

City of Fayetteville

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

Meeting Agenda - Final City Council Regular Meeting

Monday, September 14, 2020

7:00 PM

Council Chamber

1.0 CALL TO ORDER

2.0 INVOCATION

3.0 PLEDGE OF ALLEGIANCE

4.0 ANNOUNCEMENTS AND RECOGNITIONS

5.0 APPROVAL OF AGENDA

6.0 CONSENT AGENDA

6.01 [20-1508](#) Approval of Meeting Minutes:
August 5, 2020 - Work Session

Attachments: [080520 WKS](#)

6.02 [20-1499](#) Special Revenue Fund Project Ordinance 2021-4 to Appropriate a
Cumberland Community Foundation, Inc. Grant to the Fayetteville
Police Department for Racial Equity Institute Training

Attachments: [SRO 2021-4 FPD Racial Equity Training.pdf](#)
[Racial Equity Institute Training Grant from Cumberland Community Foundation](#)

6.03 [20-1501](#) Adoption of Special Revenue Fund Project Ordinance 2021-5 for the
FY21 Juvenile Restitution Program

Attachments: [SRO 2021-5 FY20-21 Juvenile Restitution Program.pdf](#)
[Fayetteville-Cumberland County Juvenile Restitution Program Agreement 20-21](#)

6.04 [20-1502](#) Adoption of Special Revenue Fund Project Ordinance 2021-6 for the
WORTH Court Grant from the Juvenile Crime Prevention Council of the
N.C. Department of Public Safety

Attachments: [SRO 2021-6 JCPC WORTH Court Grant.pdf](#)
[JCPC WORTH Court Grant Packet](#)

6.05 [20-1505](#) Acceptance of Settlement Report From Cumberland County Tax
Collector for Fiscal Year July 1, 2019 through June 30, 2020

Attachments: [County Settlement and Verification of Tax Funds FYE 063020](#)

- 6.06** [20-1521](#) Authorization to Accept the FY2020 Historic Preservation Fund Grant and Adoption of Special Revenue Fund Project Ordinance 2021-7

Attachments:

[SRO 2021-7 FY20 Historic Preservation Fund Grant.pdf](#)

[FY2020 Historic Preservation Fund Grant Contract](#)

[Project Outline & Budget](#)

- 6.07** [20-1485](#) Approval of FAST's 2016-2020 Equal Employment Opportunity (EEO) Program

Attachments:

[FAST EEO Plan 2016-2020 \(Final Draft\)](#)

7.0 PUBLIC FORUM

8.0 PUBLIC HEARINGS

For certain issues, the Fayetteville City Council may sit as a quasi-judicial body that has powers resembling those of a court of law or judge. The Council will hold hearings, investigate facts, weigh evidence and draw conclusions which serve as a basis for its decisions. All persons wishing to appear before the Council should be prepared to give sworn testimony on relevant facts.

- 8.01** [20-1506](#) Phase 5 Annexation Utility Improvement Project Area 22 Public Hearing on Preliminary Assessment Roll

Attachments: [ccam.rollpublichearing.A22](#)
 [rollpublichearingpwrpt.A22](#)

9.0 OTHER ITEMS OF BUSINESS

- 9.01** [20-1500](#) Presentation of Appointment Committee Recommendations for Boards and Commissions Appointments

Attachments: [Recommendations for 21 Appointments to 6 City of Fayetteville Boards and Cor](#)

- 9.02** [20-1526](#) Discussion of Pole Attachment Ordinance

Attachments: [Pole Attachment Ordinance](#)

10.0 ADMINISTRATIVE REPORTS

- 10.01** [20-1523](#) Administrative Report for the Central Campbellton Neighborhood Plan

Attachments: [Central Campbellton Neighborhood Plan Draft, 9-4-20](#)
 [Implementation strategies 9-4-20](#)

11.0 ADJOURNMENT

POLICY REGARDING PUBLIC HEARING AGENDA ITEMS

Citizens wishing to provide testimony in response to a notice of public hearing or to participate in the public forum can obtain instructions to submit a statement by emailing cityclerk@ci.fay.nc.us or by calling 910-433-1312 for assistance. Individuals desiring to testify on a quasi-judicial public hearing must contact the City Clerk by 5:00 p.m. the day of the meeting to sign up to testify; instructions will be provided on how to appear before Council to provide testimony.

POLICY REGARDING NON-PUBLIC HEARING AGENDA ITEMS

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

CLOSING REMARKS

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

Individuals who have not made a written request to speak on a nonpublic hearing item may submit written materials to the City Council on the subject matter by providing thirteen (13) copies of the written materials to the Office of the City Manager before 5:00 p.m. on the day of the Council meeting at which the item is scheduled to be discussed.

COUNCIL MEETING WILL BE AIRED
September 14, 2020 @ 7:00 p.m.

Notice Under the Americans with Disabilities Act (ADA):

The City of Fayetteville will not discriminate against qualified individuals with disabilities on the basis of disability in the City's services, programs, or activities. The City will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the City's programs, services, and activities. The City will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all City programs, services, and activities. Any person who requires an auxiliary aid or service for effective communications, or a modification of policies or procedures to participate in any City program, service, or activity, should contact the office of Human Relations at ynazar@ci.fay.nc.us, 910-433-1696, or the Office of the City Clerk at 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: 20-1508

Agenda Date: 9/14/2020

Version: 1

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Consent

Agenda Number: 6.01

TO: Mayor and Members of City Council

THRU: Telly C. Whitfield, Ph.D., Assistant City Manager

FROM: Pamela J. Megill, MMC, City Clerk

DATE: September 14, 2020

RE:

Approval of Meeting Minutes:
August 5, 2020 - Work Session

COUNCIL DISTRICT(S):

ALL

Relationship To Strategic Plan:

Develop and maintain strong community connections.

Executive Summary:

The Fayetteville City Council conducted meetings on the referenced date during which they considered items of business as presented in the draft.

Background:

The draft minutes are from the meeting held on the above mentioned date.

Issues/Analysis:

N/A

Budget Impact:

N/A

Options:

1. Approve draft minutes
2. Amend draft minutes and approve draft minutes as amended
3. Do not approve the draft minutes and provide direction to staff.

Recommended Action:

Approve the draft minutes.

Attachments:

Draft minutes

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**FAYETTEVILLE CITY COUNCIL
WORK SESSION MINUTES
COUNCIL CHAMBER
VIA ZOOM CONFERENCE CALL
AUGUST 5, 2020
5:00 P.M.**

Present: Mayor Mitch Colvin

Council Members Katherine K. Jensen (District 1) (via zoom); Shakeyla Ingram (District 2); Tisha S. Waddell (District 3) (via zoom); D. J. Haire (District 4) (via zoom); Johnny Dawkins (District 5); Chris Davis (District 6); Larry O. Wright, Sr. (District 7); Courtney Banks-McLaughlin (District 8); Yvonne Kinston (District 9)

Others Present: Douglas Hewett, City Manager
Karen McDonald, City Attorney
Telly Whitfield, Assistant City Manager
Angel Wright-Lanier, Assistant City Manager
Gina Hawkins, Police Chief
Jay Toland, Chief Financial Officer
Tracey Broyles, Budget and Evaluation Director
Gerald Newton, Development Services Director
Kevin Arata, Corporate Communications Director
Taurus Freeman, Planning and Zoning Manager
Christopher Cauley, Economic and Community Development Assistant Director
Kecia Parker, Real Estate Manager
Pamela Megill, City Clerk
Members of the Press

1.0 CALL TO ORDER

Mayor Colvin called the meeting to order at 5:00 p.m.

2.0 INVOCATION

The invocation was offered by Council Member Davis.

3.0 APPROVAL OF THE AGENDA

MOTION: Council Member Wright moved to approve the agenda with the addition of a closed session at the end of the agenda, and to move Item 4.07, Introduction of Choice Neighborhood Grant Program, to the beginning of the agenda; to be numbered 4.001.

SECOND: Council Member Ingram

VOTE: UNANIMOUS (10-0)

4.0 OTHER ITEMS OF BUSINESS

4.001 Introduction of Choice Neighborhood Grant Program

Mr. Chris Cauley, Economic and Community Development Assistant Director, introduced this item and stated the Choice Neighborhood Program leverages significant public and private dollars to support locally driven strategies that address struggling neighborhoods with distressed public housing through a comprehensive approach to neighborhood transformation. The first step of the program is the development of a comprehensive neighborhood revitalization plan which focuses on directing resources to address three core goals of housing, people and neighborhoods. To achieve these core goals, communities must develop and implement a comprehensive neighborhood revitalization strategy, or Transformation Plan. The Transformation Plan will become the guiding document for the revitalization of the public and/or assisted housing units while simultaneously directing the transformation of the surrounding neighborhood and positive outcomes for families. The Choice Neighborhood grant makes up to \$450,000.00

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available for the development of the Transformation Plan and an early action project.

Mr. Adam Rosa, Principal Planner, COLLABO, Inc., presented a PowerPoint presentation for community action and empowerment for the Murchison Road corridor, and stated the plan goals are to engage all residents and ensure the Murchison Road Corridor area is a community of opportunity and choice. Implement catalytic neighborhood projects to improve quality of life and to link people to opportunities. Identify and access local, state and federal funding programs. Mr. Rosa presented photographs and maps of the Choice Neighborhoods Initiative (CNI) plan to replace 100 percent of the Murchison Townhouse units within the neighborhood, or in other areas of opportunity as part of new mixed-income developments.

Discussion ensued.

Mr. Cauley stated on August 24, 2020, City Council will be asked to vote on a commitment to partner with the Fayetteville Metropolitan Housing Authority on this grant initiative.

4.01 Request from the Fayetteville Dogwood Festival for Financial Assistance due to Impacts from COVID-19 Pandemic

Dr. Telly Whitfield, Assistant City Manager, presented this item and stated the Fayetteville Dogwood Festival is a City sponsored nonprofit organization that has been in existence for 38 years. The City leases office space, located at 301 Hay Street, to the organization for \$250.00 a month. The Fayetteville Dogwood Festival has grown to encompass multiple events each year, all free to the community, to include a spring festival which has become the largest community gathering in the City. Last year, the Dogwood Festival reported a \$1.3 million financial impact to the economy.

Due to the COVID-19 pandemic, the spring festival was rescheduled from April 23-26, 2020, to October 15-18, 2020. While it is difficult to predict the future given our current pandemic status, plans are underway to hold the event in the fall. Dogwood applied and received a forgivable loan from the federal Paycheck Protection Program to assist in their operations for April through June. The additional funds requested would be used as seed money to allow the organization to remain solvent as it works to recover from the cancellation of the spring event, while continuing to seek support through sponsors and grants.

The four-month deferral of rent payments would also provide additional financial relief until the festival occurs in October, upon which time the organization proposes to resume rent payments and begin the repayment of the deferred months.

The adopted FY 2020 and FY 2021 annual operating budgets include \$15,000.00 and \$12,000.00 of funding for the Fayetteville Dogwood Festival, respectively. Additionally, City revenues for both fiscal years include \$3,000.00 per year of building rent from the Fayetteville Dogwood Festival. If approved, any direct financial assistance would be an appropriation from the General Fund fund balance and an acceptance of revenue deferrals for several months.

Discussion ensued.

Consensus of Council was to approve the release of \$15,000.00 in FY 20 and \$12,000.00 in FY 21 to the Fayetteville Dogwood Festival, and waive the building rent payments for the period of July 2020 through October 2020. Council Member Waddell was opposed to the consensus vote.

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4.02 Discussion of Ordinance Prohibiting Sleeping in Parks Overnight

Ms. Karen McDonald, City Attorney, presented this item and stated the purpose of this agenda item is to present to Council a draft ordinance amending Chapter 18, Section 18-19, to expand the prohibition of sleeping overnight or camping in City parks without a permit to include the Market House and City-owned museums. The current ordinance prohibits sleeping in parks overnight. Council members have expressed an interest in expanding the prohibition of sleeping overnight without a permit. The proposed ordinance amendment would extend the prohibition to the Market House and City-owned museums. There are no known issues but the expansion of the ordinance language seeks to clarify that camping and sleeping overnight at the named subject locations in the ordinance is prohibited without a permit.

Council Member Dawkins stated he would like City Hall and Police Stations included in the ordinance, and asked for a consensus vote to include the additional locations. The consensus vote failed.

Consensus of Council was to accept the proposed ordinance amendment as presented by the City Attorney. Council Member Waddell was in opposition to the consensus vote. Mayor Colvin stated this item will be on the August 10, 2020, City Council meeting agenda for official action.

4.03 Appointment Committee request to consider the number of Boards and Commissions a resident may serve on - City Council Policy No. 110.1

Ms. Pamela Megill, City Clerk, presented this item and stated the Appointment Committee met on June 30, 2020. During the meeting, a consensus vote of the Committee was to direct staff to enter an agenda item for the August 3, 2020, work session to request Council consider increasing the number of boards and commissions a resident may serve on from one appointment to two appointments. City Council Policy No. 110-1, Boards and Commissions - Membership and Removal, Section I.A, Membership, states "It shall be the policy of the City Council to allow an individual to serve on only one board or commission at a time".

Mayor Pro Tem Jensen, Appointment Committee Chair, stated over the past few appointment cycles it has become increasingly difficult to fill all board and commission vacancies with qualified members. It has also been noted that some of the boards and commissions meet on an "as needed" basis, which can be seldom in some cases, such as the Personnel Review Board and Ethics Commission. Residents appointed to such boards and commissions are routinely disappointed if they have not had an opportunity to serve to a greater extent.

Discussion ensued.

MOTION: Mayor Pro Tem Jensen moved to "Suspend the Rules" for voting on this item.
SECOND: Council Member Kinston
VOTE: PASSED by a vote of 9 in favor to 1 in opposition (Council Member Haire)

MOTION: Council Member Kinston moved to increase the number of boards and commissions a resident may serve on from one appointment to two appointments.
SECOND: Council Member Dawkins
VOTE: FAILED by a vote of 5 in favor to 5 in opposition (Council Members Davis, Haire, Colvin, and Banks-McLaughlin)

MOTION: Council Member Waddell moved to increase the number of boards and commissions a resident may serve on from one appointment to two appointments, only for boards and commissions that meet on an "as needed" basis.
SECOND: Mayor Pro Tem Jensen

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VOTE: PASSED by a vote of 8 in favor to 2 in opposition (Council Members Colvin and Wright)

Mayor Colvin recessed the meeting at 6:51 p.m. and reconvened the meeting at 7:01 p.m.

4.04 Discussion of three proposed text amendments to Article 30 of the Unified Development Ordinance.

Mr. Taurus Freeman, Planning and Zoning Manager, presented this item and stated text amendments to the Unified Development Ordinance (UDO) are suggestions for approval by the professional planners of the Development Services Department. A public hearing before the Planning Commission, in accordance with the standards of the Code, shall be held for the Planning Commission's review and recommendation. A public hearing before the City Council, in accordance with the standards of the Code, shall be held for Council to review the Planning Commission's recommendation and other relevant factors prior to rendering a final determination.

The proposed three text amendments include:

- TA20-01: 30-2.C.4.d.8.c., Conditional Zoning - Conditions of Approval
- TA20-002: Table 30-5.D.4, Maximum Fence and Wall Height and Setback
- TA19-003: 30-5.L.7.b.1, Signs Permitted with a Sign Permit (Specific Standards) - Residential & Large Multi-building Developments

Typically, text amendments have a public hearing before the Planning Commission, in accordance with the standards of the Code, for the Planning Commission's review and recommendation. Then, a public hearing before the City Council, in accordance with the standards of the Code, is held for the Council to review the Planning Commission's recommendation and other relevant factors prior to rendering a final determination.

Discussion ensued.

Consensus of Council was to direct staff to move all of the proposed amendments through the process of required public hearings.

4.05 Discussion of text amendments to various sections and underlying policies for establishing a two-tier Downtown District to Article 30 of the Unified Development Ordinance (UDO).

Ms. Alicia Moore, Planner II, presented this item and stated On February 24, 2020, the Fayetteville City Council adopted the Fayetteville Downtown Urban Design Plan (DUDP). The Plan provided implementation strategies to enhance these segments of the City as a result of a planning process, which combined extensive citizen input with principles of good urban design, to become a guide for improving Downtown Fayetteville in the next five to ten years. This process encouraged the rezoning of several parcels in and around the downtown area from their current zoning district to either the Downtown (DT) or (DT2) zoning district. The Downtown Plan revolves around implementation action items meant to achieve its design recommendations. One of these action items is an update to the zoning and development standards in the downtown by creating a two-tiered zoning district. The core of the downtown will be rezoned as "DT Tier 1", and the surrounding encircling parcels will be rezoned as "DT Tier 2". The purpose is to extend the qualities embodied in the core of the downtown to the broader area. As this strategy requires changes to permitted uses as well as the creation of a new zoning district, it

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requires modifications to the Use Table (Table 30.4.A.2) in the Unified Development Ordinance (UDO).

Typically, text amendments have a public hearing before the Planning Commission, in accordance with the standards of the Code, for the Planning Commission's review and recommendation. Then, a public hearing before the City Council, in accordance with the standards of the Code, is held for the Council to review the Planning Commission's recommendation and other relevant factors prior to rendering a final determination.

Discussion ensued.

Consensus of Council was to direct staff to move all of the proposed amendments through the process of required public hearings.

4.06 Discussion of proposed rezoning and establishment of a two-tier Downtown District and a Colleges and Universities District

Mr. Joseph Hadley, Planner II, presented this item and stated on February 24, 2020, the Fayetteville City Council adopted the Fayetteville Downtown Urban Design Plan (DUDP). The Plan is a result of a planning process, which combined extensive citizen input with principles of good urban design, to become a guide for improving Downtown Fayetteville in the next five to ten years. There are two parts that can occur as administrative rezonings. One deals with the downtown and the second addresses having inconsistent zoning for our local universities. Both items can be addressed through a series of meetings and eventually action by the City Council. The adopted plan strongly encourages the rezoning of several parcels in and around the downtown area from their current zoning district to either the Downtown (DT) or (DT2) zoning district. We propose to do this over the next five months.

The second rezoning segment would be to encompass key educational institutions and their surrounding properties for Fayetteville State University (FSU), Methodist University (MU), and Fayetteville Technical Community College (FTCC) from their current zoning districts to a proposed College & University (CU) zoning district. We propose to do this in direct coordination with the college and universities.

Discussion ensued.

Consensus of Council was to direct staff to move all of the proposed administrative rezoning through the process of required public hearings.

4.07 Introduction of Choice Neighborhood Grant Program

This item was moved to the beginning of the agenda and renumbered to Item 4.001.

4.08 City Council Member Agenda Item Request - Meeting Streaming and Audio Upload - Council Member Waddell

Council Member Waddell presented this item and stated she is seeking Council approval to have all recordings (audio and video) of open Council meetings, work sessions, and Council Committee meetings uploaded/posted to the City Website and social media pages. Additionally seeking Council approval to have all open Council meetings streamed from Zoom or FayTV onto the City's social media pages.

The May 4, 2020, work session gained 6.1 thousand views on Facebook, while YouTube views range from 70 to 300 per video. Uploading meetings to social media gives citizens an opportunity to stay up to date with our meetings and be informed.

Discussion ensued.

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Council Member Waddell called for a consensus vote to have all recordings (audio and video) of open Council meetings, work sessions, and Council Committee meetings uploaded/posted to the City Website and social media pages. And to have all open Council meetings streamed from Zoom or FayTV onto the City's social media pages. The consensus vote FAILED by a vote of 4 in favor to 6 in opposition (Council Members Colvin, Jensen, Haire, Dawkins, Davis, and Wright)

4.09 City Council Agenda Item Request - Bias Workshop - Council Member Kinston

Council Member Kinston presented this item and stated with the conversations of equity and diversity, racial discussion, implicit bias and community concerns, I would like for our Council to support the efforts to participate in a workshop on these subjects that would later be rolled out to the community. Fayetteville can be in the front of the discussions jointly with our community and take a lead in the right steps to move forward. During recent community events we have had the opportunity to hear, see and read the outpouring of concerns. This will allow the Council to complete a collaboration effort to build trust, listen and respond to the community, while giving the community the opportunity to have dialogue discussions.

Discussion ensued.

Consensus of Council was to direct staff to coordinate a "Bias" work/training session for City Council.

Mayor Colvin announced the closed session that had been added to this agenda is no longer needed.

5.0 ADJOURNMENT

There being no further business, the meeting adjourned at 7:57 p.m.

Respectfully submitted,

PAMELA J. MEGILL
City Clerk

MITCH COLVIN
Mayor

080520

City of Fayetteville

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

City Council Action Memo

File Number: 20-1499

Agenda Date: 9/14/2020

Version: 1

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Consent

Agenda Number: 6.02

TO: Mayor and Members of City Council

THRU: Douglas J. Hewett, ICMA-CM, City Manager

FROM: Gina V. Hawkins, Chief of Police
Tracey Broyles, Budget and Evaluation Director

DATE: September 14, 2020

RE:

Special Revenue Fund Project Ordinance 2021-4 to Appropriate a Cumberland Community Foundation, Inc. Grant to the Fayetteville Police Department for Racial Equity Institute Training

COUNCIL DISTRICT(S):

ALL

Relationship To Strategic Plan:

Goal 1: Safe and Secure Community

Executive Summary:

Special Revenue Fund Project Ordinance 2021-4 will appropriate a \$50,000 grant, awarded by the Cumberland Community Foundation for the Fayetteville Police Department to provide departmental training through the Racial Equity Institute.

There is no local match required for the grant which funds both virtual and in-person training and ancillary costs.

Background:

The Fayetteville Police Department was awarded a \$50,000 grant by the Cumberland County Foundation, Inc. to provide racial equity, diversity and de-escalation training for all departmental employees. The training will be taught on a virtual platform, and in-person as permitted when COVID-19 pandemic conditions improve.

This training is considered to be essential given the current national state of police and

community relations. This training is designed to improve community relations between the Police Department and the community while ensuring that the mutual safety and well-being of the general public and law enforcement are priorities.

Issues/Analysis:

Additional details regarding the planned training program are included in the attached grant packet.

Budget Impact:

There is no impact to the General Fund as no local match is required.

Options:

- 1) Adopt Special Revenue Fund Project Ordinance 2021-4.
- 2) Do not adopt Special Revenue Fund Project Ordinance 2021-4 and provide further direction to staff.

Recommended Action:

Staff recommends that Council move to adopt Special Revenue Fund Project Ordinance 2021-4 as presented.

Attachments:

Special Revenue Fund Project Ordinance 2021-4
Racial Equity Institute Training Grant from Cumberland Community Foundation, Inc.

SPECIAL REVENUE FUND PROJECT ORDINANCE
ORD 2021-4

BE IT ORDAINED by the City Council of the City of Fayetteville, North Carolina, that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following special revenue project ordinance is hereby adopted:

Section 1. The project authorized is for the Fayetteville Police Department Racial Equity Institute Training project, to include departmental training initiatives and other ancillary costs as funded by a grant by the Cumberland Community Foundation, Inc.

Section 2. The project director is hereby directed to proceed with the project within the terms of the various contract agreements executed and within the funds appropriated herein.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

Cumberland Community Foundation	<u>\$ 50,000</u>
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Section 4. The following amounts are appropriated for the project:

Project Expenditures	<u>\$ 50,000</u>
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Section 5. Copies of this special revenue project ordinance shall be made available to the budget officer and the finance officer for direction in carrying out this project.

Section 6. The City Manager is hereby authorized and directed to take such action as he may deem necessary or appropriate to execute this ordinance.

Adopted this 14th day of September, 2020.

Fayetteville Police Department Racial Equity Training Institute

2020 Innovative Grant Application for FPD

City of Fayetteville Police Department

Tammy Pippen
467 Hay Street
Fayetteville, NC 28301

O: 910-273-1920

Tammy Pippen

467 Hay Street
Fayetteville, NC 28301

TPippen@ci.fay.nc.us

Application Form

Grant Eligibility

Organization Classification*

Select the IRS classification for the applicant's organization.

Organizations must qualify as tax-exempt under Section 501(c)(3) and 509(a)(1), (a)(2), or (a)(3) of the Internal Revenue Code or be a qualified unit of government which includes Native American tribal governments.

Qualified Government Agency

Discrimination Policy*

Cumberland Community Foundation's nondiscrimination policy is:

No person in the United States shall, on the basis of actual or perceived race, color, religion, national origin, sex, gender identity (as defined in paragraph 249(c)(4) of title 18, United States Code), sexual orientation, marital or parental status, political affiliation, military service, physical or mental ability, or any other improper criterion be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity funded in whole or in part with funds made available by the Foundation, and any other program or activity funded in whole or in part with funds appropriated for grants, cooperative agreements, and other assistance administered by the Foundation.

Does the organization confirm that its philosophy and practices are consistent with this policy?

Yes

Application Questions

Name of Project*

Fayetteville Police Department Racial Equity Training Institute

Project Description*

Provide a short summary of the project/program.

Fayetteville Police Department Racial Equity Training Institute- The Fayetteville Police Department plans to implement racial equity training for the entire department which is designed to improve community relations between the police department and the community while assuring the mutual safety and well-being of the general public and law enforcement is a priority.

Amount Requested*

How much is the applicant requesting ? (Up to \$50,000)

\$50,000.00

Project Budget*

Attach a detailed line item revenue/expense budget, **Attachment A (PDF)**. **Up to 10% can be used for refreshments and meeting expenses.** The amount should equal the amount requested unless there are other revenue sources for the project. Please use the space provided for a budget narrative.

Budget Doc-Racial Equity Training Institute (1).pdf

Please see attachment A.

Needs Statement*

Statement by the Chief of Police about the need for the programming.

Due to budget limitations from the current COVID-19 pandemic and the current state of law enforcement and community relations, racial equity training is essential to the Fayetteville Police Department (FPD). Funds will be expended solely on training with an emphasis on racial equity and de-escalation. Studies have proven that when police departments are trusted by the community, the profession works like it should, premier law enforcement agencies are always taking steps in building trust. But trust can be a very hard thing to earn in law enforcement—especially since officers tend to appear in a citizen's life when something has gone wrong or even when mass media events occur such as the recent incident of Mr. George Floyd in Minneapolis.

FPD understands how we treat citizens is vital to the building of trust. FPD will concentrate on eliminating the disparities within law enforcement all while enhancing our community policing efforts. Studies show that people of color share similar barriers with other historically marginalized groups such as people with low income, people with disabilities, LGBTQ communities, women, older adults and young people. By addressing the barriers experienced by those marginalized groups, we will effectively identify solutions and remove barriers by implementing an in-depth training program with racial equity at the core.

