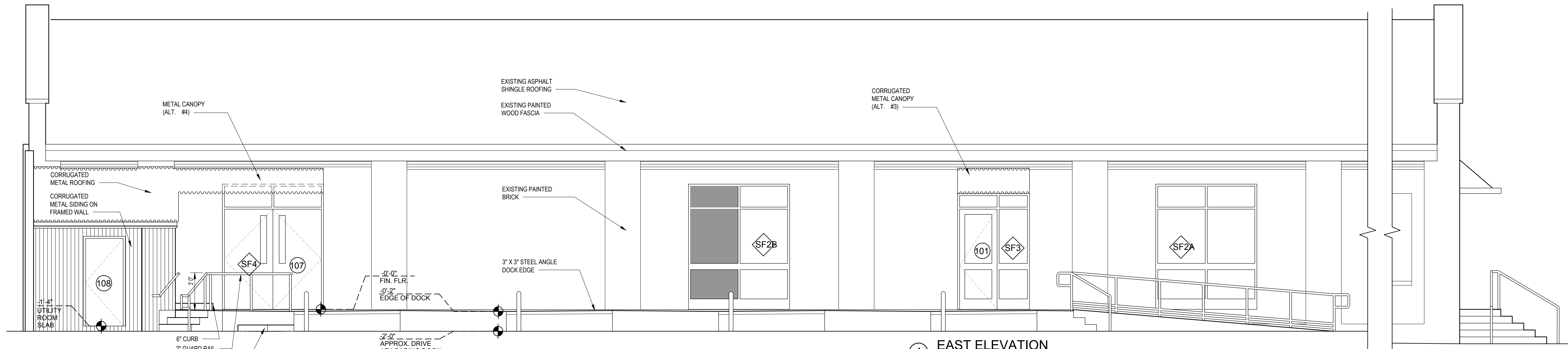
NOT FOR CONSTRUCTION



3 NORTH ELEVATION  
Scale: 1/4" = 1'-0"



2 WEST ELEVATION  
Scale: 1/4" = 1'-0"



1 EAST ELEVATION  
Scale: 1/4" = 1'-0"

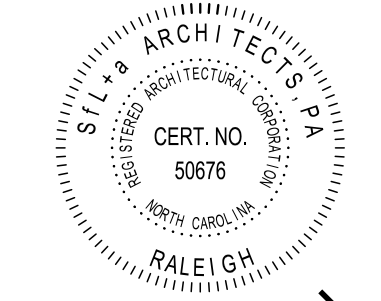
**CEED**  
**THE TRAINING STATION**  
**CULINARY INCUBATOR**  
415 WEST RUSSELL STREET, FAYETTEVILLE, NC 28301

REVISION DATE:

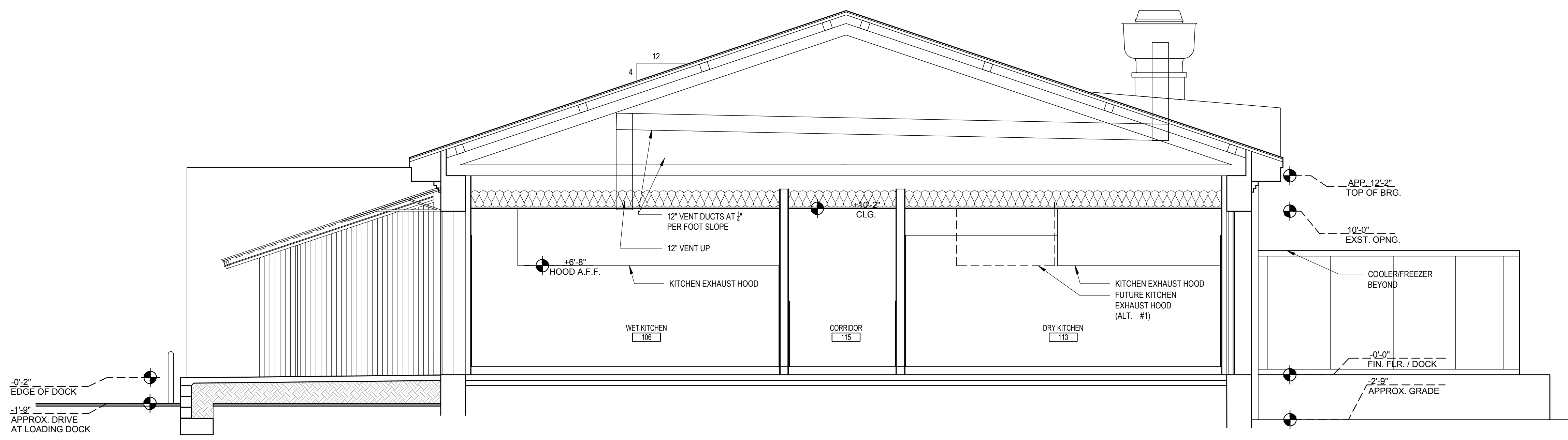
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EXTERIOR ELEVATIONS



NOT FOR CONSTRUCTION



1 SECTION  
Scale: 1/4" = 1'-0"

**CEED**  
**THE TRAINING STATION**  
**CULINARY INCUBATOR**  
415 WEST RUSSELL STREET, FAYETTEVILLE, NC 28301

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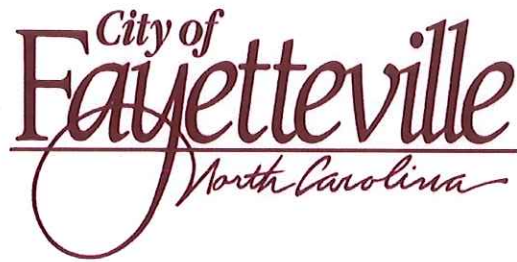
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BUILDING SECTIONS





**City Manager's Office**

March 21, 2017

Ms. Suzy Hrabovsky, Executive Director  
Center for Economic Empowerment & Development  
230 Hay Street  
Fayetteville, NC 28301

Re: Allocated CIP Funding for Culinary Incubator/Training Station

Dear Ms. Hrabovsky:

As you know, the City of Fayetteville has been a consistent advocate and supporter of the proposed Culinary Incubator/Training Station proposal forwarded by CEED for development at the Russell Street warehouse property near the confluence of the Aberdeen & Rockfish Rail-tracks. This support has come in the form of an initial disbursement of \$100,000 in April, 2015 for design work, and then two separate fiscal-year inclusions (FY2016 & FY2017) of Capital Improvement Funding Allocations. This now totals a combined \$350,000, but remains un-released to CEED because of the lack of any identified or documented progress in actually moving the project forward, or assurances that it can be completed even if only in a "phased" manner – with one discreet "phase" following another.

To this end, and because the City is now faced with the task of finalizing its FY2018 Capital Improvement Budget and deciding whether or not to yet again "roll forward" the un-disbursed \$350,000 capital contribution to the CEED Incubator project, I want to share with you my planned recommendation to City Council.

*If the Center for Economic Empowerment & Development (CEED) is unable to secure the necessary approvals for safe access to the planned location of the incubator by the first FY2018 City Council Budget Work Session, scheduled for May 1, 2017, then the \$350,000 in CIP*

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*Funding dedicated to the CEED Incubator should not be carried forward to the FY2018 City Budget and will instead be re-allocated to higher priority capital needs.*

Specifically, the approvals that I believe are needed, are as follows:

- 1.) Written approval for the permanent ingress and egress to and from the Russell Street Warehouse site, either in the form of a permanent drive access permit off Russell Street from the transportation authority with jurisdiction over same; or, as a written permit/agreement with the Aberdeen and Rockfish Rail company to permanently construct a non-signalized, at-grade crossing of the tracks separating the warehouse property from the ROW of Ray Avenue extended.
- 2.) A detailed plan of action, with documented and itemized budget showing how CEED can and will (utilizing the \$350,000 and any other CEED-acquired, non-City Funds) move forward in calendar-year 2017 to fully fund a discreetly-identified, stand-alone phase, or all of the Culinary Incubator/Training Station as first proposed or since modified. Include a complete presentation on deliverables of the phase to be completed or of the modified plan.

As shown by both the City Council and staff's support of this project, I'm hopeful that this exciting project will move forward. Until then, if you would, please provide a written response at your earliest convenience indicating your receipt and understanding of this matter, and what you anticipate will be your response in moving the issue to conclusion.

If you have any questions, please don't hesitate to contact me.

Sincerely,



Douglas J. Hewett

City Manager



Center for Economic Empowerment  
& Development  
*Helping people find their strength to sucCEED*

BOARD OF  
DIRECTORS

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W. Lockett Tally  
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Yazmin Brown

Bryan Miranda

Kurin Keys

Mark Mayoras

Gordon Johnson

Debbie Belles

Ex-Officio  
Lynne B. Greene

Suzy Hrabovsky,  
*Executive Director*

April 28<sup>th</sup>, 2017

Mr. Douglas J. Hewitt, City Manager  
City of Fayetteville  
430 Hay St.  
Fayetteville, NC 28301

Re: Allocated CIP Funding for Culinary Incubator/ Training Station

Dear Mr. Hewitt,

Thank you for meeting with my committee members, Gordon Johnson Architect and TJ Jenkins, Chair of the Fayetteville Business League on April 4<sup>th</sup> to discuss the letter received March 21<sup>st</sup> 2017 to secure the CIP funding for the CEED Training Station Project. The committee and I have spent several months working on new shared kitchen guideline requirements as set by the NC Health and Human Services Shared Use Kitchen Working Group when the letter was received. In February, we visited the Piedmont Processing Center in Hillsborough for the committee to see the best example the state has to offer of a shared use kitchen facility. Please accept this letter as a response to the

We have been asked to supply the City with a written approval for access into the site and a detailed plan of action and itemized budget for the utilization of \$350,000 of city funds. I will address each concern as follows:

1. In response the access to the site; the site at 415 W. Russell Street currently has site access from W. Russell Street directly to site without crossing any railroad tracks to get onto the site. Without this access, CEED would not have been able to get a W. Russell St. address. In speaking with DOT, the current use of PHASE I of the project would not require a change of use for the current driveway. There is no current need to cross the railway for access to the site. The site map is attached.
2. Attached are documents provided by SFLA regarding the newly revised plan to create a PHASE I rehabilitation of the 1/3 of the building space. The target users would be the home caterers and bakers, personal chefs, food processors (such as honey, jams, barbeque sauces). The plan is for minimal site work, exterior walls and roof work. The plan includes the detailed budget and construction plans. Phase 1 would be set to complete as of June 2018 and would be able to accept clients in July.

Please let me know if you require further documentation. We would like the opportunity to present the plan to council and show the renderings of the building with the current roadway access. We do look forward to continue working with you and appreciate the staff's support of the work we do.

Regards,

  
Suzy Hrabovsky  
Executive Director, CEED

# The Training Center

Kitchen Incubator, Pop-up Cafe, Farmers Market, Community Garden and Greenhouse

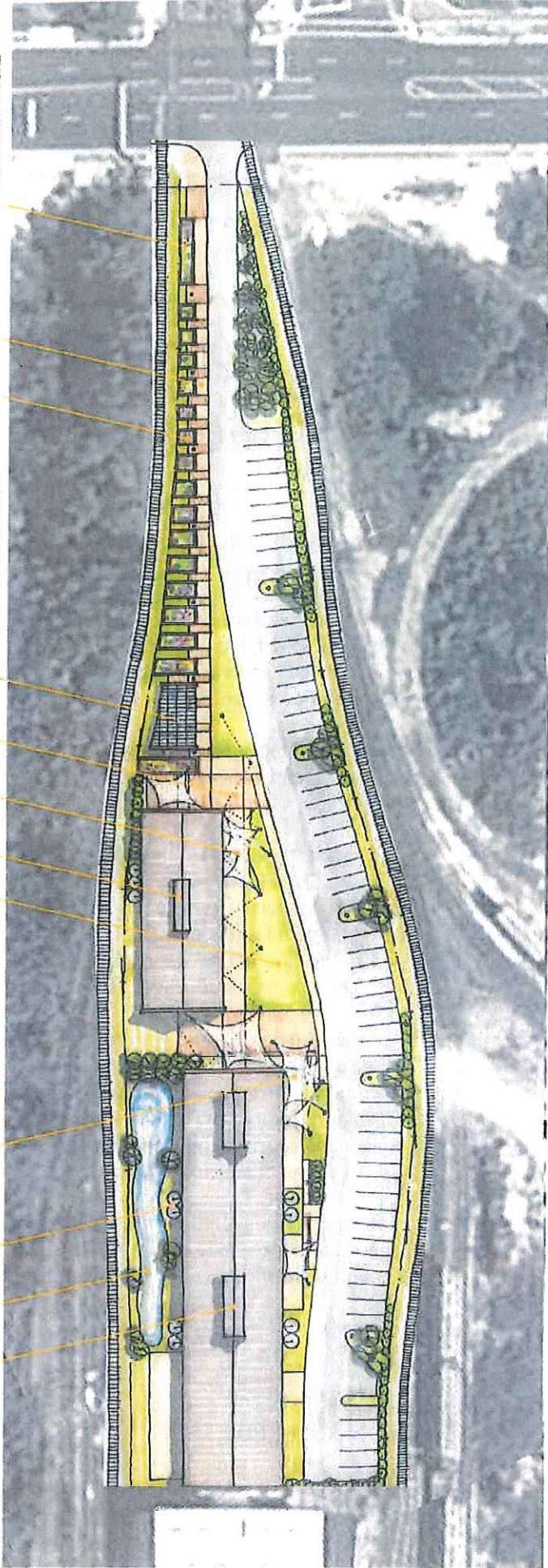


Center for Economic Empowerment Development

OUTDOOR TERRACE & DINING  
RAINWATER COLLECTORS  
STORMWATER RETENTION  
PARKING 60-70  
PARKING 60-70

EVENT LAWN  
FARMERS MARKET 5400SF  
SUNSHADES  
EVENT PLAZA  
COMMUNITY GREENHOUSE

URBAN GARDEN PLOTS  
STREETSCAPE EXTENDED INTO SITE  
SIGNAGE FEATURE





April 21, 2017

Ms. Suzy Hrabovsky  
Executive Director, North Carolina CEED  
230 Hay Street  
Fayetteville, NC 28301

**RE: Phase I Design Fee Proposal for Center of Economic Empowerment & Development;  
The Training Station Kitchen Incubator**

Dear Ms. Hrabovsky,

We appreciate the opportunity to submit this proposal for the design and construction administration services on Phase I of the Training Station Project.

Phase I fee will be targeted at designing an interior upfit for a startup kitchen incubator per the attached concept plan in the rear 1/3<sup>rd</sup> (3,700sf) of your existing warehouse. The ultimate potential of the project will always be considered, but the Phase I initial design will be for minimal site work, exterior walls and roof. Our work will be setup to identify bid alternates to include two of the kitchens as "upfit-ready" giving you the most flexibility in matching your \$650,000 project budget and donor gifts at the time of construction. Our work on Phase I will be for basic services only. We can provide any special testing, commissioning, sustainability registrations, roof, building envelope or energy modeling analysis should you require, but they are not included within this proposal.

**Principals**

Robert W. Ferris, AIA,  
REFP, LEED<sup>®</sup> AP

Eric J. Lindstrom, AIA  
LEED<sup>®</sup> AP

Ronald A. Rice

Thomas W. Hughes, AIA,  
REFP, LEED<sup>®</sup> AP

Barry H. Buckman, AIA

**Associates**

James C. Dean

**Offices**

Fayetteville, NC

Raleigh, NC

**FEES:**

**I. Fundraising Renderings:** The design team will provide (2) concept renderings of the future phases of the project for fundraising purposes for \$6,000.00.

**II. Architectural & Engineering Services: Design/SD - Construction/CA -** The design team will perform design services for Phase I on a percentage basis 14% of the \$650,000+/- construction cost including Construction Administration CA Services. If the total construction cost holds to this estimate, our fees will be \$91,000.

Services required as a result of plan changes after schematic design, scope additions and substantial value engineering, will be billed as an additional service at our regular billing rates. Design Phase SD's through CD's are scheduled for (3) months from June - August 2017, if the design schedule is delayed beyond September 2017 an additional \$2,000 monthly project carrying cost will be applied until either the project scope changes or the project resumes.

We are excited and happy to support this project and feel it will be a great addition to our downtown, providing economic opportunities to many small businesses and individuals. It is for this reason we feel comfortable to have donated more than \$20,000 in logged hours towards the project since its inception in 2012.

If you have any questions about our proposal, please let us know as we will be happy to work toward a mutually agreeable proposal.