De-escalation training is vital in building trust as well. It teaches officers to slow down, create space, and use communication techniques to defuse potentially dangerous situations. It gives officers strategies to more calmly deal with people who are experiencing mental and emotional crises. The training is expected to provide officers with the tools to be empowered to calm challenging and/or aggressive persons safely and effectively. This funding opportunity will enhance our abilities to service the community we live in with fairness, patience, and compassion. As the Chief of Police, I am indeed grateful for organizations such as the Cumberland County Foundation to serve an avenue to assist us in providing modernized and imperative training when it is needed most.

Project Timeline*

Include a detailed timeline of the implementation plan for the project/program as **Attachment B (PDF)**.

Timeline- Fayetteville Police Department Racial Equity Training Institute.pdf

Please see attachment B.

Goals*

What are the goals for the work with the Racial Equity Institute?

Goals

1. Implement the use of racial equity tools provided by training.
2. Decrease racial disparities within law enforcement, so there is fairness and equitable services to all residents.
3. Learn to collaborate with communities and institutions to eliminate racial inequity with-in the City of Fayetteville.

Participant Selection Process*

Describe the plan and strategy for participant selection.

The program will be mandatory for all employees of the Fayetteville Police Department and adopted as part of the 2020-2021 training enhancement program.

Additional Document

You can use this space to upload any supporting documents or additional information. This is optional.

N/A

Supporting Information: If your application is approved, applicant will be asked to submit via the organization's Foundant (grant portal) dashboard the following items :

1. **Signed Grant and Communication Agreement.**
2. **Communications plan for acknowledging the grant award.**

(Signed by person(s) responsible for making sure the CCF is properly acknowledged via, website, Facebook, Twitter, newsletter, or other printed material.)

3. **Interim and Final Reports when due**

(Due dates will be stated in Grant Agreement)

Acknowledgement*

By clicking the box, you agree to use funds as budgeted and to properly acknowledge the CCF grant. You also agree to submit a report(s) on how the grant was used.

I understand the requirements

File Attachment Summary

Applicant File Uploads

- Budget Doc-Racial Equity Training Institute (1).pdf
- Timeline- Fayetteville Police Department Racial Equity Training Institute.pdf

Fayetteville Police Department Racial Equity Training Institute

Budget Worksheet

Amount requested: \$50,000.00

Item	Quality	Amount
Virtual Racial Equity Training (Groundwater Approach)	3 x \$5,000.00	\$15,000.00
Diversity Training	1 x \$15,000.00	\$15,000.00
Virtual Diversity/ De-escalation Training	2 x \$2,000.00	\$4,000.00
Extra Large Conference Room	1 x \$5,000.00	\$5,000.00
Train the Trainer on Racial Equality	1 x \$11,000.00	\$11,000.00
	Grand Total	\$50,000.00

Fayetteville Police Department Racial Equity Training Institute

Budget Detailed Narrative

Virtual Racial Equity Training- The Fayetteville Police Department will launch the virtual training session this fall. The Groundwater metaphor is designed to help law enforcement officers and staff at all levels internalize the reality that we live in a racially structured society, and that is what causes racial inequity. There will be three virtual sessions conducted at the cost of \$5,000.00 each.

Diversity Training- The Diversity Training will provide law enforcement and the community with the learning platform to critically examine stereotypes and cultural assumptions that are often held by the community and by the law enforcement professionals who serve the community. This training will be provided both in-person and on a virtual platform. The Virtual Diversity/De-escalation Training will be hosted on a virtual platform at a cost of \$2,000.00 per session (two-sessions at \$2,000.00 each) and the in-person training session is \$15,000.00.

Conference Room- Logistics for the in-person training will include a large conference room to allow social distancing to occur. This training will take place only and when the State sees a significant COVID-19 case reduction. The estimated cost is \$5,000.00. The \$5,000.00 cost is for a private conference room large enough to continue practicing social distancing.

Train the Trainer on Racial Equality/De-escalation - Train the trainer is a budget conscious training platform what would allow FPD to bring in subject matter experts to provide training to the Fayetteville Police Department. The estimated training cost would be \$11,000.00.

Total amount requested: \$50,000.00

Fayetteville Police Department Racial Equity Training Institute

Project Timeline

Estimated Dates	Action
August 2020	The first phase of training implementation will be to host the Virtual Racial Equity Training for staff. This training will occur throughout the month of August and September. Amount: \$15,000.00
September 2020	In September we will launch the Virtual Diversity/De-escalation Training. Amount: \$4,000.00
Jan/Feb 2021	Due to COVID-19, the dates of this training will be based on the current state of the pandemic. The Fayetteville Police Department plans to seek subject matter experts to implement a full train the trainer program. Amount: \$11,000.00
May/June 2021	Due to COVID-19, the dates of this training will be based on the current state of the pandemic. The Fayetteville Police Department plans to seek a lead instructor to conduct the in-person diversity training program. Amount: \$15,000 plus \$5,000.00 (conference room cost)
Performance Period	The Fayetteville Police Department expected this initiative to be completed by 07/01/2021.

City of Fayetteville

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

City Council Action Memo

File Number: 20-1501

Agenda Date: 9/14/2020

Version: 1

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Consent

Agenda Number: 6.03

TO: Mayor and Members of City Council

THRU: Douglas Hewett, ICMA-CM, City Manager

FROM: Gina V. Hawkins, Chief of Police
Tracey Broyles, Budget and Evaluation Director

DATE: September 14, 2020

RE:

Adoption of Special Revenue Fund Project Ordinance 2021-5 for the FY21
Juvenile Restitution Program

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal 1: Safe and Secure Community

Executive Summary:

The City has been awarded grant funding for fiscal year 2020-2021 for the Fayetteville-Cumberland County Juvenile Restitution Program, which is a sentencing alternative program for Fayetteville and Cumberland County youth. Special Revenue Fund Ordinance 2021-5 will appropriate \$77,714 needed for personnel and operating costs for fiscal year 2020-2021. The funding sources for this program include a \$53,411 grant awarded by the North Carolina Department of Public Safety, a local match of \$12,152 from Cumberland County and the City's local match of \$12,151.

Background:

The Fayetteville-Cumberland County Juvenile Restitution Program focuses on making juvenile offenders, typically between the ages of 11 and 17, accountable to the community and/or victim(s) through community service work. Youth are referred to the program to complete court-ordered community service and/or restitution requirements.

The program provides meaningful work opportunities for juveniles to teach them accountability and to accept responsibility for their actions. In addition, the program focuses on changing the juvenile's attitude and negative behavior through positive reinforcement and life experiences. It is the goal of the program to decrease future criminal misbehavior by those served.

Issues/Analysis:

None

Budget Impact:

The City's local match for this grant is funded in the Police Department's General Fund operating budget for fiscal year 2021.

Options:

- 1) Adopt Special Revenue Fund Project Ordinance 2021-5.
- 2) Do not adopt Special Revenue Fund Project Ordinance 2021-5 and provide further direction to staff.

Recommended Action:

Staff recommends that Council move to adopt Special Revenue Fund Project Ordinance 2021-5 as presented.

Attachments:

Special Revenue Fund Project Ordinance 2021-5
Fayetteville-Cumberland County Juvenile Restitution Program Agreement

SPECIAL REVENUE FUND PROJECT ORDINANCE
ORD 2021-5

BE IT ORDAINED by the City Council of the City of Fayetteville, North Carolina, that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following special revenue project ordinance is hereby adopted:

Section 1. The project authorized is for the funding of the Fayetteville-Cumberland Juvenile Restitution Program as awarded by the North Carolina Department of Public Safety for Fiscal Year 2020-2021.

Section 2. The project director is hereby directed to proceed with the project within the terms of the various contract agreements executed with the Federal and State governments and within the funds appropriated herein.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

N.C. Department of Public Safety	\$ 53,411
Local Match - Cumberland County	12,152
Local Match - City of Fayetteville General Fund Transfer	12,151
	<u>\$ 77,714</u>

Section 4. The following amounts are appropriated for the project:

Project Expenditures	<u>\$ 77,714</u>
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Section 5. Copies of this special revenue fund project ordinance shall be made available to the budget officer and the finance officer for direction in carrying out this project.

Section 6. The City Manager is hereby authorized and directed to take such action as he may deem necessary or appropriate to execute this ordinance.

Adopted this 14th day of September, 2020.



North Carolina Department of Public Safety

JCPC Program - Program Agreement

SECTION I A	SPONSORING AGENCY AND PROGRAM INFORMATION		
FUNDING PERIOD:	FY 20-21	DPS/JCPC FUNDING # (cont only)	526-XXXX
COUNTY:	Cumberland	AREA:	Central Area
Multi-County:	No	Multi-Components	No
NAME OF PROGRAM:		Fayetteville-Cumberland Juvenile Restitution Program	

SPONSORING AGENCY:	Fayetteville Police Department		
SPONSORING AGENCY PHYSICAL ADDRESS:	467 Hay Street Fayetteville NC 28301		
SPONSORING AGENCY MAILING ADDRESS:	467 Hay Street Fayetteville NC 28301		
TYPE:	Public	FEDERAL ID #	566001226

COMPONENT ID #	NAME OF PROGRAM COMPONENT	PROGRAM TYPE	TOTAL COST OF EACH COMPONENT
28147	Fayetteville-Cumberland Juvenile Restitution Program	Restitution/Community Service	\$ 77,714
		Total cost of components:	\$ 77,714

Program Manager Name & Address (same person on signature page)

Name:	Michael Petti	Title:	Program Manager		
Mailing Address:	467 Hay Street	City:	Fayetteville	Zip:	28301
Phone:	(910) 433-1296	Fax:	(910) 483-5163	E-mail:	mpetti@ci.fay.nc.us

Contact Person (if different from program manager)

Name:	Deirdre Melvin	Title:	Program Coordinator		
Mailing Address:	280 Lamon Street	City:	Fayetteville	Zip:	28301
Phone:	(910) 433-1020	Fax:	(910) 223-5598	E-mail:	DMELVIN@CI.FAY.NC.US

Program Fiscal Officer (cannot be program manager)

Name:	Jay Toland	Title:	Fiscal Officer		
Mailing Address:	433 Hay Street	City:	Fayetteville	Zip:	28301
Phone:	(910) 433-1452	Fax:	(910) 433-1680	E-mail:	JToland@ci.fay.nc.us

SECTION I B	PROGRAM COMPONENT DESCRIPTION
COMPONENT ID #	COMPONENT INFORMATION
28147	NAME OF COMPONENT: Fayetteville-Cumberland Juvenile Restitution Program BRIEF DESCRIPTION: The program provides opportunities for juveniles to be accountable for their actions to the community and/or to victim(s) through performing supervised community service work and/or a monetary payment within the timeline stipulated in the court order, terms under a Teen Court agreement, or diversion contract.

SECTION II		COMPONENT STATISTICAL INFORMATION			
Multi-Components No					
Component Service Statistics		PROGRAM COMPONENT INFORMATION - APPLICATION YEAR			
Component Name: Fayetteville-Cumberland Juvenile Restitution Program					Component ID # 28147
What is this component's maximum client capacity at any given time?					70
Frequency of client contact per month:	4		Anticipated Average Length of Stay:	90	Days
Total Component Cost:	\$77,714	÷ by	Estimated # to be served during funding period:	70	
Estimated Average Cost Per Youth:			\$1,110		
Applies to continuation programs only.	Actual number of youth admitted FY 18-19:			49	
	49	Number of admissions Juvenile Justice Referred		100% of total admissions	
	0	Number of admissions Law Enforcement Referred		0% of total admissions	
	0	Number of admissions District Court Referred		0% of total admissions	

SECTION III	COMPONENT SUMMARY
NAME OF COMPONENT:	Fayetteville-Cumberland Juvenile Restitution Program
<p>1. Statement of the Problem: <i>In concise terminology, describe how the program will address continuum need(s) in the county.</i></p> <p>The DACJJ reported FY 2017-2018 Needs Assessment Summary for Cumberland County Needs Assessment Summary as follows:</p> <p>Overall Needs Levels of disposed youth-County data for FY 2017-2018 reflects 71% Low Needs; 26% Medium Needs and 4% High Needs.</p> <p>1. Y1-Peer Relationships-County data for FY 2017-2018 reflects 11% of youth Rejected by Positive Peers, 24% have Some Association with Delinquent Peers, 12% have Regular Association with Delinquent Peers and 7% have Gang Association. 2. Y2-School Behavior-County data for FY 2017-2018 reflects that on average 14% have Minor School Behavior Problems, 24% have Moderate School Behavior Problems, 35% have Serious School Behavior Problems. 3. Y3- Academic Functioning-County data for 2017-2018 reflects 90% At Grade Level (or appropriately placed); 10% Below Grade Level, 4.Y4-Substance Abuse-County data for FY 2017-2018 reflects that on average 15% have Some Abuse Assessment and 12% have Some Abuse Treatment. 5. Y5-Juvenile Parental Status-County data for FY 2017-2018 reflects 99% Juvenile Not a Parent; 1% Juvenile is a Parent. 6. Y6-Abuse Neglect History-County data for 2017-2018 reflects 79% No Evidence of Abuse/Neglect; 19% Abuse Victim with Support; 3% Abuse Victim but No Support. 7. Y7-Sexual Behaviors-County data for FY 2017-2018 reflects 87% No Problem Sexual Behavior; 6% Sexual Behavior -Needs Assessment; 3% Dangerous Sexual Practices; 3% Has Sexually Victimized Others. 8. Y8-Mental Health Needs -County data for FY 2017-2018 reflects that on average 35% had Mental Health Needs Addressed and 21% Needs More Mental Health Assessment. 9. Y9-Basic Needs/Living-County data for 2017-2018 reflects 85% Living with Parent & Needs Met; 14% Temporary Residence & Needs Met; 0% Living with Parent & Needs Unmet and 1% Living Independently. 10. Y10- Health/Hygiene-County data for 2017-2018 reflects 91% No Health Hygiene Problem; 8% Health/Hygiene Problem but Unimpaired; 1% Health/Hygiene Problem but impaired or Untreated. 11. F1-Conflict in the Home-County data reflects 84% Supportive Home; 12% Domestic Discord; 4% Domestic Violence. 12. F2-Family Supervision Skills-County data for FY 2017-2018 reflects that on average there was 45% Marginal Skills and 3% Inadequate. 13. F3 Disability of Parent/Guardian-County data reflects 98% No Disabilities; 3% Disabilities Noted. 14. F4-Family Substance Abuse-County data reflects- 93% No Alcohol/Drug Abuse; 8% Family Alcohol/Drug Abuse. 15. F5 -Family Criminality-County data for FY 2017-2018 reflects that on average there was 30% Family Criminal History and 9% Family-Active Court Supervision or Gang Involvement.</p> <p>FCCJRP will provide opportunities for the offending juveniles to be held accountable for their offenses and delinquent behavior.</p>	
<p>2. Target Population: <i>Describe the target population, including age, and the steps taken to insure that the target population is served.</i></p> <p>The target population is for youth between the ages of 11-17 and/or any juvenile under the jurisdiction of the Court and/or Interstate Compact of Juveniles.</p>	
<p>3. Program Goal(s): <i>Provide a brief statement to describe the overall purpose of the program.</i></p> <p>The FCCJRP focuses on making the offender accountable to the community and/or victim(s) through community service work. Monetary restitution is paid to victims that seek reimbursement for personal injury and/or property damage by the juvenile. FCCJRP provides meaningful work opportunities for juveniles to teach them accountability</p>	

SECTION III	COMPONENT SUMMARY
NAME OF COMPONENT:	Fayetteville-Cumberland Juvenile Restitution Program
	<p>and to accept responsibility for their actions. In addition, FCCJRP focuses on changing the juvenile's attitude and negative behavior through positive reinforcement and life experiences. Overall, it is the goal of FCCJRP to decrease future criminal misbehavior of those served in the program.</p>
	<p>4. Measurable Objective(s): <i>State in measurable terms (%) the intended effect of the program on specific undisciplined and/or delinquent behaviors. Example: anticipated reductions in court referrals, runaway behavior, disruptive behavior at school, anticipated improved school attendance and academic achievement. These objectives must include impact on participants.</i></p> <p>75% Clients will complete restitution or community service within the timeframe permitted by JCPC policy.</p> <p>75% Clients will have no new complaints with an offense date after the admission date.</p> <p>75% Clients will demonstrate accountability by actively participating in restitution/community service activities.</p> <p>75% Clients will successfully or satisfactorily complete services as intended by the program design/service plan.</p> <p>75% Clients successfully/satisfactorily completing the program will have no new complaints in the 12 months following completion.</p> <p>75% Clients will have no new adjudications for a complaint with an offense date after the admission date.</p> <p>75% Clients successfully/satisfactorily completing the program will have no new adjudications in the 12 months following completion.</p>
	<p>5. Elevated Risks and Needs: <i>Describe how you will address one or more of the Elevated Risk and Needs of adjudicated juveniles listed in the local JCPC Request for Proposal.</i></p> <p>The Juvenile Crime Prevention Council has prioritized the top five Risk Factors:</p> <ol style="list-style-type: none"> 1. School Behavior Problems. 2. In-School Suspension/Out-of-School Suspension/Teen Drop Outs. 3. Behavioral Health Needs (Mental Health/Substance Abuse) 4. Family Conflict/Parenting Skills 5. Negative Peer Relationships <p>County data reflects that 46.5% youth lack pro-social peers or sometimes associate with delinquent others;or regularly associates with others in delinquent activity.</p> <p>County data reflects that 76.5% of youth are age 12 years or older at the time of the 1st delinquent offense (on average 23.2% of youth were under the age of 12).</p> <p>County data reflects that nearly 50% of family (parent/guardian/custodian) supervision skills are reported as marginal or inadequate; and that family members have a criminal history and/or is incarcerated. Nearly 40% have family criminal history or family in active court supervision or gang activity.</p> <p>County data reflects that nearly 66% of youth have moderate to serious school behavior problems as a result poor school attendance and excessive in-school and/or out-of-school suspensions.</p> <p>The FCCJRP will provide opportunities for the offending juveniles to be held accountable for their offenses and</p>

SECTION III	COMPONENT SUMMARY
NAME OF COMPONENT:	Fayetteville-Cumberland Juvenile Restitution Program
attitudes toward deviance.	

SECTION IV	COMPONENT NARRATIVE (attach for each component)
NAME OF COMPONENT:	Fayetteville-Cumberland Juvenile Restitution Program
<p>1. Location: <i>List physical address(es) and describe where program services are delivered.</i></p> <p>280 Lamon Street, Fayetteville, NC 28301</p> <p>List of Worksites are as follows: JW Coon Elementary School, 905 Hope Mills Rd., Fayetteville, NC 28304; Veterans Empowering Veterans, 325 B. Street, Fayetteville, NC 28301; Boys and Girls Club, 3476 Cumberland Rd., Fayetteville, NC 28306; Boys and Girls Club, 1018 Rochester Drive, Fayetteville, NC 28305; Westover High School, 277 Bonanza Drive, Fayetteville, NC 28303; Spring Lake Parks and Recreation, 245 Ruth Street, Spring Lake, NC 28390; Hoke County Animal Shelter, 353 Steele Rd, Raeford, NC 28376; Tru Blendz Barber Shop, 1555 Cain Rd, Fayetteville, NC 28303; Insoul Fellowship Church, 1077 71st School Rd, Fayetteville, NC 28314; American Legion Post 202, 834 Ramsey Street, Fayetteville, NC 28301; North Ramsey Street Church of God, 113 Circle Court, Fayetteville, NC 28301; Force of Life International Church, 2415 Gary St., Fayetteville, NC 28311; Gallberry Farm Elementary School, 8019 Byerly Drive, Hope Mills, NC 28348; Fascinate U Children's Museum, 116 Green Street, Fayetteville, NC 28301; ACC Sports Cuts, 702 N. Reilly Rd, Fayetteville, NC 28303; Cross Creek Church of Christ, 587 S. Reilly Rd, Fayetteville, NC 28314, Teens Do Care, 107 Odell Rd., Spring Lake, NC 28390.</p>	
<p>2. Operation: <i>Describe the daily/weekly schedule of program operation.</i></p> <p>FCCJRP's business location is operational from 7:30am to 4:30pm Monday thru Friday.</p>	
<p>3. Staff Positions: <i>Describe paid or volunteer position qualifications, (certifications, degrees, work experience) and position(s) responsibilities relative to this component.</i></p> <p>The Program Manager must possess at least a Bachelor's degree in a Human Service or related field, or a four (4) year degree in any other field with at least two (2) years experience as a direct service professional in a juvenile serving agency. The Program Manager is involved in the management of the program. The manager supervises the program coordinator. The manager signs off on 3rd Quarter Accounting Forms, Program Agreements, Budget Revisions and departmental requests.</p> <p>The Program Coordinator must possess a Bachelor's level Human Services Degree or related field, or a four (4) year degree in any other field with at least two (2) years experience as a direct service professional in a juvenile serving agency.</p> <p>The Program Coordinator recruits supervised worksites for clients to complete court ordered community service and/or monetary restitution. The coordinator supervises the program staff and any volunteers. He/She collects client referrals from court and reports admission, progress and termination data to DJJDP and CCJCPC on a monthly basis. The coordinator is responsible for daily program operations and is a direct supervision position. The coordinator directly supervises clients, maintains program work equipment, and maintains an accurate record of the number of days and hours worked by each client he/she supevises. The coordinator is responsible for recruiting worksites, worksite inspections, maintaining contact with court counselors especially to resolve concerns when the client fails to meet program standards, maintains client files, and collecting information/data for program effectiveness and DJJDP/JCPC standards.</p> <p>The FCCJRP staff will confirm worksites and that all equipment is prepared and operational. At the worksites, the staff will supervise clients at work. The FCCJRP staff will provide necessary information and support to volunteer supervisors at approved worksites.</p>	

SECTION IV	COMPONENT NARRATIVE (attach for each component)
NAME OF COMPONENT:	Fayetteville-Cumberland Juvenile Restitution Program
<p>4. Service Type SPEP: <i>Describe implementation to include:</i></p> <p>Primary Service: Restitution / Community Service; Secondary Service: None</p>	
<p>5. Admission Process: <i>Describe the specific referral, screening, admission process (including timeline), the staff responsible for making decisions about admissions and reasons why a referral may not be accepted.</i></p> <p>The Program Coordinator will obtain referrals from the local DJJDP office. The Program Coordinator enters referrals into the FCCJRP database. The Program Coordinator mails out correspondence within 10 days of referral asking the parent of the juvenile to contact the office to schedule an orientation meeting. Both the parent and the juvenile must be present during the orientation to discuss program requirements and allow the Program Coordinator to meet with the juvenile. Once the program requirements are discussed, required documentation completed, and work schedules created, the juvenile is admitted into the program. Written client status forms and community worksite documentation is maintained within the client file.</p>	
<p>6. Termination Process: <i>Describe the termination process to include the staff responsible for making decisions and the criteria for a successful termination, satisfactory termination, unsuccessful completion and non-compliant termination.</i></p> <p>Successful: Indicates a high level of juvenile participation in program activities and achievement of behavior improvement goals. Satisfactory: Indicates an acceptable level of juvenile participation and behavior improvement even though the juvenile did not complete all program activities and did not meet all behavior goals. Unsuccessful: Failure to meet specific goals and requirements or make sufficient progress in the program. The provider shall request a consultation with the referring agent prior to termination. Non-Compliance: Unexcused absences or refusing to participate in treatment/intervention activities. Absenteeism plays a vital part of the success and failure in the program. The first unexcused absence will warrant a conference with the parent/guardian and client in reference to the program policy concerning unexcused absences. A second unexcused absence will warrant notifying the probation officer/court counselor. A third unexcused absence will result in termination from the program.</p> <p><i>How is the referring agency involved with the termination process?</i></p> <p>They advise on the number of new court petitions that are referred to the program: Total of new petitions and/or new motions for review with court since enrollment in the FCCJRP. FCCJRP staff seek input from court counselors staff and notify them about any concerns or non-compliance issues to resolve these situations prior to an unsuccessful termination. By completing the community service component, monetary restitution is paid to victims that incur personal /property injury or damage and seek reimbursement. Once the community service work requirements has been satisfied, the program will send a successful/satisfactory completion report to the county DJJDP office utilizing the status update form, a completed copy of the DJJDP CTF to the state office, and place a copy in the client's file. The program will not terminate without prior direct oral or written communication with the referral agency.</p>	
<p>7. Referring Agency Interaction: <i>Describe the interaction with juvenile court counselors and/or other referring agencies including how client progress will be communicated.</i></p> <p>FCCJRP staff picks up the referrals each week from the DJJDP office. The juvenile counselors and FCCJRP staff communicate via electronic mail, telephone, and office visits sharing information about the juveniles ordered to complete restitution/community service hours. The juvenile counselors and FCCJRP staff also communicate when the juvenile has been counseled for new violations and problems at the worksites (i.e. lack of participation, responsiveness to staff contact).</p>	

SECTION IV	COMPONENT NARRATIVE (attach for each component)
NAME OF COMPONENT:	Fayetteville-Cumberland Juvenile Restitution Program
<p>8. Intervention/Treatment: <i>Describe specifically what the component will do to redirect inappropriate youth behavior or how the component will address the identified needs of the youth and family. What interventions will typically be utilized in this component and how will parents/guardians be involved?</i></p> <p>Clients served by the FCCJRP will repay the community and/or victims for damages caused by their actions. FCCJRP expects to redirect inappropriate youth behavior in our community by placing responsibility on the clients as they perform community service and monetary restitution work hours deterring them from future crime. Parents are required to transport the juvenile to FCCJRP, appropriate worksites and complete required surveys. The work site agreement and work site requirements forms are up-to-date. Juveniles earn up to \$250.</p>	
<p>9. Best Practice Model: <i>Describe what model or evidence-supported/best practice the program is based upon.</i></p> <p>The restorative practices (RP) concept has its roots in RJ. RP is an emerging field of practice and study devoted to building social capital and achieving social discipline through participatory learning and decision-making. RP ties together theory, research and practice in fields such as education, counseling, criminal justice, social work and organizational management. The unifying hypothesis of restorative practices is that human beings are happier, more cooperative and productive, and more likely to make positive behavioral changes when others do things with them (via collaboration), rather than to them (via coercion) or for them (via independent action).</p> <p>Reduction of recidivism is also a goal of RJ,[49] secondary to the restoration of offenders.[50] Proponents argue that it can prevent reoffending[49] and deter other potential criminals.[51] Critics counter that RJ does not significantly influence crime rates.[50][51]</p> <p>While some older studies showed mixed results, as of 2013, studies that compared recidivism rates have become more definitive and in favor of Restorative Justice.[49][51] Some studies claim modest, relative reductions,[52][53][54][55] but more recent studies are finding significant and meaningful reductions in recidivism rates (see below). After defining RJ more accurately and perhaps improving RJ practices, Latimer, Dowden and Muise (2005)[56] conducted the second meta-analysis on the effectiveness of RJ. This study is very important because it addresses the file-drawer problem. Also, some of the studies analyzed implemented a randomized-control group (RCG) design (a gold standard in research methods), although this does not represent the majority of studies included. This meta-analysis lends empirical support for the effectiveness of RJ to lower recidivism rates and increase compliance and satisfaction rates. However, the authors caution that a self-selection bias is rife through most studies of restorative justice. They reference authors from one study (McCold & Wachtel, 1998) who found no evidence that restorative justice has a treatment effect on recidivism beyond a self-selection effect.</p> <p>The third meta-analysis on the effectiveness of RJ was conducted by Bradshaw, Roseborough, and Umbreit (2006). The results of this meta-analysis add empirical support for the effectiveness of RJ in reducing juvenile recidivism rates. Since then Baffour (2006) and Rodriguez's (2007) studies also supports the use of RJ over the traditional justice system when it comes to recidivism rates. Bergseth and Bouffard (2007, 2012) supports these findings and also concludes that there may be some long-term effects of RJ over the traditional justice system; as well as RJ being more effective with serious crimes. RJ participants are less likely to commit serious crimes if they do re-offend and they go longer without re-offending. All of these studies found that RJ is equally effective regardless of race. Sherman & Strang's.</p>	