Sincerely,

Eric J. Lindstrom, AIA, LEED AP  
Principal-SfL+a Architects, PA

110 Anderson Street  
Fayetteville, NC 28301  
Phone: 910.484.4989  
Fax: 919.573.6355  
www.sfla.biz

**Proposed Design & Construction Schedule:**

Project Startup - Schematic Design SD	1 month	May-June 30, 2017
Design Development DD	1 month	July 2017
Construction Documents CD	1 month	August 2017
Bid & Negotiation/Permitting BN	2 months	September/October 2017
Ground Breaking		November 2017
Construction CA	7 months	November - June 2018
Building Dedication		July 2018



**Train Station Kitchen Incubator  
Phase I Budget**

**Hard Costs:**

Division 1 General Requirements:	\$101,900.00
Division 2 Existing Conditions:	\$ 20,906.00
Division 3 Concrete:	\$ 45,306.63
Division 5 Metals:	\$ 9,500.00
Division 6 Wood, Plastics & Composites:	\$ 5,000.00
Division 7 Thermal & Moisture Protection:	\$ 6,900.00
Division 8 Openings:	\$ 19,475.00
Division 9 Finishes:	\$164,571.00
Division 10 Specialties:	\$ 625.00
Division 11 Equipment:	\$112,400.00
Division 15 Mechanical:	\$126,400.00
Division 16 Electrical:	\$ 72,200.00

**Subtotal Hard Costs : \$668,083.63**

**Mark Up:**

Division 99: \$110,682.04

**Subtotal Mark Up: \$110,682.04**

**Total: \$778,765.67**

**Principals**

Robert W. Ferris, AIA,  
REFP, LEED® AP

Eric J. Lindstrom, AIA,  
LEED® AP

Ronald A. Rice

Thomas W. Hughes, AIA,  
REFP, LEED® AP

Barry H. Buckman, AIA

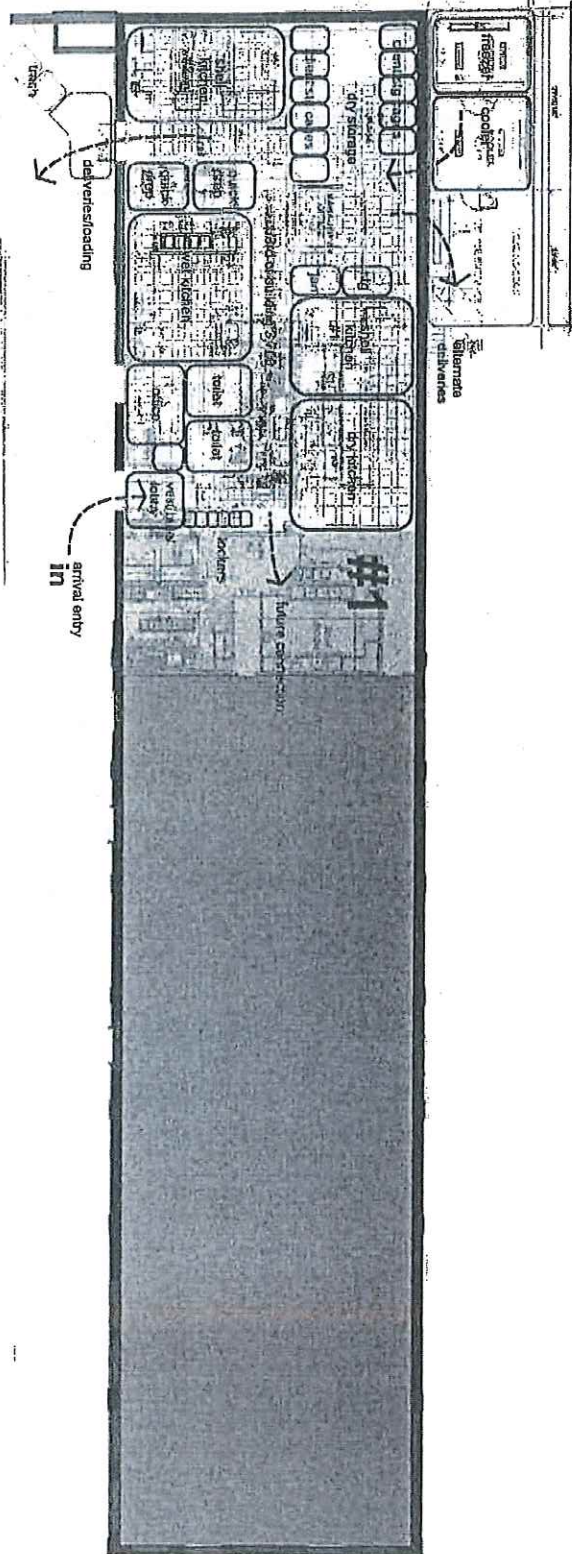
**Associates**

James C. Dean

**Offices**

Fayetteville, NC

Raleigh, NC





# CEED Training Station Construction Budget

DIV#:	WORK SCOPE:	SAVINGS:
DIV. 1	Demolition Existing Openings	\$ 4,500.00 Volunteer/Donation
DIV. 1	Site Storm Drains	\$ 9,000.00 Scope reduction
DIV. 1	Oil/Water Separator for Truck Wash	\$ 2,500.00 Donor/Grant Opportunity
DIV. 1	Stripe Asphalt	\$ 4,200.00 Volunteer/Donation
DIV. 1	Chainlink Client Storage	\$ 14,400.00 Volunteer/Donation
DIV. 3	Loading Dock - Scale back from \$31,500	\$ 10,000.00 Scope reduction
DIV. 3	Reduce slab on grade \$3,800 to \$2,000	\$ 1,800.00 Scope reduction
DIV. 5	Reduce railings for loading dock \$17,500 to \$7,500	\$ 10,000.00 Scope reduction
DIV. 7	Reduce roof openings 12 to 6	\$ 5,400.00 Scope reduction
DIV. 9	Take FRP out of shell kitchens	\$ 20,000.00 Scope reduction
DIV. 9	Paint Exterior of Building	\$ 17,100.00 Volunteer/Donation
DIV. 10	Lockers	\$ 10,509.00 Volunteer/Donation
DIV. 10	Toilet Accessories - Vendor/Donor	\$ 1,500.00 Volunteer/Donation
		<b>Possible Savings/Reallocation \$ 110,909.00</b>

DIV. 11	Cooler Freezer - verify if in equipment	\$ 50,000.00 Need to verify
DIV. 11	Kitchen Prep Sinks - are they in equip budget?	\$ 32,000.00 Need to verify
		<b>\$ 47,200.00 Scope Reduction</b>
		<b>\$ 47,709.00 Volunteer/Donation</b>

believe this may be for new cooler slab



# Train Station Kitchen Incubator

Job: 992015179 - Train Station Kitchen Incubator, Fayetteville, NC

TY	Reference	Type	AdjQty	Units	AdjUnitCost	Labor	Material	Equipment	SubContr	Other	XtdCost
<b>DIVISION 9 ( 0109)</b>											
S	09.20	GWB Drop Ceilings w/R-30	3,800.00	SF	4.25	0.00	0.00	0.00	16,150.00	0.00	16,150.00
S	09.21	GWB Walls 6" MS with R-19 Batts (No Paint)	5,480.00	SF	68.50	0.00	0.00	0.00	375,380.00	0.00	375,380.00
S	09.65	Epoxy Flooring with Base	3,800.00	SF	9.00	0.00	0.00	0.00	34,200.00	0.00	34,200.00
S	09.72	FRP Wall Covering	8,480.00	SF	6.50	0.00	0.00	0.00	54,990.00	0.00	54,990.00
S	09.90	Painting - Ceilings and Door Frames	3,800.00	SF	1.10	0.00	0.00	0.00	4,180.00	0.00	4,180.00
S	09.90	Painting - Exterior of Existing Building	11,400.00	SF	1.50	0.00	0.00	0.00	17,100.00	0.00	17,100.00
<b>Subtotal: DIVISION 9 (0109)</b>						<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$502,000.00</b>	<b>\$0.00</b>	<b>\$502,000.00</b>
<b>DIVISION 10 ( 0110)</b>											
S	10.50	Lockers	6.00	EA	175.00	0.00	0.00	0.00	1,050.00	0.00	1,050.00
S	10.52	Fire Extinguishers	5.00	LS	125.00	0.00	0.00	0.00	625.00	0.00	625.00
S	10.80	Toilet Accessories	15.00	EA	100.00	0.00	0.00	0.00	1,500.00	0.00	1,500.00
<b>Subtotal: DIVISION 10 (0110)</b>						<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,175.00</b>	<b>\$0.00</b>	<b>\$3,175.00</b>
<b>DIVISION 11 ( 0111)</b>											
S	11.00	Kitchen Hoods (2) per (4) Kitchens w/Duct & Fan	8.00	EA	15,000.00	0.00	0.00	0.00	120,000.00	0.00	120,000.00
S	11.01	Prep Sinks (1) per Kitchen	4.00	EA	4,500.00	0.00	0.00	0.00	18,000.00	0.00	18,000.00
S	11.02	Cleaning Sinks (1) per Kitchen	4.00	EA	3,600.00	0.00	0.00	0.00	14,400.00	0.00	14,400.00
S	11.99	Cooler & Freezer Exterior Units	1.00	LS	50,000.00	0.00	0.00	0.00	50,000.00	0.00	50,000.00
<b>Subtotal: DIVISION 11 (0111)</b>						<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$202,400.00</b>	<b>\$0.00</b>	<b>\$202,400.00</b>



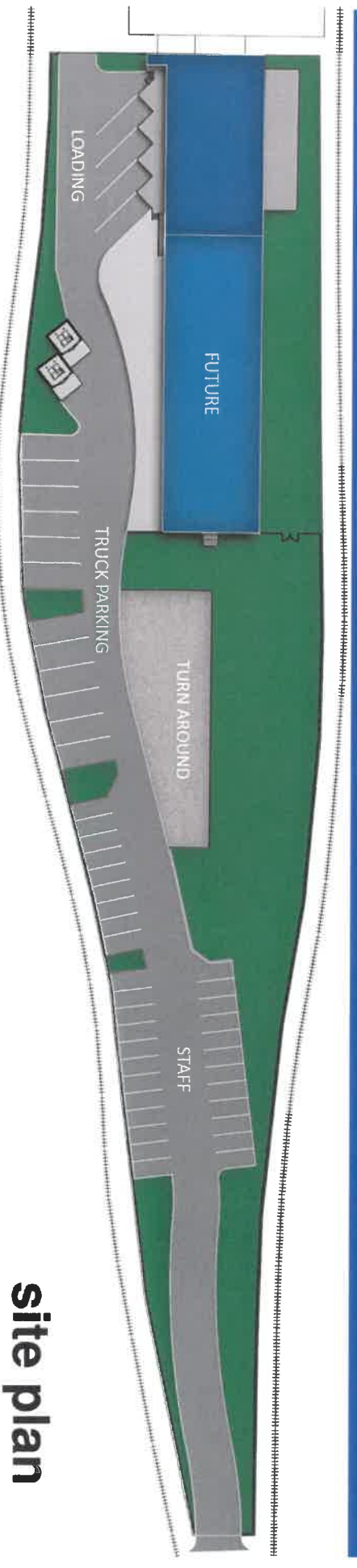
# Train Station Kitchen Incubator

Job: 992015179 - Train Station Kitchen Incubator, Fayetteville, NC

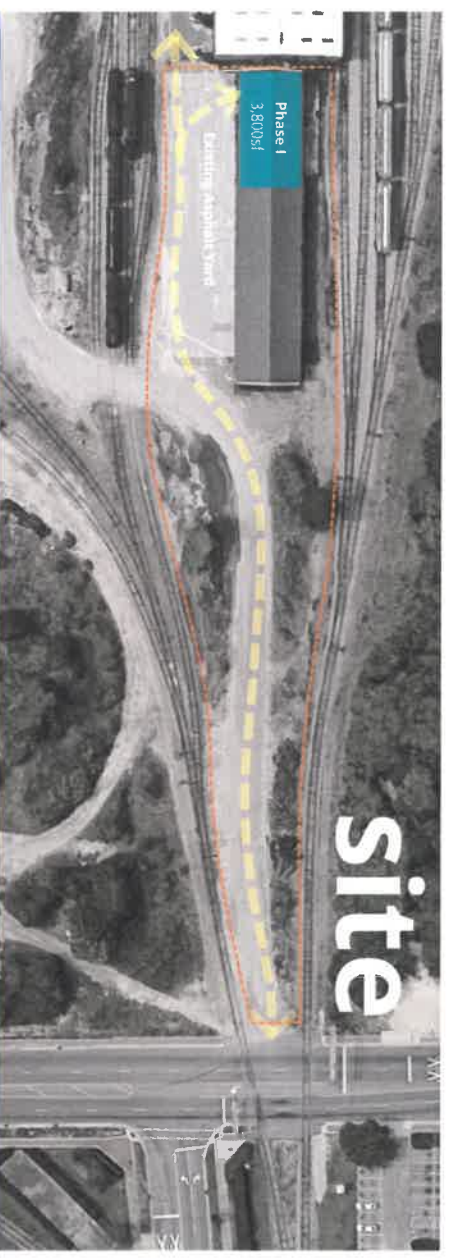
TY	Reference	Type	AdjQty	Units	AdjUnitCost	Labor	Material	Equipment	SubContr	Other	XtdCost
<b>DIVISION 15 (0115)</b>											
S	15.30	Automatic Sprinkler System	3,800.00	SF	2.50	0.00	0.00	0.00	9,500.00	0.00	9,500.00
S	15.40	Plumbing	61.00	EA	1,200.00	0.00	0.00	0.00	73,200.00	0.00	73,200.00
S	15.70	H.V.A.C. Split System Heat Pumps	3,800.00	SF	12.50	0.00	0.00	0.00	47,500.00	0.00	47,500.00
<b>Subtotal: DIVISION 15 (0115)</b>						<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$130,200.00</b>	<b>\$0.00</b>	<b>\$130,200.00</b>
<b>DIVISION 16 (0116)</b>											
S	16.10	Electrical	3,800.00	SF	19.00	0.00	0.00	0.00	72,200.00	0.00	72,200.00
<b>Subtotal: DIVISION 16 (0116)</b>						<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$72,200.00</b>	<b>\$0.00</b>	<b>\$72,200.00</b>
<b>Subtotal: HARD COSTS (01)</b>						<b>\$13,528.13</b>	<b>\$30,008.50</b>	<b>\$1,645.00</b>	<b>\$1,035,581.00</b>	<b>\$100,000.00</b>	<b>\$1,180,762.63</b>
<b>MARK UP (02)</b>											
<b>DIVISION 99 (0217)</b>											
T	99.07	Permits & Fees	1,500.00	\$/K	4.00	0.00	0.00	0.00	0.00	6,000.00	6,000.00
T	99.09	Payment & Performance Bonds and Insurance	2.15	%	13,172.37	0.00	0.00	0.00	0.00	28,320.59	28,320.59
P	99.10	Material Tax	7.75	%	300.09	0.00	0.00	0.00	0.00	2,325.66	2,325.66
R	99.30	Overhead	5.00	%	12,814.83	0.00	0.00	0.00	0.00	64,074.15	64,074.15
Q	99.40	Profit	5.00	%	12,814.83	0.00	0.00	0.00	0.00	64,074.15	64,074.15
<b>Subtotal: DIVISION 99 (0217)</b>						<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$164,794.55</b>	<b>\$164,794.55</b>
<b>Subtotal: MARK UP (02)</b>						<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$164,794.55</b>	<b>\$164,794.55</b>
<b>Subtotal: MARK UP (02)</b>						<b>\$13,528.13</b>	<b>\$30,008.50</b>	<b>\$1,645.00</b>	<b>\$1,035,581.00</b>	<b>\$264,794.55</b>	<b>\$1,345,557.17</b>