SECTION V	Terms of Agreement
<p>This Agreement is entered into by and between Department of Public Safety (<i>hereinafter referred to as DPS</i>), and Cumberland County, (<i>hereinafter referred to as the County</i>), <i>the County's Juvenile Crime Prevention Council (hereinafter referred to as the JCPC)</i> and Fayetteville Police Department (<i>hereinafter referred to as the Sponsoring Agency</i>).</p> <p>DPS, the County, the JCPC and the Sponsoring Agency do mutually agree as follows:</p>	
Term of Agreement	
<p>This Agreement shall become effective Jul 1, 2020 and shall terminate Jun 30, 2021.</p>	
Payment to Sponsoring Agency	
<p>All parties agree that services will be delivered as described in the approved JCPC Program Agreement and that JCPC funds will be disbursed in an amount not to exceed the amount \$53411 for the term of this agreement, unless amended by an approved JCPC Program Agreement Revision.</p>	
Availability of Funds:	
<p>All parties to this Agreement agree and understand that the payment of the sums specified in this JCPC Program Agreement budget is dependent and contingent upon and subject to the appropriation, allocation, and availability of funds for this purpose to the DPS.</p>	
Responsibilities of the Parties	
<p>DPS shall:</p> <ol style="list-style-type: none"> 1. Disburse funds monthly to County Governments, for payment to the Sponsoring Agency, from the Juvenile Crime Prevention Council (JCPC) fund appropriation by the General Assembly; 2. Reserve the right to suspend payment to the County for any non-compliance by the Sponsoring Agency with any reporting requirements set forth in the JCPC Policy and Procedures; 3. Notify in writing the County and Sponsoring Agency immediately if payments are suspended and again once payments resume; 4. Pay only for work as described in the JCPC Program Agreement provided by the Sponsoring Agency and approved subcontractors; 5. Provide technical assistance, orientation and training to the Sponsoring Agency, the County and the JCPC; 6. Monitor Sponsoring Agency's JCPC funded program(s) in accordance with JCPC Policy 3. Operations: Program Oversight and Monitoring; and 7. Notify parties entering into this Agreement of all due dates in a timely manner in order for reports to be submitted by the established due date. <p>The Sponsoring Agency shall:</p> <ol style="list-style-type: none"> 1. Comply with all laws, ordinances, codes, rules, regulations, and licensing requirements that are applicable to the 	

- conduct of its business, including those of Federal, State, and local agencies having jurisdiction and/or authority;
2. Comply with all Federal and State laws relating to equal employment opportunity;
 3. Keep as confidential and not divulge or make available to any individual or organization without the prior written approval of the DPS any information, data, instruments, documents, studies or reports given to or prepared or assembled by the Sponsoring Agency under this Agreement;
 4. Acknowledge that in receiving, storing, processing or otherwise dealing with any confidential information it will safeguard and not further disclose the information except as otherwise provided in this Agreement;
 5. Comply with the Juvenile Crime Prevention Policy and Procedures established by the DPS and the North Carolina Administrative Procedures;
 6. Secure local match as required, pursuant to 14B NCAC 11B.0105, for the approved JCPC funds;
 7. Create and adopt individualized guidelines specific to the funded program, while also adhering to JCPC Policy and Procedures established by DPS for all JCPC funded programs and for the specific program type for which they receive funding;
 8. Ensure that state funds received are spent in accordance with the approved JCPC Program Agreement and be accountable for the legal and appropriate expenditure of those state funds;
 9. Maintain reports, records, and other information to properly document services rendered and outcomes; also maintain an ability to send and receive electronic communication;
 10. Have the capacity to use DPS electronic, internet-based system for tracking clients served;
 11. Use generally accepted accounting procedures that guarantee the integrity of the expenditure of JCPC funds, maintain reports, records, and other information to properly account for the expenditure of all State funds provided to the Sponsoring Agency;
 12. When refunds are requested from the North Carolina Department of Revenue for sales and/or use taxes paid by the agency in the performance of the JCPC Program Agreement, as allowed by NCGS §105-164.14(c), the agency shall exclude all refundable sales and use taxes from reportable expenditures submitted to the County and DPS;
 13. Submit JCPC Program Agreement Revisions, Third Quarter Accounting, Final Accounting and annual detailed expenditures through NCALLIES. These reports must be in accordance with the submission process as outlined in the JCPC Policy and Procedures established by DPS and with the due dates established by DPS;
 14. Make personnel, reports, records and other information available to DPS, the County, the JCPC, and/or the State Auditor for oversight, monitoring and evaluation purposes;
 15. Submit any other information requested by the JCPC, County or DPS;
 16. Be responsible for the performance of all subcontractors as described in the JCPC Program Agreement;
 17. Indemnifies and holds harmless DPS, the State of North Carolina, the County and any of their officers, agents and employees, from any claims of third parties arising out of any act or omission of the Sponsoring Agency in connection with the performance of the JCPC Program Agreement;
 18. Receive permission and budgetary approval from DPS prior to using the JCPC Program Agreement as a part of any news release or commercial advertising and acknowledge DPS funding in partnership with the County;
 19. Comply with DPS trainings and requirements regarding the United States Department of Justice national standards to prevent, detect, and respond to prison rape under the Prison Rape Elimination Act (PREA);

Reference: 14B NCAC 11B, and in compliance with JCPC Policy 2: Operations: Program Operational Requirements

Sponsoring Agency Contractor(s)/Subcontractors

☒ No, subcontractors are not included in the JCPC Program Agreement budget.

If yes, the following only applies when subcontractors are providing services as described in the JCPC Program

Agreement (listed in Line Item 190 of the budget).

20. Receive prior approval from DPS in the form of a contract being submitted with the JCPC Program Agreement if any of the services described in the JCPC Program Agreement are provided by a subcontractor; *NOTE: Contracts signed by all parties must be submitted once the JCPC Program Agreement receives signed approval from DPS. Sponsoring Agencies will be notified requesting this information.*

21. Hold any contractor or subcontractor to which the Sponsoring Agency provides State funds accountable for the legal and appropriate expenditure of State funds, and to all applicable laws and Juvenile Crime Prevention Council Policies and Procedures;

22. Ensure that all subcontractors provide all information necessary to comply with the standards set forth in the JCPC Program Agreement; and

23. Be deemed an independent contractor in the performance of services described in the JCPC Program Agreement and as such shall be wholly responsible for the services to be performed and for the supervision of its employees. The Sponsoring Agency represents that it has, or shall secure at its own expense, all personnel required in performing the services as described in the JCPC Program Agreement. Such employees shall not be employees of, or have any individual contractual relationship with, DPS;

The JCPC shall:

1. Ensure the Sponsoring Agency uses JCPC funds for only the purposes DPS has approved in JCPC Program Agreement or JCPC Program Agreement Revision(s);
2. Comply with the Juvenile Crime Prevention Policy and Procedures established by DPS and the North Carolina Administrative Code; N.C.G.S. §143B-801(a);143B-602;143B-851
3. Review and locally approve Program Agreement Revisions received from the Sponsoring Agency and submit to the County in a timely manner;
4. Review and locally approve Third Quarter Accounting forms and submit to the County in order to meet the due date established by DPS;
5. Submit any other information requested by the County or DPS; and
6. Monitor the Sponsoring Agency's currently funded JCPC program(s) in accordance with JCPC Policy 3. Operations: Program Oversight and Monitoring

Reference: 14B NCAC 11B.0202 and JCPC Policy 1, 7, 8, 9, 10, and 11.

The County shall:

1. Ensure the Sponsoring Agency is appropriately licensed, and either a public agency or a 501 (c) 3 private non-profit organization;
2. Use JCPC funds only for the purposes DPS has approved in program agreements or program agreement revisions;

3. Disburse JCPC funds monthly and oversee JCPC funds to the Sponsoring Agency in accordance with 14B NCAC 11B.0108
4. Comply with the Juvenile Crime Prevention Policy and Procedures established by DPS and the North Carolina Administrative Procedures;
5. Review and locally approve Program Agreement Revisions received from the Sponsoring Agency for final approval from DPS; and
6. Review and locally approve Third Quarter and Final Accounting forms for the JCPC and all JCPC funded programs according to the procedures and due dates established by DPS.

Reference: 14B NCAC 11B; JCPC Policy 3, 7, 8, 9, 10, and 11

Headings: The Section and Paragraph headings in these General Terms and Conditions are not material parts of the agreement and should not be used to construe the meaning thereof.

Choice of Law: The validity of this Program Agreement and any of its terms or provisions, as well as the rights and duties of the parties to this Program Agreement, are governed by the laws of North Carolina. The parties, by signing this Program Agreement, agree and submit, solely for matters concerning this Program Agreement, to the exclusive jurisdiction of the courts of North Carolina and agree, solely for such purpose, that the exclusive venue for any legal proceedings shall be Wake County, North Carolina. The place of this Program Agreement and all transactions and agreements relating to it, and their situs and forum, shall be Wake County, North Carolina, where all matters, whether sounding in Program Agreement or tort, relating to the validity, construction, interpretation, and enforcement shall be determined.

Assignment: No assignment of the Sponsoring Agency's obligations or the Sponsoring Agency's right to receive payment hereunder shall be permitted. However, upon written request approved by the issuing purchasing authority, DPS may:

(a) Forward the Sponsoring Agency's payment check(s) directly to any person or entity designated by the Program Manager, or

(b) Include any person or entity designated by Sponsoring Agency as a joint payee on the Sponsoring Agency's payment check(s).

In no event shall such approval and action obligate DPS or County Government to anyone other than the Sponsoring Agency and the Sponsoring Agency shall remain responsible for fulfillment of all Program Agreement obligations.

Beneficiaries: Except as herein specifically provided otherwise, this Program Agreement shall inure to the benefit of and be binding upon the parties hereto and their respective successors. It is expressly understood and agreed that the enforcement of the terms and conditions of this Program Agreement, and all rights of action relating to such

enforcement, shall be strictly reserved to DPS, the County Government, and the Sponsoring Agency. Nothing contained in this document shall give or allow any claim or right of action whatsoever by any other third person. It is the express intention of DPS and County Government that any such person or entity, other than DPS or the County Government, or the Sponsoring Agency receiving services or benefits under this Program Agreement shall be deemed an incidental beneficiary only.

Property Rights

Intellectual Property - All deliverable items produced pursuant to this Program Agreement are the exclusive property of DPS. The Sponsoring Agency shall not assert a claim of copyright or other property interest in such deliverables.

Physical Property - the Sponsoring Agency agrees that it shall be responsible for the proper custody and care of any property purchased for or furnished to it for use in connection with the performance of this Program Agreement and will reimburse DPS for loss of, or damage to, such property. At the termination of this Program Agreement, the Sponsoring Agency, County Government, and JCPC shall follow the guidelines for disposition of property set forth in Administrative Code and JCPC policy.

Reference: 14B NCAC 11B.0110; JCPC Policy 9. Fiscal Accounting and Budgeting: Final Accounting Process

Disbursements and Internal Controls

Reversion of Unexpended Funds

Any remaining unexpended JCPC funds DPS disbursed to the County for the Sponsoring Agency must be refunded/reverted back to DPS at the close of fiscal year or upon termination of this Agreement.

Accountability for Funds

Audit Requirement - Local Government or Public Authority Requirements

Local Government or Public Authorities in accordance with N.C.G.S. §159-34 must have an audit performed in conformity with generally accepted auditing standards. The audit shall evaluate the performance of a unit of local government or public authority with regard to compliance with all applicable Federal and State agency regulations. This audit, combined with the audit of financial accounts, shall be deemed to be the single audit described by the "Federal Single Audit Act of 1984".

Audit Requirement – Non-Governmental Entities: An audit, when required by law, or requested by the County or DPS shall be performed in conformity with generally accepted auditing standards and audits of non-governmental entities, both for-profit and not-for-profit, and must meet the requirements of OMB Circular A-133. At a minimum, the required report shall include the financial statements prepared in accordance with generally accepted accounting principles, all disclosures in the public interest required by law, and the auditor's opinion and comments relating to financial statements. The audit report must be submitted to the State Auditor's office as required by law, to the County and DPS, and to other recipients as appropriate within nine (9) months after the end of your program's fiscal year.

Oversight

Access to Persons and Records: The State Auditor shall have access to persons and records as a result of all Program Agreements entered into by State agencies or political subdivisions in accordance with N.C.G.S. §147-64.7. Additionally, as the State funding authority, DPS shall have access to persons and records as a result of all Program Agreements entered into by State agencies or political subdivisions.

Record Retention: Records shall not be destroyed, purged or disposed of without the express written consent of DPS. State basic records retention policy requires all records to be retained for a minimum of five years or until all audit exceptions have been resolved, whichever is longer. If the Program Agreement is subject to Federal policy and regulations, record retention may be longer than five years since records must be retained for a period of three years following submission of the final Federal Financial Status Report, if applicable, or three years following the submission of a revised final Federal Financial Status Report. Also, if any litigation, claim, negotiation, audit, disallowance action, or other action involving this Program Agreement has been started before expiration of the five-year retention period described above, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular five-year period described above, whichever is later.

No Overdue Tax Debt -Not for profit organizations ONLY will comply with this section. Form must be attached to the Program Agreement upon submission.

The Sponsoring Agency shall be responsible for the payment of all State, local, and Federal taxes. Consistent with N.C.G.S. § 143C-6-23 (c), not for profit organizations shall file with DPS and the County a written statement completed by that Sponsoring Agency's board of directors or other governing body, stating whether or not the Sponsoring Agency has any overdue tax debts, as defined by N.C.G.S. 105-243.1, at the Federal, State, or local level. This written statement, *Certification of No Overdue Tax Debts*, shall be completed by the Sponsoring Agency and attached to the Program Agreement upon submission.

Conflict of Interest –Not for profit organizations ONLY will comply with this section. Form must be attached to the Program Agreement upon submission.

Consistent with the N.C.G.S. §143C-6-23 (b), not for profit organizations shall file with DPS and the County a copy of that Sponsoring Agency's policy addressing conflicts of interest that may arise involving the Sponsoring Agency's management employees and the members of its board of directors or other governing body. The policy shall address situations in which any of these individuals may directly or indirectly benefit, except as the Sponsoring Agency's employees or members of its board or other governing body, from the Sponsoring Agency's disbursing of State funds and shall include actions to be taken by the Sponsoring Agency or the individual, or both to avoid conflicts of interest and the appearance of impropriety. The policy shall be filed before the County or DPS may disburse any funds. The Sponsoring Agency shall also complete the DPS Conflict of Interest Policy Statement (*Form DPS 13 001*) and attach the statement and the Sponsoring Agency's policy addressing conflicts of interest to the JCPC Program Agreement upon submission.

Amendment: This Agreement may not be amended orally or by performance. Any amendment must be requested by the Sponsoring Agency through submission of a JCPC

Program Agreement Revision and executed by duly authorized representatives of DPS, the County Government, JCPC and Sponsoring Agency.

Severability: In the event that a court of competent jurisdiction holds that a provision or requirement of this Program

Agreement violates any applicable law, each such provision or requirement shall continue to be enforced to the extent it is not in violation of law or is not otherwise unenforceable and all other provisions and requirements of this Program Agreement shall remain in full force and effect.

Termination for Cause: If, through any cause, the Sponsoring Agency shall fail to fulfill its obligations under this Program Agreement in a timely and proper manner, DPS shall have the right to terminate this Program Agreement by giving written notice to the Sponsoring Agency and specifying the effective date thereof. In that event, all finished or unfinished deliverable items prepared by the Sponsoring Agency under this Program Agreement shall, at the option of DPS, become its property and the Sponsoring Agency shall be entitled to receive just and equitable compensation for any satisfactory work completed on such materials, minus any payment or compensation previously made. Notwithstanding the foregoing provision, the Sponsoring Agency shall not be relieved of liability to DPS for damages sustained by DPS by virtue of the Sponsoring Agency's breach of this agreement, and DPS may withhold any payment due the Sponsoring Agency for the purpose of setoff until such time as the exact amount of damages due DPS from such breach can be determined. The filing of a petition for bankruptcy by the Sponsoring Agency shall be an act of default under this Program Agreement.

Termination without Cause: DPS, the County Government, or the Sponsoring Agency may terminate this Agreement at any time and without cause by giving at least thirty (30) days advance written notice to the other. If this Program Agreement is terminated by DPS as provided herein, the Sponsoring Agency shall be reimbursed on a pro rata basis for services satisfactorily provided to DPS under this Program Agreement prior to Program Agreement termination.

Waiver of Default: Waiver by DPS of any default or breach in compliance with the terms of this Program Agreement by the Sponsoring Agency shall not be deemed a waiver of any subsequent default or breach and shall not be construed to be modification of the terms of this Program Agreement unless stated to be such in writing, signed by an authorized representative of DPS, County Government, the JCPC and the Sponsoring Agency and attached to the Program Agreement.

Force Majeure: Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations by any act of war, hostile foreign action, nuclear explosion, riot, strikes, civil insurrection, earthquake, hurricane, tornado, or other catastrophic natural event or act of God.

Survival of Promises: All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the Program Agreement expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.

END OF SECTION V – Terms of Agreement

SECTION VI: BUDGET NARRATIVE			
Fayetteville-Cumberland Juvenile Restitution Program		Fiscal Year	FY 20-21
Item #	Justification	Expense	In Kind Expense
120	Program Coordinator, CPG 156, 40 hours @21.415, 44,544/2080; Cost of living increase @2%, 898	\$45,442	
180	FICA 6.2%, Medicare, 1.45%, Retirement 6.75% Worker's comp 2.7%, Dental, life ins., Health ins, longevity pay, 401K	\$20,000	
220	Food & snacks for client during the summer months	\$0	
250	1 Program Vehicle-Fuel Cost (\$814 estimated cost) Vehicle is used to go out to worksites to do safety inspections, locate additional work sites and also to check on clients at worksites.	\$814	
260	Paper, toner, discs, etc	\$400	
310	Travel Reimbursement for program staff (Staff Development Training -Restitution Conference/training) @ federal mileage rate .545 x 551 miles	\$300	
320	telephone and mailing charge @ estimated (\$39.17 per month x 12 months)	\$470	
350	1 Program Vehicle- Maintenance/Repair Expenses (\$1,503 estimated cost) This vehicle is currently part of inventory and maintenance to be ensured on this vehicle.	\$1,503	
390	Monetary Restitution Bank for reimbursement for victims @ \$5.00 per hour x 1600/hours)	\$8,000	
430	Ricoh 1022 copier	\$300	
450	Accident insurance @\$2.25 per client for 70 clients, \$65 Annual Membership	\$223	
450	Liability insurance coverage for 70clients	\$262	
TOTAL		\$77,714	

Job Title	Annual Expense Wages	Annual In Kind Wages
Cost of Living Adjustment (COLA) is included as wages	\$898	
Program Coordinator - \$21.862/hr x 40/hrs=\$874.48/wk x 52 weeks=\$45,472	\$44,544	
TOTAL	\$45,442	

SECTION VII**Program:** Fayetteville-Cumberland Juvenile Restitution Program**Fiscal Year:** FY 20-21**Number of Months:** 12

	Cash	In Kind	Total
I. Personnel Services	\$65,442		\$65,442
120 Salaries & Wages	\$45,442		\$45,442
180 Fringe Benefits	\$20,000		\$20,000
190 Professional Services*			\$0
*Contracts MUST be attached			
II. Supplies & Materials	\$1,214		\$1,214
210 Household & Cleaning			\$0
220 Food & Provisions	\$0		\$0
230 Education & Medical			\$0
240 Construction & Repair			\$0
250 Vehicle Supplies & Materials	\$814		\$814
260 Office Supplies and Materials	\$400		\$400
280 Heating & Utility Supplies			\$0
290 Other Supplies and Materials			\$0
III. Current Obligations & Services	\$10,273		\$10,273
310 Travel & Transportation	\$300		\$300
320 Communications	\$470		\$470
330 Utilities			\$0
340 Printing & Binding			\$0
350 Repairs & Maintenance	\$1,503		\$1,503
370 Advertising			\$0
380 Data Processing			\$0
390 Other Services	\$8,000		\$8,000
IV. Fixed Charges & Other Expenses	\$785		\$785
410 Rental or Real Property			\$0
430 Equipment Rental	\$300		\$300
440 Service and Maint. Contracts			\$0
450 Insurance & Bonding	\$485		\$485
490 Other Fixed Charges			\$0
V. Capital Outlay			\$0
[This Section Requires Cash Match]			
510 Office Furniture & Equipment			\$0
530 Educational Equipment			\$0
540 Motor Vehicle			\$0
550 Other Equipment			\$0
580 Buildings, Structure & Improv.			\$0
Total	\$77,714		\$77,714

SECTION VIII	SOURCES OF PROGRAM REVENUE (ALL SOURCES)
FY 20-21 Cumberland County Funding ID: 526-XXXX	
Sponsoring Agency: Fayetteville Police Department Program: Fayetteville-Cumberland Juvenile Restitution Program	

\$53,411	DPS/JCPC Funds	* This is the amount approved in your application
20%	Local Match Rate	Is the Local Match Rate 10%, 20% or 30%?
\$12,152	County Cash	Cumberland County <i>(Specify Source)</i>
\$12,151	Local Cash	PD City of Fayetteville <i>(Specify Source)</i>
	Local Cash	<i>(Specify Source)</i>
	Local In-Kind	<i>(Specify Source)</i>
	Other	<i>(Specify Source)</i>
	Other	<i>(Specify Source)</i>
	Other	<i>(Specify Source)</i>
	Other	<i>(Specify Source)</i>
\$77,714	TOTAL	\$10,682 \$24,303
		Required Local Match Match Provided

DocuSigned by:

Cindy Porterfield

798FE7A4BD9F419...

6/25/2020

Authorizing Official, Department of Public Safety**Date***The following signature certifies that this program agreement has been locally approved by the Board of County Commissioners.*

DocuSigned by:

Vicki Evans

C01F61D17E0F4F3...

6/25/2020

Chair, County Board of Commissioners or County Finance Director**Date***The following signature certifies that this program agreement has been locally approved by the Juvenile Crime Prevention Council.*

DocuSigned by:

Glenn B Adams

F328787584A3499...

6/25/2020

Chair, Juvenile Crime Prevention Council**Date**

DocuSigned by:

Michael Petti

072D14555FBC423...

6/25/2020

Program Manager**Date**

Certificate Of Completion

Envelope Id: D148C04B740B49F09E4A602EE8281858

Status: Completed

Subject: DPS eSignature Request for Cumberland 526-10413 Fayetteville-Cumberland Juvenile Restitution Program

Source Envelope:

Document Pages: 19

Signatures: 4

Envelope Originator:

Certificate Pages: 5

Initials: 0

DPS-DJJ Community Programs

AutoNav: Enabled

3040 Hammond Business Pl

Enveloped Stamping: Enabled

Raleigh, NC 27603

Time Zone: (UTC-05:00) Eastern Time (US & Canada)

djjdp.applicationsupport@ncdps.gov

IP Address: 207.4.107.21

Record Tracking

Status: Original

Holder: DPS-DJJ Community Programs

Location: DocuSign

6/24/2020 12:32:23 PM

djjdp.applicationsupport@ncdps.gov

Signer Events

Michael Petti

mpetti@ci.fay.nc.us

Security Level: Email, Account Authentication
(None)

Signature

DocuSigned by:

Michael Petti

072D14555FBC423...

Timestamp

Sent: 6/24/2020 12:32:24 PM

Viewed: 6/25/2020 8:57:21 AM

Signed: 6/25/2020 8:57:42 AM

Signature Adoption: Pre-selected Style

Using IP Address: 70.62.125.130

Electronic Record and Signature Disclosure:

Accepted: 6/25/2020 8:57:20 AM

ID: 6cf7bbe7-a8c8-4529-aa1c-c8213821eb81

Glenn B Adams

gadams@co.cumberland.nc.us

Security Level: Email, Account Authentication
(None)

DocuSigned by:

Glenn B Adams

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Sent: 6/25/2020 8:57:43 AM

Viewed: 6/25/2020 9:49:38 AM

Signed: 6/25/2020 9:49:51 AM

Signature Adoption: Pre-selected Style

Using IP Address: 174.246.226.114

Signed using mobile

Electronic Record and Signature Disclosure:

Accepted: 6/25/2020 9:49:38 AM

ID: ce2d8ba6-58f2-4ae8-a81c-e61426bf3f3d

Vicki Evans

vevans@co.cumberland.nc.us

Security Level: Email, Account Authentication
(None)

DocuSigned by:

Vicki Evans

C01F81D17E0F4F3...

Sent: 6/25/2020 9:49:53 AM

Viewed: 6/25/2020 2:03:34 PM

Signed: 6/25/2020 2:04:56 PM

Signature Adoption: Pre-selected Style

Using IP Address: 152.31.99.109

Electronic Record and Signature Disclosure:

Accepted: 6/25/2020 2:03:34 PM

ID: fbb73b85-9d41-4c89-af27-2919de650aad

Cindy Porterfield

cindy.porterfield@ncdps.gov

Director of Juvenile Community Programs

NC Dept of Public Safety

Security Level: Email, Account Authentication
(None)

DocuSigned by:

Cindy Porterfield

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Sent: 6/25/2020 2:04:57 PM

Viewed: 6/25/2020 2:13:25 PM

Signed: 6/25/2020 2:13:30 PM

Signature Adoption: Pre-selected Style

Using IP Address: 199.90.60.4

Electronic Record and Signature Disclosure:

Not Offered via DocuSign

In Person Signer Events	Signature	Timestamp
Editor Delivery Events	Status	Timestamp
Agent Delivery Events	Status	Timestamp
Intermediary Delivery Events	Status	Timestamp
Certified Delivery Events	Status	Timestamp
Carbon Copy Events	Status	Timestamp
Witness Events	Signature	Timestamp
Notary Events	Signature	Timestamp
Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	6/25/2020 2:04:57 PM
Certified Delivered	Security Checked	6/25/2020 2:13:25 PM
Signing Complete	Security Checked	6/25/2020 2:13:30 PM
Completed	Security Checked	6/25/2020 2:13:30 PM
Payment Events	Status	Timestamps
Electronic Record and Signature Disclosure		

CONSUMER DISCLOSURE

From time to time, NC Dept of Public Safety (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign, Inc. (DocuSign) electronic signing system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to these terms and conditions, please confirm your agreement by clicking the "I agree"™ button at the bottom of this document.

Getting paper copies

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after signing session and, if you elect to create a DocuSign signer account, you may access them for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. To indicate to us that you are changing your mind, you must withdraw your consent using the DocuSign "Withdraw Consent"™ form on the signing page of a DocuSign envelope instead of signing it. This will indicate to us that you have withdrawn your consent to receive required notices and disclosures electronically from us and you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures

electronically from us.

How to contact NC Dept of Public Safety:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: david.pozun@ncdps.gov

To advise NC Dept of Public Safety of your new e-mail address

To let us know of a change in your e-mail address where we should send notices and disclosures electronically to you, you must send an email message to us at david.pozun@ncdps.gov and in the body of such request you must state: your previous e-mail address, your new e-mail address. We do not require any other information from you to change your email address..

In addition, you must notify DocuSign, Inc. to arrange for your new email address to be reflected in your DocuSign account by following the process for changing e-mail in the DocuSign system.

To request paper copies from NC Dept of Public Safety

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an e-mail to david.pozun@ncdps.gov and in the body of such request you must state your e-mail address, full name, US Postal address, and telephone number. We will bill you for any fees at that time, if any.

To withdraw your consent with NC Dept of Public Safety

To inform us that you no longer want to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your DocuSign session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an e-mail to david.pozun@ncdps.gov and in the body of such request you must state your e-mail, full name, US Postal Address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

Required hardware and software

Operating Systems:	Windows® 2000, Windows® XP, Windows Vista®; Mac OS® X
Browsers:	Final release versions of Internet Explorer® 6.0 or above (Windows only); Mozilla Firefox 2.0 or above (Windows and Mac); Safari®, 3.0 or above (Mac only)
PDF Reader:	Acrobat® or similar software may be required to view and print PDF files
Screen Resolution:	800 x 600 minimum
Enabled Security Settings:	Allow per session cookies

** These minimum requirements are subject to change. If these requirements change, you will be asked to re-accept the disclosure. Pre-release (e.g. beta) versions of operating systems and browsers are not supported.

Acknowledging your access and consent to receive materials electronically

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please verify that you were able to read this electronic disclosure and that you also were able to print on paper or electronically save this page for your future reference and access or that you were able to e-mail this disclosure and consent to an address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format on the terms and conditions described above, please let us know by clicking the "I agree"™ button below.

By checking the "I agree"™ box, I confirm that:

- I can access and read this Electronic CONSENT TO ELECTRONIC RECEIPT OF ELECTRONIC CONSUMER DISCLOSURES document; and
- I can print on paper the disclosure or save or send the disclosure to a place where I can print it, for future reference and access; and
- Until or unless I notify NC Dept of Public Safety as described above, I consent to receive from exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to me by NC Dept of Public Safety during the course of my relationship with you.

City of Fayetteville

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

City Council Action Memo

File Number: 20-1502

Agenda Date: 9/14/2020

Version: 2

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Consent

Agenda Number: 6.04

TO: Mayor and Members of City Council

THRU: Douglas Hewett, ICMA-CM, City Manager

FROM: Gina V. Hawkins, Chief of Police
Tracey Broyles, Budget and Evaluation Director

DATE: September 14, 2020

RE:

Adoption of Special Revenue Fund Project Ordinance 2021-6 for the WORTH Court Grant from the Juvenile Crime Prevention Council of the N.C. Department of Public Safety

COUNCIL DISTRICT(S):

ALL

Relationship To Strategic Plan:

Goal 1: Safe and Secure Community

Executive Summary:

The North Carolina Department of Public Safety, through its Juvenile Crime Prevention Council (JCPC) program, has awarded the City a \$10,000 grant to support the Cumberland County WORTH Court program. The grant funds, along with a \$2,000 required local match, will provide resources for temporary housing for juveniles who are victims of human trafficking. Special Revenue Fund Ordinance 2021-6 will appropriate the noted funding for the \$12,000 program budget.

Background:

WORTH Court is a pilot project created to address juvenile and adult human trafficking issues within Cumberland County. WORTH translates to "We Overcome Recidivism Thru Healing". This is a diversion court, in that, a victim/survivor of human trafficking can enter into an agreement with the court system to engage in supportive care, treatment, counselling, focus interventions, and measured outcomes for a period of six to twenty-four

months. Outcomes are reported back to the Court and may impact decisions of initial legal charge(s).

The Fayetteville Police Department has a standing partnership with the Cumberland County District Court and the JCPC. The grant received by the Police Department will be used to fund temporary, emergency housing for juveniles who are victims of human trafficking.

Issues/Analysis:

The period of performance for this grant is July 1, 2020 through June 30, 2021.

Budget Impact:

The City's local match for this grant is funded in the Police Department's General Fund operating budget for fiscal year 2021.

Options:

- 1) Adopt Special Revenue Fund Project Ordinance 2021-6.
- 2) Do not adopt Special Revenue Fund Project Ordinance 2021-6 and provide further direction to staff.

Recommended Action:

Staff recommends that Council move to adopt Special Revenue Fund Project Ordinance 2021-6 as presented.

Attachments:

Special Revenue Fund Project Ordinance 2021-6
JCPC WORTH Court Program Grant

**SPECIAL REVENUE FUND PROJECT ORDINANCE
ORD 2021-6**

BE IT ORDAINED by the City Council of the City of Fayetteville, North Carolina, that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following special revenue project ordinance is hereby adopted:

Section 1. The project authorized is for emergency temporary shelter for participants in the WORTH Court program, and other eligible expenditures, as funded by a grant from the North Carolina Department of Public Safety through its Juvenile Crime Prevention Council programs.

Section 2. The project director is hereby directed to proceed with the project within the terms of the various contract agreements executed with the Federal and State governments and within the funds appropriated herein.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

N.C. Department of Public Safety	\$ 10,000
Local Match - City of Fayetteville General Fund Transfer	<u>2,000</u>
	<u><u>\$ 12,000</u></u>

Section 4. The following amounts are appropriated for the project:

Project Expenditures	<u><u>\$ 12,000</u></u>
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Section 5. Copies of this special revenue fund project ordinance shall be made available to the budget officer and the finance officer for direction in carrying out this project.

Section 6. The City Manager is hereby authorized and directed to take such action as he may deem necessary or appropriate to execute this ordinance.

Adopted this 14th day of September, 2020.



North Carolina Department of Public Safety

JCPC Program - Program Agreement

SECTION I A	SPONSORING AGENCY AND PROGRAM INFORMATION		
FUNDING PERIOD:	FY 20-21	DPS/JCPC FUNDING # (cont only)	226-XXXX
COUNTY:	Cumberland	AREA:	Central Area
Multi-County:	Yes	Multi-Components	No
NAME OF PROGRAM:		WORTH Court	

SPONSORING AGENCY:	Fayetteville Police Department		
SPONSORING AGENCY PHYSICAL ADDRESS:	467 Hay Street Fayetteville NC 28301		
SPONSORING AGENCY MAILING ADDRESS:	467 Hay Street Fayetteville NC 28301		
TYPE:	Public	FEDERAL ID #	566001226

COMPONENT ID #	NAME OF PROGRAM COMPONENT	PROGRAM TYPE	TOTAL COST OF EACH COMPONENT
28833	Behavioral Health Needs	Runaway Shelter Care	\$ 12,000
		Total cost of components:	\$ 12,000

Program Manager Name & Address *(same person on signature page)*

Name:	Tammy Pippen		Title:	Grant Manager		
Mailing Address:	467 Hay Street		City:	Fayetteville	Zip:	28312
Phone:	(910) 433-1423	Fax:				

Contact Person *(if different from program manager)*

Name:	Tammy Pippen		Title:	Grant Manager		
Mailing Address:	467 Hay Street		City:	Fayetteville	Zip:	28312
Phone:	(910) 433-1423	Fax:				

Program Fiscal Officer *(cannot be program manager)*

Name:	LaShanda McLean		Title:	Finance Analyst		
Mailing Address:	433 Hay Street		City:	Fayetteville	Zip:	28301
Phone:	(910) 433-1765	Fax:				

SECTION I B	PROGRAM COMPONENT DESCRIPTION
COMPONENT ID #	COMPONENT INFORMATION
28833	<p>NAME OF COMPONENT: Behavioral Health Needs</p> <p>BRIEF DESCRIPTION: At the point when a juvenile;s behavior escalates to interaction with the legal system it has normally been out-of-control at home and in the school system. Once interaction occurs with the court system, the WORTH Court options and opportunities can offer important interventions (juvenile counseling, juvenile evaluation/psychological assessment) and environmental supportive care (juvenile temporary shelter (emergency/crisis placement, juvenile mentoring programs).</p>

SECTION II		COMPONENT STATISTICAL INFORMATION			
Multi-Components No					
Component Service Statistics		PROGRAM COMPONENT INFORMATION - APPLICATION YEAR			
Component Name: Behavioral Health Needs					Component ID # 28833
What is this component's maximum client capacity at any given time?					10
Frequency of client contact per month:	2		Anticipated Average Length of Stay:	45	Days
Total Component Cost:	\$12,000	÷ by	Estimated # to be served during funding period:	10	
Estimated Average Cost Per Youth:			\$1,200		
Applies to continuation programs only.	Actual number of youth admitted FY 18-19:			0	
	0	Number of admissions Juvenile Justice Referred		0% of total admissions	
	0	Number of admissions Law Enforcement Referred		0% of total admissions	
	0	Number of admissions District Court Referred		0% of total admissions	

SECTION III	COMPONENT SUMMARY
NAME OF COMPONENT:	Behavioral Health Needs
<p>1. Statement of the Problem: <i>In concise terminology, describe how the program will address continuum need(s) in the county.</i></p> <p>WORTH Court is a pilot project created to address juvenile and adult human trafficking issues within Cumberland County, NC. WORTH translates to “We Overcome Recidivism Thru Healing”. This court concept is a diversion court, in that, a victim/survivor of human trafficking can enter into an agreement with the court system to engage in supportive care, treatment, counseling, focus interventions, and measured outcomes for a period of time from six months to twenty-four months. All encounters, sessions, and activities are reported to the respective Judge and court staff reflecting the outcomes that will impact the court decision on the end result of the initial legal charge(s).</p> <p>WORTH Court has twelve professional service providers with executed MOU's. The agencies provide housing for emergency needs up to six months, Comprehensive Clinical Assessments, mental health and substance abuse counseling, emergency and ongoing food assistance, employment screening and job training referrals, education linkages and skill assessments, primary medical and mental health care, and behavior modification/risk reduction education and interventions.</p> <p>WORTH Court will focus the JCPC fiscal resources on Juvenile Counseling, Juvenile Evaluation/Psychological Assessment, Juvenile Temporary Shelter (Emergency/Crisis Placement) and Juvenile Mentoring Programs. Each of these targeted areas for intervention and services is currently being provided by one or more of the WORTH Court MOU service providers. We realize that intervention services for juveniles requires special talents, skills, understanding, and clinical are training. The funds will ensure a continuum of care implemented after the Comprehensive Clinical Assessment (CCA) has been reviewed and accepted for development of the individualized Care Plan. The scope of work will include the initial CCA, scheduled bi-weekly clinical care counseling for the first 90 days, monthly counseling for month #4 thru month #6, a 6-month re-assessment, and then 6 months of monthly meetings. At any juncture of the Care Plan, the counseling and inventions may increase if the desired progress is off schedule and the projected outcome(s) are not on target.</p> <p>Proposed Juvenile Program Services</p> <p>Behavioral Health Needs: At the point when a juvenile's behavior escalates to interaction with the legal system it has normally been out-of-control at home and in the school system. These behaviors are perpetuated by peers and environment. Once interaction occurs with the court system, the WORTH Court options and opportunities can offer important interventions (juvenile counseling, juvenile evaluation/psychological assessment) and environmental supportive care (juvenile temporary shelter (emergency/crisis placement, juvenile mentoring programs). WORTH Court offers the professional services of our provider network to ensure immediate attention of the needs of a juvenile that interacts with the legal system.</p>	
<p>2. Target Population: <i>Describe the target population, including age, and the steps taken to insure that the target population is served.</i></p> <p>Behavioral Health Needs: At the point when a juvenile's behavior escalates to interaction with the legal system it has normally been out-of-control at home and in the school system. These behaviors are perpetuated by peers and environment. Once interaction occurs with the court system, the WORTH Court options and opportunities can offer important interventions (juvenile counseling, juvenile evaluation/psychological assessment) and environmental</p>	

SECTION III	COMPONENT SUMMARY
NAME OF COMPONENT:	Behavioral Health Needs
<p>supportive care (juvenile temporary shelter (emergency/crisis placement, juvenile mentoring programs). WORTH Court offers the professional services of our provider network to ensure immediate attention of the needs of a juvenile that interacts with the legal system.</p> <p>Negative Peer Relationships: Association with others by a juvenile reinforces the behaviors that can lead to interaction with the court system. Juveniles feel welcome, acceptance, achievement, reward, and recognition by peers whose intent is less than honorable. Thus, the juvenile that is now aligned with the court system has to process the value of those associations and the options/opportunities/alternatives that can be offered. The mental health and substance abuse counselors affiliated with WORTH Court offer the levels of intervention as defined in the Care Plan to address school behavior problems, school suspension issues and solutions in coordinated with the schools, individualized mental health and substance abuse counseling, domestic/environment/parental as defined by all parties with mutually agreed upon solutions, and the individual peer relationship strategy for a healthy and positive outcome.</p> <p>Target Population: Juveniles ages 6-17.</p>	
<p>3. Program Goal(s): <i>Provide a brief statement to describe the overall purpose of the program.</i></p> <p>The WORTH Court has established four focused goals with the support and involvement of our Advisory Council. The Council has created a Committee to focus on each of the goals. The goals are as follows:</p> <ul style="list-style-type: none"> •Assist human trafficking survivors redirect their lives in a more positive and fulfilling direction and recover their dignity. •Determine from our documentation of best practices the need for legislative and statutory changes in an effort to eliminate barriers to healing and recovery. •Identify and procure fiscal resources and service provider resources to ensure that individual survivor care plans can be achieved successfully. •Enhance community awareness of human trafficking and provide education to the legal and court partners, the faith-based community, medical and mental health providers, social supportive care entities, youth, military community partners, members of the local higher learning education institutions, and families. 	
<p>4. Measurable Objective(s): <i>State in measurable terms (%) the intended effect of the program on specific undisciplined and/or delinquent behaviors. Example: anticipated reductions in court referrals, runaway behavior, disruptive behavior at school, anticipated improved school attendance and academic achievement. These objectives must include impact on participants.</i></p> <p>50% Clients will receive crisis interventions/strategies as intended by the program design/service plan.</p> <p>50% Clients will actively participate in shelter care activities as determined by the service plan.</p> <p>50% Clients will successfully or satisfactorily complete services as intended by the program design/service plan.</p> <p>50% Clients will receive short term care with transition planning.</p>	
<p>5. Elevated Risks and Needs: <i>Describe how you will address one or more of the Elevated Risk and Needs of adjudicated juveniles listed in the local JCPC Request for Proposal.</i></p> <p>In 2018, the Cumberland County NC 12th Judicial District handled more than 30 cases of human trafficking. For that year, this was the most cases processed thru our local courts of any county in North Carolina. The combined efforts of the local Sheriff's Office, Fayetteville Police Department, District Attorney's Office and community-based partners reflected a set of combined initiatives and operations resulting in the highest numbers of human trafficking legal cases in the state. Cumberland County does not have the most human trafficking cases in the state. But, we do have</p>	

SECTION III	COMPONENT SUMMARY
NAME OF COMPONENT:	Behavioral Health Needs
<p>collaborative efforts to address the risk and with WORTH Court we are addressing the need to intervene, offer alternatives, define best practices, and produce positive outcomes for survivors. The efforts to evaluate our local risk is based on the national human trafficking indicators which are location, population, and opportunities. These indicators can be combined with our county being geographically serviced by a major interstate/highway system, a large military installation, more than 250,000 citizens, transit population due to the military installation, low wages and high poverty pockets, and local/regional sports complexes.</p>	

SECTION IV	COMPONENT NARRATIVE (attach for each component)
NAME OF COMPONENT:	Behavioral Health Needs
<p>1. Location: <i>List physical address(es) and describe where program services are delivered.</i></p> <p>Location Cumberland County NC is located in the southeastern quadrant of the state with easy access to interstate highway systems (I95 and I40). Individuals can travel to the coastal towns/cities within 1.5 hours, to South Carolina within 45 minutes, and to the NC urban areas of Raleigh/Durham, Greensboro/Winston-Salem, and Charlotte within one to two hours. The close proximity of these areas and their amenities (recreation, sporting events, conventions and festivals, seasonal marketing events) attract those in the human trafficking business. Our service delivery area is Cumberland County. We recognize that persons conducting human trafficking and those being trafficked will come to or pass thru our county. Thus, we will market awareness as we target local residents and visitors to our communities and our local events.</p>	
<p>2. Operation: <i>Describe the daily/weekly schedule of program operation.</i></p> <p>WORTH Court operates on a full-time basis with a full-time coordinator. Cumberland County court staff support the operations for WORTH Court. The County provides office space, telephone, copier/printing, and other operations cost. WORTH Court sessions occur each month on the third Friday of each month. We alternate between juvenile court one month and adult court the next month. After the court docket for either juvenile or adult court are conduct, the presiding judge may allow for other business to be conducted which would facilitate quicker direct services for a defendant. An example would be document processing, instead of waiting a month for the next respective court session. Throughout each month the WORTH Court team works with the District Attorney's Office, Public Defenders Office, Clerk of Court's Office, and our network of MOU service providers to enhance positive outcome options for human trafficking survivors. Action steps, care plan scheduled sessions, referrals, and outcomes are documented in the WORTH Court Data Base on a monthly basis.</p>	
<p>3. Staff Positions: <i>Describe paid or volunteer position qualifications, (certifications, degrees, work experience) and position(s) responsibilities relative to this component.</i></p> <p>WORTH Court has four staff positions associated with court operations. Judge Toni S. King is the presiding judge within the 12th Judicial District. This court is part of her judicial duties. Bengie Hair is the Program Coordinator and is a 1.0 FTE contract employee with the County of Cumberland. Bobbi Mattocks and Daisie Thorne are Administrative Office of the Courts (NC) employees who serve as juvenile and adult case managers. They are assigned to support the needs of survivors interacting with the court via a private attorney or the Public Defender's office. They assist the District Attorney's Office and the Clerk of Court with preparation of the WORTH Court docket.</p>	
<p>4. Service Type SPEP: <i>Describe implementation to include:</i></p> <p>Provides a service: Counseling, mentoring and referral services</p>	
<p>5. Admission Process: <i>Describe the specific referral, screening, admission process (including timeline), the staff responsible for making decisions about admissions and reasons why a referral may not be accepted.</i></p> <p>STEP 1: When an individual is charged with a criminal offense and has a first court appearance, the District Attorney's Office reviews the charges for possible diversion to the WORTH Court. Either one of the Assistant District Attorneys or the WORTH Court staff will provide a WORTH Court packet to the defense attorney for view relative to the District Attorney's recommendation.</p>	

SECTION IV	COMPONENT NARRATIVE (attach for each component)
NAME OF COMPONENT:	Behavioral Health Needs
	<p>STEP 2: Upon agreement to enroll in the WORTH Court Program, the defendant will be assigned a court appearance date for the next WORTH Court session. The defendant's attorney will have reviewed with the survivor all WORTH Court programmatic details and court expectations of the defendant.</p> <p>STEP 3: After the first WORTH Court appearance, the defendant will be referred to one of the WORTH Court clinical care providers for a CCA. The CCA will be completed and the relative summary report will be provided to the court staff, District Attorney, defendant private attorney or public defender, and other HIPAA consent entity.</p> <p>STEP 4: The defendant will appear in WORTH Court with legal counsel on a scheduled WORTH Court date and updates on counseling progress and referrals for support and intervention will be acknowledged.</p> <p>STEP 5: Continuum of Care process and protocol that entails twelve or eighteen months of clinical and supportive care interventions, reporting to the court via personal appearance before Judge King, tracking of progress or failure to succeed, new approaches and interventions as needed, and program partner referrals to support survivor success.</p> <p>STEP 6: Completion of WORTH Court clinical care plan. Last appearance in WORTH Court presided by Judge King. Graduation from the WORTH Court program.</p>
	<p>6. Termination Process: <i>Describe the termination process to include the staff responsible for making decisions and the criteria for a successful termination, satisfactory termination, unsuccessful completion and non-compliant termination.</i></p> <p>Anyone enrolled in WORTH Court has agreed to participate without mandate after review of the expected activities. If someone does not comply with the Participation Agreement and Addendum, then the court can discharge the defendant back to the district court docket or the court can work with the defendant to alter the clinical care plan and strive for success via another approach. As a diversion court, WORTH Court has flexibility, but it has to ensure that the human trafficking survivor is committed to the court efforts in helping the individual. The processes are mutually agreed upon. These include appearing in court on assigned dates, engaging and continuing CCA care plan activities, and allowing any referral to a WORTH Court resource to be successfully implemented.</p> <p>If a defendant does not appear in court, has not executed WORTH Court intake, participant agreement and addendum, and HIPAA forms, then there is a high probability that he/she will be terminated. At the discretion of the presiding judge, Judge Toni S. King, an Order for Arrest can be issued.</p> <p>If termination does occur, the WORTH Court data system will reflect each transaction, interaction, and possible options utilized verses termination. Judge Toni S. King has the final decision regarding termination.</p> <p><i>How is the referring agency involved with the termination process?</i></p> <p>WORTH Court has screened twelve community and local government based agencies who are willing to a Resource Provider for human trafficking survivors. Each entity has executed a MOU and has been willing to accept our referrals. Additionally, each provider has agreed to a specific number of gratis services or gratis hours of service to support the development of WORTH Court as a diversion court. The resource list includes mental health and substance abuse agencies, transportation services, primary care and oral health providers, housing services, gender specific health assessments and treatment, employment screening and labor skill evaluations, and other supportive care.</p> <p>The CCA will result in an individualized Care Plan as part of the executed Participant Agreement. This plan moves forward with each referral and transaction. Each service provider reports to the court on the activities and progress of the Care Plan. Challenges and successes are noted and discussed during the next court appearance session. Follow-up and Care Plan adherence by the survivor is paramount in the term of the WORTH Court length of involvement with each participant, either a minimum of twelve months or up to eighteen months or longer.</p>

SECTION IV	COMPONENT NARRATIVE (attach for each component)
NAME OF COMPONENT:	Behavioral Health Needs
<p>7. Referring Agency Interaction: <i>Describe the interaction with juvenile court counselors and/or other referring agencies including how client progress will be communicated.</i></p>	<p>WORTH Court has screened twelve community and local government based agencies who are willing to a Resource Provider for human trafficking survivors. Each entity has executed a MOU and has been willing to accept our referrals. Additionally, each provider has agreed to a specific number of gratis services or gratis hours of service to support the development of WORTH Court as a diversion court. The resource list includes mental health and substance abuse agencies, transportation services, primary care and oral health providers, housing services, gender specific health assessments and treatment, employment screening and labor skill evaluations, and other supportive care.</p> <p>The CCA will result in an individualized Care Plan as part of the executed Participant Agreement. This plan moves forward with each referral and transaction. Each service provider reports to the court on the activities and progress of the Care Plan. Challenges and successes are noted and discussed during the next court appearance session. Follow-up and Care Plan adherence by the survivor is paramount in the term of the WORTH Court length of involvement with each participant, either a minimum of twelve months or up to eighteen months or longer.</p>
<p>8. Intervention/Treatment: <i>Describe specifically what the component will do to redirect inappropriate youth behavior or how the component will address the identified needs of the youth and family. What interventions will typically be utilized in this component and how will parents/guardians be involved?</i></p>	<p>As noted, the executed Participant Agreement results in a CCA and ultimately a Care Plan. Depending on the CCA evaluation, the survivor needs may be determined and ranked due to severity and immediacy of need. Most services will be based on out-patient clinical care. But, with the degree of trauma associated with human trafficking, there may be a need for an initial treatment program of 14 to 28 days. If substance abuse is integral to the human trafficking behavior, then "getting someone clean" is the first step to treatment and a continuum of counseling.</p> <p>For those participants, with a minimum degree of clinical care services, the provider agency may choose to utilize the services of a social work master's degree intern in addition to the assigned counselor. This allows for the participant to have added service intervention and helps our communities with potential new social workers/counselors with a high degree of human trafficking awareness. Additionally, we will have the added one-on-one professional care to address human trafficking trauma.</p>
<p>9. Best Practice Model: <i>Describe what model or evidence-supported/best practice the program is based upon.</i></p>	<p>As a newly formed diversion court, WORTH Court is tracking best practices for future human trafficking models in North Carolina. Best practices are being noted in the following categories: 1) legal processes that are different, experimental, and legal, 2) roles of the court judge, public defender, prosecutor, sheriff's office, city police departments, and magistrates that are outside normal functions, 3) recruiting community service providers, 4) evaluating service providers, 5) designing a case management operation(s) that ensures zero trauma actions, 6) how best to create and promote community awareness of Human Trafficking, 7) alternative post-WORTH Court options and opportunities to reduce recidivism, and 8) how to support a community of human trafficking survivors with additional healing initiatives and opportunities. The best practices overview will lead to the most efficient court flow model for staffing the court that ensures that all survivors can engage in the programmatic processes.</p>