## Site Plan



site plan



**CEED**  
**The Training Station - Culinary Incubator**  
Downtown Fayetteville, North Carolina 03/05/18

Existing Exterior



CEED

The Training Station - Culinary Incubator

Downtown Fayetteville, North Carolina 03/05/18

Front View



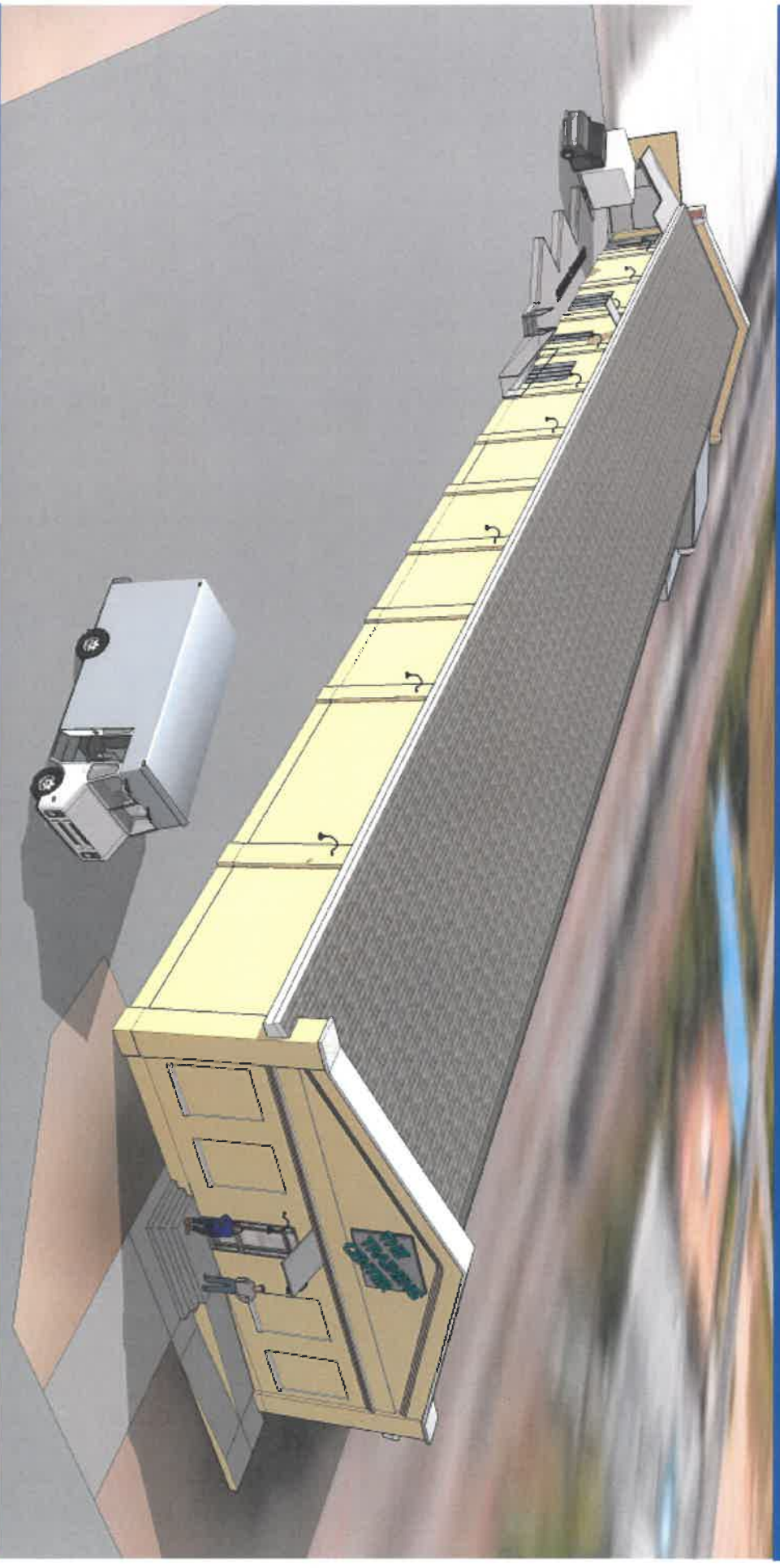
CEED

**The Training Station - Culinary Incubator**

Downtown Fayetteville, North Carolina 03/05/18

sfl+a

Overhead Front View



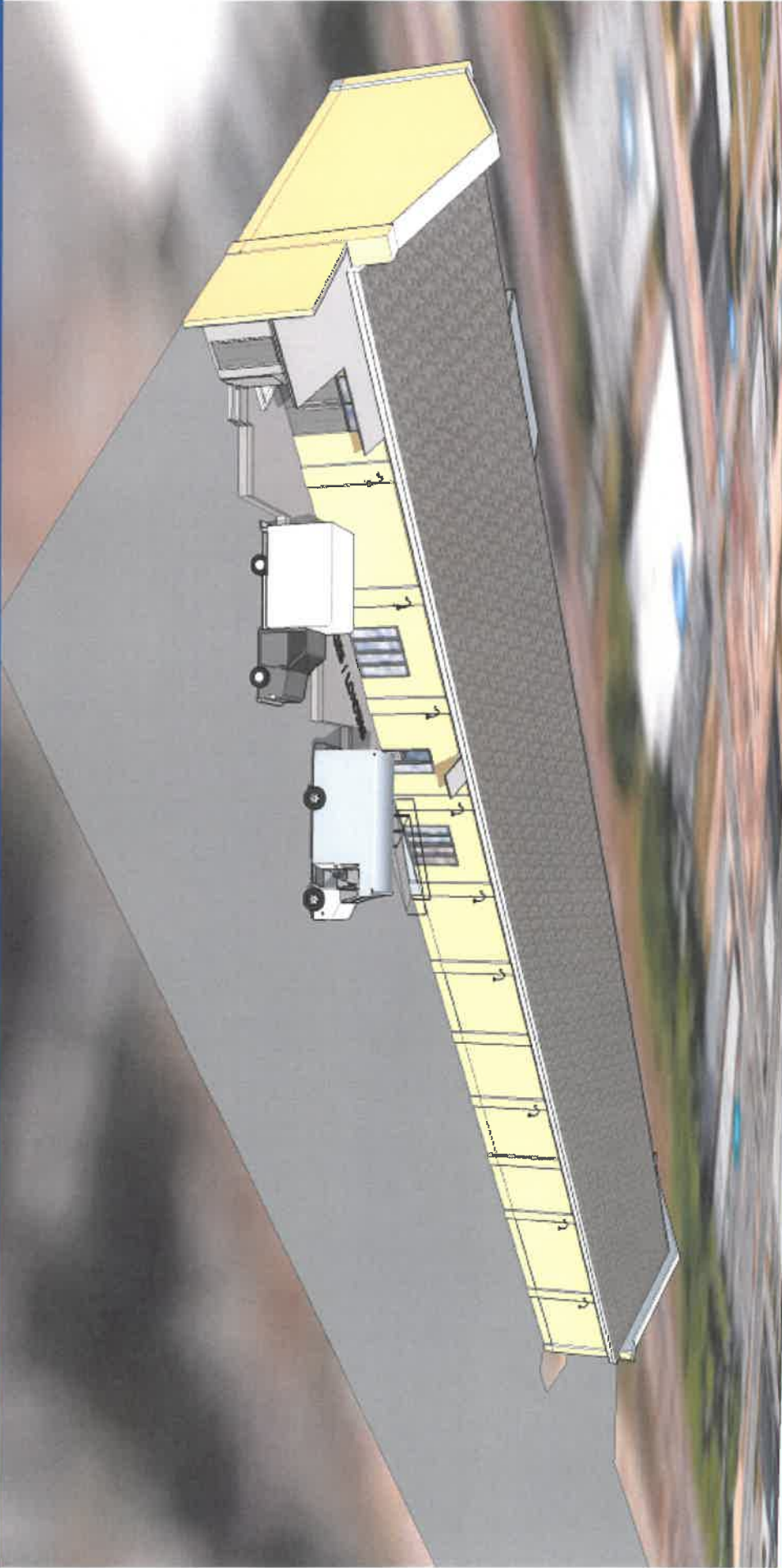
CEED

**The Training Station - Culinary Incubator**

Downtown Fayetteville, North Carolina 03/05/18



Overhead Rear View



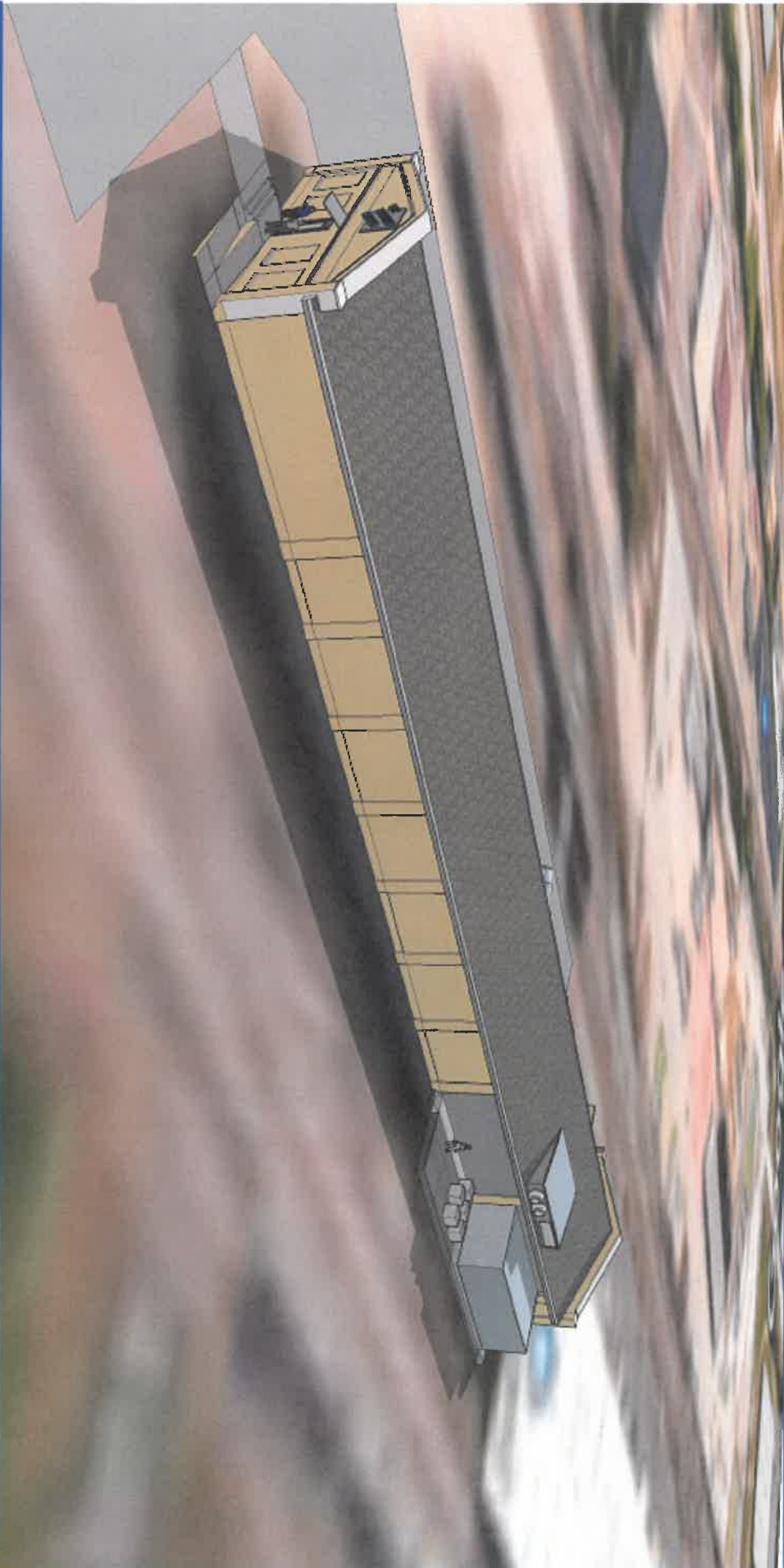
CEED

**The Training Station - Culinary Incubator**

Downtown Fayetteville, North Carolina 03/05/18



Overhead West View



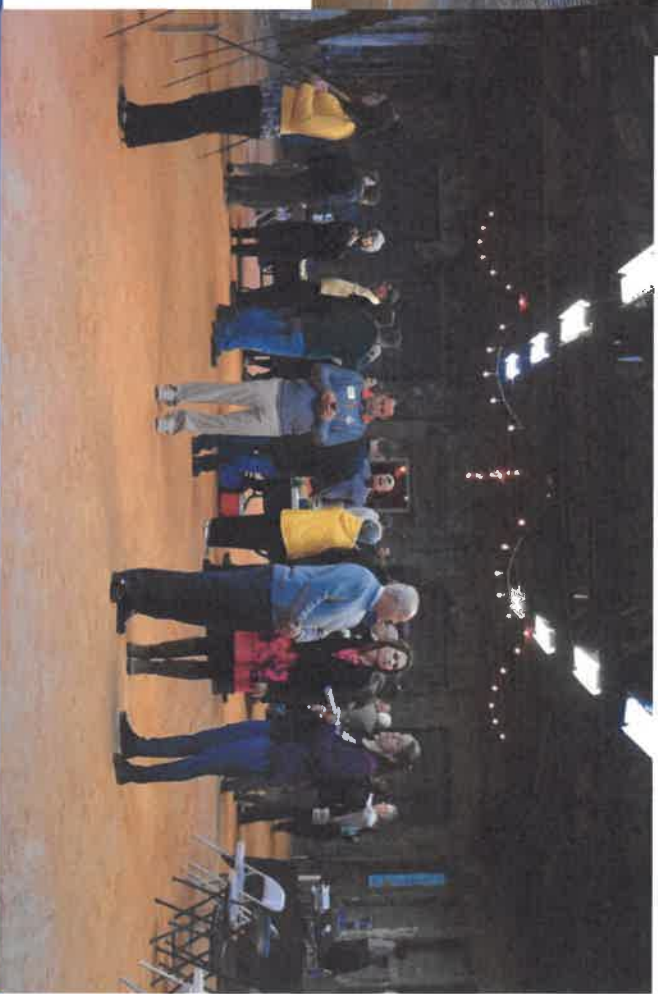
CEED

**The Training Station - Culinary Incubator**

Downtown Fayetteville, North Carolina 03/05/18

sft+a

Existing Interior

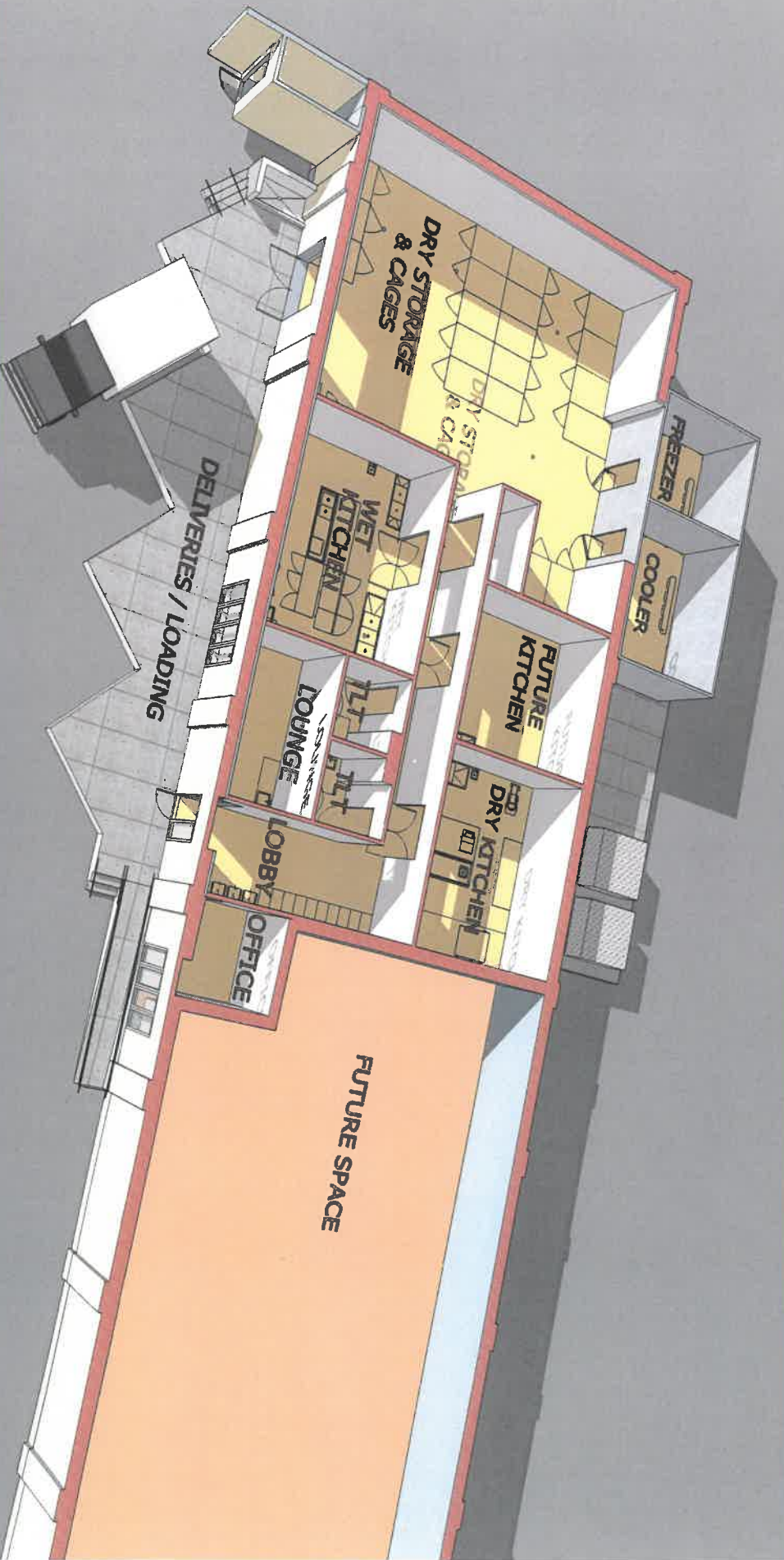


CEED

The Training Station - Culinary Incubator

Downtown Fayetteville, North Carolina 03/05/18

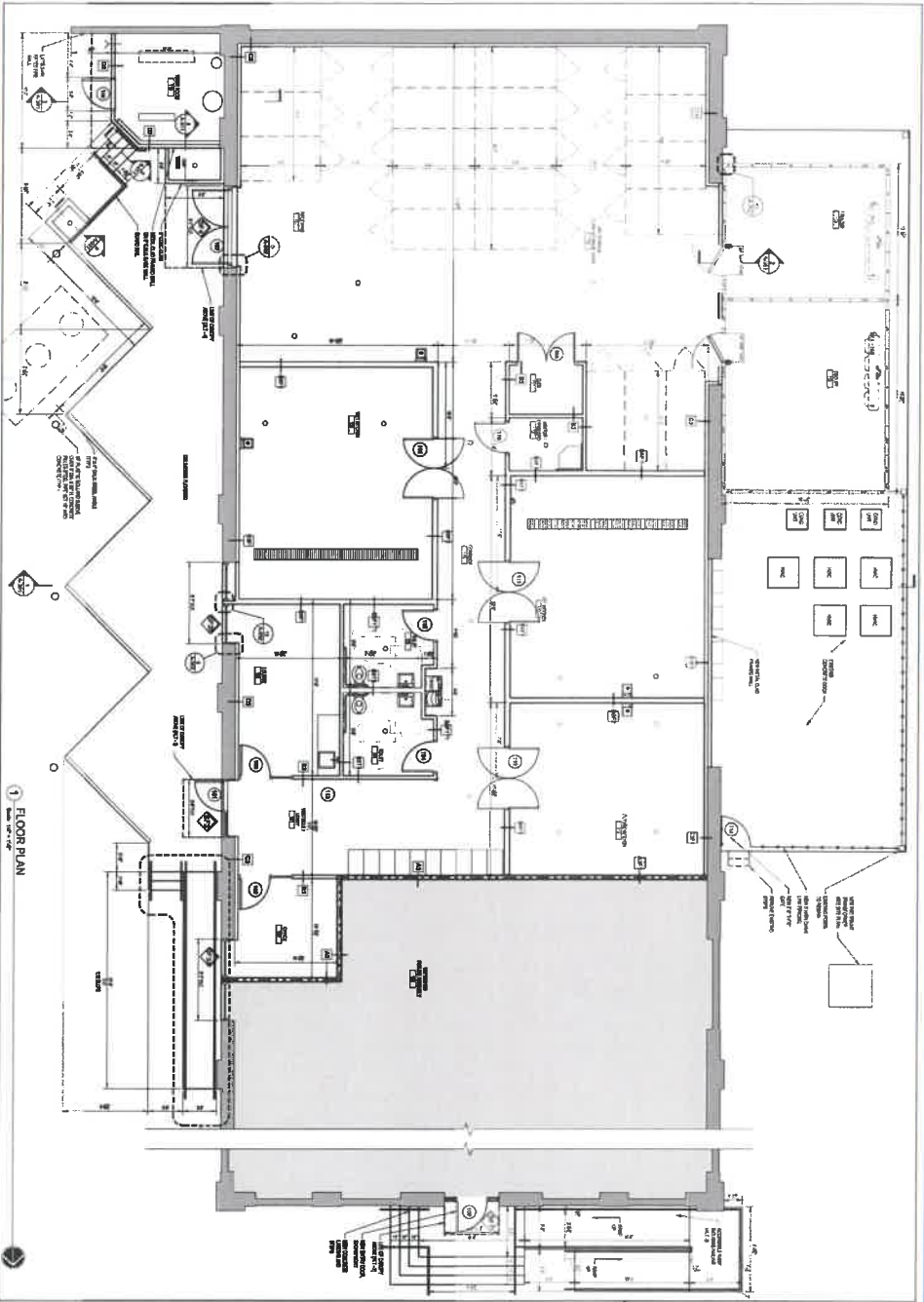
Overhead Plan



CEED

The Training Station - Culinary Incubator

Downtown Fayetteville, North Carolina 03/05/18



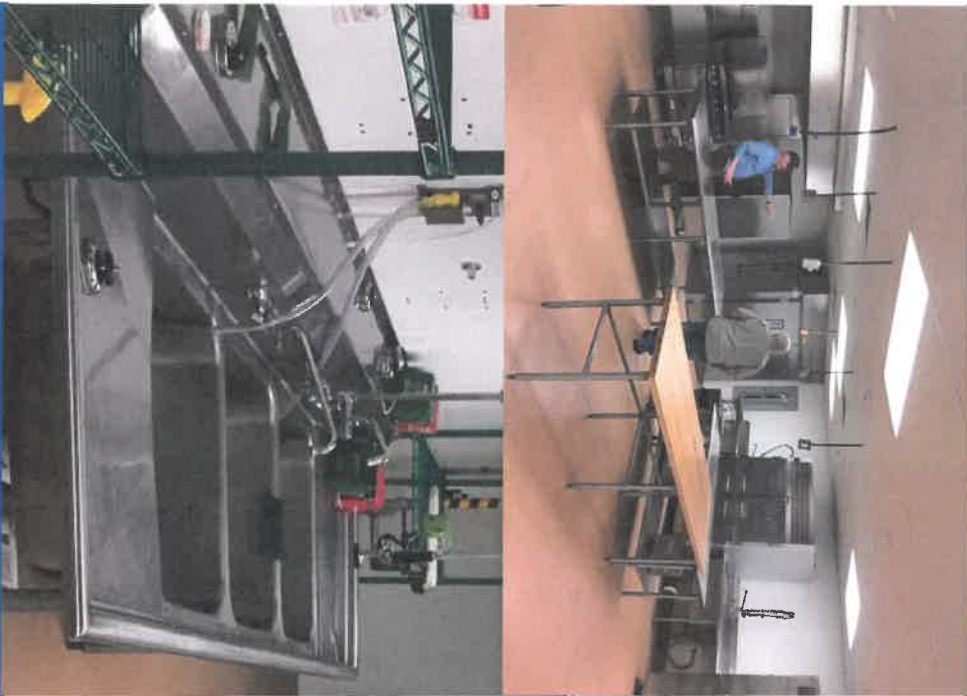
**CEED**  
**The Training Station - Culinary Incubator**  
 Downtown Fayetteville, North Carolina 03/05/18

**sft+a**  
 ARCHITECTS  
 415 WEST RUSSELL STREET, FAYETTEVILLE, NC 28301  
 (704) 785-1111  
 www.sfta.com

**FOR REVIEW ONLY**  
 NOT FOR CONSTRUCTION

A-111

Proposed Kitchens



CEED

The Training Station - Culinary Incubator

Downtown Fayetteville, North Carolina 03/05/18

Proposed Storage



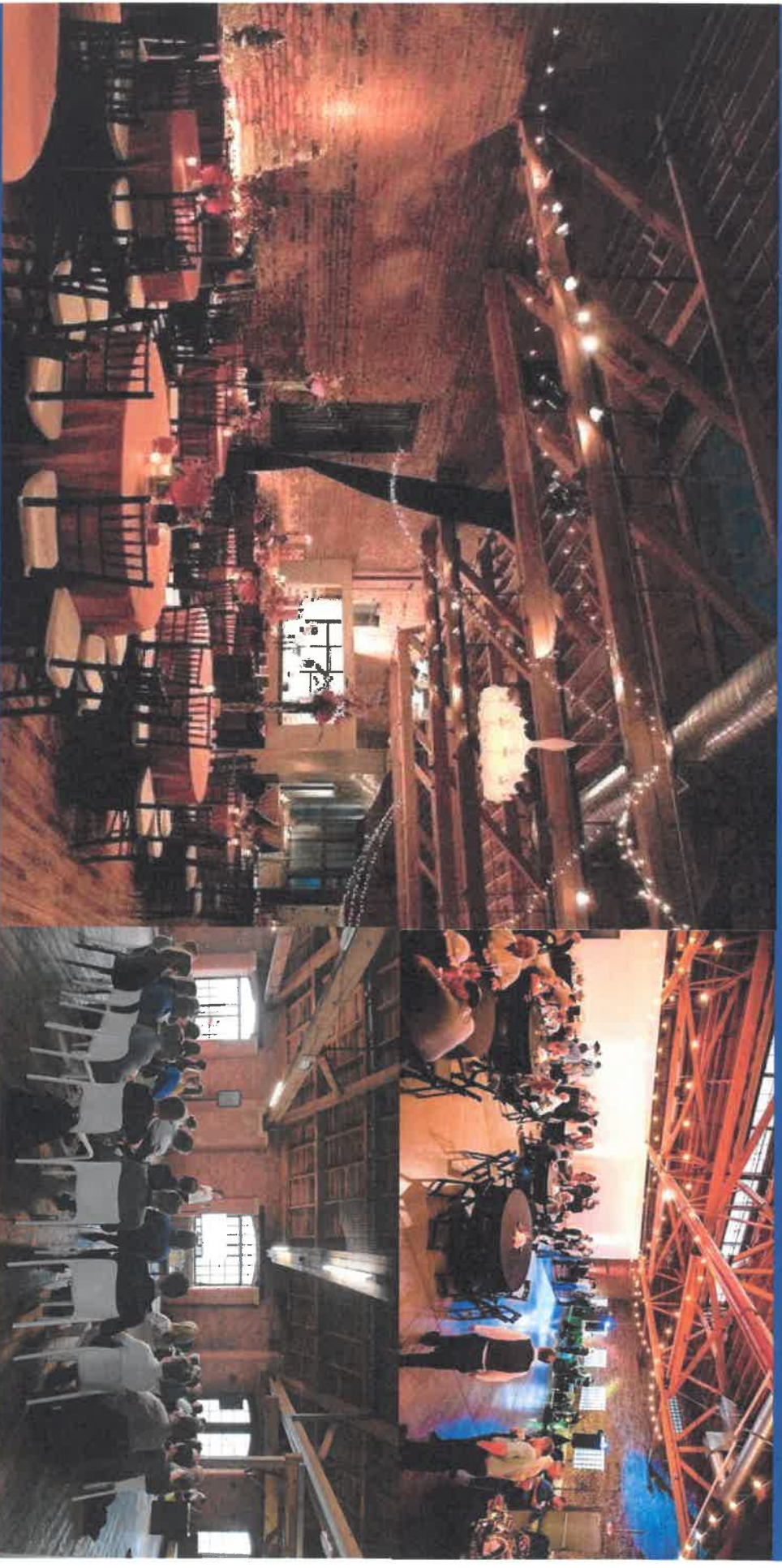
CEED

The Training Station - Culinary Incubator

Downtown Fayetteville, North Carolina 03/05/18

sfi+a

Future Event Space



CEED

The Training Station - Culinary Incubator

Downtown Fayetteville, North Carolina 03/05/18



# City of Fayetteville

433 Hay Street  
Fayetteville, NC 28301-5537  
(910) 433-1FAY (1329)

## City Council Action Memo

File Number: 18-075

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**Agenda Date:** 3/5/2018

**Version:** 1

**Status:** Agenda Ready

**In Control:** City Council Work Session

**File Type:** Other Items of  
Business

**Agenda Number:** 4.02

**TO:** Mayor and Members of City Council

**THRU:** Jay Reinstein, Assistant City Manager

**FROM:** Cynthia Blot, Economic & Community Development Director

**DATE:** March 5, 2018

**RE:**

Cool Springs Downtown District, Inc. Update

**COUNCIL DISTRICT(S):**

2

**Relationship To Strategic Plan:**

Goal 4: Desirable Place to Live, Work and Recreate

**Executive Summary:**

This item is for information purposes and discussion concerning the progress and programs currently undertaken by the Cool Spring Downtown District, Inc.

**Background:**

On June 26, 2017, City Council approved the contract award with Cool Spring Downtown District, Incorporated to provide Enhanced Services for an Arts and Entertainment Focused Downtown Municipal Service District. The Council has asked for periodic updates from Cool Spring Downtown District, Inc.

The official agreement began on September 1, 2017 and will terminate June 30, 2018, and may be renewed for an additional year for a period of two fiscal years contingent on the availability of City funds. The City will provide financial support to Cool Spring Downtown District on an annual basis in the amount of \$100,000 in four quarterly payments. Payment for the management of the Municipal Service District (MSD) portion

of \$119,500 will also be paid quarterly.

The Cool Spring Downtown District will provide quarterly reports to the City that include metrics in the following areas:

1. Economic Vitality and Development
2. Art and Design Enhancements
3. Promotion and Marketing
4. Special Events and Programming
5. Partnership, Organizational Support and Conflict Resolution

**Issues/Analysis:**

Update.

**Budget Impact:**

No impact is proposed.

**Options:**

N/A

**Recommended Action:**

City Council to receive the report as information only.

**Attachments:**

Cool Spring Downtown District, Inc. Power Point Presentation  
Cool Spring Downtown District Quarterly Report

A stylized sunburst logo consisting of several thick, blue, radiating lines of varying lengths that meet at a central point on the left side of the text.

**COOL  
SPRING  
DOWNTOWN DISTRICT**



Economic Vitality  
Art + Design  
Marketing  
Programming  
Facilitating Solutions





# Economic Vitality

Collaborations

Small Business Support

New Businesses: 13

Vacant Storefronts: -38%



# Art + Design

Public Art: +18.9%

Murals

District Branding

Planning





# Marketing

Advertising Campaigns  
Downtown District Forum  
Website: 3.5k  
Newsletter: 1.3k  
Social Media: 25k  
Collaborative Marketing

Downtown  
Fayetteville  
@downtownfayetteville

Home

About

Photos

Total Events: 50/month

4<sup>th</sup> Fridays: 13k

- Zombie Walk
- Clue'Ville Mystery

Carriage Rides: 711



Programming





Commercial Trash  
Liaison with City  
Market Square Construction  
Street Feeding  
Stakeholder Feedback

Facilitating  
Solutions

A stylized sunburst logo consisting of several thick, blue, radiating lines of varying lengths that meet at a central point on the left side of the text.

**COOL  
SPRING  
DOWNTOWN DISTRICT**



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## Quarterly Report – Second Quarter

October 2017 through December 2017

### SUMMARY

The first full quarter of this contract saw the Cool Spring Downtown District establishing the structures and systems necessary to create and sustain the nonprofit corporation charged with developing and promoting our Downtown District as an arts and entertainment destination.

We have created four board committees focused on the major tasks of this contract: Economic Vitality, Design, Promotion, and Programming. Each is chaired by a board member, and includes a diversity of talent from throughout Fayetteville and Cumberland County. These committees are prioritizing and setting goals for the work to be done in the coming quarters. We also have several focused work teams exploring solutions in the areas of digitally marketing the Downtown District, and addressing negative street behaviors.

Staff, board committees, and volunteers have taken on the events and programs previously managed by the Downtown Alliance business association. Many of the business members of that organization are also engaged in our committees and work teams. We are also reaching out to downtown residents, through their quarterly social gatherings and a planned engagement campaign in the new calendar year.

### 1. ECONOMIC VITALITY & DEVELOPMENT

**New Businesses.** Businesses opened are increasing the diversity of retail, dining and entertainment options in the Downtown District. A departing women's clothing retailer was offset by four new retail options, and new fitness, yoga and therapy businesses take the place of a departing yoga studio.

- **Koala Kinder**, 312 Hay Street. Retail shop for pregnancy to age 5, opened October in the former Hay Street Shoe Shop location.

- **Sugar's Sports Block and Lounge**, 126 Person Street. Over 25 lounge, opened in November with ribbon cutting by Fayetteville Business and Professional League.
- **Floating Shanti**, 311 Hay Street. Floatation therapy, reflexology, therapeutic massage, private yoga instruction, corporate wellness plans, opened in December.
- **The Door Belle**, 231 Franklin Street. Women's clothing store, opened in December.
- **Antonella's Italian Ristorante**, 300 Hay Street. Long awaited addition to the district, serving Southern Italian cuisine. Opened in December.
- **Transcend Normal**, 108B Gillespie Street. Fitness training, nutrition services. Formerly consulting office located at 110 Person Street, new location with on-site training opened in December with CEED ribbon cutting.
- **Damien Lugo's Brighter Shade Tattoo**, 212 Hay Street. Tattoos, art prints, paintings, clothing, and custom novelty items. Formerly upstairs in 300 block of Hay Street, fills a previously vacant storefront.
- **Yellow Crayons**, 314 Hay Street. Custom garment and other printing, graphic design, brand marketing. Formerly a marketing service located on 3d floor of 109 Green Street, this retail storefront opened in December in the former Just Desserts Bakery location.
- **Two businesses lost this quarter:** Embrace Yoga, 145 Franklin Street, was recruited by Westwood Shopping Center; Downtown Lady, 131 Hay Street, moved to Cross Creek Mall.

### ***Retention and Recruitment.***

- **Empowering New Businesses for Success.** Cool Spring's Economic Vitality Committee is working to gather lessons learned from existing entrepreneurs and partnering with City offices to create a pathway for new businesses in the Downtown District. This effort will include mentoring on navigating the startup process, working with Historic Resources Commission, funding sources through the City Economic and Community Development office, CEED, and US SBA.

### ***Development and Redevelopment.***

- **Stadium Development.** Cool Spring staff remains engaged with the Greater Fayetteville Chamber's *Fayetteville On Deck* group, including the Baseball for Business committee. Our General Manager is chairing the Operations and Issues Committee.

### **Metrics.**

1. *% change in MSD tax values*  
This data has been requested from the City. CSDD is open to discussion on the availability of this metric.
2. **5 new businesses** opened within the district
  - 5 new businesses opened: Koala Kinder; Sugar's Sports Block and Lounge; Floating Shanti; Antonella's Italian Ristorante; The Door Belle.
  - 3 businesses moved from office space to public retail/service space: Transcend Normal; Damien Lugo's Brighter Shade Tattoo; Yellow Crayons.
  - 2 retail businesses relocated out of Downtown District: Embrace Yoga; Urban Lady.
3. *% annual increase of Local, Small, and Disadvantaged Business Enterprises (LSDBE) within the district*  
Ability to gather this data is pending the business and resident contact campaign in January, 2018 (see Promotion report)
4. **18.5% reduction** in vacant storefronts within the district
  - 27 vacancies at start of quarter.
  - 7 vacant storefronts were filled during the quarter.
  - 2 existing storefront businesses closed.
  - Net reduction of 5 vacant storefronts filled.

## **2. ART AND DESIGN ENHANCEMENTS**

### **Public Art.**

- **Work in Progress.** Cool Spring has actively promoted the Arts Council *Work in Progress* annual temporary public art project to generate financial sponsors for specific installations in the Downtown District. 14 new pieces were installed this quarter, plus 4 retained from last year's program for a total of 18 pieces, a net increase of 7 installations. Further details on individual pieces at <http://www.theartscouncil.com/things-to-do/public-art/work-in-progress>

- **Pop-up Art.** In November, the Emerson Collective, a national organization dedicated to removing barriers to opportunity, chose Fayetteville to be one of three stops in North Carolina for *Inside Out/Dreamers*, a participative public art project to draw attention to immigration policy debates. Project artists took photos of locals, enlarged them, and temporarily installed them on the Maxwell Street side of 229 Hay Street. While Cool Spring was not involved in this project, we have heard numerous positive comments on the street about the excitement generated by this pop-up art in the Downtown District.
- **Chalk Art.** The City's Art Park, located under the Maiden Street bridge, features two walls painted with chalkboard paint. This location provides local artists and students with a blank space for temporary chalk art. There has also been an increase in temporary chalk art on privately-owned buildings and on City streets throughout the Downtown District, for an ever-changing creative expression that washes away with each fresh rain.