SECTION V	Terms of Agreement
<p>This Agreement is entered into by and between Department of Public Safety (<i>hereinafter referred to as DPS</i>), and Cumberland County, (<i>hereinafter referred to as the County</i>), <i>the County's Juvenile Crime Prevention Council</i> (<i>hereinafter referred to as the JCPC</i>) and Fayetteville Police Department (<i>hereinafter referred to as the Sponsoring Agency</i>).</p> <p>DPS, the County, the JCPC and the Sponsoring Agency do mutually agree as follows:</p>	
Term of Agreement	
<p>This Agreement shall become effective Jul 1, 2020 and shall terminate Jun 30, 2021.</p>	
Payment to Sponsoring Agency	
<p>All parties agree that services will be delivered as described in the approved JCPC Program Agreement and that JCPC funds will be disbursed in an amount not to exceed the amount \$10000 for the term of this agreement, unless amended by an approved JCPC Program Agreement Revision.</p>	
Availability of Funds:	
<p>All parties to this Agreement agree and understand that the payment of the sums specified in this JCPC Program Agreement budget is dependent and contingent upon and subject to the appropriation, allocation, and availability of funds for this purpose to the DPS.</p>	
Responsibilities of the Parties	
<p>DPS shall:</p> <ol style="list-style-type: none"> 1. Disburse funds monthly to County Governments, for payment to the Sponsoring Agency, from the Juvenile Crime Prevention Council (JCPC) fund appropriation by the General Assembly; 2. Reserve the right to suspend payment to the County for any non-compliance by the Sponsoring Agency with any reporting requirements set forth in the JCPC Policy and Procedures; 3. Notify in writing the County and Sponsoring Agency immediately if payments are suspended and again once payments resume; 4. Pay only for work as described in the JCPC Program Agreement provided by the Sponsoring Agency and approved subcontractors; 5. Provide technical assistance, orientation and training to the Sponsoring Agency, the County and the JCPC; 6. Monitor Sponsoring Agency's JCPC funded program(s) in accordance with JCPC Policy 3. Operations: Program Oversight and Monitoring; and 7. Notify parties entering into this Agreement of all due dates in a timely manner in order for reports to be submitted by the established due date. <p>The Sponsoring Agency shall:</p> <ol style="list-style-type: none"> 1. Comply with all laws, ordinances, codes, rules, regulations, and licensing requirements that are applicable to the 	

- conduct of its business, including those of Federal, State, and local agencies having jurisdiction and/or authority;
2. Comply with all Federal and State laws relating to equal employment opportunity;
 3. Keep as confidential and not divulge or make available to any individual or organization without the prior written approval of the DPS any information, data, instruments, documents, studies or reports given to or prepared or assembled by the Sponsoring Agency under this Agreement;
 4. Acknowledge that in receiving, storing, processing or otherwise dealing with any confidential information it will safeguard and not further disclose the information except as otherwise provided in this Agreement;
 5. Comply with the Juvenile Crime Prevention Policy and Procedures established by the DPS and the North Carolina Administrative Procedures;
 6. Secure local match as required, pursuant to 14B NCAC 11B.0105, for the approved JCPC funds;
 7. Create and adopt individualized guidelines specific to the funded program, while also adhering to JCPC Policy and Procedures established by DPS for all JCPC funded programs and for the specific program type for which they receive funding;
 8. Ensure that state funds received are spent in accordance with the approved JCPC Program Agreement and be accountable for the legal and appropriate expenditure of those state funds;
 9. Maintain reports, records, and other information to properly document services rendered and outcomes; also maintain an ability to send and receive electronic communication;
 10. Have the capacity to use DPS electronic, internet-based system for tracking clients served;
 11. Use generally accepted accounting procedures that guarantee the integrity of the expenditure of JCPC funds, maintain reports, records, and other information to properly account for the expenditure of all State funds provided to the Sponsoring Agency;
 12. When refunds are requested from the North Carolina Department of Revenue for sales and/or use taxes paid by the agency in the performance of the JCPC Program Agreement, as allowed by NCGS §105-164.14(c), the agency shall exclude all refundable sales and use taxes from reportable expenditures submitted to the County and DPS;
 13. Submit JCPC Program Agreement Revisions, Third Quarter Accounting, Final Accounting and annual detailed expenditures through NCALLIES. These reports must be in accordance with the submission process as outlined in the JCPC Policy and Procedures established by DPS and with the due dates established by DPS;
 14. Make personnel, reports, records and other information available to DPS, the County, the JCPC, and/or the State Auditor for oversight, monitoring and evaluation purposes;
 15. Submit any other information requested by the JCPC, County or DPS;
 16. Be responsible for the performance of all subcontractors as described in the JCPC Program Agreement;
 17. Indemnifies and holds harmless DPS, the State of North Carolina, the County and any of their officers, agents and employees, from any claims of third parties arising out of any act or omission of the Sponsoring Agency in connection with the performance of the JCPC Program Agreement;
 18. Receive permission and budgetary approval from DPS prior to using the JCPC Program Agreement as a part of any news release or commercial advertising and acknowledge DPS funding in partnership with the County;
 19. Comply with DPS trainings and requirements regarding the United States Department of Justice national standards to prevent, detect, and respond to prison rape under the Prison Rape Elimination Act (PREA);

Reference: 14B NCAC 11B, and in compliance with JCPC Policy 2: Operations: Program Operational Requirements

Sponsoring Agency Contractor(s)/Subcontractors

☒ Yes, subcontractors are included in the JCPC Program Agreement budget.

If yes, the following only applies when subcontractors are providing services as described in the JCPC Program

Agreement (listed in Line Item 190 of the budget).

20. Receive prior approval from DPS in the form of a contract being submitted with the JCPC Program Agreement if any of the services described in the JCPC Program Agreement are provided by a subcontractor; *NOTE: Contracts signed by all parties must be submitted once the JCPC Program Agreement receives signed approval from DPS. Sponsoring Agencies will be notified requesting this information.*

21. Hold any contractor or subcontractor to which the Sponsoring Agency provides State funds accountable for the legal and appropriate expenditure of State funds, and to all applicable laws and Juvenile Crime Prevention Council Policies and Procedures;

22. Ensure that all subcontractors provide all information necessary to comply with the standards set forth in the JCPC Program Agreement; and

23. Be deemed an independent contractor in the performance of services described in the JCPC Program Agreement and as such shall be wholly responsible for the services to be performed and for the supervision of its employees. The Sponsoring Agency represents that it has, or shall secure at its own expense, all personnel required in performing the services as described in the JCPC Program Agreement. Such employees shall not be employees of, or have any individual contractual relationship with, DPS;

The JCPC shall:

1. Ensure the Sponsoring Agency uses JCPC funds for only the purposes DPS has approved in JCPC Program Agreement or JCPC Program Agreement Revision(s);
2. Comply with the Juvenile Crime Prevention Policy and Procedures established by DPS and the North Carolina Administrative Code; N.C.G.S. §143B-801(a);143B-602;143B-851
3. Review and locally approve Program Agreement Revisions received from the Sponsoring Agency and submit to the County in a timely manner;
4. Review and locally approve Third Quarter Accounting forms and submit to the County in order to meet the due date established by DPS;
5. Submit any other information requested by the County or DPS; and
6. Monitor the Sponsoring Agency's currently funded JCPC program(s) in accordance with JCPC Policy 3. Operations: Program Oversight and Monitoring

Reference: 14B NCAC 11B.0202 and JCPC Policy 1, 7, 8, 9, 10, and 11.

The County shall:

1. Ensure the Sponsoring Agency is appropriately licensed, and either a public agency or a 501 (c) 3 private non-profit organization;
2. Use JCPC funds only for the purposes DPS has approved in program agreements or program agreement revisions;

3. Disburse JCPC funds monthly and oversee JCPC funds to the Sponsoring Agency in accordance with 14B NCAC 11B.0108
4. Comply with the Juvenile Crime Prevention Policy and Procedures established by DPS and the North Carolina Administrative Procedures;
5. Review and locally approve Program Agreement Revisions received from the Sponsoring Agency for final approval from DPS; and
6. Review and locally approve Third Quarter and Final Accounting forms for the JCPC and all JCPC funded programs according to the procedures and due dates established by DPS.

Reference: 14B NCAC 11B; JCPC Policy 3, 7, 8, 9, 10, and 11

Headings: The Section and Paragraph headings in these General Terms and Conditions are not material parts of the agreement and should not be used to construe the meaning thereof.

Choice of Law: The validity of this Program Agreement and any of its terms or provisions, as well as the rights and duties of the parties to this Program Agreement, are governed by the laws of North Carolina. The parties, by signing this Program Agreement, agree and submit, solely for matters concerning this Program Agreement, to the exclusive jurisdiction of the courts of North Carolina and agree, solely for such purpose, that the exclusive venue for any legal proceedings shall be Wake County, North Carolina. The place of this Program Agreement and all transactions and agreements relating to it, and their situs and forum, shall be Wake County, North Carolina, where all matters, whether sounding in Program Agreement or tort, relating to the validity, construction, interpretation, and enforcement shall be determined.

Assignment: No assignment of the Sponsoring Agency's obligations or the Sponsoring Agency's right to receive payment hereunder shall be permitted. However, upon written request approved by the issuing purchasing authority, DPS may:

(a) Forward the Sponsoring Agency's payment check(s) directly to any person or entity designated by the Program Manager, or

(b) Include any person or entity designated by Sponsoring Agency as a joint payee on the Sponsoring Agency's payment check(s).

In no event shall such approval and action obligate DPS or County Government to anyone other than the Sponsoring Agency and the Sponsoring Agency shall remain responsible for fulfillment of all Program Agreement obligations.

Beneficiaries: Except as herein specifically provided otherwise, this Program Agreement shall inure to the benefit of and be binding upon the parties hereto and their respective successors. It is expressly understood and agreed that the enforcement of the terms and conditions of this Program Agreement, and all rights of action relating to such

enforcement, shall be strictly reserved to DPS, the County Government, and the Sponsoring Agency. Nothing contained in this document shall give or allow any claim or right of action whatsoever by any other third person. It is the express intention of DPS and County Government that any such person or entity, other than DPS or the County Government, or the Sponsoring Agency receiving services or benefits under this Program Agreement shall be deemed an incidental beneficiary only.

Property Rights

Intellectual Property - All deliverable items produced pursuant to this Program Agreement are the exclusive property of DPS. The Sponsoring Agency shall not assert a claim of copyright or other property interest in such deliverables.

Physical Property - the Sponsoring Agency agrees that it shall be responsible for the proper custody and care of any property purchased for or furnished to it for use in connection with the performance of this Program Agreement and will reimburse DPS for loss of, or damage to, such property. At the termination of this Program Agreement, the Sponsoring Agency, County Government, and JCPC shall follow the guidelines for disposition of property set forth in Administrative Code and JCPC policy.

Reference: 14B NCAC 11B.0110; JCPC Policy 9. Fiscal Accounting and Budgeting: Final Accounting Process

Disbursements and Internal Controls

Reversion of Unexpended Funds

Any remaining unexpended JCPC funds DPS disbursed to the County for the Sponsoring Agency must be refunded/reverted back to DPS at the close of fiscal year or upon termination of this Agreement.

Accountability for Funds

Audit Requirement - Local Government or Public Authority Requirements

Local Government or Public Authorities in accordance with N.C.G.S. §159-34 must have an audit performed in conformity with generally accepted auditing standards. The audit shall evaluate the performance of a unit of local government or public authority with regard to compliance with all applicable Federal and State agency regulations. This audit, combined with the audit of financial accounts, shall be deemed to be the single audit described by the "Federal Single Audit Act of 1984".

Audit Requirement – Non-Governmental Entities: An audit, when required by law, or requested by the County or DPS shall be performed in conformity with generally accepted auditing standards and audits of non-governmental entities, both for-profit and not-for-profit, and must meet the requirements of OMB Circular A-133. At a minimum, the required report shall include the financial statements prepared in accordance with generally accepted accounting principles, all disclosures in the public interest required by law, and the auditor's opinion and comments relating to financial statements. The audit report must be submitted to the State Auditor's office as required by law, to the County and DPS, and to other recipients as appropriate within nine (9) months after the end of your program's fiscal year.

Oversight

Access to Persons and Records: The State Auditor shall have access to persons and records as a result of all Program Agreements entered into by State agencies or political subdivisions in accordance with N.C.G.S. §147-64.7. Additionally, as the State funding authority, DPS shall have access to persons and records as a result of all Program Agreements entered into by State agencies or political subdivisions.

Record Retention: Records shall not be destroyed, purged or disposed of without the express written consent of DPS. State basic records retention policy requires all records to be retained for a minimum of five years or until all audit exceptions have been resolved, whichever is longer. If the Program Agreement is subject to Federal policy and regulations, record retention may be longer than five years since records must be retained for a period of three years following submission of the final Federal Financial Status Report, if applicable, or three years following the submission of a revised final Federal Financial Status Report. Also, if any litigation, claim, negotiation, audit, disallowance action, or other action involving this Program Agreement has been started before expiration of the five-year retention period described above, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular five-year period described above, whichever is later.

No Overdue Tax Debt -Not for profit organizations ONLY will comply with this section. Form must be attached to the Program Agreement upon submission.

The Sponsoring Agency shall be responsible for the payment of all State, local, and Federal taxes. Consistent with N.C.G.S. § 143C-6-23 (c), not for profit organizations shall file with DPS and the County a written statement completed by that Sponsoring Agency's board of directors or other governing body, stating whether or not the Sponsoring Agency has any overdue tax debts, as defined by N.C.G.S. 105-243.1, at the Federal, State, or local level. This written statement, *Certification of No Overdue Tax Debts*, shall be completed by the Sponsoring Agency and attached to the Program Agreement upon submission.

Conflict of Interest –Not for profit organizations ONLY will comply with this section. Form must be attached to the Program Agreement upon submission.

Consistent with the N.C.G.S. §143C-6-23 (b), not for profit organizations shall file with DPS and the County a copy of that Sponsoring Agency's policy addressing conflicts of interest that may arise involving the Sponsoring Agency's management employees and the members of its board of directors or other governing body. The policy shall address situations in which any of these individuals may directly or indirectly benefit, except as the Sponsoring Agency's employees or members of its board or other governing body, from the Sponsoring Agency's disbursing of State funds and shall include actions to be taken by the Sponsoring Agency or the individual, or both to avoid conflicts of interest and the appearance of impropriety. The policy shall be filed before the County or DPS may disburse any funds. The Sponsoring Agency shall also complete the DPS Conflict of Interest Policy Statement (*Form DPS 13 001*) and attach the statement and the Sponsoring Agency's policy addressing conflicts of interest to the JCPC Program Agreement upon submission.

Amendment: This Agreement may not be amended orally or by performance. Any amendment must be requested by the Sponsoring Agency through submission of a JCPC

Program Agreement Revision and executed by duly authorized representatives of DPS, the County Government, JCPC and Sponsoring Agency.

Severability: In the event that a court of competent jurisdiction holds that a provision or requirement of this Program

Agreement violates any applicable law, each such provision or requirement shall continue to be enforced to the extent it is not in violation of law or is not otherwise unenforceable and all other provisions and requirements of this Program Agreement shall remain in full force and effect.

Termination for Cause: If, through any cause, the Sponsoring Agency shall fail to fulfill its obligations under this Program Agreement in a timely and proper manner, DPS shall have the right to terminate this Program Agreement by giving written notice to the Sponsoring Agency and specifying the effective date thereof. In that event, all finished or unfinished deliverable items prepared by the Sponsoring Agency under this Program Agreement shall, at the option of DPS, become its property and the Sponsoring Agency shall be entitled to receive just and equitable compensation for any satisfactory work completed on such materials, minus any payment or compensation previously made. Notwithstanding the foregoing provision, the Sponsoring Agency shall not be relieved of liability to DPS for damages sustained by DPS by virtue of the Sponsoring Agency's breach of this agreement, and DPS may withhold any payment due the Sponsoring Agency for the purpose of setoff until such time as the exact amount of damages due DPS from such breach can be determined. The filing of a petition for bankruptcy by the Sponsoring Agency shall be an act of default under this Program Agreement.

Termination without Cause: DPS, the County Government, or the Sponsoring Agency may terminate this Agreement at any time and without cause by giving at least thirty (30) days advance written notice to the other. If this Program Agreement is terminated by DPS as provided herein, the Sponsoring Agency shall be reimbursed on a pro rata basis for services satisfactorily provided to DPS under this Program Agreement prior to Program Agreement termination.

Waiver of Default: Waiver by DPS of any default or breach in compliance with the terms of this Program Agreement by the Sponsoring Agency shall not be deemed a waiver of any subsequent default or breach and shall not be construed to be modification of the terms of this Program Agreement unless stated to be such in writing, signed by an authorized representative of DPS, County Government, the JCPC and the Sponsoring Agency and attached to the Program Agreement.

Force Majeure: Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations by any act of war, hostile foreign action, nuclear explosion, riot, strikes, civil insurrection, earthquake, hurricane, tornado, or other catastrophic natural event or act of God.

Survival of Promises: All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the Program Agreement expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.

END OF SECTION V – Terms of Agreement

SECTION VI: BUDGET NARRATIVE			
WORTH Court		Fiscal Year	FY 20-21
Item #	Justification	Expense	In Kind Expense
190	Cash Match	\$2,000	
190	Temporary Housing - for emergency	\$10,000	
TOTAL		\$12,000	

Job Title	Annual Expense Wages	Annual In Kind Wages
TOTAL		

SECTION VII

Program: WORTH Court

Fiscal Year: FY 20-21

Number of Months: 12

	Cash	In Kind	Total
I. Personnel Services	\$12,000		\$12,000
120 Salaries & Wages			\$0
180 Fringe Benefits			\$0
190 Professional Services*	\$12,000		\$12,000
*Contracts MUST be attached			
II. Supplies & Materials			\$0
210 Household & Cleaning			\$0
220 Food & Provisions			\$0
230 Education & Medical			\$0
240 Construction & Repair			\$0
250 Vehicle Supplies & Materials			\$0
260 Office Supplies and Materials			\$0
280 Heating & Utility Supplies			\$0
290 Other Supplies and Materials			\$0
III. Current Obligations & Services			\$0
310 Travel & Transportation			\$0
320 Communications			\$0
330 Utilities			\$0
340 Printing & Binding			\$0
350 Repairs & Maintenance			\$0
370 Advertising			\$0
380 Data Processing			\$0
390 Other Services			\$0
IV. Fixed Charges & Other Expenses			\$0
410 Rental or Real Property			\$0
430 Equipment Rental			\$0
440 Service and Maint. Contracts			\$0
450 Insurance & Bonding			\$0
490 Other Fixed Charges			\$0
V. Capital Outlay			\$0
[This Section Requires Cash Match]			
510 Office Furniture & Equipment			\$0
530 Educational Equipment			\$0
540 Motor Vehicle			\$0
550 Other Equipment			\$0
580 Buildings, Structure & Improv.			\$0
Total	\$12,000		\$12,000

SECTION VIII	SOURCES OF PROGRAM REVENUE (ALL SOURCES)		
FY 20-21 Cumberland County Funding ID: 226-XXXX			
Sponsoring Agency: Fayetteville Police Department Program: WORTH Court			

\$10,000	DPS/JCPC Funds	* This is the amount approved in your application	
20%	Local Match Rate	Is the Local Match Rate 10%, 20% or 30%?	
	County Cash		<i>(Specify Source)</i>
\$2,000	Local Cash	City of Fayetteville- General Fund	<i>(Specify Source)</i>
	Local Cash		<i>(Specify Source)</i>
	Local In-Kind		<i>(Specify Source)</i>
	Other		<i>(Specify Source)</i>
	Other		<i>(Specify Source)</i>
	Other		<i>(Specify Source)</i>
	Other		<i>(Specify Source)</i>
\$12,000	TOTAL	\$2,000	\$2,000
		Required Local Match	Match Provided

Authorizing Official, Department of Public Safety	Date
--	-------------

The following signature certifies that this program agreement has been locally approved by the Board of County Commissioners.

Chair, County Board of Commissioners or County Finance Director	Date
--	-------------

The following signature certifies that this program agreement has been locally approved by the Juvenile Crime Prevention Council.

Chair, Juvenile Crime Prevention Council	Date
---	-------------

Program Manager	Date
------------------------	-------------

City of Fayetteville

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

City Council Action Memo

File Number: 20-1505

Agenda Date: 9/14/2020

Version: 2

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Consent

Agenda Number: 6.05

TO: Mayor and Members of City Council

THRU: Telly Whitfield, Ph.D., Assistant City Manager

FROM: Jay C. Toland, CMA, Chief Financial Officer

DATE: September 14, 2020

RE:

Settlement for Fiscal Year July 1, 2019 through June 30, 2020

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal V: Unity of Purpose and Sustainable Organizational Capacity

Executive Summary:

The attached report has been furnished to the Mayor and City Council by the Cumberland County Tax Administrator of the Settlement for Fiscal Year July 1, 2019 through June 30, 2020.

Background:

The City of Fayetteville has a continuing contract with Cumberland County which provides that the County Tax Collector shall act as the City Tax Collector. The Cumberland County Tax Administrator sends an annual settlement report to the City. The report includes the July 1, 2019 through June 30, 2020 Settlement Statement and the Verification of Tax Funds for Fiscal Year Ended June 30, 2020. As required by North Carolina General Statute Section 105-373, a copy of the report is on file with the Board of County Commissioners.

Issues/Analysis:

The settlement shows the amounts that the Tax Collector was charged with collecting as well as amounts collected, released, uncollected, and barred. The Summary of 2009 Real/Personal & Vehicle Taxes to be Barred are uncollected taxes older than the 10 year collection period and are barred from new collection action, as stipulated by North Carolina General Statute Section 105-378.

The Verification of Tax Funds for the Fiscal Year Ended June 30, 2020 presents the Current Year Original Levy, Discoveries, Releases, Penalties, Interest, Amounts Remitted to the City, and Amounts Due to the City.

For the period of July 1, 2019 through June 30, 2020, the Tax Collector had a total charge of \$87,706,879, less releases of \$139,303, a collection credit of \$86,599,007, and remaining uncollected balance of \$968,569. Based on the data in this settlement, the current year tax collection rate was 98.89%.

Budget Impact:

For Information Only

Options:

For Information Only

Recommended Action:

For Information Only

Attachments:

Settlement for the Fiscal Year July 1, 2019 through June 30, 2020 and
Verification of Tax Funds for Fiscal Year Ended June 30, 2020

JOSEPH R. UTLEY, JR.
Tax Administrator



CUMBERLAND
★ **COUNTY** ★
NORTH CAROLINA

AMY B. KINLAW
Chief of Assessment and Collections

TAMI K. BOTELLO
Chief of Real Estate and Mapping

OFFICE OF THE TAX ADMINISTRATOR

August 3, 2020

Mr. Mitch Colvin, Mayor
City of Fayetteville
433 Hay Street
Fayetteville, NC 28301

Dear Mr. Colvin,

Please find enclosed a copy of the settlement for fiscal year July 1, 2019 through June 30, 2020 for the City of Fayetteville. As required by North Carolina General Statute Section 105-373, a copy is on file with the Board of County Commissioners.

If you have any questions, please contact Catherine Carter at (910-) 678-7587.

Sincerely,

A handwritten signature in black ink, reading "Joseph R. Utley Jr.", with a stylized flourish at the end.

Joseph R. Utley Jr.
Tax Administrator

Attachment

CC: Doug Hewett, City Manager
Elizabeth Somerindyke, Internal Auditor
Jay Toland, CFO
Pamela Megill, City Clerk



OFFICE OF THE TAX ADMINISTRATOR

June 30, 2020

Mr. Mitch Colvin, Mayor
City of Fayetteville
433 Hay Street
Fayetteville, NC 28301

This settlement is required under the provisions of General Statute #105-373 (a) (3).
This covers the period from July 1, 2019 through June 30, 2020.

Charge:

Real & Personal Charge 2019	\$	63,613,075.47
Storm Water Charge 2019	\$	11,214,949.00
Fayetteville Storm Water Charge 2019	\$	1,710.00
Vehicles Charge 2019	\$	77,603.02
2005 Annexation in 2019 Charge	\$	-
Solid Waste Charge 2019	\$	11,696,970.00
Added Charge Real & Personal 2019	\$	50,059.72
Added Charge Storm Water 2019	\$	3,960.00
Added Charge Fayetteville Storm Water 2019	\$	-
Added Charge Vehicles 2019	\$	-
Added Charge Annexation 2019	\$	-
Added Charge Solid Waste 2019	\$	46,740.00
Fayetteville Gross Receipts Vehicle Tax Current Year 2019	\$	607,571.94
Fayetteville Gross Receipts Vehicle Tax Current Year 2019 Penalty	\$	10.70
Fayetteville Heavy Equipment Gross Receipts 2019	\$	159,053.30
Fayetteville Heavy Equipment Gross Receipts 2019 Penalty	\$	-
Total Interest Collected	\$	235,176.22
Total Charge:	\$	87,706,879.37

Credits:

Deposited with Finance Real & Personal 2019	\$	62,959,049.68
Deposited with Finance Vehicles 2019	\$	26,902.80
Deposited with Finance Annexation Taxes 2019	\$	-
Deposited with Finance Storm Water 2019	\$	11,105,859.39
Deposited with Finance Fayetteville Storm Water 2019	\$	-
Deposited with Finance Solid Waste 2019	\$	11,505,382.60
Fayetteville Gross Receipts Vehicle Tax Current Year 2019 & Penalty	\$	607,582.64
Fayetteville Heavy Equipment Gross Receipts 2019 & Penalty	\$	159,053.30
Interest Deposited with Finance	\$	235,176.22
	\$	86,599,006.63

Celebrating Our Past...Embracing Our Future

EASTOVER - FALCON - FAYETTEVILLE - GODWIN - HOPE MILLS - LINDEN - SPRING LAKE - STEDMAN - WADE

Releases Real/Personal Allowed 2019	\$	85,678.48
Releases Vehicles Allowed 2019	\$	1,029.04
Storm Water Releases Allowed 2019	\$	4,657.32
Fayetteville Storm Water Releases Allowed 2019	\$	1,710.00
Annexation Releases Allowed 2019	\$	-
Solid Waste Releases Allowed 2019	\$	46,228.47
Real/Personal Balance 2019	\$	618,407.03
Vehicles Balance 2019	\$	49,671.18
Storm Water Balance 2019	\$	108,392.29
Fayetteville Storm Water Balance 2019	\$	-
Annexation Balance 2019	\$	-
Solid Waste Balance 2019	\$	192,098.93
	\$	1,107,872.74
Total Credits:	\$	87,706,879.37

Charge:

Real & Personal 2018	\$	330,214.57
Vehicles 2018	\$	137,339.48
2005 Annexation in 2018 Charge	\$	-
Storm Water 2018	\$	61,987.25
Fayetteville Storm Water 2018	\$	-
Solid Waste 2018	\$	118,047.13
Real & Personal 2017	\$	143,995.67
Vehicles 2017	\$	27,310.29
2005 Annexation in 2017 Charge	\$	-
Storm Water 2017	\$	12,355.97
Fayetteville Storm Water 2017	\$	-
Solid Waste 2017	\$	20,818.45
Real & Personal 2016 & Prior	\$	434,048.81
Vehicles 2016 & Prior	\$	1,142,923.80
2005 Annexation in 2016 Charge	\$	42.32
Storm Water 2016 & Prior	\$	5,956.72
Fayetteville Storm Water 2016 & Prior	\$	17,438.45
Curbside Recycle 2016 & prior	\$	13,290.47
Total Charge:	\$	2,465,769.38

Barred by Statute: 2009

Barred by Statute - Real/Personal	\$	15,564.52
Barred by Statute - Vehicles	\$	208,912.52
Barred by Statute - Storm Water	\$	-
Barred by Statute - Fayetteville Storm Water	\$	360.00
Barred by Statute - Recycling	\$	-
Barred by Statute - Annexation	\$	6.82
	\$	224,843.86

Credits:

Real & Personal Collections 2018	\$	181,786.74
Vehicle Collections 2018	\$	34,305.30
2005 Annexation in 2018 Charge Collections	\$	-
Storm Water 2018 Collections	\$	35,067.31
Fayetteville Storm Water 2018 Collections	\$	-
Solid Waste 2018 Collections	\$	66,831.63
Real & Personal Collections 2017	\$	55,884.89
Vehicle Collections 2017	\$	4,030.53
2005 Annexation in 2017 Charge Collections	\$	-
Storm Water 2017 Collections	\$	3,471.65
Fayetteville Storm Water 2017 Collections	\$	-
Solid Waste 2017 Collections	\$	6,109.80
Real & Personal 2016 & Prior Collections	\$	23,245.93
Vehicle 2016 & Prior Collections	\$	10,403.54
2005 Annexation in 2016 & Prior Collections	\$	-
Storm Water 2016 & Prior Collections	\$	814.46
Fayetteville Storm Water 2016 & Prior Collections	\$	2,221.26
Curbside Recycle 2016 & Prior Collections	\$	1,362.97
Real & Personal Releases Allowed 2018	\$	2,067.96
Vehicles Releases Allowed 2018	\$	1,246.24
2005 Annexation in 2018 Releases Allowed	\$	-
Storm Water Releases Allowed 2018	\$	-
Fayetteville Storm Water Releases Allowed 2018	\$	0.02
Solid Waste Releases Allowed 2018	\$	-
Real & Personal Releases Allowed 2017	\$	101.52
Vehicles Releases Allowed 2017	\$	0.72
2005 Annexation in 2017 Releases Allowed	\$	-
Storm Water Releases Allowed 2017	\$	-
Fayetteville Storm Water Releases Allowed 2017	\$	0.58
Solid Waste Releases Allowed 2017	\$	-
Real & Personal Releases Allowed 2016 & Prior	\$	53.48
Vehicles Releases Allowed 2016 & Prior	\$	419.01
2005 Annexation in 2016 & Prior Releases Allowed	\$	-
Storm Water Releases Allowed 2016 & Prior	\$	-
Fayetteville Storm Water Releases Allowed 2016 & Prior	\$	-
Curbside Releases Allowed 2016 & prior	\$	-
Real & Personal Balance 2018	\$	146,359.87
Vehicles Balance 2018	\$	101,787.94
2005 Annexation in 2018 Balance	\$	-
Storm Water Balance 2018	\$	26,919.92
Fayetteville Storm Water Balance 2018	\$	-
Solid Waste Balance 2018	\$	51,215.50
Real & Personal Balance 2017	\$	88,009.26
Vehicles Balance 2017	\$	23,279.04
2005 Annexation in 2017 Balance	\$	-
Storm Water Balance 2017	\$	8,883.74
Fayetteville Storm Water Balance 2017	\$	-
Solid Waste Balance 2017	\$	14,708.65
Real & Personal Balance 2016 & Prior	\$	395,184.88
Vehicles Balance 2016 & Prior	\$	923,188.73
2005 Annexation in 2016 & Prior Balance	\$	35.50
Storm Water Balance 2016 & Prior	\$	5,142.26
Fayetteville Storm Water Balance 2016 & Prior	\$	14,857.19
Curbside Recycle Balance 2016 & prior	\$	11,927.50
Total:	\$	2,240,925.52
Total Credits:	\$	2,465,769.38



OFFICE OF THE TAX ADMINISTRATOR

CITY OF FAYETTEVILLE

Verification of Tax Funds for Fiscal Year Ended June 30, 2020

	<u>General Fund</u>	<u>CBDT</u>	<u>Annexation</u>
1. Current Year Original Levy (Real and Personal)			
Total Property Valuation	12,688,710,444	142,835,590	0
Tax Rate Per \$100	0.4995	0.10	0.3975
Amount of the Levy	63,380,108.67	142,835.59	-
Late Listings	89,953.82	177.39	
2. Discoveries and Releases			
Discoveries			
Total Property Valuation	9,338,038	5,780	0
Tax Rate Per \$100	0.4995	0.10	0.3975
Amount of the Levy	46,643.50	5.78	-
Late Listings	3,410.44	0.00	-
Releases			
Total Property Valuation	(15,973,946)	(30)	0
Tax Rate Per \$100	0.4995	0.10	0.3975
Amount of the Levy	(79,789.86)	(0.03)	-
Late Listings	(5,888.16)	(0.43)	-
3. Taxes remitted to the City for Tax Years:			
2019	62,816,937.75	142,111.93	-
2018	181,708.48	78.26	-
2017	55,884.89	0.00	-
2016 & Prior	23,242.69	3.24	-
4. Interest	155,420.21	264.31	-
5. Balance due the City at June 30, 2020 for:			
2019	617,500.66	906.37	-
2018	146,111.83	248.04	-
2017	87,900.39	108.87	-
2016 & Prior	407,568.41	3,180.99	42.32

	<u>General Fund Vehicles</u>	<u>CBDT Vehicles</u>	<u>Vehicle License Tax</u>	<u>Transportation Fee</u>
1. Current Year Original Levy (Vehicles)				
Total Property Valuation	13,142,394	46,760		
Tax Rate Per \$100	0.4995	0.10		
Amount of the Levy	65,646.26	46.76	5,955.00	5,955.00
2. Discoveries and Releases				
Discoveries				
Total Property Valuation	0	0		
Tax Rate Per \$100	0.4995	0.10		
Amount of the Levy	0.00	0.00	0.00	0.00
Releases				
Total Property Valuation	(169,978)	0		
Tax Rate Per \$100	0.4995	0.10		
Amount of the Levy	(849.04)	0.00	(90.00)	(90.00)
3. Taxes remitted to the City for Tax Years:				
2019	22,632.80	0.00	2,135.00	2,135.00
2018	28,711.75	47.25	2,773.15	2,773.15
2017	3,700.53	0.00	165.00	165.00
2016 & Prior	7,626.99	0.00	1,388.27	1,388.28
4. Interest	8,241.04	5.77	-	1,233.06
5. Balance due the City at June 30, 2020 for:				
2019	42,164.42	46.76	3,730.00	3,730.00
2018	87,933.02	1.22	6,926.85	6,926.85
2017	20,721.71	17.33	1,270.00	1,270.00
2016 & Prior	838,378.20	239.81	146,746.90	146,736.34

	<u>Storm Water</u>	<u>Fayetteville Storm Water</u>	<u>Curbside Recycling</u>
1. Current Year Original Levy (Real and Personal)			
Total Property Valuation			
Tax Rate Per \$100			
Amount of the Levy	11,214,949.00	1,710.00	11,696,970.00
2. Discoveries and Releases			
Discoveries			
Total Property Valuation			
Tax Rate Per \$100			
Amount of the Levy	3,960.00	0.00	46,740.00
Releases			
Total Property Valuation			
Tax Rate Per \$100			
Amount of the Levy	(4,657.32)	(1,710.00)	(46,228.47)
3. Taxes remitted to the City for Tax Years:			
2019	11,105,859.39	0.00	11,505,382.60
2018	35,067.31	0.00	66,831.63
2017	3,471.65	0.00	6,109.80
2016 & Prior	814.46	2,221.26	1,362.97
4. Interest	30,649.89	0.00	39,361.94
5. Balance due the City at June 30, 2020 for:			
2019	108,392.29	0.00	192,098.93
2018	26,919.92	0.00	51,215.50
2017	8,883.74	0.00	14,708.65
2016 & Prior	5,142.26	15,217.19	11,927.50

The above financial statement regarding the 2019 property tax roll of Fayetteville agrees with our records.

Signature: 

Catherine Carter

Title: Tax Program Coordinator, Cumberland County Tax Administration

Date: July 30, 2020

City of Fayetteville

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

City Council Action Memo

File Number: 20-1521

Agenda Date: 9/14/2020

Version: 1

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Consent

Agenda Number: 6.06

TO: Mayor and Members of City Council

THRU: Doug Hewett, ICMA-CM, City Manager
Gerald Newton, Ph.D., AICP, Development Services Director

FROM: Taurus Freeman, Planning & Zoning Division Manager
Tracey Broyles, Budget and Evaluation Director

DATE: September 14, 2020

RE:

Authorization to Accept the FY2020 Historic Preservation Fund Grant and
Adoption of Special Revenue Fund Project Ordinance 2021-7

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal II: Responsive City Government Supporting a Diverse and Viable Economy

- Objective 2.2: Invest in community places to ensure revitalization and increase quality of life
- Objective 2.4: Sustain a favorable development climate to encourage business growth

Executive Summary:

Council is asked to authorize the acceptance of the FY2020 Historic Preservation Fund Grant to update and revise design guidelines for Fayetteville's historic districts and local landmarks. The award provides \$18,000 of federal grant funds, passed through the Historic Preservation Office of the North Carolina Department of Natural & Cultural Resources, and requires a local match of \$10,000. Special Revenue Fund Project Ordinance 2021-7 will provide a total project appropriation of \$28,000, including the grant and the local match provided by a transfer from the General Fund.

Background:

The City of Fayetteville was awarded a Certified Local Government grant to hire a consultant to update and revise Design Guidelines for Fayetteville's Historic Districts and Local Landmarks. The current version of the Design Guidelines was adopted by the Fayetteville Historic Resources Commission on September 17, 2000, and it was subsequently approved by City Council in December 2000.

The Design Guidelines for the Fayetteville Historic Districts and Local Landmarks are intended to assist all those involved with historic properties within the City of Fayetteville. They provide guidance for property owners, contractors, and tenants wishing to restore or make changes to landmark properties or properties in a historic district. They serve as a handbook for those who wish to preserve, protect, and educate the community regarding historic resources. The design guidelines are incorporated in the City's ordinances, Chapter 30, also known as the Unified Development Ordinance.

The scope of work for this project will include a series of public input sessions and online postings. Deliverables will include not only a print-ready copy of the design guidelines, but also a local architectural style guide, as well as information on the review process, enabling legislation, a glossary of the history of preservation in Fayetteville, a listing of historic resources, and other valuable information. The project will also include disaster preparedness for historic resources and recommendations for dealing with post disaster impacts to those resources.

The process is estimated to cost \$28,000, with grant funds providing \$18,000 and a General Fund transfer providing the remaining \$10,000.

Issues/Analysis:

None

Budget Impact:

The City's local match is funded in the adopted fiscal year 2021 General Fund annual operating budget.

Options:

- 1) Authorize the City Manager to execute the grant contract and adopt Special Revenue Fund Project Ordinance 2021-7.
- 2) Do not adopt Special Revenue Fund Project Ordinance 2021-7 and provide further direction to staff.

Recommended Action:

Staff recommends that Council move to authorize the City Manager to execute the grant contract and adopt Special Revenue Fund Project Ordinance 2021-7 as presented.

Attachments:

Special Revenue Fund Project Ordinance 2021-7
FY2020 Historic Preservation Fund Grant Contract
Project Outline & Budget

**SPECIAL REVENUE FUND PROJECT ORDINANCE
ORD 2021-7**

BE IT ORDAINED by the City Council of the City of Fayetteville, North Carolina, that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following special revenue project ordinance is hereby adopted:

Section 1. The project authorized is for updating and revising the design guidelines for Fayetteville's Historic Districts and local landmarks, including disaster preparedness planning, as awarded under a grant by the Historic Preservation Office of the North Carolina Department of Natural & Cultural Resources, as a pass through of the 2020 Federal Historic Preservation Fund Grant.

Section 2. The project director is hereby directed to proceed with the project within the terms of the various contract agreements executed with the Federal and State governments and within the funds appropriated herein.

Section 3. The following revenues are anticipated to be available to the City to complete the project:

Federal Grant passed through the NC Historic Preservation Office	\$ 18,000
Local Match - City of Fayetteville General Fund Transfer	10,000
	<u>\$ 28,000</u>

Section 4. The following amounts are appropriated for the project:

Project Expenditures	<u>\$ 28,000</u>
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Section 5. Copies of this special revenue fund project ordinance shall be made available to the budget officer and the finance officer for direction in carrying out this project.

Section 6. The City Manager is hereby authorized and directed to take such action as he may deem necessary or appropriate to execute this ordinance.

Adopted this 14th day of September, 2020.

**NORTH CAROLINA DEPARTMENT OF NATURAL AND CULTURAL RESOURCES
OFFICE OF ARCHIVES AND HISTORY
STATE HISTORIC PRESERVATION OFFICE
FY 2020 Historic Preservation Fund Grant to Certified Local Governments**

GRANT CONTRACT

This Grant Contract is hereby entered into by and between the **North Carolina Office of Archives and History** (the "Agency") and the **City of Fayetteville** (the "Grantee") (referred to collectively as the "Parties") for the **Fayetteville Design Standards Update**. The Grantee's federal tax identification number is **56-6001226**.

Grant funds for this project are made available through a 2020 federal Historic Preservation Fund (HPF) grant to Certified Local Governments from the National Park Service, U.S. Department of the Interior and administered by the State Historic Preservation Office. The **CFDA** number for this program is **15.904**.

1. Grant Contract Documents: This Grant Contract consists of the following documents:

- (1) This Grant Contract
- (2) General Terms and Conditions (Attachment A)
- (3) Appendix for Contracts (Attachment B)
- (4) Grant Project Outline and Budget (Attachment C)
- (5) Services To Be Provided and Standards To Be Followed (Attachment D)
- (6) Certification of Matching Share (Attachment E)
- (7) State Grant Certification - No Overdue Tax Debts (Attachment F)
- (8) Assurances - Non-Construction Programs (Attachment G)
- (9) Grantee's Affirmation of Receipt of Title VI, Section 504, Nondiscrimination Information Poster (Attachment H)
- (10) Federal Certification Regarding Debarment, Suspension and Other Responsibility Matters, Drug-Free Workplace Requirements, and Lobbying (Attachment I)

These documents constitute the entire agreement between the Parties and supersede all prior oral or written statements or agreements.

2. Precedence Among Grant Contract Documents: In the event of a conflict between or among the terms of the Grant Contract Documents, the terms in the Grant Contract Document with the highest relative precedence shall prevail. The order of precedence shall be the order of documents as listed in Paragraph 1, above, with the first-listed document having the highest precedence and the last-listed document having the lowest precedence. If there are multiple Grant Contract Amendments, the most recent amendment shall have the highest precedence and the oldest amendment shall have the lowest precedence.

3. Effective Period: This Grant Contract shall be effective on the date of signing by the Agency and shall terminate on **September 30, 2021**. Project contracts with consultants under this Grant Contract shall end no later than **August 27, 2021**.

4. Grantee's Duties:

Grantee Performance and Eligibility: The Grantee agrees to have a satisfactory record of performance; comply with the required completion schedule for the project; comply with debarment requirements; and otherwise be qualified and eligible to receive a grant award under applicable laws and regulations.

Services and Goods To Be Provided and Standards To Be Followed: The Grantee shall provide the services as described in Attachment D, Services To Be Provided and Standards To Be Followed, in accordance with the approved project outline and budget in Attachment C, Grant Project Outline and Budget. Project activities shall be performed according to the *Secretary of the Interior's Standards and Guidelines for Archaeology and Historic Preservation*, incorporated in this Grant Contract as if fully set forth herein, under the guidelines and professional supervision of the State Historic Preservation Office (HPO).

Project Description and Contract with Qualified Consultant: The Grantee agrees to enter into a detailed Project Description and Contract, using the Agency's standard contract template, with a qualified consultant, who is openly selected according to federal and state procurement requirements, to carry out objectives for non-construction projects, including architectural surveys, survey manuscripts, archaeological investigations, preservation planning, design guidelines, and the preparation of nominations to the National Register of Historic Places. The Grantee will determine the final Scope of Work to be set forth in the Project Description and Contract in consultation with the HPO. The Project Description and Contract is subject to the approval of the HPO. No project activities may begin and no reimbursements from grant funds will be available until the Project Description and Contract has been approved by the HPO and signed by the Grantee and the consultant. The Grantee shall ensure that the consultant provides all goods and services and follows all standards and procedures consistent with the terms of this Grant Contract and all attachments and with the Project Description and Contract and all attachments.

Attachments to Contracts: The Grantee agrees to incorporate reference to and attach a copy of Attachment A, General Terms and Conditions, and Attachment B, Appendix for Contracts, to all contracts involving project activities.

Federal Compliance Requirements: In addition to the terms detailed in this Contract, all federal requirements governing grants are applicable. (2 CFR, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards)

5. Services and Goods To Be Provided by the Agency: In order to ensure the consistent application of Statewide Survey and National Register of Historic Places standards and to provide support and guidance to the Grantee and consultant, the Agency will provide the following services and goods as budget and staff permit:

- a. Orientation for consultant on all projects to ensure familiarity with Statewide Survey standards and procedures, resources of the Office of Archives and History, and the National Register of Historic Places program, as these are relevant to the particular project;

- b. The HPO's Access-based survey database (from which survey forms are generated), a block of survey site numbers, and inventory folders required for survey; registration forms for the National Register nomination(s);
 - c. Clerical support for integrating photographs into Statewide Survey files;
 - d. Archival storage and maintenance of inventory materials;
 - e. Professional instruction and guidance in defining the research design, conducting and completing the survey, and preparation of the nomination(s), as applicable. A staff member of the HPO (project specialist) will be assigned to work directly with the consultant to serve as liaison with the Agency and to provide on-site and office assistance, guidance throughout the project, support in conducting the work, and assistance in evaluation according to National Register criteria and appropriate contexts. Review and approval of the survey materials, final reports, and the National Register nomination(s) by the HPO are required;
 - f. Printing of digital photographs at Agency prices, if desired by the consultant. A cost list will be provided to the consultant for various photography items;
 - g. For surveys, coordination of Study List presentation to the North Carolina National Register Advisory Committee, if the presentation is required;
 - h. For district nominations, presentation of information about the National Register program at a public meeting set up by the Grantee Contract Administrator; and
 - i. Compliance with all notification requirements for nominations to the National Register. In the event a legal notice must be printed in an area newspaper (if there are more than fifty property owners in the district), the Agency places the notice with directions that the Grantee is to be billed. Names and addresses of property owners will be provided to the Agency Representative by the consultant and/or Grantee Contract Administrator.
- 6. Conflict of Interest Policy:** The Grantee shall file with the Agency a copy of Grantee's policy addressing conflicts of interest that may arise involving the Grantee's management employees and members of its boards, commissions, and governing body. The policy shall address situations in which any of these individuals may directly or indirectly benefit, except as the Grantee's employees or members of its boards, commissions, or governing body, from the Grantee's disbursing of grant funds and local matching funds and shall include actions to be taken by the Grantee or the individual, or both, to avoid conflicts of interest and the appearance of impropriety. The policy shall be filed before Agency may disburse the grant funds, unless the Grantee is covered by the provisions of N.C.G.S. 160A-479.11 and 14-234. (N.C.G.S. 143C-6-23(b)(2007))
- 7. Statement of No Overdue Tax Debts:** Grantee's sworn written statement pursuant to N.C.G.S. 143C-6-23(c), stating that the Grantee does not have any overdue tax debts, as defined by N.C.G.S. 105-243.1, at the federal State, or local level, is attached as Attachment F. Grantee acknowledges that the written statement must be filed before Agency may disburse the grant funds.
- 8. Reversion of Unexpended Grant Funds:** Any unexpended grant funds shall revert to the Agency upon termination of this Grant Contract.

9. Reporting Requirements: The Agency has determined that this contract is subject to the reporting requirements described on the attached Notice of Certain Reporting and Audit Requirements, Attachment G, but does not include any non-State entity subject to the audit and other reporting requirements of the Local Government Commission. **If subject to single audit requirements, the grantee shall submit copies of their single audit report to the HPO within 90 days of issuance.**

10. Use of Funds and Payment of Grant Funds: The Grantee agrees to match the grant with funds from nonfederal sources (except that Community Development Block Grant funds may be used to match the grant) within the grant period, to use grant and matching funds or services for the purpose specified in this Grant Contract, and to furnish such reports and documentation, financial or otherwise, as may be specified by the Agency and state and federal law.

The total amount paid by the Agency to the Grantee under this Grant Contract shall not exceed **\$18,000**. This amount consists of **\$-0-** in State funds and **\$18,000** in federal Historic Preservation Fund grant funds (CFDA # 15.904).

The Grantee's matching requirement is **\$10,000**, which shall consist of:
Cash: **\$10,000**

The total Grant Contract amount, comprising federal grant funds plus Grantee's matching contribution, is **\$28,000**.

The Agency agrees to payment of grant funds on a reimbursement basis. Reimbursements will consist of a maximum of sixty percent of allowable project costs, in accordance with the actual grant/match ratio. Each time the Grantee requests reimbursement from the Agency, project expenditures, both federal grant and matching share, shall be documented by copies of signed contracts, front and back of canceled (or certified) checks or documentation of direct deposits, invoices approved by the HPO project specialist and marked paid by the Grantee, and timesheets attached to a cover letter addressed to the Agency's Contract Administrator. Upon request the Agency may advance the Grantee up to twenty-five percent of the grant funds. After satisfactory documentation of this advance, along with the required matching share, the Grantee may request additional advances for up to seventy-five percent of the grant award. The remaining twenty-five percent of grant award will be payable only after satisfactory project completion. All payments are contingent upon fund availability.

The Grantee shall complete a final accounting report and submit a final request for reimbursement to the Agency within thirty (30) days of the expiration of the Grant Contract period. If this Grant Contract is terminated prior to the expiration of the Grant Contract period, the Grantee shall complete a final accounting report, submit a final request for reimbursement, and return any unearned advanced funds to the Agency within thirty (30) days of the Grant Contract termination date. A check for any unearned advanced funds must be attached to the report. The Agency shall have no obligation for payments based on expenditure reports submitted later than thirty (30) days after expiration or termination of the Grant Contract period.

Further details on administration of grant funds, reimbursement, and financial documentation are found in the *Grantee Handbook for Federal Historic Preservation Fund Grant Projects*, which is incorporated by reference in this Grant Contract as if fully set forth herein.

- 11. Contract Administrators:** All notices permitted or required to be given by one Party to the other and all questions about the Grant Contract from one Party to the other shall be addressed and delivered to the other Party's Contract Administrator. The name, post office address, street address, telephone number, fax number, and email address of the Parties' respective initial Contract Administrators are set out below. Either Party may change the name, post office address, street address, telephone number, fax number, or email address of its Contract Administrator by giving timely written notice to the other Party.

For the Agency:

IF DELIVERED BY US POSTAL SERVICE	IF DELIVERED BY ANY OTHER MEANS
Michele P. McCabe, Grants Coordinator State Historic Preservation Office 4617 Mail Service Center Raleigh, NC 27699-4617 Telephone: 919-814-6582 Fax: 919-807-6599 Email: michele.patterson.mccabe@ncdcr.gov	Michele P. McCabe, Grants Coordinator State Historic Preservation Office Archives and State Library Building 109 E. Jones St., Room 264 Raleigh, NC 27601

For the Grantee:

IF DELIVERED BY US POSTAL SERVICE	IF DELIVERED BY ANY OTHER MEANS
Taurus Freeman, Planning & Zoning Manager City of Fayetteville 433 Hay Street Fayetteville, NC 28301 Telephone: 910-433-1437 Email: tfreeman@ci.fay.nc.us	Taurus Freeman, Planning & Zoning Manager City of Fayetteville 433 Hay Street Fayetteville, NC 28301

12. Disbursements:

As a condition of this Grant Contract, Grantee acknowledges and agrees to make disbursements in accordance with the following requirements:

- a. Implement adequate internal controls over disbursements;
- b. Pre-audit all vouchers presented for payment to determine
 - i. Validity and accuracy of payment
 - ii. Payment due date
 - iii. Adequacy of documentation supporting payment
 - iv. Legality of disbursement;
- c. Assure adequate control of signature stamps/plates;
- d. Assure adequate control of negotiable instruments; and
- e. Implement procedures to ensure that account balance is solvent.

- 13. Outsourcing:** The Grantee certifies that it has identified to the Agency all jobs related to the Grant Contract that have been outsourced to other countries, if any. Grantee further agrees that it will not outsource any such jobs during the term of this Grant Contract without providing notice to the Agency.

14. Signature Warranty: The undersigned represent and warrant that they are authorized to bind their principals to the terms of this Grant Contract.

In Witness Whereof, the Grantee and the Agency have executed this Grant Contract in duplicate originals, with one original being retained by each Party.

GRANTEE:

CITY OF FAYETTEVILLE, NC

Signature	Date
-----------	------

Printed Name	Title
--------------	-------

WITNESS:

Signature	Date
-----------	------

Printed Name	Title
--------------	-------

AGENCY:

NORTH CAROLINA OFFICE OF ARCHIVES AND HISTORY

Signature	Date
-----------	------

Kevin Cherry, Ph.D.	State Historic Preservation Officer
---------------------	-------------------------------------

Printed Name	Title
--------------	-------

ATTACHMENT C

NORTH CAROLINA HISTORIC PRESERVATION OFFICE HISTORIC PRESERVATION FUND SUBGRANT PROJECT OUTLINE AND BUDGET

Historic Preservation Fund Grant Award Year: 2020

Grantee: City of Fayetteville

Project Name and Type: Fayetteville Design Standards Update

Grantee Contact Person, Address, Telephone, Fax, and E-mail:

Name: Taurus Freeman, Planning & Zoning
Manager

Telephone: 910-433-1437

Commission: Fayetteville Historic Resources
Commission

Email: tfreeman@ci.fay.nc.us

Address: 433 Hay Street

City/State/Zip: Fayetteville, NC 28301

HPO Project Specialist: Michele P. McCabe; 919-814-6582; michele.patterson.mccabe@ncdcr.gov

Grant Period Beginning August 14, 2020 and Ending September 30, 2021

Project contracts under the Grant Contract should end no later than: August 27, 2021

Total Cost: \$28,000

Federal Funds: \$18,000

Local Match: \$10,000

Cash: \$10,000

In-kind: -0-

Budget: Consultant's Fee: \$28,000

Project Description:

The City of Fayetteville will hire a consultant to update existing standards (guidelines). The development of the new standards will include public meetings held by the consultant, town staff, and HPO staff to encourage participation in the process from residents and property owners. The consultant will address issues not clearly defined or covered by the current standards such as the use of substitute building materials, addition, solar power, signage, sustainability issues, and infill construction. Moreover, the update will include disaster preparedness for historic resources and recommendations on how to deal with post disaster impacts to those resources.