*Cool Spring defines public art installations as visual artwork created for the purpose of artistic expression or commemoration. It does not include whole buildings or architectural adornments which are an integral part of a building; headstones, plaques, historical markers, or other similar installations that are not primarily an artistic creative piece.*

**Signage and Wayfinding.** Cool Spring's Design Committee has begun to work on a signage master plan for the Downtown District. We are looking at best practices for other communities which have established arts and entertainment districts. This plan will inform prioritization of various options for projects moving forward, and will include identifying placemaking grants and other funding sources.

**Supporting Local Arts Organizations.** Cool Spring supported and promoted the Art Walkabout and the Indigo Moon Film Festival in October, and cross promoted exhibits, performances, and other arts activities at the Arts Council, Gilbert Theater, Cape Fear Studios, and the growing number of independent galleries in the Downtown District.

## **Metrics**

1. **18.9% increase** in public art installations within the district
  - 37 public art installations at start of quarter \*
  - 14 new installations
  - 7 existing installations removed, replaced by new
  - 44 installations as of end of quarter
  - Net increase of 7 public art installations.

\* The September report mistakenly reported 20 public art installations, due to a spreadsheet error; the correct baseline figure of 37 is reported here.

2. % increase in new arts and cultural organization events and programs
  - There were 26 events and programs sponsored by 10 different arts and cultural organizations in the Downtown District during September.
  - Lack of baseline data for this quarter last year prevents calculation of an increase percentage. Comparison with September, 2017, shows a slight decrease in average monthly arts and cultural organization programming.

### 3. PROMOTION AND MARKETING

**Shop Small Every Saturday.** With input from Downtown Alliance businesses, the Greater Fayetteville Chamber, and the Center for Economic Empowerment and Development (CEED), Cool Spring launched a holiday advertising campaign, *Shop Small Every Saturday*. This campaign consisted of print advertising in multiple newspapers, radio advertising, on-air interviews, e-mail advertising, and social media advertising, running from mid-November through Christmas. Anecdotal evidence from downtown businesses shows an increase in sales over last year, and this initial effort has been well received by our downtown business community.

**Business and Resident Contact Campaign.** Cool Spring is planning an intentional outreach to businesses and residents within the Downtown District. We have engaged with student volunteers from Fayetteville State University to conduct a door-to-door campaign to reach all businesses in the Downtown District with information about Cool Spring Downtown District, and to update contact information. Simultaneously, we will reach out to residents with the same. All will be invited to an open townhall meeting at the end of January, where our board will update them on our work and seek their input.

**Website and Social Media.** Cool Spring continues to use these media to maintain a list of current events in the Downtown District. We have a volunteer work team who is developing and implementing social media communications to communicate our mission and work, to promote downtown businesses, and to increase awareness of the many activities and options available for visitors to the Downtown District.

#### **Metrics.**

1. # of monthly unique visitors to the district website

The visitdowntownfayetteville.com website analytics for this quarter.

October:

- o 4,529 unique sessions (separate visits to webpage)
- o 83.62% new sessions (estimated first-time visitors)

November:

- o 2,695 unique sessions (separate visits to webpage)
- o 82.41% new sessions (estimated first-time visitors)

December:

- o 3,106 unique sessions (separate visits to webpage)
- o 89.93% new sessions (estimated first-time visitors)

2. # monthly social media followers and likes (Facebook, Twitter, Instagram)

As of December 27, 2017:

- Weekly email newsletter = 1,253, with open rate of 26% to 28%.
- Facebook. Downtown Fayetteville = 24k+ followers; 25k+ likes, with average growth rate of 75 per week.
- Twitter. @DTFAY = 3558 followers
- Instagram. @DowntownFAY = 688 followers, an increase of 259 followers this quarter.

Additionally, the Facebook ads for the Shop Small ad campaign garnered between 20k and 28k hits per ad.

3. One military related marketing promotion scheduled this quarter

Cool Spring was active in planning, promoting, and supporting the Heroes Homecoming events in November to connect with military and veterans. This series of events brought together multiple community, arts, and veterans organizations from across the county in this annual program spearheaded by the county Convention and Visitors Bureau.

#### 4. SPECIAL EVENTS AND PROGRAMMING

##### ***Established Events and Festivals.***

- **Indigo Moon Film Festival**, October 13-15. Fayetteville/Cumberland County's only independent film festival featured 47 documentary, narrative, and student films over three days. Cool Spring promoted the event via web and social media, and was a program book supporter.
- **Dogwood Fall Festival**, October 19-22. The Dogwood Festival's successful Fall Festival was held in Festival Park. This year it was scheduled a weekend earlier, so as not to conflict with Zombie Walk/4th Friday.



- **Heroes Homecoming Veterans Celebration**, November 4-12. This annual county-wide event is spearheaded by the Convention and Visitor's Bureau. This year's salute to veterans focused on Vietnam Era veterans. There were 12 events in the Downtown District, starting with the Veterans Parade, and including a visit by the Moving Wall, a traveling replica of the Washington DC Vietnam Veterans Memorial. Cool Spring was active in the planning stages, and promoted all events via web and social media
- **Dickens Holiday**, November 24. The Arts Council's 18th annual holiday celebration returned to the heart of the Downtown District. Cool Spring provided logistical, staff, and organizational support to the carriage rides and associated activities previously managed by the Downtown Alliance.

### **Cool Spring Downtown District-Presented Events**

- **Zombie Walk / 4th Friday**, October 27. Once again, October's 4th Friday monthly Downtown District street fair was Fayetteville's annual Zombie Walk. Back-A-Round Records and Cool Spring Downtown District jointly presented this event, with a pre-party and costume contest in front of the Library with Johnny Awesome of Cape Beard and music provided by Hot 104.5 The Hip Hop Station; the Zombie Walk parade down Hay Street; and a post-concert with live bands Nephylim and Motor Junkie at the Market House. The entire time, the regular 4th Friday street fair showcased local community organizations on Hay Street. Calculations placed attendance at 9,138 over the six hour event.
- **Carriage Ride Program**. The carriage ride program was integrated as a Cool Spring Downtown District program this quarter.
  - Dr. Hank Parfitt continues as the volunteer chair of this program. Cool Spring offered *Historic Carriage Rides*, staffed by trained volunteer docents, on October 7, November 4, and November 11; *Halloween Rides with Dracula* on October 31; and *Carriage Rides with Santa* on December 10, 16, 17, and 23.
  - Total attendance for the carriage rides program this quarter 711.
  - Cool Spring also provided logistical and administrative support to the Dickens Holiday carriage rides, which were operated under the Downtown Alliance organization due to their contract with the Arts Council; attendance figures for this one day are not included in this report. Cool Spring expects to collaborate with the Arts Council to continue the Dickens Holiday carriage rides in 2018.

- **Downtown Trick-or-Treating**, October 31. Cool Spring partnered with Downtown Alliance and other downtown businesses for this beloved event. This year, we calculated attendance of 2,193 over a two hour period, with many individual businesses continuing to hand out candy they had left to several hundred children after the end of the event.
- **Holiday Decorations**. Staff spent more than 20 hours checking and preparing Parks and Recreation holiday decorations, and coordinating their installation with PWC staff.
- **Candlelight Loft Tours**, December 10. Cool Spring partnered with Downtown District residents and businesses to present this beloved holiday event on a Sunday evening. Five residents welcomed the public into their homes in a show of seasonal hospitality, and numerous businesses remained open past normal hours. Attendance was 170 over the three hour event.

### **Metrics.**

1. **18% increase in number of events in the district**
  - Cool Spring identified and promoted 150 events on our web event listing during this quarter.
  - Lack of baseline data for this quarter last year prevents calculation of an increase percentage. Comparison with the 41 events in September, 2017, shows an increase in average monthly events of 18%
2. *% increase in average attendance figures for district-sponsored events*
  - Zombie Walk / October 4th Friday = 9,138
  - Carriage Ride Program = 711.
  - Downtown Trick-or-Treating = 2,193
  - Candlelight Loft Tours = 170
  - Lack of baseline data for this quarter last year prevents calculation of an increase percentage versus last year. Comparison of October 4th Friday to September shows a significant attendance increase of 260%, obviously skewed by the additional draw of the Zombie Walk on October's event.

## **5. PARTNERSHIP, ORGANIZATIONAL SUPPORT AND CONFLICT RESOLUTION.**

### **Advocating and Facilitating Solutions for Property Owners and Tenants**

- **300 Block Dumpster Program**. This long-planned community solution to eliminate roll-cart trash from Old Street is coming to fruition. The City construction of a secure enclosure in the Arts Council parking lot is

complete. Cool Spring Downtown District is now contracted with Waste Management for trash and recycling services to the businesses in the 300 block between Hay and Old Streets, and has entered into agreements with those businesses. Businesses began using the community dumpsters for trash and recycling on Friday, December 15, 2017. Waste Industries will remove rollcarts from Old Street, and City Code Enforcement will ensure that no new rollcarts are placed on Old Street.

- **Donaldson and Franklin Dumpster Concerns.** Cool Spring staff and board members continue to be engaged in resolving the problems associated with this unlocked dumpster enclosure. The root of the problem has been identified as a capacity issue: Waste Industries picks up 5 days per week; the volume of trash accumulated over the weekend exceeds the dumpster capacity, with trash left on the ground by Monday. Cool Spring is working with businesses to explore installing a compacting dumpster to allow for increased capacity and resolve the issue.
- **Increase in Rodents** – Business owners have reported a significant increase in evidence of rats in the 200 block area of Hay and Franklin Streets. Cool Spring is conducting an investigation to discover how widespread this problem is before pursuing potential solutions.

#### ***Liaison between Downtown stakeholders and local government.***

- **Market Square Utility Construction.** Cool Spring provided feedback to and coordination with PWC and City staff to assist planning PWC work in the Market Square area, now scheduled to begin after Dogwood Festival in April 2018 and conclude before International Folk Festival in September, making accommodation for African World Peace Festival on Person Street in July.
- **Prince Charles Holdings.** Cool Spring communicated to Downtown District stakeholders when it was determined that Hay Street would not be closed due to construction on this project, as had been rumored.
- **Code Enforcement and Historic Resources Commission.** Cool Spring staff continues to provide liaison between City staff and downtown businesses to facilitate better relationships, more understanding, and increased effectiveness for both City and businesses
- **Bridge Construction Questions.** Multiple downtown stakeholders have questioned Cool Spring regarding timelines and progress on bridges pending construction: Cross Creek Park pedestrian bridge, Ann Street bridge, and North Cool Spring Street bridge. City staff provided timely information, which has been passed on to concerned stakeholders.

## **Reducing Negative Street Behaviors**

- **Community Solutions Work Group.** This Cool Spring-convened group includes representatives from Operation Inasmuch, Salvation Army, Seth's Wish, Fayetteville Police, local churches, downtown businesses, and the City. This quarter, the group identified the first issue to address: groups feeding people on the street, leading to public health problems (littering, sanitation) and safety problems (pedestrians blocking streets and sidewalks). They are investigating potential safer locations beyond the Downtown District as designated serving locations, including proper trash and sanitation.

### **Metrics.**

1. *% of downtown merchants satisfied with support provided by Cool Springs Downtown District*  
Ability to gather this data is pending the business and resident contact campaign in January, 2018 (see Promotion report)
2. *# of safety or related complaints reported downtown on a monthly basis*
3. *# of direct interactions provided to downtown district in an effort to resolve issues or complaints*

5 issues reported, 5 direct interactions:

- concerns about Donaldson and Franklin dumpster
- concerns about Market House PWC construction
- concerns about Hay Street 400 block construction
- concerns about bridge construction projects
- increase in rodents in 200 block area of Franklin and Hay Streets

**Report approved by the Executive Committee, January 02, 2017.**



Mark R. Regensburger  
President and Chief Executive Officer  
Cool Spring Downtown District, Inc.

Allocation of Financial Resources – 2nd Quarter FY 2017-2018

<b>Revenue</b>		<b>Contract</b>	<b>Total District</b>
<i>Government</i>	City Contract - MSD Allocation	\$ 9,958	\$ 9,958
	City Contract - General Fund	\$ 25,000	\$ 25,000
<i>Private</i>	Local Philanthropy		\$ 25,000
	Sponsorships		\$ 1,000
	Donations		
<i>Other</i>	Arts Council Support - Admin		\$ 20,000
	DTA Retained Earnings		\$ 14,834
<i>Events Net</i>	Existing DTA events	\$ (4,000)	\$ (3,770)
<b>Total Revenue</b>		<b>\$ 30,958</b>	<b>\$ 92,022</b>
<b>Expenses</b>			
<i>Personnel</i>	President / CEO	\$ 8,800	\$ 22,000
	General Manager	\$ 6,063	\$ 12,125
	Benefits/Payroll Taxes (17%)	\$ 2,527	\$ 5,221
	<i>Sub-Total (Personnel)</i>	\$ 17,389	\$ 39,346
<i>Operations</i>	Rents + Utilities	\$ 982	\$ 982
	Telecommunications	\$ 420	\$ 420
	Supplies	\$ 89	\$ 156
	Insurance (D&O; GL)	\$ 220	\$ 440
	Office Equipment	\$ -	\$ -
	Web Hosting	\$ 75	\$ 75
	Printing & Design	\$ -	\$ 139
	Miscellaneous	\$ -	\$ 850
	Accounting	\$ -	\$ 440
<i>Sub-Total (Operations)</i>	\$ 1,786	\$ 3,502	
<i>Marketing &amp; Advertising</i>	Website Design	\$ -	\$ -
	District Branding	\$ 11,783	\$ 12,183
	Advertising	\$ -	\$ -
<i>Sub-Total (Marketing)</i>	\$ 11,783	\$ 12,183	
<i>Programming</i>		\$ -	\$ -
<b>TOTAL EXPENSES</b>		<b>\$ 30,958</b>	<b>\$ 55,031</b>
<b>NET SURPLUS (DEFICIT)</b>		<b>\$ (0)</b>	<b>\$ 36,991</b>

NOTES:

Events net = October 4th Friday / Zombie Walk expense, less Sponsorship revenue

GM salary allocation to MSD is 50%, CEO is 40%

Advertising expense = 'Shop Small Every Saturday' holiday ad campaign

# City of Fayetteville

433 Hay Street  
Fayetteville, NC 28301-5537  
(910) 433-1FAY (1329)

## City Council Action Memo

File Number: 18-038

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**Agenda Date:** 3/5/2018

**Version:** 1

**Status:** Agenda Ready

**In Control:** City Council Work Session

**File Type:** Other Items of  
Business

**Agenda Number:** 4.03

**TO:** Mayor and Members of City Council

**THRU:** Kristoff Bauer, Deputy City Manager

**FROM:** Bradley S. Whited, Airport Director

**DATE:** March 5, 2018

**RE:**

**Airport - Terminal Improvement Project Part I - Update to Mayor and City Council**

**COUNCIL DISTRICT(S):**

All

**Relationship To Strategic Plan:**

Goal VI: Fayetteville will be a highly desirable place to live, work, and recreate with thriving neighborhoods and a high quality of life for all residents.

- Objective IV.D: To develop and maintain public transportation investments with high quality transit and airport services.

**Executive Summary:**

Airport Director will use the attached PowerPoint Presentation to update the Mayor and City Council on Construction of Terminal Improvement Project Part I, and future Part II, and Part III.

**Background:**

Terminal Improvement Project Part I bids were opened on June 20, 2017. City Council approved the FAA 2017 Airport Improvement Grant #45, Capital Project Ordinance 2018-20, and the Construction Contract with Resolute Building Company on August 28th, 2017. Notice to Proceed was issued for January 2, 2018 with a construction period of 550 calendar days or by July 6, 2019.

**Issues/Analysis:**

Type here

**Budget Impact:**

None to consider at this time

**Options:**

NA

**Recommended Action:**

Information only

**Attachments:**

PowerPoint Presentation titled Terminal Part I Construction Update

# Airline Terminal Improvement

Project Justifications

Construction Phasing

Service Impacts

Status of Airline Terminal Improvement Part I



# Project Justification

Current Terminal Built in 1969; Expanded in 1986 & 1987.  
Facility Built 49 Years Ago and Infrastructure Needs  
Updating.