Updates will include a local architectural style guide, information on the review process, enabling legislation, a glossary of historic preservation terminology, and a brief history of preservation in Hillsborough. Maps will include both the National Register Districts boundaries and the Local District boundaries. The final version of the new standards will be fully illustrated using local examples including maps, diagrams, and photos. The new standards will be available on the town's website, through social media, and in traditional print.

The consultant will submit final drafts of all products to the town and the HPO no later than August 27, 2021. The project will be accomplished under the supervision of the HPO, Office of Archives and History. Both HPO supervisory staff and the consultant will meet 36 CFR 61 qualifications.

City of Fayetteville

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

City Council Action Memo

File Number: 20-1485

Agenda Date: 9/14/2020

Version: 1

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Consent

Agenda Number: 6.07

TO: Mayor and Members of City Council

THRU: Angel Wright-Lanier, ICMA-CM, Assistant City Manager

FROM: Randy Hume, Transit Director

DATE: August 24, 2020

RE:

Approval of Transit 2016-2020 Equal Employment Opportunity (EEO) Program

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal 4: Desirable Place to Live, Work and Recreate

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

Executive Summary:

On October 31, 2016, the Federal Transit Administration's (FTA) issued a new Equal Employment Opportunities (EEO) Circular 4704.1A. This document provides guidance to FTA grant recipients necessary to carry out FTA's Equal Employment Opportunity requirements and prepare EEO Programs.

An EEO Program is a detailed set of procedures and employment information designed to ensure entities meet federal EEO requirements. As an FTA recipient who employs more than fifty (50) transit-related employees and requests/receives capital or operating assistance in excess of \$1 million in the previous Federal fiscal year (or requests or receives planning assistance in excess of \$250,000 in the previous Federal fiscal year), FAST is required to submit an EEO Program every four years and implement all of the EEO Program elements.

The attached EEO Program for FAST has been developed to ensure compliance with the

FTA Circular. Transit is requesting adoption of the Plan by City Council and authorization to submit to FTA.

Background:

The Federal Transit Laws, 49 U.S.C. 5332(b), provide that "no person in the United States shall on the grounds of race, color, religion, national origin, sex, or age be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any project, program or activity funded in whole or in part through financial assistance under this Act." This applies to employment and business opportunities and is considered to be in addition to the provisions of Title VI of the Civil Rights Act of 1964.

The FY 2017 Apportionments Notice highlights three clarifications made to the EEO Circular in April 2017 related to the threshold that entities must follow for submitting EEO programs to FTA or preparing and maintaining an abbreviated program.

The analysis of the FAST workforce from March 1, 2016, through February 29, 2020, showed that minorities composed 83.6% of the workforce. Caucasians represented 16.4% of the FAST workforce.

African Americans are highly represented (76.4%) in FAST's workforce, throughout the department in various EEO-4 job categories. African Americans were most highly represented in the Service Maintenance category (82.6%), Administrative Support category (61.3%) and Paraprofessionals category (86.3%).

Hispanic/Latinos made up 4.0% of the department's workforce. Hispanic/Latino males were underutilized in one job category, Service Maintenance (-4%). Hispanic/Latino females were also underutilized in the Service Maintenance category (-3%).

Caucasian females are the most underutilized demographic group within FAST's workforce. On 2/29/2020, there were only 17 Caucasian females employed at FAST, representing 7.6% of the workforce, whereas in Cumberland County, Caucasian females made up 25.7% of the workforce. The second most underutilized demographic group were Hispanic/Latino males. On 2/29/2020, there were six (6) Hispanic/Latino males employed at FAST, representing 2.7% of the workforce, whereas, in Cumberland County, Hispanic/Latino males made up 4.1% of the workforce.

To ensure compliance with FTA expectations, FAST has set annual goals (as detailed within the plan), for each of these underutilized areas, to decrease the underutilization rates in each of these categories. FAST will actively work with the City's Human Resource Development (HRD) Department to intentionally and creatively find ways to meet FAST's utilization goals.

The awareness of underutilization within FAST's workforce (as identified in the EEO Program) is not a basis for pre-determining employment of candidates in particular job categories. Placement goals, as indicated on the Utilization Analysis, are determined as

a result of the breakdown of job category, ethnicity and gender, where underutilization occurred and the number of persons needed to eliminate such. A candidate's employment status is not determined or affected by the candidate's race, color, religion, sex, age, disability, veteran status or national origin. In all employment decisions, FAST makes selections in a nondiscriminatory manner. FAST also does not hire a less qualified candidate in preference to a more qualified candidate as FAST believes that, by making a good faith effort ensuring all aspects of our EEO Program are implemented, we will achieve our placement goals.

The EEO program also reviewed data related to employment practices. These include hiring, promotions, training, terminations and discipline. In addition, the program recognizes FAST's commitment

We would like to call to the Council's attention that the adoption of this program will permit FAST the ability to continue to apply for and potentially receive federal funding as this program is required by the FTA.

Issues/Analysis:

There are no significant issues identified in the review of FAST's EEO program. The program identifies Dr. Anthony Wade, Human Relations Director as the EEO Officer. FTA requires that official be an individual that is independent of the management and personnel functions of the Transit Department. FTA now requires the program to identify those responsible for overseeing and administering the EEO program by name and not just title.

Budget Impact:

The program is carried out as part of the City's operating budget. No additional City funding is required.

Options:

Approve the EEO Program and transmit to FTA; or
Reject the proposed EEO Program and provide direction to staff.

Recommended Action:

Approve the plan and transmit to FTA.

Attachments:

FAST's 2016-2020 EEO Program



**CITY OF FAYETTEVILLE
FAYETTEVILLE AREA SYSTEM OF TRANSIT
(FAST)**

**EQUAL EMPLOYMENT OPPORTUNITY (EEO)
PROGRAM**

March 1, 2016 – February 29, 2020



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FACILITY IDENTIFICATION STATEMENT
EQUAL EMPLOYMENT OPPORTUNITY PROGRAM
FOR

City of Fayetteville
Fayetteville Area System of Transit (FAST)
455 Grove Street
Fayetteville, NC 28301

CITY of FAYETTEVILLE DUN & BRADSTREET NUMBER: **040-03-1700**

INCLUSIVE DATES of the EEO: March 1, 2020 – February 29, 2024

EEO OFFICER:	Dr. Anthony Wade
TITLE:	Human Relations Director
TELEPHONE:	(910) 433-1474
E-MAIL ADDRESS:	awade@ci.fay.nc.us

READ AND APPROVED BY:

CHIEF EXECUTIVE: Douglas J. Hewett, ICMA-CM
TITLE: City Manager, City of Fayetteville

INTRODUCTION

This report outlines the Equal Employment Opportunity (EEO) Program for the Fayetteville Area System of Transit (FAST), a department of the City of Fayetteville, developed in accordance with the Federal Transit Administration (FTA) Circular 4704.1A effective October 31, 2016 (Rev. 1, April 20, 2017) (“Circular”). This report is provided as documentation of compliance with the Title VII Civil Rights Act of 1964, as amended, which prohibits employment discrimination on the basis of:

- Race
- Color
- Sex (Including Pregnancy)
- National Origin
- Creed
- Religion
- Retaliation

EEO PROGRAM PURPOSE

An EEO Program is a detailed set of procedures and employment information designed to ensure entities meet the EEO requirements. FAST is required to submit this document to FTA every four (4) years.

The purpose of the EEO Program is to:

- Establish strong company policy and commitment to equal employment opportunity
- Assign responsibility and authority for the program to top company officials
- Analyze present workforce to identify jobs and departments where minorities and females are underrepresented
- Set specific measurable hiring and promotion goals with target dates in each area of underutilization
- Make every manager and supervisor responsible and accountable for helping to meet these goals
- Re-evaluate job descriptions and hiring criteria to ensure that they include only actual job needs
- Find minorities and females who qualify or can become qualified to fill goals

HOW TO FILE A COMPLAINT

Any person who believes himself or any specific class of persons to be subjected to discrimination prohibited by [Part 21] may by himself or by a representative file a written complaint up to 180 days from the date of the alleged discrimination. The complaint must be in writing and shall include, at minimum, the following information:

- Name, address and contact information (i.e. telephone number, mailing address, email address, etc.)
- Details of how, when, where and why you believe you were discriminated against
- Name and contact information of any witnesses

A Title VII complaint form is available via FAST's website (www.ridefast.net), via telephone ((910) 433-1747) or via email (FAST@ci.fay.nc.us). Please indicate "Attention EEO Coordinator" in the subject line of the email. A complaint may also be sent via U.S. mail to:

Fayetteville Area System of Transit (FAST)
c/o EEO Coordinator
455 Grove Street
Fayetteville, NC 28301

In addition to filing a Title VII complaint with FAST, complainants may also file a Title VII complaint with the following agencies:

City of Fayetteville
c/o Human Relations Director / EEO Officer
433 Hay Street
Fayetteville, NC 28301

North Carolina Department of Transportation (NCDOT)
Office of Equal Opportunity & Workforce Services
External Services Section
1511 Mail Service Center
Raleigh, NC 27699

Federal Transit Administration (FTA)
Office of Civil Rights
East Building, 5th Floor – TCR
1200 New Jersey Ave., SE
Washington, DC 20590

U.S. Equal Employment Opportunity Commission
Raleigh Field Office
434 Fayetteville Street, Suite 700
Raleigh, NC 27601-1701

Title VII complaints are investigated by the City of Fayetteville's Human Relations Department in accordance with the City's discrimination complaint procedures.

NOTICE:

Complainants are encouraged to send all written correspondence through the U.S. Postal Service via certified mail in order to ensure that documents are easily tracked. If complainants choose to submit complaints by facsimile and/or email, an original, signed copy of the complaint must be mailed to the EEO Coordinator as soon as possible, but no later than 180 days from the alleged date of discrimination.

PROGRAM REQUIREMENTS

The program requirements of this report contain EEO Program components as required in Chapter II of FTA Circular 4704.1A. This section includes the following required program components:

- I. Statement of Policy**
- II. Dissemination Plan**
- III. Designation of Personnel Responsibility**
- IV. Utilization Analysis**
- V. Goals and Timetables**
- VI. Assessment of Employment Practices**
- VII. Monitoring and Reporting**

STATEMENT OF POLICY

Fayetteville Area System of Transit's (FAST) mission is to improve quality of life by connecting people and places with safe, efficient, reliable, courteous, and innovative transportation. We strive to create a professional environment reflecting the Fayetteville community in which we serve. FAST is committed to ensuring that no person is excluded from participation in, or denied the benefits of, employment opportunities (including but not limited to, recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation) based on race, color, religion, national origin, sex (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class.

FAST does not tolerate retaliation or adverse action against employees or candidates who file a charge or complaint against FAST for alleged discrimination. Charges or complaints including, but not limited to, participation in an employment discrimination proceeding (such as an investigation or lawsuit) or otherwise engagement in protected activity will be thoroughly investigated.

FAST is committed to providing reasonable accommodations to candidates and employees who need them because of a disability or to practice or observe their religion, absent undue hardship. The success of FAST's EEO Program is the responsibility of all FAST employees. To ensure this all FAST staff will be responsible for the specific portions of this program to assure compliance is achieved. Our managers and supervisors all understand that their contribution to this program will be measured in the same manner that other city and department goals are evaluated.

In an effort to be compliant with all state and federal requirements, FAST is committed to developing a written, nondiscriminatory, EEO Program that includes goals and timetables which align with our overall goals. The guidelines and objectives contained in this program are designed to assist FAST and all of its employees adhering to this policy.

As I am the overseer for FAST's EEO Policy and Program, my overall responsibility and accountability is to ensure that our EEO Officer and EEO Coordinators both have direct access to me and acts with my authority on all levels. Both our EEO Officer, Dr. Anthony Wade (awade@ci.fay.nc.us) \ (910) 433-1474 and EEO Coordinator, Latoya Gordon (lgordon@ci.fay.nc.us) \ (910) 433-1157, will ensure the day-to-day management, including EEO program preparation, monitoring and complaint investigation.

We pride ourselves in being an attractive, culturally diverse, and inclusive city that is safe, prosperous, innovative, and unified. In order for us to ensure a positive environment within our organization and community, we will hire and provide advancement opportunities for candidates and employees within the above identified classifications and minimize or eliminate impediments which may deny advancement to those individuals.

This program will be updated as necessary and in compliance with state and federal requirements and those specifically of the Federal Transit Administration (FTA).

Douglas J. Hewett
City Manager, ICMA-CM

Date

II. DISSEMINATION

FAST has established various channels of communication to ensure that employees and the community are aware of its commitment to FAST's EEO Program by educating persons responsible for its administration, employees, recruitment sources, subcontractors, vendors, suppliers, and the community. FAST widely publicizes and disseminates its EEO Policy Statement and associated documents in both print and electronic formats.

Internal Dissemination

1. FAST's EEO Statement of Policy, signed by the Chief Executive, is disseminated throughout the organization in both print and electronic formats.
2. FAST's EEO Statement of Policy, along with federal and state labor law notices, are conspicuously displayed in common workspaces throughout FAST facilities.
3. FAST's EEO Statement of Policy is included in the employee handbook, personnel manual and reports.
4. FAST's EEO Statement of Policy and Program is available on the City of Fayetteville intranet and posted on FAST website.
5. The EEO Coordinator will meet with FAST's Leadership Team at least quarterly to discuss the EEO Program and its implementation.
6. An annual EEO refresher training will be held for all FAST employees to seek input on the programs implementation. All employees will sign an EEO training acknowledgement form indicating they have been trained on FAST's EEO Program.
7. FAST ensures that all new supervisors and managers are trained within 90 days of their appointment.

External Dissemination

FAST is committed to utilizing whatever means necessary to convey the organizations commitment to equal opportunity employment. The dissemination of FAST's EEO Program includes, but is not limited to:

1. Recruitment and employment agencies, educational institutions and community organizations that refer candidates to FAST.
2. All recruitment advertisements, to include printed/electronic media and online jobs postings indicating FAST "is an equal opportunity employer."
3. Accessibility on FAST's website.

III. DESIGNATION OF PERSONNEL RESPONSIBILITY

FAST believes that Equal Employment is an organizational responsibility, therefore, implementing and ensuring the compliance of this program is a collaborative effort between several departments. The importance FAST places on the EEO Program is reflected by our Chief Executive Doug Hewett's commitment as indicated in FAST's EEO Statement of Policy.

Chief Executive – Douglas J. Hewett, City Manager, is responsible for overseeing and ensuring FAST's Equal Employment Opportunity Program is adhered to and receives the highest level of priority. The Chief Executive's responsibilities include, but are not limited to:

1. Total commitment to FAST's EEO Program goals and objectives.
2. Appointing the EEO Officer who will administer and adhere to the provisions of FAST's EEO Program.
3. Delegating the responsibility of the EEO Program to ensure all designated personnel comply accordingly.
4. Overseeing periodic audits to ensure all aspects of employment as a means to identify and remove barriers obstructing the achievement of specified goals and objectives.

EEO Officer – Dr. Anthony Wade, Human Relations Director, has been appointed by the Chief Executive as FAST's EEO Officer and has the primary responsibility to ensure full compliance of the programs goals and objectives. The responsibilities of the EEO Officer include, but are not limited to:

1. Total commitment to FAST's EEO Program goals and objectives
2. Advising and conducting EEO training and professional development opportunities for all employees
3. Designing, implementing and maintaining an internal audit and reporting system that will 1.) measure the effectiveness of FAST's programs; 2.) determine where progress has been made; 3.) identify the need for corrective action; 4.) ensure compliance information is posted and up-to-date where
4. Serving as a liaison between FAST; Federal, state, county and local governments, regulatory agencies, community groups representing minorities, women, persons with disabilities and others
5. Investigating employment discrimination complaints

EEO Coordinator - Latoya D. Gordon, Civil Rights Program Analyst, serves as FAST's EEO Coordinator and has the primary responsibility to ensure compliance of the programs goals and objectives. The responsibilities of the EEO Coordinator include, but are not limited to:

1. Total commitment to FAST's EEO Program goals and objectives
2. Creating and administering FAST's EEO Statement of Policy and Program
3. Assisting in identifying potential problem areas to establish agency and unit goals and objectives
4. Reviewing FAST's nondiscrimination program with all managers and supervisors to ensure the policy is understood

5. Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals
6. Reporting semi-annually to the Chief Executive on the goals and progress of the EEO Program
7. Providing direction to the Human Resource Development regarding: 1.) recruitment and promotions; 2.) complaint policies; 3.) reasonable accommodation policies; 4.) performance evaluations; 5.) grievance procedures and; 6.) concurring in all employment practices policies
8. Assuring that current legal information affecting EEO is disseminated to responsible officials;

Human Resource Development Director - Erica Hoggard, Interim Human Resource Development Director, oversees, but is not limited to:

1. Employment discrimination complaints received by the Human Resources Consultants and notification to the EEO Officer of all discrimination complaints received
2. Ensuring that no barriers exist which preclude equal opportunity in hiring, promotion, training and career growth opportunities
3. Orientation of new employees where they are provided and read the EEO Statement of Policy during New Employee Orientation

Agency EEO Responsibilities - All FAST supervisors, managers and City officials are responsible for ensuring the implementation of FAST's EEO Program and assuring that discrimination, of any kind (based on a protected class) is eliminated. The responsibilities of these personnel include, but is not limited to:

1. Participating in periodic audits of all aspects of employment and remove barriers obstructing the achievement of specified goals and objectives
2. Maintaining a reporting database of personnel records and meeting with employees and City officials regularly to ensure personnel have a clear understanding of FAST's policies and procedures
3. Participating in the review and/or investigation of complaints alleging discrimination
4. Conducting/Supporting career advancement opportunities for all employees

IV. UTILIZATION ANALYSIS

As a part of the EEO Program requirement, FAST conducted a utilization analysis to identify those job categories where there is underutilization and/or overconcentration of certain demographic groups within FAST's workforce in comparison to their availability in the relevant labor market. It is also used to establish a set of goals and timetables to address any underutilization and/or overconcentration.

FAST's Utilization Analysis consists of a workforce analysis and an availability analysis. The workforce analysis provides a statistical breakdown of FAST's workforce by EEO-4 job categories, cross-referenced by gender and race/ethnicity. The availability analysis draws from US Census Bureau statistics on the demographics of the available workforce, primarily in the Cumberland County area, for each specified job category. Based on a comparison between the demographic profile of FAST's workforce and the available workforce in the Cumberland County area, this analysis identified areas of underutilization and overconcentration. These figures were used as a baseline from which goals and timetables were developed.

Job Group	EEO Job Category	Total Number of FAST Employees per EEO Job Category
1	Officials and Administrators	3
2	Professionals	9
3	Technicians	1
4	Protective Service Workers	0
5	Paraprofessionals	15
6	Administrative Support Workers	26
7	Skilled Craft Workers	10
8	Service Maintenance Workers	161

Workforce Analysis

FAST's workforce data is compilation of all full-time, part-time, permanent and temporary FAST employees captured in the dataset for this Utilization Analysis. Contractors, including security personnel, are not included in this data. The City of Fayetteville assigns similar or related job titles to job groups that mirror the EEO-4 job categories for reporting purposes.

Availability Analysis

FAST's Availability Analysis (APPENDIX I) utilized availability data from the US Census Bureau's 2006-2010, American Community Survey. This analysis employs the EEO State and Local Government Job Groups by gender and race/ethnicity for Worksite Geography data tables. This is the most recent source of EEO tabulation data by State and Local Government job groups. FAST elected to use the entire United States as the appropriate labor market for the Officials and Administrators job category. The City of Fayetteville sources candidates from throughout the US for its executive management positions due to the relatively small pool of people qualified to take on these senior management roles.

The availability data is input to the utilization analysis and is required for all of the job categories as well as the racial/ethnic subcategories for men and women. The results of the analysis will identify any underutilized or over concentrated subcategories in specific job classes.

Findings

Total Workforce & Availability Analysis

FAST's total workforce, from March 1, 2016, through February 29, 2020, comprised of 225 employees. This figure includes all full time, part time, permanent and temporary employees. Of the total workforce, 105 employees were male, composing 46.7% of FAST's workforce. 120 employees were female, representing 53.3% of the workforce. 188 employees were minorities, composing 83.6% of the workforce. 37 employees were Caucasian, representing 16.4% of the workforce (Figure 1 and Figure 2).

Composing a total of 76.4% of FAST's workforce, African Americans (172) are highly represented throughout the department in various EEO-4 job categories. African Americans were most highly represented in the Service Maintenance category (82.6%), Administrative Support category (61.3%) and Paraprofessionals category (86.3%).

Nine (9) Hispanic/Latino males/females worked at FAST during the reporting period. Combined, Hispanic/Latinos made up 4.0% of the department's workforce. Hispanic/Latino males were underutilized in one job category, Service Maintenance (-4%). Hispanic/Latino females were also underutilized in the Service Maintenance category (-3%).

Employees of Two or More Races represented 2.2% of the workforce and were underutilized in the Service Maintenance category (-1%). During the reporting period, FAST only had one (1) Asian or Pacific Islander employee (0.4% of total workforce) and one (1) American Indian/Alaskan Native employee (0.4% of total workforce). Since these groups make up a very small percentage of the available workforce in the Cumberland County area, none of these groups were underrepresented in FAST's workforce.

The largest deficiencies amongst all demographic groups, and across most EEO-4 job categories, were Caucasian females. Caucasian females made up only 7.6% of the FAST workforce and were underutilized in four (4) job categories. These categories comprised of Professionals (-16%), Paraprofessionals (-11%), Administrative Support (-25%) and Service Maintenance (-12%).

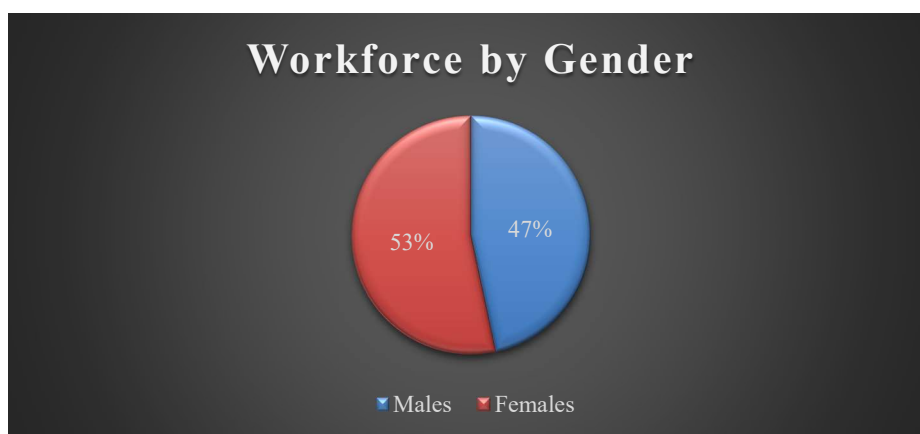


Fig. 1 FAST Workforce Snapshot from March 1, 2016 – February 29, 2020.



Fig. 2 FAST Workforce Snapshot from March 1, 2016 – February 29, 2020.

Officials and Administrators – Job Category 1

The Officials and Administrators job category consists of three (3) employees with annual salaries ranging from approximately \$79,000 to \$129,000. Of these three (3) employees, one (1) (33.3%) is male and two (2) (66.6%) are female. One (1) (33.3%) is minority and two (2) (66.6%) are Caucasian.

There are no underutilized groups in the Officials and Administrators job category.

Professionals – Job Category 2

The Professionals job category consists of nine (9) employees with annual salaries ranging from approximately \$49,000 to \$72,000. Of these nine (9) employees, three (3) (33.3%) are male, six (6) (66.7%) are female. Six (6) (66.7%) are minorities and three (3) (33.3%) are Caucasian. Three (3) protected class groups are underutilized within the Professionals job category. These include Caucasian females, Hispanic/Latino females and Asian females.

Caucasian females are underutilized (-16%) in the Professionals job category.

Demographic	Underutilization
Caucasian Females	16%

Technicians – Job Category 3

The Technicians job category consists of one (1) employee with an annual salary of \$41,000. This employee is an African American male (100%).

There are no underutilized groups in the Technicians job category.

Protective Service – Job Category 4

No data to report for this job category.

Paraprofessionals – Job Category 5

The Paraprofessionals category consists of 15 employees with annual salaries ranging from approximately \$34,500 to \$50,000. Of these 15 employees, 11 (73.3%) are male, four (4) (26.6%)

are female. 13 (86.6%) are minorities and two (2) (13.3%) are Caucasian. Caucasian females are the only protected class group underutilized within the Paraprofessionals job category.

Caucasian females are underutilized (-11%) in the Paraprofessionals job category.

Demographic	Underutilization
Caucasian Females	11%

Administrative Support - Job Category 6

The Administrative Support category consists of 26 employees with annual salaries ranging from approximately \$17,000 to \$45,000. Of these 26 employees, six (6) (23%) are male, 20 (76.9%) are female. 20 (76.9%) are minorities and six (6) (23%) are Caucasian. Caucasian females are the only protected class group underutilized within the Administrative Support job category.

Caucasian females were underutilized (-25%) in the Administrative Support job category.

Demographic	Underutilization
Caucasian Females	25%

Skilled Craft - Job Category 7

The Skilled Craft category consists of ten (10) FAST employees with annual salaries ranging from approximately \$30,000 to \$44,000. Of these ten (10) employees, all ten (10) (100%) are male. Six (6) (60%) are minorities and four (4) (40%) are Caucasian.

There are no underutilized groups in the Skilled Craft job category.

Service Maintenance - Job Category 8

The Service Maintenance consists of 161 employees with annual salaries ranging from approximately \$13,000 to \$38,500. Of these 161 employees, 73 (45.3%) are male, 88 (54.6%) are female. 140 (86.9%) are minorities and 21 (13%) are Caucasian.

There are seven (7) protected class groups underutilized in the Service Maintenance category. These include Caucasian females (-12%), Hispanic/Latino females (-3%), American Indian/Alaskan Native females (-1%), Asian females (-2%), Two or more races females (-1%), Hispanic/Latino males (-4%) and American Indian/Alaskan Native males (-1%).