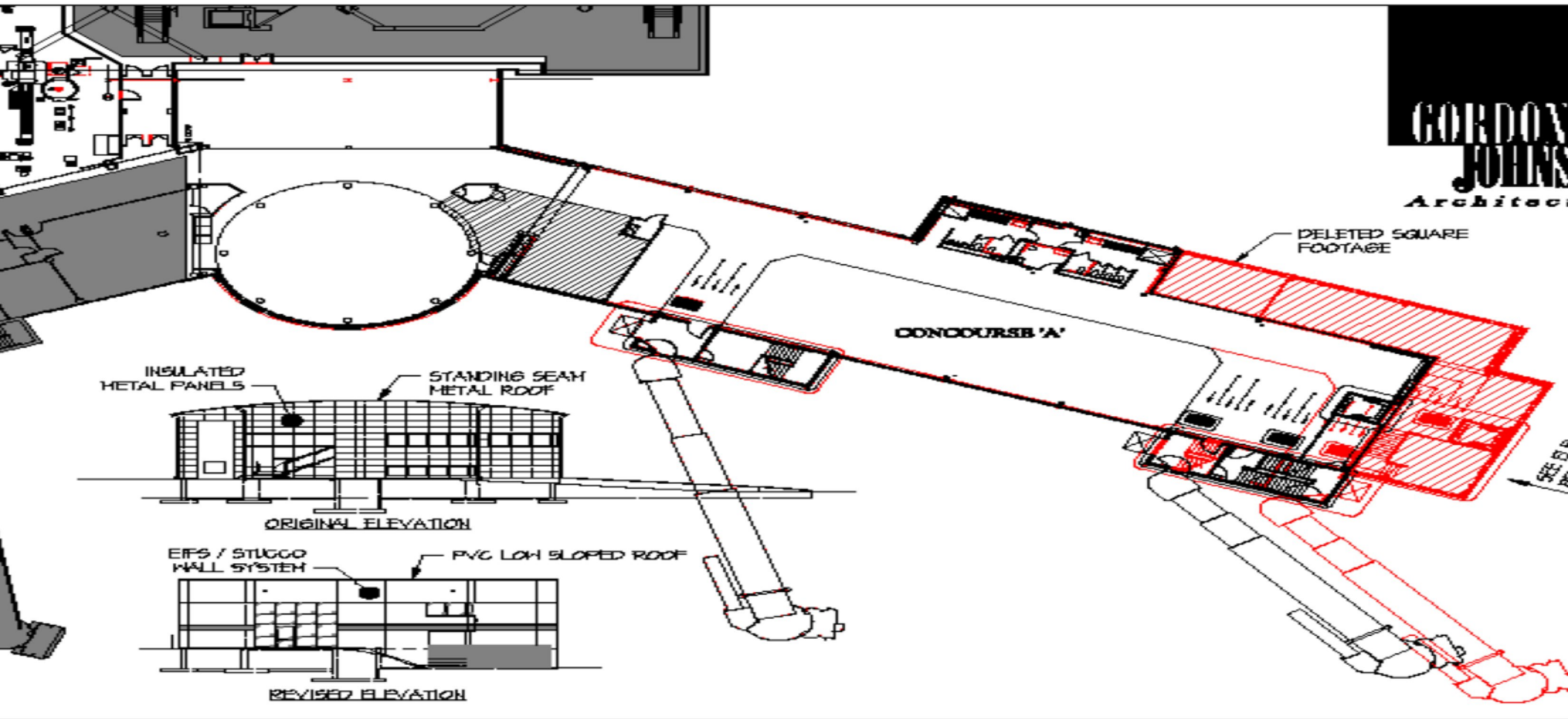
Customer Flow Needs Modernizing.

Special Federal Aviation Administration (FAA) Discretionary  
Funding Program Came Online February 6, 2012.

Airport Has Been Saving for Over 20 Years.

Initial Bid Exceeded Budget Resulting in Value Engineering

# Pre-Construction Value Engineering



# Construction Phasing

Terminal Phase I in Progress

Notice to Proceed (NTP) November 1, 2017

Expected Completion Date is August 2019

Work Elements Include:

Demolition and Construction of New Concourse A

- Two New Passenger Boarding Bridges (PBB)
- New Elevator for Ground Loading
- Establishment of New PWC Water and Power

Buildout of New Restaurant and Kitchen Spaces

Temporary Relocation of TSA Screening Area

*Wetzelville*  
*North Carolina*

# Construction Phase I New Concourse



# Construction Phase I New Restaurant Area



# Construction Phasing

## Terminal Phase II

Anticipated NTP November 2019

Expected Completion Date is August 2021

### Work Elements Include:

Install Two New Elevators and Two New Escalators

Two New Stairways to Second Floor

Demolition of Airport Offices and Old Restaurant Area

New Bathroom Construction on 1<sup>st</sup> and 2<sup>nd</sup> Floors

Construction of New Airport Administration Offices

Renovation of All Rental Car Offices

# Construction Phase II New TSA Checkpoint



*Fayetteville*  
*North Carolina*

# Construction Phase II New 2<sup>nd</sup> Floor Access





Fayetteville  
North Carolina

# Construction Phase II New Terminal Facade



# Construction Phasing

## Terminal Phase III

Anticipated NTP November 2021

Expected Completion Date is August 2023

### Work Elements Include:

Install New TSA In-line Baggage System

Reconfigure Airline Offices, Ticket Counters, and Kiosks

Replacement of Baggage Claim Carousels

# Service Impacts

## Phase I

- Relocation of Airline Operations to Concourse B (4 Gates)
- Establish Temporary TSA Checkpoint

## Phase II

- Temporary Relocation of Airport Offices
- Temporary TSA Checkpoint Remains in Use
- New Concourse Complete (7 Gates)
- Customer Movement Coordination

## Phase III

- Temporary Relocation of TSA and Ticketing Operations



# Status of Airline Terminal Improvement Part I

Notice to Proceed was November 1, 2017

Interior Demolition of Concourse A is complete

Asbestos Removal Scheduled - February 2018

Install New PWC Regulator and Emergency Generator

Buildout of Connector for Temporary TSA Screening Area

Exterior Demolition of Concourse A and Walkway - March

2018

# City of Fayetteville

433 Hay Street  
Fayetteville, NC 28301-5537  
(910) 433-1FAY (1329)

## City Council Action Memo

File Number: 18-085

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**Agenda Date:** 3/5/2018

**Version:** 1

**Status:** Agenda Ready

**In Control:** City Council Work Session

**File Type:** Other Items of  
Business

**Agenda Number:** 4.04

**TO:** Mayor and Members of City Council

**THRU:** Karen M. McDonald, City Attorney

**FROM:** Brandon Christian, Police Attorney

**DATE:** March 5, 2018

**RE:**

Update on Panhandling

**COUNCIL DISTRICT(S):**

ALL

**Relationship To Strategic Plan:**

Goal IV: Desirable Place to Live, Work, and Recreate

**Executive Summary:**

This item was last discussed at your October 30, 2017, work session. At that time, several members of Council expressed an interest in amending the Panhandling Ordinance as it pertains to panhandling from the side of public streets.

**Background:**

Council has previously requested staff to review the ordinances of other cities to determine whether Fayetteville has appropriate ordinances regulating activities associated with panhandling.

To that end, staff has reviewed the ordinances of other North Carolina municipalities, and has presented those findings to Council during a previous work session. At that time, Council directed staff to investigate alternatives to address the concerns of citizens regarding the conduct of panhandlers on the side of public streets and highways and the safety issues it creates for the panhandler and the occupants of motor vehicles.

Consistent with Council's interest, staff has drafted an ordinance amendment which is based largely upon a Charleston, SC, ordinance which restricts the passing of items to and from vehicles on public streets. State statute prohibits the adoption of an ordinance that prohibits the distribution of newspapers. Hence, a section has been added to provide for an exemption.

**Issues/Analysis:**

No known issues.

**Budget Impact:**

Unknown at this time.

**Options:**

1. Accept the proposed amendments and direct staff to place on a future agenda for adoption.
2. Reject the proposed amendment for newspapers.
3. Provide additional direction to staff.

**Recommended Action:**

Staff recommends that Council review the proposed amendments and provide direction to staff.

**Attachments:**

Current Provisions in City Code  
Draft Ordinance

## **Section 17-1**

### **Begging and Soliciting Regulations**

The current ordinance prohibits the following:

1. Accosting or forcing oneself upon the company of another.
2. Continuing to solicit after a person to whom they are soliciting from responds negatively; blocking the passage of a person or engaging in conduct that could reasonably be construed as forcing a person to accede to a solicitation; and in or near a thoroughfare or place open to the public.
3. In a vehicle owned or operated by the city, or within 50 feet of any station or stop for such vehicle.
4. Within 50 feet of any entrance or exit of a financial institution/ATM.
5. On private property if asked to leave by the owner.
6. From a passenger or operator of motor vehicle while standing on shoulder or median strip.
7. In a manner that impedes pedestrians.
8. Within the core downtown area.
9. In a City-owned public park.
10. Within 50 feet of outdoor dining.
11. While a person is standing in line waiting to be admitted into a commercial establishment.
12. After dark.

Penalty: Class 3 Misdemeanor with \$500.00 fine

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FAYETTEVILLE CREATING A NEW SECTION 16-266 TO PROHIBIT THE PASSING OF ITEMS TO AND FROM THE OCCUPANTS OF MOTOR VEHICLES ON PUBLIC STREETS OR HIGHWAYS OF THE CODE OF ORDINANCES OF THE CITY OF FAYETTEVILLE, NORTH CAROLINA**

BE IT ORDAINED, by the City Council of the City of Fayetteville, North Carolina, that:

**Section 1.** Chapter 16, motor vehicles and traffic, is amended by creating a new Section 16-266, the passing of items to or from the occupant of a motor vehicle on a roadway, as follows:

**Sec. 16-266. The passing of items to or from the occupant of a motor vehicle on a roadway is prohibited.**

1. *Intent of section.* This section is intended to provide for the free flow of motor vehicle traffic on public streets and highways in the city. The city council finds that persons who distribute any item to, receive any item from or exchange any item with the occupant of a motor vehicle upon a roadway presents a threat to the free and safe flow of motor vehicle traffic. By this section, the city council intends to promote the health, safety and welfare of the citizens traveling by vehicle or on foot in the city.
2. *Definitions.* For purposes of this section, the following definitions apply:
  - a. **Pass/passing** means distributing any item to, receiving any item from, or exchanging any item with the occupant of a motor vehicle that is located in a lane of travel on the roadway.
  - b. **Roadway** means all public streets and highways within the city. This definition excludes private roads and private property. This definition also excludes areas in which parking is permitted in the city.
  - c. **Item** means any physical object.
3. *Prohibition on roadways.* It shall be unlawful to violate any of the prohibitions set forth below in the city.
  - a. No person shall knowingly distribute any item to, receive any item from, or exchange any item with the occupant of any motor vehicle when the vehicle is located in a lane of travel on the roadway.
  - b. This section shall not apply to the distribution, receipt or exchange of any item with the occupant of a motor vehicle on private property or in a permitted parking area.
  - c. This section shall not apply to any law enforcement officer acting within the scope of his/her official duty.
  - d. This section shall not apply to the distribution, receipt or exchange of any item with the occupant of a motor vehicle located in the roadway in order to assist the occupant after a motor vehicle accident, with a disabled motor vehicle or where the occupant is experiencing a medical emergency.



4. *Exemption.* So long as it does not impede the normal movement of traffic on the street or highway, this section shall not apply to the distribution of newspapers on the non-traveled portion of any street or highway pursuant to N.C.G.S. § 20-175(d).
5. *Enforcement.* Sworn officers of the Fayetteville Police Department are authorized to issue civil citations for violation of this section.
6. *Penalty.* Violation of this section shall be a civil violation, and carry a civil penalty.
  - a. Amount of penalty:
    - i. For a first violation – written warning
      1. It shall be prima facie evidence that a person has already received a written warning under this section if the records management system of the Fayetteville Police Department indicates that such a warning has been given. No officer or other person shall be required to testify or otherwise be present to establish the fact that a prior warning was given in any civil proceeding to enforce this section.
    - ii. For a second violation - \$25.00 civil penalty
    - iii. For a third or subsequent violation - \$100.00 civil penalty
7. *Severability.* If any provision of this section is declared invalid or unconstitutional by any court of competent jurisdiction, the remaining provisions shall be severable and shall continue in full force and effect.

**Section 2.** It is the intention of the City Council, and it is hereby ordained that the provisions of this ordinance shall become and be made part of the Code of Ordinances, City of Fayetteville, North Carolina, and the sections of this ordinance may be renumbered to accomplish such intention.

ADOPTED this the \_\_\_ day of \_\_\_\_\_, 2018.

CITY OF FAYETTEVILLE

\_\_\_\_\_  
MITCH COLVIN, Mayor

ATTEST:

\_\_\_\_\_  
PAMELA J. MEGILL, City Clerk

# City of Fayetteville

433 Hay Street  
Fayetteville, NC 28301-5537  
(910) 433-1FAY (1329)

## City Council Action Memo

File Number: 18-086

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Agenda Date: 3/5/2018

Version: 2

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of  
Business

Agenda Number: 4.05

**TO: Mayor and Members of City Council**

**THRU: Telly Whitfield, Assistant City Manager**

**FROM: Rebecca Jackson, Strategic Performance Analytics Director**

**DATE: March 5, 2018**

**RE:**

**City Council Strategic Plan Retreat Follow-up**

**COUNCIL DISTRICT(S):**

All

### **Relationship To Strategic Plan:**

City Council has developed a sustainable strategic planning model that assists Council, as representatives of the community, to plan for our community's future and to lead with vision.

### **Executive Summary:**

Strategic planning is the framework that is used to plan for the future, set priorities, allocate resources, and drive performance.

On February 2-3, 2018, City Council met in an annual retreat at the new FAST Center to develop the strategic plan for the new fiscal year. The retreat provided an opportunity for Council, as representatives of the community, to come together collaboratively and to plan for our community's future. Council's strategic planning consultant, Mrs. Marcia Johnson with Shepherd Johnson Consulting facilitated the retreat. The consultant's report on the outcomes of the retreat is attached to this agenda item. The Fayetteville City Council made minor revisions to the vision and mission statement. Council also reviewed prioritized current Targets for Action (TFAs) identified five new TFA for the upcoming fiscal year.

- Develop a unified street light plan
- Develop an internship program
- Review options for outsourcing waste management

- Develop options for a young adult engagement program
- Develop MSD options for concentrated retail areas

During the retreat, City Council requested a strategic planning follow up item to occur during the March 5 work session. The purpose of this item is to review the draft FY 19 Strategic Plan that came out of the City Council retreat in February and provide an opportunity for City Council to clarify direction to the City Manager.

**Background:**

Fayetteville's City Council is committed to a sustainable strategic planning model that has been recognized nationally by the International City/County Managers Association, Governing and Living Cities. The main elements of the City's strategic plan represent a commitment to serving the community: The Vision for the community, the organizational Mission, Core Values, five-year Goals that support the long-term vision for the City, performance measures that identify annual targets, fiscal year strategic priorities and Targets for Action (TFA), to advance progress toward the goals.

The City's Strategic and Performance program can be found on the City's website at <https://fayettevillenc.gov/government/city-departments/strategic-performance-analytics/strategic-planning>. Visit <http://tracstat.fayettevillenc.gov> for updates on strategic performance results.

**Issues/Analysis:**

None.

**Budget Impact:**

The FY 19 Strategic Plan will guide budget development for the City.

**Options:**

Provide feedback and additional direction to the City Manager.

**Recommended Action:**

Provide feedback and additional direction to the City Manager.

**Attachments:**

City Council Strategic Planning Report  
TFA Worklist



**City Council  
Strategic Planning Retreat  
Report**

**Feb 2 & 3, 2018**

**Prepared by:**



**Shepherd Johnson Consulting**  
*Developing People, Growing Leaders*  
Fayetteville, NC

## Introduction & Background

The City of Fayetteville, North Carolina, is a diverse community of approximately 208, 000 residents, conveniently located near Interstate 95 (I-95), which is the main interstate highway (and oldest) on the East Coast, running along the Eastern Seaboard from Main to Florida. Fayetteville is only eleven miles from Fort Bragg, the largest military installation in the world with over 50,000 active duty personnel. Committed to improving the quality of life for all of the people who reside here, the City provides a full-service, chartered municipality with a professionally managed municipal government. The Mayor and City Council, City Manager, and Senior Executive Team strive for excellence in providing great customer care to their residents and the businesses that have made Fayetteville their home. With the help of input from the residents and business partners, the City engages in annual Strategic Planning events to evaluate how well it is serving the community and how to make things better.

In 2017, Fayetteville was awarded for ***Excellence in Performance Management and Leadership*** by the International City and County Manager’s Association (ICMA) for its data-driven management and reporting efforts that support the City’s Strategic Plan. Fayetteville was also recognized in May 2017 as one of the **Top Ten High Performing Cities** in a national assessment survey launched by *Living Cities and Governing*, which measured participating cities’ performance using an integrated, collaborative framework of seven essential elements that define high-performance government:

- |                                      |                                    |
|--------------------------------------|------------------------------------|
| 1. <b><i>Dynamically Planned</i></b> | 5. <b><i>Smartly Resourced</i></b> |
| 2. <b><i>Broadly Partnered</i></b>   | 6. <b><i>Employee Engaged</i></b>  |
| 3. <b><i>Resident-Involved</i></b>   | 7. <b><i>Data Driven</i></b>       |
| 4. <b><i>Race-Informed</i></b>       |                                    |

The City of Fayetteville is proud of its many awards and achievements, and its leaders have a strong desire to continue to build on that history of excellence in 2018 and beyond. Some of the many awards and achievements achieved in the last year included:

- *Distinguished Budget Presentation Award from the Government Finance Officers Association*
- *Fayetteville Regional Airport as first/only airport in North Carolina recognized by N.C. Green Travel*
- *#8 in US for well-managed finances by Fiscal Health Index compiled by California Policy Center*
- *Fayetteville-Cumberland Youth Council recognized as most diverse in N.C.*
- *Nationally Accredited Police & Fire Departments*
- *Recognized by NC City & County Communicators Organization (NC3C) for Hurricane Matthew Informational Campaign*
- *Emergency Dispatch Program Certified by International Academies of Emergency Dispatch*
- *Police Chief Gina Hawkins installed as the City’s first African American Police Chief*
- *2017 Marvin Collins Award in Comprehensive Planning for the Cape Fear River Plan*
- *New \$35 million Minor League Baseball Stadium to host the Houston Astros Single A Advanced Team*

Shepherd Johnson Consulting was invited to support the strategic planning process and alignment through the planning and facilitation of two strategic planning retreats, one for the Senior Management Team in December of 2017, and other for the Mayor and City Council in February of 2018. This report documents the City Council strategic planning process, its results and recommendations developed in response.

## Planning for the Future: The Process

Planning for the future always starts by taking an evaluative look at where things stand today. Therefore, strategic planning begins with a process of gathering feedback from all of the various Stakeholders of the City of Fayetteville. Listening to the voices of residents, businesses, city employees, and the Senior Management Team, provided the Mayor and City Council the input they needed as they came together at the annual Strategic Planning Retreat on Feb 2 & 3, 2018, to plot the course for FY2019.

The Retreat provided an opportunity for the Mayor and City Council to lay the framework for the future. The elements of that framework included:

- Review and discussion of the existing statements of the municipal government’s vision, mission, and core values
- An examination of the current operational environment and identification of external forces and trends that impact the City’s ability to perform up to resident expectations
- Assessment of the city organization’s strengths, weaknesses, opportunities and threats (SWOT analysis)
- Review of the City’s six strategic goals and aligned objectives and identifying areas of lower performance (GAP Analysis)
- City Council recommendations and discussion of new FY2019 Targets for Action and the prioritization of those proposed actions

As this was a newly elected Mayor and City Council, the retreat provided an opportunity to for new members to get to know each other better and to build their team-skills in communication and team decision making. As part of the preliminary retreat activities, the Mayor, Council Members, City Attorney, City Manager and Assistant City Managers, participated in a Personality and Decision making workshop using the Myers-Briggs Type Indicator Personality Type Assessment to provide insight into the different, individual personalities on the team and how each personality approached decision making and problem solving. They were also provided an MBTI Team Dynamics Report that revealed the overall “team type” and how that team type would affect interpersonal communications and group dynamics.

## Myers-Briggs Type Indicator (MBTI) Personality Type Decision Making and Team Dynamics

Learning about different personality types can be useful when trying to improve communication and understanding between people. Having the ability to understand different personality types is an especially useful skill for individuals who serve on an appointed or elected team, such as a City Council, that must work together effectively to make decisions that impact large number of people.

A well-functioning team can accomplish more than a group of individuals working independently. Because the individuals on a team bring differing perspectives into the problem-solving or decision-making process, the solutions and decisions made by the team can be far more successful than if they were made by one individual. However, team decisions can be challenging. Team members have to learn how to listen and communicate with people who may be very different from themselves. Understanding the different personalities on the team can help team members work through conflict, sort out misunderstandings, and make team decisions. At the retreat, the participants were provided two MBTI reports:

1. Myers-Briggs Type Indicator Decision-Making Style Report
2. Myers-Briggs Type Indicator Team Report

The MBTI Team Report provided analysis of the team that includes the Mayor, City Council Members, Assistant City Managers, and City Attorney. It also identified the Team’s Personality Report (as a whole) as **ESTP (Extraversion--Sensing--Thinking--Perceiving)**. The team type was derived by calculating the number of team members with each preference. ESTP teams are good at troubleshooting. They are typically full of energy and ready to jump in and deal with whatever the situation may arise in order to resolve the problem. They enjoy taking risks to achieve team goals, and are willing to work around obstacles and doing whatever is necessary to achieve them. Every team has strengths. They also have blind spots that may derail the team unless members consciously work around them. An ESTP team may rely on quick-fix solutions that don’t address the underlying problem or may jump into action prematurely. Or they can become distracted on the next interesting problem and fail to follow through on things they have already started. Therefore, it would be wise for this team to take time to carefully analyze issues to ensure that the team’s proposed solutions address the underlying causes and not just the symptoms.

**Fayetteville City Council Type Table**

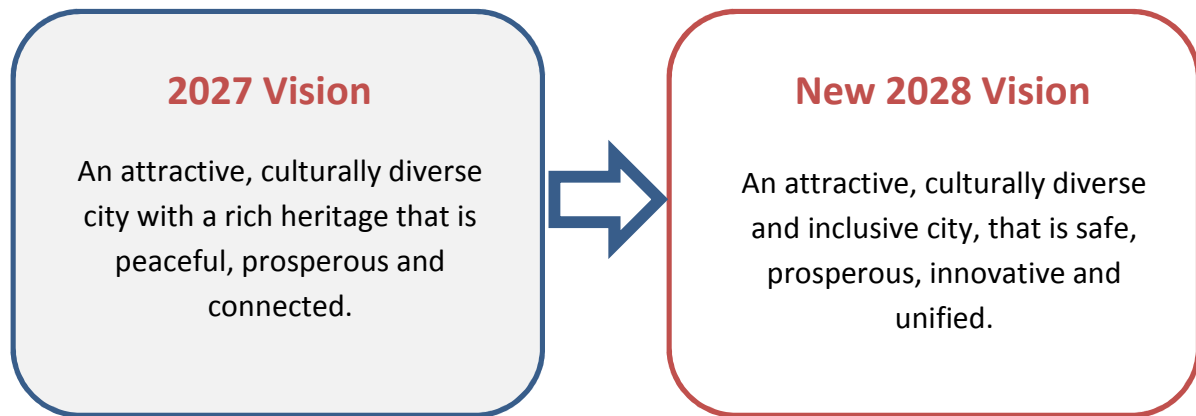
<b>ISTJ</b> <i>Karen McDonald Telly Whitfield</i>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
<b>ISTP</b>	<b>ISFP</b> <i>Larry Wright</i>	<b>INFP</b>	<b>INTP</b> <i>Kristoff Bauer Tisha Waddell</i>
<b>ESTP</b> <i>Kathy Jensen</i>	<b>ESFP</b>	<b>ENFP</b> <i>Tyrone Williams</i>	<b>ENTP</b> <i>Mitch Colvin Doug Hewett Jim Arp</i>
<b>ESTJ</b> <i>Johnny Dawkins Ted Mohn D. J. Haire</i>	<b>ESFJ</b> <i>Jay Reinstein</i>	<b>ENFJ</b> <i>William Crisp</i>	<b>ENTJ</b>



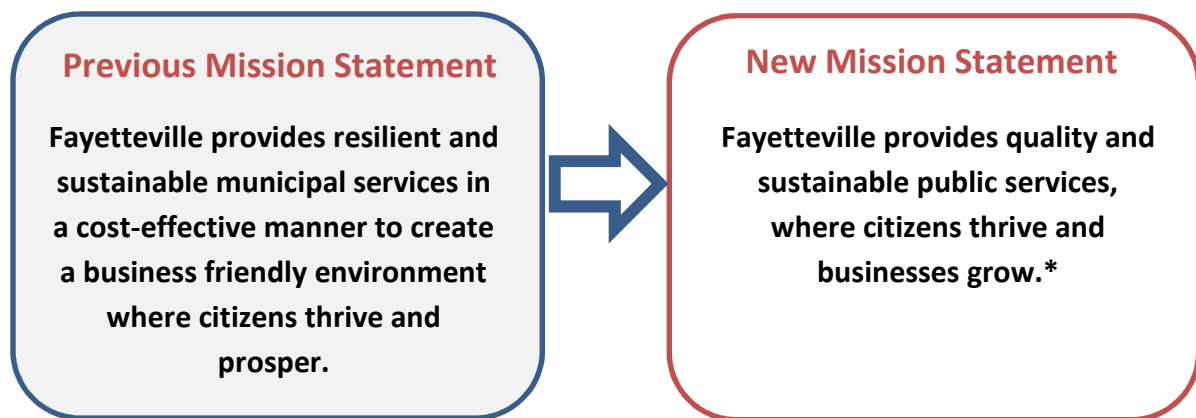
## Vision, Mission and Values

After the MBTI Personality Type workshop, the participants reviewed and discussed the existing City of Fayetteville statements of Vision, Mission, and Values to determine if the statements needed to be revised in any way in order to best capture the sentiments of the people.

The organization's **Vision** is aspirational in nature and defines where the organization is going and what it wants to achieve. It paints a picture of the desired future state of the community. The Mayor and City Council decided to revise the Vision statement to reflect a more desirable, inclusive future state.



A **Mission Statement** describes the organization's purpose and defines why the organization exists, and its relationship to its customers. The participants reviewed and discussed the existing mission statement and decided to make the following changes:



*\*Council did not reach consensus on this, so the CMO will come back with a suggestion for shaping it further, after which the Council will finalize.*

An organization's **Core Values** are the fundamental principles that guide how members of the organization will conduct themselves while carrying out the **Mission** in pursuit of the **Vision**. Together, they provide the framework for decision making and taking action. The Mayor and City Council reviewed and confirmed the existing set of values as shown below:

**Core Values**

We, the Mayor, City Council, Managers, Supervisors and Employees serve with

**R**esponsibility  
**E**thics  
**S**tewardship  
**P**rofessionalism  
**E**ntrepreneurial Spirit  
**C**ommitment  
**T**eamwork

to safeguard and enhance the public trust in City Government.



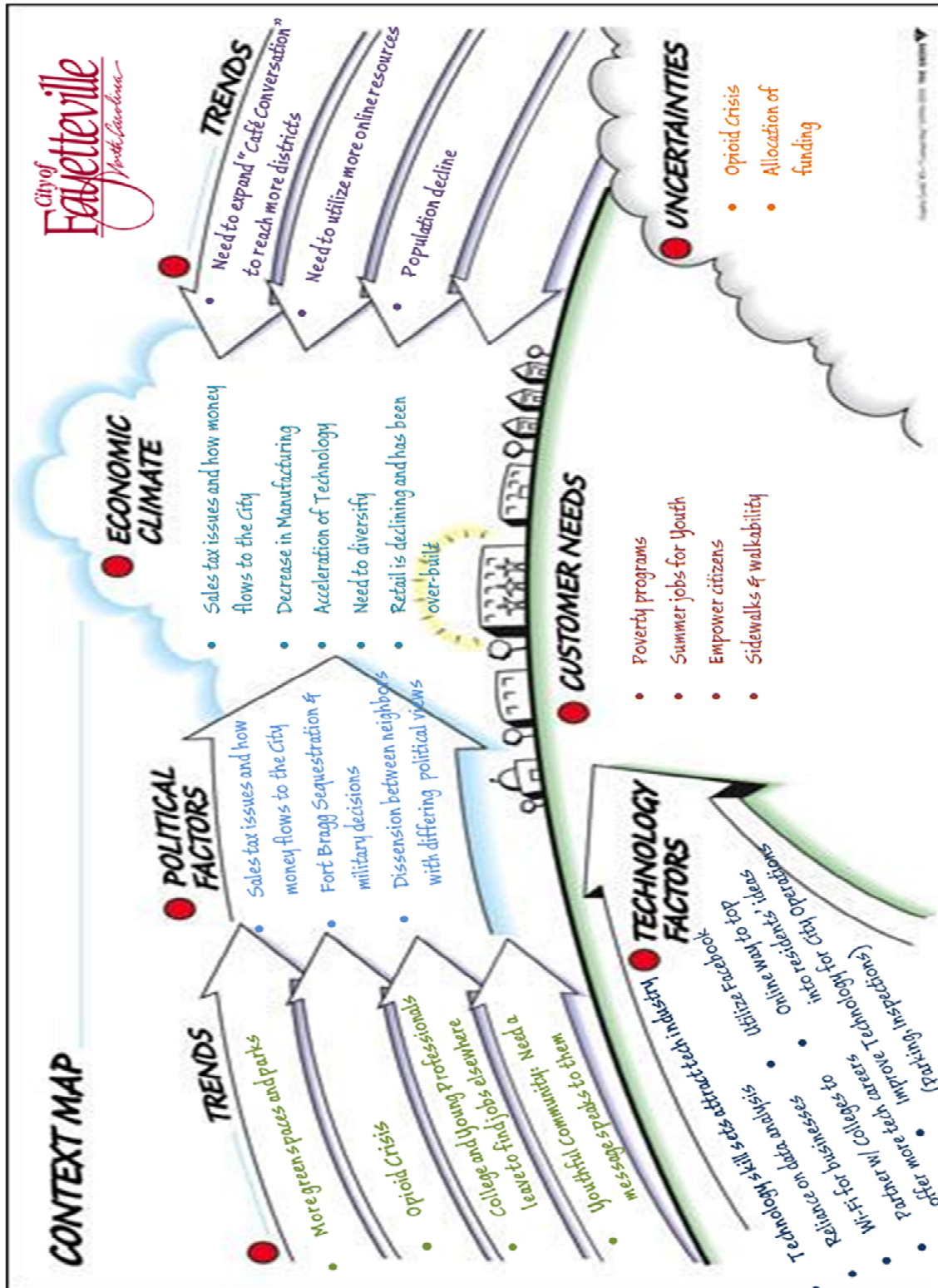
### Environmental Scan/Context Map

Before plotting a course for the future, it is good to start out by first developing a clear understanding of the present environment. The Mayor and City Council participated in a structured exercise to describe current conditions impacting the City of Fayetteville's ability to deliver services to their residents. This exercise focused the thinking of the participants on the following aspects of the current operational environment:

- Societal and organizational trends
- Political factors
- Economic climate
- Citizen needs
- Technology factors
- Uncertainties

Participants were provided feedback and data from multiple sources, such as: *Fayetteville Community Snapshot*, *Fayetteville 24/7 brochure*, *2018 Café Conversation Report*, *2016 Resident Survey*, and the *2017 Social Capital Survey Report*. These sources were reviewed and discussed to analyze the social factors shaping the community. Also, Guest speaker, Ted Abernathy, an Economic Strategist, provided insight into economic trends that will most likely impact Fayetteville. The result of the environmental scan activity is shown in the graphic context map on the following page.







## SWOT Analysis

A SWOT analysis is a strategic planning tool that was used by our participants to critically and constructively consider the attributes of the city government organization. Whereas the Environmental

Scan focused more on the external conditions affecting the City government, the SWOT focused more internally. SWOT is an acronym used to evaluate the City's Strengths, Weaknesses, Opportunities, and Threats. Together, the Mayor and City Council answered the following questions:

- *What are our Strengths? What is going well? What positive results have we been experiencing? What do we have going for us? What behaviors are positively influencing our organization?*
- *What are our Weaknesses? Where is our performance less than we want? What areas need attention and resources? What behaviors are negatively affecting our organization?*
- *What Opportunities do we have before us? What are the positive external factors that we should take advantage of at this time? What relationships should we build in order to improve our future?*
- *What Threats are we facing as an organization or community? What are the things that need to be resourced before something negative happens and the organization or the community?*

As part of the SWOT analysis, participants were provided feedback and data to provide a context for completing the analysis. Feedback was shared from the Employee Survey, Employee Focus Groups, and the Senior Management Team Retreat. Presentations were made by the directors of Budget and Finance in order to provide an up-to-date report on the City's finances and financial forecast. The SWOT matrix on the following page shows the answers provided by the Mayor and City Council.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Diversity</li> <li>• Financial stability – bond ratings</li> <li>• Qualified workforce</li> <li>• Open-mindedness for future growth</li> <li>• Crisis management</li> </ul>	<ul style="list-style-type: none"> <li>• Priority projects not funded or moving forward</li> <li>• Resistance to change</li> <li>• Political grid-lock (Council)</li> <li>• Need more upward mobility</li> <li>• Budget pressure</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• PWC fiber</li> <li>• Solar energy</li> <li>• New NC gas line</li> <li>• I-295</li> <li>• New baseball stadium</li> <li>• Parks &amp; Rec bond</li> <li>• Performing Arts Center</li> <li>• Tax cuts to corporations</li> </ul>	<ul style="list-style-type: none"> <li>• Financial uncertainty</li> <li>• Fort Bragg decisions</li> <li>• Lack of coordinated vision</li> <li>• Economic inclusion</li> <li>• County changing formula for sales tax</li> <li>• Utility tax rate change</li> <li>• Bus passenger safety due to behavior problems of unruly passengers</li> </ul>

### Strategic Goals and Objectives

The next area of focus for the Retreat participants was that of reviewing the strategic goals and objectives. The City of Fayetteville has six strategic goals that provide the framework for measuring performance and the City’s success in moving closer toward the Vision defined in the Strategic Plan.



The following is a list of the goals and the objectives for FY2018. Only one minor change is recommended for FY2019, which is to add the word “poverty” to Objective 4.6.

**Goal 1:**

- **Objective 1.1:** To reduce the incidence and severity of crime and to improve public perception of safety through community engagement and interagency collaboration in crime/ safety initiatives
- **Objective 1.2:** To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries
- **Objective 1.3:** To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration
- **Objective 1.4:** To ensure high survivability rate and improve dollar loss ratios for fire, medical, hazardous incidents and other emergencies



**GOAL 2: Diverse and Viable Economy**

- **Objective 2.1:** To sustain a favorable development climate through continual improvement of internal process and by providing redevelopment tools to encourage business growth
- **Objective 2.2:** To implement strategies that diversify the city's tax base and increase the industrial and commercial tax bases
- **Objective 2.3:** To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income
- **Objective 2.4:** To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River

**GOAL 3: High Quality-Built Environment**

- **Objective 3.1:** To manage the City's future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and under developed buildings and increasing occupancy of vacant retail and office space
- **Objective 3.2:** To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment
- **Objective 3.3:** To revitalize neighborhoods with effective zoning, code enforcement, and violations abatement
- **Objective 3.4:** To develop and maintain city street and storm water systems to an established target level of effectiveness and quality improving connectivity
- **Objective 3.5:** To develop and sustain access to connectivity that increases our smart city capacity

**GOAL 4: Desirable Place to Live, Work and Recreate**

- **Objective 4.1:** To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity
- **Objective 4.2:** To provide for a clean and beautiful community with increased green spaces
- **Objective 4.3:** To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes
- **Objective 4.4:** To develop and maintain public transportation investments with high quality transit and airport services
- **Objective 4.5:** To provide high quality affordable housing that revitalizes neighborhoods
- **Objective 4.6:** To reduce poverty and homelessness

**GOAL 5: Sustainable Organizational Capacity**

- **Objective 5.1:** To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities
- **Objective 5.2:** To promote an organizational climate that fosters an exceptional, diverse, engaged and healthy workforce that delivers excellent services
- **Objective 5.3:** To identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions and using business intelligence strategies, including performance management, process mapping, evaluation and improvement

**GOAL 6: Citizen Engagement & Partnerships**

- **Objective 6.1:** To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment
- **Objective 6.2:** To increase trust and confidence in City government through high quality customer service
- **Objective 6.3:** To expand collaborative relationships between government units, the local military and stakeholders.

**Gap Analysis of Organizational Goal Performance**

After reviewing the six strategic goals, participants were asked to rate each goal according to organizational performance, using an electronic polling device. Here are the results of that poll:

GOAL	Exceeds Performance	Meets Performance	Below Performance	<i>Goals with Lowest Performance</i>
1	10%	70%	20%	
2	0%	30%	70%	<i>Low Performance</i>
3	0%	20%	80%	<i>Low Performance</i>
4	20%	60%	20%	
5	0%	90%	10%	
6	0%	80%	20%	

Based on the polling of the Mayor and City Council members, Goal 3 (High Quality-Built Environment) and Goal 2 (Diverse and Viable Economy) are the lowest areas of organizational performance and therefore could benefit from additional focus in FY2019 in the way of new Targets for Action.

## Targets for Action

The next step in the process was to review the current Targets of Action in 2018 to ensure an understanding by the group of which TFA's were completed, stopped, or in-progress. Because several of the current TFA's are multi-year projects, it was important to know which ones would be carried into FY2019 and required funding and resources. Here is a list of the TFA's that will be carried forward into the next fiscal year:

### Current TFA/Projects (Listed by Goal), continuing as Council strategic priorities in FY2019:

Goal	TFA/Project Name
1	<ul style="list-style-type: none"> <li>Hurricane Mathew recovery continues with a focus on CDBG DR and HMPG</li> <li>Complete study for Joint 911 Center and seek Council approval</li> <li>Expand Corridor Cameras</li> </ul>
2	<ul style="list-style-type: none"> <li>Project Homerun Development</li> <li>Execute approved plan to redevelop Centre City Business Park</li> <li>Policy Direction for Murchison Road and Corridor redevelopment</li> <li>Develop a targeted tax incentives policy</li> </ul>
3	<ul style="list-style-type: none"> <li>Develop comprehensive review of broadband capabilities in city to leverage City's fiber assets to improve speed, liability and coverage</li> <li>Review changes to UDO</li> <li>Complete Comprehensive Plan</li> </ul>
4	<ul style="list-style-type: none"> <li>Complete Parks and Recreation Capital bond projects; FY19 to focus on addressing locations of facilities</li> <li>Airport Terminal Renovations</li> </ul>
5	<i>All completed</i>
6	<ul style="list-style-type: none"> <li>Complete City Hall renovation</li> <li>Rebrand City with community stakeholders</li> </ul>

After the participants had reviewed, discussed and affirmed the projects that would be carried forward to the next fiscal year, the Mayor and City Council turned their attention to discussing and making recommendations for new Targets for Action for FY2019.

The Mayor and City Council were provided the opportunity to recommend three new Targets for Action. They completed TFA Recommendation Cards that assisted in defining the project and what Goal and Objective it would be supporting, as well as identified what "type" of action it would require. Then each participant presented their recommendations before the rest of the Council and the other members were given the opportunity to ask clarifying questions to ensure the group understood each project and what the positive outcome would be. After presenting their recommendations, the TFA Cards were posted in the front of the room under signs marking their associated Goal, allowing participants to see a visual display of how many new TFA's were being recommended for each Goal.

The next step in the process required participants to narrow down the 30+ list of new TFA’s down to short, manageable list that could be realistically added to the FY2019 Strategic Plan. To accomplish this, each participant was asked to use stickers (dots) to select their individual five TFA’s from all of the ones recommended, that they would like to see move forward. Once their selections were completed, the group had a clear visual of which TFA’s had the most Council support because those TFA’s had the most stickers (representing participant votes) on them. Those TFA cards with the most support were moved to a different chart, where participants could then begin to discuss and refine their selections. This process resulted in five new strategic TFA’s for FY2019.

**New FY19 Targets for Action:**

	<b>Goal</b>	<b>Target for Action</b>
1.	<b>Goal 1</b>	Develop a unified street lighting plan
2.	<b>Goal 2</b>	Develop an internship program
3.	<b>Goal 3</b>	Develop MSD options for concentrated retail areas
4.	<b>Goal 5</b>	Analyze and consider outsourcing of solid waste collection services
5.	<b>Goal 6</b>	Develop options for a young adult engagement program

**Next Steps in the Strategic Planning Process**

After the retreat, the City staff will work to clearly define what “success” looks like for each TFA, so that the organization can track and measure the organization’s performance. Each TFA will be assigned a Project Lead who will be responsible for managing, tracking, and reporting back to the Mayor and Council on the progress of TFA, through the use of TRACTStat, the City’s performance tracking program. The Office of Strategic Performance Analytics will guide the tracking of all organizational performance and reporting throughout the year, so that City leaders can stay up-to-date on how projects are progressing.

Because the Strategic Plan is linked to the Annual Budget, there will be further discussions with the Mayor and City Council in late spring, to discuss the new Action Plan and the relative cost involved, before adopting the new FY19 Budget that will begin July 1, 2018.

FY 19 TFA (5 New TFA and 14 Continuing Priority TFA for a total of 19 TFA)				
TFA	Director	Status @ retreat	Status for FY 19	Line #
<b>Goal I: Safe and Secure Community</b>				
FY 19 Develop a unified street lighting plan	Rob Stone	N/A	<b>New FY 19 Council TFA</b>	1.1
FY 19/ FY 18/ FY 17 Hurricane Matthew event, response & recovery	Jay Reinstein	On Schedule	Continued Council Priority for FY 19 (With focus on CDBG DR and HMPG)	1.2
FY 19/ FY 18/ FY 17/ FY 16 Complete study for a Joint 911 Center and seek Council approval	Kristoff Bauer	Stopped/Unprogrammed	Continued Council Priority for FY 19	1.3
FY 19/ FY 18/ FY 17 Expand corridor cameras	Michael Petti	Behind Schedule	Continued Council Priority for FY 19	1.4
<b>Goal II: Diverse and Viable Economy</b>				
FY 19 Develop an internship program	Barbara Hill	N/A	<b>New FY 19 Council TFA</b>	2.1
FY 19/ FY 18 / FY 17 Project Homerun Redevelopment	Kristoff Bauer	On Schedule	Continued Council Priority for FY 19	2.2
FY 19/ FY 18 Policy Direction for Murchison Road and corridor redevelopment	Cynthia Blot	Behind Schedule	Continued Council Priority for FY 19	2.3
FY 19/ FY 18/ FY 17 Execute approved plan to redevelop Centre City Business Park	Cynthia Blot	Behind Schedule	Continued Council Priority for FY 19	2.4
FY 19/ FY 18 Develop a targeted tax incentives policy	Cynthia Blot	Behind Schedule	Continued Council Priority for FY 19	2.5
<b>Goal III: High Quality Built Environment</b>				
FY 19 Develop MSD options for concentrated retail areas	Gerald Newton	N/A	<b>New FY 19- Reconsider as TFA?</b>	3.1
FY 19/ FY 18/ FY 17 Develop comprehensive review of broadband capabilities in city to leverage City's fiber assets to improve speed, liability and coverage	Dwayne Campbell	Behind Schedule	Continued Council Priority for FY 19	3.2
FY 19/ FY 18/ FY 17/ FY 16 Complete Comprehensive Land Use Plan	Gerald Newton	Pending	Continued Council Priority for FY 19	3.3
FY 19/ FY 18 Review changes to the Unified Development Ordinance	Gerald Newton	Pending	Continued Council Priority for FY 19	3.4
<b>Goal IV: Desirable Place to Live, Work and Recreate</b>				
FY 19/ FY 18/ FY 17 Complete Parks and Recreation Capital bond projects	Michael Gibson	On Schedule	Continued Council Priority for FY 19	4.1
FY 18/ FY 17/ FY 16 Airport Terminal Renovations	Bradley Whited	On Schedule	Continued Council Priority for FY 19	4.2
<b>Goal V: Sustainable Organizational Capacity</b>				
FY 19 Analyze and consider outsourcing of solid waste collection services	Rob Stone	N/A	<b>New FY 19 TFA</b>	5.1
<b>Goal VI: Citizen Engagement and Partnerships</b>				
FY 19 Develop options for a young adult engagement program	Michael Gibson	N/A	<b>New FY 19 TFA</b>	6.1
FY 19/ FY 18/ FY 17/ FY 16 Complete City Hall renovation including first floor	Kristoff Bauer	Behind Schedule	Continued Council Priority for FY 19	6.2
FY 19/ FY 18/ FY 17 RFP to rebrand City with community stakeholders	Kevin Arata	Completed	Continued Council Priority for FY 19 (New action plan in partnership with FC EDC)	6.3

Current TFA's that are either complete or anticipated to be complete by Yearend, June 30, 2018 <i>(Total of 16 TFA)</i>				
TFA	Director	Status @ retreat	Status at June 30, 2018	Line #
FY 18/ FY 17/ FY 16 Build fire station 12	Ben Major	On Schedule	Anticipated to be complete	C-1
FY 18/ FY17 Develop local small disadvantage business enterprise	Cheryl Spivey	Completed	Complete. Note to CMO to ensure performance reporting	C-2
FY 18/ FY17 Improve timeliness and quality of building trades inspections	Michael Bailey	Completed	Complete	C-3
FY 18 / FY 17 Complete study and develop a plan of action that will accelerate stormwater projects by 25%	Rob Stone	Completed	Complete	C-4
FY 15 Complete full implementation of FayWorx	Michael Bailey	Completed	Complete	C-5
FY 18/ FY 17 Complete pedestrian master plan and seek Council approval	Rob Stone	On Schedule	Anticipated to be complete	C-6
FY 18/ FY 17 Develop target area revitalization strategy	Cynthia Blot	On Schedule	Anticipated to be complete	C-7
FY 18 Adoption of Fayetteville Beautiful by Fayetteville Cumberland Parks and Recreation	Michael Gibson	On Schedule	Anticipated to be complete (Fay. Beautiful now operational under P&R.)	C-8
FY 18 Conduct an anti-poverty summit	Jay Reinstein	On Schedule	Anticipated to be complete (CMO bring back summit recommendations)	C-9
FY 18/ FY 17/ FY 16 Complete Cape Fear River Trail through Part C	Rob Stone	Behind Schedule	Anticipated to be complete	C-10
FY 18/ FY 17/ FY 16 Develop Homelessness Solution: Execute approved IA with County	Cynthia Blot	On Schedule	Anticipated to be complete (CMO to look at performance of COC)	C-11
FY 18/ FY 17/ FY 16/ FY 15 Execute TIP/ FAST Center	Randy Hume	Behind Schedule	Anticipated to be complete	C-12
FY 18/ FY 17/ FY 16 City gateways	Michael Gibson	On Schedule	Anticipated to be complete (Committee operational)	C-13
FY 18 Conduct a vehicle maintenance cost benefit analysis	Jay Reinstein	On Schedule	Anticipated to be complete	C-14
FY 18 Improve performance management and reporting	Rebecca Jackson	Completed	Complete	C-15
FY 16 Develop and launch new City website	Kevin Arata	Completed	Complete	C-16

Current TFA's that have been stopped or unprogrammed (Total of 5 TFA)				
TFA	Director	Status @ retreat	Status at June 30, 2018	Line #
FY 18 Establish a revolving loan pool for small business	Cynthia Blot	Stopped/Unprogrammed	Stopped/Unprogrammed- Removed as TFA	S-1
FY 18/ FY 17 Develop a Shaw Heights annexation implementation plan	Gerald Newton	Stopped/Unprogrammed	Stopped/Unprogrammed- Removed as TFA	S-2
FY 17 Develop preliminary land acquisition strategies for Shaw Heights	Gerald Newton	Stopped/Unprogrammed	Stopped/Unprogrammed- Removed as TFA	S-3
FY 18 Conduct a comprehensive housing study	Cynthia Blot	Behind Schedule	Stopped/Unprogrammed- Removed as TFA	S-4
FY 18 Develop and execute Ombudsman program for improved customer service	Doug Hewett	Stopped/Unprogrammed	Stopped/Unprogrammed- Removed as TFA	S-5

# City of Fayetteville

433 Hay Street  
Fayetteville, NC 28301-5537  
(910) 433-1FAY (1329)

## City Council Action Memo

File Number: 18-090

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**Agenda Date:** 3/5/2018

**Version:** 2

**Status:** Agenda Ready

**In Control:** City Council Work Session

**File Type:** Other Items of  
Business

**Agenda Number:** 4.06

**TO:** Mayor and Members of City Council

**THRU:** Doug Hewett, ICMA-CM, City Manager  
Telly Whitfield, Ph.D., Assistant City Manager

**FROM:** Tracey Broyles, Budget and Evaluation Director  
Dwayne Campbell, Chief Information Officer

**DATE:** March 5, 2018

**RE:**

**Continuing Discussion of the Recommended FY2019-2023 Capital and  
Technology Improvement Plans**

**COUNCIL DISTRICT(S):**

All

**Relationship To Strategic Plan:**

Goal V: Sustainable Organizational Capacity

Objective A: To ensure strong financial management with fiduciary accountability and plan for future resource sustainability by aligning resources with City priorities

**Executive Summary:**

Staff will be presenting additional information to address Council questions and concerns regarding the Recommended Capital and Technology Improvement Plans (CIP and TIP) for fiscal years 2019 through 2023.

**Background:**

On February 5, 2018, staff presented the Recommended CIP and TIP for fiscal years 2019 through 2023. A special meeting was held on February 21, 2018 to discuss the recommended plan. Deliberation of the CIP and TIP was continued to the March work session.



Staff is planning to provide additional information and seek feedback on the following topics:

- Fire Station projects, including existing station renovations and station relocation recommendations
- Police projects, including training center and 911 center needs
- Stormwater Master Plan, current project planning and future resources
- Transit bus shelter and bench installation policy, current status and peer city comparisons
- Current and recommended sidewalk installation project location lists
- FayWorx project summary to date

Staff will also provide comparative data for peer cities regarding current ad valorem tax rates, vehicle license tax rates, stormwater fees and solid waste fees.

**Issues/Analysis:**

To be discussed.

**Budget Impact:**

To be discussed and updated following receipt of direction from Council.

**Options:**

Provide feedback on proposed CIP and TIP projects for update of the recommended CIP and TIP and revision of funding plans.

**Recommended Action:**

To be discussed.

**Attachments:**

Additional materials to be provided at work session.

# City of Fayetteville

433 Hay Street  
Fayetteville, NC 28301-5537  
(910) 433-1FAY (1329)

## City Council Action Memo

File Number: 18-091

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**Agenda Date:** 3/5/2018

**Version:** 2

**Status:** Agenda Ready

**In Control:** City Council Work Session

**File Type:** Other Items of  
Business

**Agenda Number:** 4.07

**TO:** Mayor and Members of City Council

**THRU:**

**FROM:** Mayor Colvin

**DATE:** March 5, 2018

**RE:**

City Council Agenda Item Request - RFI for Opioid Litigation - Mayor Colvin

**COUNCIL DISTRICT(S):**

All

**Relationship To Strategic Plan:**

Safe and secure community

Diverse local economy

**Executive Summary:**

Identify local and minority individuals or firms that are qualified and experienced to act as Special Litigation Counsel to the City regarding litigation involving the manufacture, marketing, sale and distribution of opioid products in the City.

**Background:**

The City of Fayetteville like many local government units across the United States is in the midst of a crisis involving opioid addiction. This Crisis has placed a burden on City resources for which the City believes those involved in the manufacture, marketing, sale and distribution of opioid products may be responsible.

**Issues/Analysis:**

N/A

**Budget Impact:**

N/A

**Options:**

N/A

**Recommended Action:**

N/A

**Attachments:**

City Council Agenda Item Request Form

**City Council Agenda  
Item Request**

**Date of Request:** \_\_\_\_\_

**Name of Requester:** \_\_\_\_\_

**Agenda Item Title:** \_\_\_\_\_

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

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

**Comments:**