Demographic	Underutilization
Caucasian Females	12%
Hispanic/Latino Females	3%
American Indian/Alaskan Native Females	1%
Asian Females	2%
Two or More Races Females	1%
Hispanic/Latino Males	4%
American Indian/Alaskan Native Males	1%

V. GOALS AND TIMETABLES

FAST's EEO efforts are directed toward achieving gender and minority representation in all job categories which is equivalent to the available workforce in Cumberland County. Goals and timetables are excellent management tools that assist in optimum utilization of human capital. Specific and detailed percentages and numerical goals, with timetables, must be set to correct any underutilization of specific affected classes of persons identified in FAST's Utilization Analysis. In establishing placement goals, FAST applied the following principles:

1. When the percentage of minorities or women employed in a job category was less than would reasonably be expected given the availability percentage in that job category, FAST established a percentage placement goal using statistically significant methods (the Whole-Person Rule). This goal considers the availability of qualified persons in the local labor market and the anticipated employment opportunities with FAST.
2. The awareness of underutilization within FAST's workforce (as identified in the EEO Program) is not a basis for pre-determining employment of candidates in particular job categories. Placement goals, as indicated on the Utilization Analysis, are determined as a result of the breakdown of job category, ethnicity and gender, where underutilization occurred and the number of persons needed to eliminate such.
3. A candidate's employment status is not determined or affected by the candidate's race, color, religion, sex, age, disability, veteran status or national origin. In all employment decisions, FAST makes selections in a nondiscriminatory manner as placement goals do not provide a justification to extend a preference to/selection of any candidate in a discriminatory manner.
5. FAST does not utilize placement goals as a determining factor to select candidates in specific job categories nor are they intended to achieve proportional representation or equal results. FAST also does not hire a less qualified candidate in preference to a more qualified candidate as FAST believes that, by making a good faith effort ensuring all aspects of our EEO Program are implemented, we will achieve our placement goals. FAST's placement goals remain attainable given intentional recruitment efforts, marketing and outreach targeted towards action-oriented programs which will, in turn, increase a diverse pool of qualified candidates.

2015 EEO Program Progress Against Goals

FAST's Workforce Overview			
Year	Total Workforce	Males	Females
2015	114	51	63
2020	225	105	120

During the reporting period of March 1, 2016 – February 29, 2020, a total of 225 candidates were hired, promoted or terminated.

Disclaimer: The data for 2015 was historical data that was unable to be verified for the new reporting year. FAST has put new procedures in place moving forward to ensure accuracy of all data.

FAST Workforce by Race and Ethnicity		
	2015	2020
African American	76.3%	76.4%
Caucasian	18.4%	16.4%
Hispanic and Latino	0.3%	0.4%
Asian	0.0%	0.4%
American Indian	0.1%	0.4%
Native Hawaiian and Other Pacific Islanders	0.0%	0.0%
Two or More Races	0.1%	2.2%

Between 2015 and 2020 FAST saw minimal demographic change within its workforce although there was an appreciable increase in the overall workforce. There was a slight percentage decrease of both African Americans and Caucasians for this reporting period. The largest increase in representation occurred in the “Two or More Races” category.

Disclaimer: The data for 2015 was historical data that was unable to be verified for the new reporting year. FAST has put new procedures in place moving forward to ensure accuracy of all data.

2015 EEO/AA Plan Established Goals

Goals and timetables are an excellent mechanism to assist management with forecasting and determining human capital and personnel requirements. Specific and detailed percentage and numerical goals with timetables are set to correct any underutilization of specific affected class members identified in the Utilization Analysis.

Based on the analysis, there is no underutilization of statistical significance, with the exception of minorities in the Officials and Administrators job group. The analysis further reveals that women are not underutilized in any job groups.

Although no immediate plans for expansion are anticipated during the plan term, efforts will continue to focus on encouraging women and minorities to apply and compete for vacant positions. Where no internal qualified candidates are available, FAST will continue to pursue candidates through additional sources that place a strong emphasis on female and minority candidate recruitment and placement.

In establishing the size of future goals and the length of timetables, consideration will be given to results which can reasonably be expected from putting forth every good faith effort.

In developing future goals and timetables to correct underutilization, FAST will:

- (a) Involve Human Relations staff, as well as department and local/unit managers in the process;
- (b) Set goals that are significant, measurable and attainable;
- (c) Make goals with timetables for specific plan results;
- (d) Consider anticipated attrition, expansion, contraction and turnover in the workforce, and availability of persons with required skills;
- (e) Consider effects of changes in existing employment practices that may contribute to underutilization in increasing availability of minorities and women
- (f) Consider that goals should not be rigid and inflexible, but must be targets reasonably attainable by applying every good faith effort to make all aspects of the affirmative action program work; and
- (g) Evaluating (a) through (f) above in an effort to continuously monitor progress towards goals and timetables.

2020 - 2024 Utilization Goals

Based upon the data provided in the 2015 EEO Program, FAST only had one underutilized area (minorities in the Officials and Administrators job category). The underutilization was addressed with the hiring of an African American female in 2017.

FAST believes that, by making a good faith effort to ensure all aspects of our EEO Program work, we will achieve our placement goals. FAST's placement goals are attainable with continued execution of workforce strategies targeted towards action-oriented efforts to increase a diverse pool of qualified candidates.

Short Term Placement Goals

FAST's Short Term Placement Goals are established to address the immediate actions required to achieve our Long Term Placement Goals. The Short Term Goals are set in increments of one (1) year and aligned with FAST's fiscal year objective setting process. These objectives include but are not limited to the following:

1. Internal in-depth organizational review and assessment of all departmental policies, programs, practices, processes and systems to identify potential impediments to a highly effective EEO Program and identification of root cause issues and solutions.
2. Identifying and implementing systems and processes that support sustainable plans and changes.

FAST has established short term and long term efforts to correct the areas of individual gender and racial and ethnic underutilization in our EEO job categories and additionally increase diversity in our candidate pool. Our commitment to EEO efforts is continuous.

Long Term Placement Goals

FAST's Long Term Placement Goals are established to correct areas of underutilization in an effort to reach a parity in our EEO job categories. According to currently underutilized areas, specific goals have been established for Caucasian Females, American Indian Males, Hispanic/Latino Males, and Hispanic/Latino Females.

Caucasian females are the most underutilized demographic group within FAST's workforce. On 2/29/2020, there were only 17 Caucasian females employed at FAST, representing 7.6% of the workforce, whereas in Cumberland County, Caucasian females made up 25.7% of the workforce.

The second most underutilized demographic group within FAST's workforce were Hispanic/Latino males. On 2/29/2020, there were six (6) Hispanic/Latino males employed at FAST, representing 2.7% of the workforce, whereas, in Cumberland County, Hispanic/Latino males made up 4.1% of the workforce.

The third most underutilized demographic group within FAST's workforce were Hispanic/Latino females. On 2/29/2020, there were three (3) Hispanic/Latino females employed at FAST, representing 1.3% of the workforce, whereas, in Cumberland County, Hispanic/Latino females made up 3.3% of the workforce.

The fourth most underutilized demographic group within FAST's workforce were Asian females. On 2/29/2020, there was one (1) Asian female employed at FAST, representing 0.4% of the workforce, whereas, in Cumberland County, Asian females made up 3.3% of the workforce.

These long term goals are established for achievement in each of the specified job categories in a four-year period:

1. Officials and Administrators

- A. Based on the analysis, there is no underutilization of statistical significance in this job category.

2. Professionals

- A. Caucasian females were underutilized by 16% within this job category. An additional one (1) Caucasian female would be needed to reach parity with the available workforce in Cumberland County. Based on the analysis, there is no underutilization of statistical significance.

3. Technicians

- A. Based on the analysis, there is no underutilization of statistical significance in this job category.

4. Protective Service

- A. No data to report for this job category

5. Paraprofessionals

- A. Caucasian females were underutilized by 11% within this job category. An additional one (1) Caucasian female would be needed to reach parity with the available workforce in Cumberland County. Based on the analysis, there is no underutilization of statistical significance.

6. Administrative Support

- A. Caucasian females were underutilized by 25% within this job category. An additional six (6) Caucasian females would be needed to reach parity with the available workforce in Cumberland County. FAST has set the goal of decreasing this underutilization rate by 10% over the next four years (a 2% decrease in underutilization over the next two years and a 3% decrease in underutilization in the following two years), resulting in the addition of six (6) Caucasian females in this period.

7. Skilled Craft

- A. Based on the analysis, there is no underutilization of statistical significance.

8. Service Maintenance

- A. Caucasian females were underutilized by 12% within this job category. An additional 18 Caucasian females would be needed to reach parity with the available workforce in Cumberland County. FAST has set a goal to decrease the underutilization rate in this category by 6% over the next four years (a 1% decrease in underutilization over the next two years, and a 2% increase in the following two years), resulting in the addition of 18 Caucasian females in this period.

- B. Hispanic/Latino males were underutilized by 4% within this job category. An additional seven (7) Hispanic/Latino males would be needed to reach parity with the available workforce in Cumberland County. FAST has set a goal to decrease the underutilization rate in this category by 4% over the next four years (a 1% decrease in underutilization for each of the next four years), resulting in the addition of seven (7) Hispanic/Latino males during this period.
- C. Hispanic/Latino females were underutilized by 3% within this job category. An additional four (4) Hispanic/Latino females would be needed to reach parity with the available workforce in Cumberland County. FAST has set a goal to decrease the underutilization rate in this category by 4% over the next four years (a 1% decrease in underutilization for each of the next four years), resulting in the addition of four (4) Hispanic/Latino females during this period.
- D. Asian females were underutilized by 2% within this job category. An additional three (3) Asian females would be needed to reach parity with the available workforce in Cumberland County. FAST has set a goal to decrease the underutilization rate in this category by 4% over the next four years (a 1% decrease in underutilization for each of the next four years), resulting in the addition of three (3) Asian females during this period.
- E. Based on the analysis, there is no underutilization of statistical significance in the remaining two categories; American Indian females and males and Two or More Races females within this job category.

VI. ASSESSMENT OF EMPLOYMENT PRACTICES

Data Sources and Methodology

All tables used for the Employment Practices Analysis (APPENDIX II) analyses are based on the sample charts provided by the FTA. While some minor changes have been made to the labeling and formatting of the sample charts, all formulas and calculations provided in the sample charts have been left intact. *(Disclaimer: During the update of the EEO Program, FAST was advised that the Human Resources Department purged data from NEOGOV from March 1, 2016, through January 29, 2017. FAST has implemented measures to ensure the statistical data of future employment practices is provided semi-annually to FAST. This will allow FAST to safeguard the data necessary for forthcoming reporting).*

The Promotions, Training, Terminations and Discipline tables use Total Workforce figures as a baseline for this analysis. The data in the Total Workforce row captures a snapshot of FAST's workforce on 2/29/2020 including all new hires between 3/1/2016 and 2/29/2020. The Total Workforce figures account for all employees who worked at FAST at any time during the reporting period (3/1/2016 - 2/29/2020).

For all tables, a selection rate for each demographic group is determined by dividing the number of people selected (promoted, trained, etc.) by a total pool of candidates or employees. For all tables, an impact ratio is determined by comparing the selection rate for each group with that of the highest group (by dividing the selection rate for a group by the selection rate for the highest group). Potential adverse impact is flagged for any group that has a selection rate that is less than 80% of the selection rate for the highest group.

In accordance with FTA regulations, an analysis for any demographic groups constituting less than two percent of the applicable workforce is not required. Selection rates, ratios to highest rate and

potential adverse impacts are not calculated in the tables for groups that constitute less than two percent of the applicable job category.

For Hires and Promotions, the total number of candidates and selected employees who self-identified as veterans are included in the calculations. The hire and promotion rates for self-identified veterans are summarized by gender and ethnicity and not broken down by individual employment categories.

Statistical data on employees and candidates who self-identified as having a disability are unavailable. Data on persons with disabilities was not captured in the data from the Human Resources Department, therefore, is excluded from this report. Currently, the City of Fayetteville permits applicants to voluntarily self-disclose personal data regarding veteran/disability status.

Hires

The Hires table accounts for all candidates in all positions (full-time and part-time permanent positions) at FAST during the reporting period. The Number Applied row captures all individual candidates for these positions and the Total Hires row captures all new hires at FAST during the reporting period. *(Disclaimer: During the update of the EEO Program, FAST was advised that the Human Resources Department purged data from NEOGOV from March 1, 2016, through January 29, 2017. FAST has implemented measures to ensure the statistical data of future employment practices is provided semi-annually to FAST. This will allow FAST to safeguard the data necessary for forthcoming reporting).*

Training

Statistical data on employee training is reliably and consistently tracked by the City of Fayetteville's Organizational Development and Training (OD&T) division within the Human Resources Development department. Data in the Total Trained row captures the total number of FAST employees who received training that fosters promotion at any time during the reporting period. The training rate is derived by dividing the Total Trained row by the Total Workforce row.

Promotions

Statistical data regarding the number of candidates for promotion amongst existing employees at FAST is unavailable. The Total Workforce data (Appendix II) is used as the baseline figure in the Promotions table and the Total Promotions row captures all job actions that FAST deemed as advancements during the reporting period. These job actions include promotions, progressions and temporary to full-time status changes.

Discipline

FAST currently consistently and reliably tracks data on disciplinary actions resulting from Oral Counseling to Consideration of Dismissal (COD). Data on demotions is unavailable. The disciplinary data captures all employees reprimanded, during the reporting period, including those employees who may have received multiple levels of discipline during the reporting period. The Discipline rate is derived by dividing each specific discipline level (Oral Counseling, Written Reprimand, Suspension without Pay, Consideration of Dismissal) row by the Total Workforce row. As per the FTA sample tables, Potential Adverse Impact is flagged only if substantial disparities are shown in both the Discipline Rate and the Non-Discipline Rate.

Terminations

The total number of employees involuntarily terminated during the reporting period are captured in the Total Involuntary Terminations row. The Involuntary Termination rate is derived by

dividing the Total Involuntary Terminations row by the Total Workforce row. As per the FTA sample tables, Potential Adverse Impact is flagged only if substantial disparities are shown in both the Retention Rate and Involuntary Termination Rate.

Findings

Hires

A total of 1424 males and 2428 females applied for positions at FAST during the reporting period of January 30, 2017, through February 29, 2020. 60 males and 73 females were hired at FAST during this period, representing a 23.7% hiring rate for males and a 33.3% hiring rate for females.

FAST hired 11 out of 216 Caucasian male candidates and seven (7) out of 415 Caucasian female candidates. The department hired 49 out of 1201 minority male candidates and 64 out of 2036 minority female candidates. *(Disclaimer: During the update of the EEO Program, FAST was advised that the Human Resources Department purged data from NEOGOV from March 1, 2016, through January 29, 2017. FAST has implemented measures to ensure the statistical data of future employment practices is provided semi-annually to FAST. This will allow FAST to safeguard the data necessary for forthcoming reporting).*

Officials and Administrators

Within this job category, FAST hired one (1) out of 27 female candidates. Zero (0) out of 37 male candidates were hired for this job category. No potential adverse impacts were flagged for males or females within this job category.

The demographic group hired at the highest rate is African American females (5.6% selection rate). Considering this figure, calculations show potential adverse impact for four (4) demographic groups. These include Caucasian males (0% selection rate), Caucasian females (0% selection rate), Black males (0% selection rate) and Two or More Races females (0% selection rate).

Professionals

Within this job category, FAST hired two (2) out of 41 female candidates. Zero (0) out of 40 male candidates were hired for this job category. No potential adverse impacts were flagged for males or females within this job category.

The demographic group hired at the highest rate was African American females (6.9% selection rate). Considering this figure, calculations show potential adverse impact for eight (8) demographic groups. These include Caucasian males (0% selection rate), Caucasian females (0% selection rate), Black males (0% selection rate), American Indian males (0% selection rate), Hispanic/Latino males (0% selection rate), Hispanic/Latino females (0% selection rate), Two or More Races females (0% selection rate) and Two or More Races males (0% selection rate).

Technicians

Within this job category, FAST hired one (1) out of 21 male candidates. Zero (0) out of three (3) female candidates were hired for this job category. No potential adverse impacts were flagged for males or females within this job category.

The demographic group hired at the highest rate was African American males (9.1% selection rate). Considering this figure, calculations show potential adverse impact for four (4) demographic groups. These include Caucasian males (0% selection rate), Black females (0% selection rate), Hispanic/Latino females (0% selection rate) and Asian males (0% selection rate).

Protective Services

No data to report on this job category.

Paraprofessionals

Within this job category, FAST hired six (6) out of 141 male candidates and two (2) out of 126 female candidates. There may be a potential adverse impact against females within this job category.

The demographic group hired at the highest rate was Black males (6.5% selection rate). Considering this figure, calculations show potential adverse impact for six (6) demographic groups. These include Caucasian males (0% selection rate), Caucasian females (0% selection rate), Black females (32.3% selection rate), Hispanic/Latino females (0% selection rate), Two or More Races females (0% selection rate) and Two or More Races males (0% selection rate).

Administrative Support

Within this job category, FAST hired four (4) out of 235 male candidates and 16 out of 1,418 female candidates. There may be a potential adverse impact against females within this job category.

The demographic group hired at the highest rate is Black females (1.2% selection rate). Considering this figure, calculations show potential adverse impact for three (3) demographic groups. These include Caucasian females (0.6% selection rate), Black males (0.6% selection rate) and Hispanic/Latino females (0% selection rate).

Skilled Craft

Within this job category, FAST hired seven (7) out of 55 male candidates. Only (1) female candidate was hired for this job category. No potential adverse impacts were flagged for males or females within this job category.

The demographic group hired at the highest rate is Hispanic/Latino males (50% selection rate). Considering this figure, calculations show potential adverse impact for four (4) demographic groups. These include Caucasian males (11.1% selection rate), American Indian males (0% selection rate), Black males (14.3% selection rate) and Two or More Races males (0% selection rate).

Service Maintenance

Within this job category, FAST hired 42 out of 895 male candidates and 52 out of 812 female candidates. There may be a potential adverse impact against males within this job category.

The demographic group hired at the highest rate is Caucasian females (7.4% selection rate). Considering this figure, calculations show potential adverse impact for four (4) demographic groups. These include Black males (5.2% selection rate), Hispanic/Latino males (1.5% selection rate), Two or More Races males (2.4% selection rate) and Two or More Races females (2.6% selection rate).

Veterans

19 self-identified male veterans and 40 self-identified female veterans applied for positions at FAST during the reporting period.

Training

A total of 105 males and 120 females were employed at FAST during the reporting period of 3/1/2016 through 2/29/2020. 24 males and 25 females received training that fosters promotion at FAST during this period, representing a 22.8% training rate for males and a 20.8% training rate for females.

FAST trained five (5) out of 20 Caucasian males and six (6) out of 17 Caucasian females. The department trained 19 out of 85 minority males and 19 out of 103 minority females.

Officials and Administrators

Within this job category, FAST trained its sole male employee and one (1) out of the two (2) females. There may be a potential adverse impact against females within this job category as the training rate of females was 50% of the training rate for males.

The demographic group trained at the highest rate was Caucasian males (100%). Considering this figure, calculations show potential adverse impact for one (1) demographic group. This group consists of Caucasian females (0%).

Professionals

Within this job category, FAST trained three (3) out of three (3) males and four (4) out of six (6) females. There may be a slight potential adverse impact against females within this job category, as the training rate for females was 66.7% of the training rate for males.

The demographic groups trained at the highest rate were Caucasian males (100%), American Indian males (100%), African American females (100%), Hispanic/Latino males (100%) and Hispanic/Latino females (100%). Considering this figure, calculations show potential adverse impact for one (1) demographic group. This group consists of Caucasian females (50% training rate).

Technicians

Within this job category, FAST trained its sole male employee. There are no females in this category. No potential adverse impacts were flagged for males or females within this job category.

The demographic group that was trained at the highest rate was African American males (100%). Considering this figure, calculations show no potential adverse impact for any demographic groups.

Protective Service

No data to report for this job category.

Paraprofessional

Within this job category, FAST trained seven (7) out of 12 males and three (3) out of four (4) females. There may be a potential adverse impact against males within this job category, as the training rate of males was 58.3% of the training rate for females.

The demographic groups trained at the highest rate were Caucasian males (100%) and Caucasian females (100%). Considering this figure, calculations show potential adverse impact for two (2) demographic groups. These include African American males (50%) and African American females (66.7%).

Administrative Support

Within this job category, FAST trained two (2) out of six (6) males and six (6) out of 20 females. No potential adverse impacts were flagged for males or females within this job category.

The demographic groups trained at the highest rate were African American males (50%) and Hispanic/Latino males (50%). Considering these figures, calculations show potential adverse impact for five (5) demographic groups. These include Caucasian males (0%), Caucasian females (66.7%), African American females (71.4%), Hispanic/Latino females (0%) and Two or More Races females (0%).

Skilled Craft

Within this job category, FAST trained four (4) out of ten (10) males. There are no females in this job category. No potential adverse impacts were flagged for males or females within this job category.

The demographic group trained at the highest rate was African American males (40%). Considering this figure, calculations show potential adverse impact for two (2) demographic groups. These include Caucasian males (25%) and African American males (40%).

Service Maintenance

Within this job category, FAST trained nine (9) out of 73 males and ten (10) out of 88 females. No potential adverse impacts were flagged for males or females within this job category.

The demographic group trained at the highest rate was Caucasian females (20%). Considering this figure, calculations show potential adverse impact for three (3) demographic categories. These include Caucasian males (45.5%), African American males (52.6%) and African American females (46.1 %).

Promotions

A total of 105 males and 120 females were employed at FAST during the reporting period of 3/1/2016 through 2/29/2020. Four (4) males and eight (8) females were promoted at FAST during this period, representing a 3.8% promotion rate for males and a 10% promotion rate for females. FAST promoted three (3) out of 20 Caucasian males and two (2) out of 17 Caucasian females. The department promoted one (1) out of 85 minority males and six (6) out of 103 minority females.

Officials and Administrators

Within this job category, FAST did not have any internal promotions. No potential adverse impacts are flagged for males or females within this job category.

Professionals

Within this job category, FAST promoted two (2) out of 6 female candidates. No males were promoted in this job category. No potential adverse impacts were flagged for males or females within this job category.

The demographic group promoted at the highest rate is African American females (13% promotion rate). Considering this figure, calculations show potential adverse impact for five (5) demographic groups. These include Black males (25.8%), and Caucasian females (0%), Caucasian males (0%), American Indian males (0%) and Hispanic/Latino (0%).

Technicians

Within this job category, FAST promoted one (1) out of 21 male candidates. Zero (0) out of three (3) female candidates were promoted for this job category. No potential adverse impacts were flagged for males or females within this job category.

The demographic group promoted at the highest rate is African American males (9.1% promotion rate). Considering this figure, calculations show potential adverse impact for four (4) demographic groups. These include Caucasian males (0%), Black females (0%), Hispanic/Latino females (0%) and Asian males (0%).

Protective Service

No data to report for this job category.

Paraprofessionals

Within this job category, FAST promoted one (1) out of 11 male candidates and four (4) out of four (4) female candidates. There may be a potential adverse impact against males within this job category.

The demographic group promoted at the highest rate is African American females (3.6% promotion rate). Considering this figure, calculations show potential adverse impact for five (5) demographic groups. These include Black males (10%), Black females (25.3%), Caucasian males (0%), Two or More Races males (0%) and Two or More Races females (0%).

Administrative Support

Within this job category, FAST promoted two (2) out of 20 female candidates. Zero (0) out of six (6) male candidates were promoted in this job category. No potential adverse impacts are flagged for males or females within this job category.

The demographic group promoted at the highest rate is Caucasian females (2.9% promotion rate). Considering this figure, calculations show potential adverse impact for five (5) demographic groups. These include African American males (0%), African American females (0%), Hispanic/Latino females (0%), Caucasian males (0%) and Two or More Races females (0%).

Skilled Craft

Within this job category, FAST promoted two (2) out of ten (10) male candidates. There are no females in this job category. No potential adverse impacts are flagged for males or females within this job category.

The demographic group promoted at the highest rate is Caucasian males (15.4% promotion rate). Considering this figure, calculations show potential adverse impact for four (4) demographic groups. These include Caucasian females (0%), Hispanic/Latino males (0%), African American males (0%) and African American females (0%).

Service Maintenance

Within this job category, FAST did not have any internal promotions. No potential adverse impacts are flagged for males or females within this job category.

Discipline

A total of 120 males and 125 females were employed at FAST during the reporting period of 3/1/2016 through 2/29/2020. 98 males and 102 females received a form of disciplinary action at FAST during this period. Note: Some employees may have received multiple levels of discipline during this reporting period.

Out of 20 Caucasian male employees, discipline was issued 19 times and, out of 17 Caucasian female employees, discipline was issued 14 times. Out of 85 minority male employees, discipline was issued a total of 77 times and out of 103 minority female employees discipline was issued a total of 90 times.

Officials and Administrators

Within in this job category, one male was issued an Oral Counseling. No potential adverse impacts were flagged for males or females within this job category.

Professionals

Within this job category, no discipline was issued. No potential adverse impacts were flagged for males or females within this job category.

Technicians

Within this job category, no discipline was issued. No potential adverse impacts were flagged for males or females within this job category.

Protective Service

No data to report for this job category.

Paraprofessionals

Within this job category, discipline was issued five (5) times amongst 11 males; Consideration of Dismissal (1), Suspension without Pay (2), Written Reprimand (1) and Oral Counseling (1). Discipline was issued a total of four (4) times amongst four (4) females; Consideration of Dismissal (1), Suspension without pay (1) Written Reprimand (1) and Oral Counseling (1). No potential adverse impacts were flagged for males or females within this job category.

The demographic group disciplined at the highest rate are Caucasian females (100%) in three (3) discipline categories. Black females were disciplined at the lowest rate (33.3%). Potential adverse impacts were flagged for two (2) demographic groups. These include Caucasian females in Consideration for Dismissal (0%), Suspension without Pay (0%), Written Reprimand (0%) and African American males in Oral Counseling (0%).

Administrative Support

Within this job category, discipline was issued a total of two (2) times amongst six (6) males; Consideration of Dismissal (1), Suspension without Pay (1). Discipline was issued a total of 12 times amongst 20 females; Consideration of Dismissal (1), Suspension without Pay (3), Written Reprimand (4) and Oral Counseling (4). No potential adverse impacts were flagged for males or females within this job category.

The demographic group disciplined at the highest rate are Hispanic/Latino females (100%) in two (2) discipline categories. Black females were disciplined at the lowest rate (21.4%). Potential adverse impacts were flagged for three (3) demographic groups. These include African American

males (0%) in Consideration for Dismissal; African American males (0%) and African American females (0%) in Suspension without Pay; African American females (0%) and Hispanic/Latino females (0%) in Written Reprimand; and African American females (0%) and Hispanic/Latino females (0%) in Oral Counseling.

Skilled Craft

Within this job category, discipline was issued a total of four (4) times amongst ten (10) males; Written Reprimand (1) and Oral Counseling (3). No potential adverse impacts were flagged for males or females within this job category.

The demographic group disciplined at the highest rate are African American males (40%) in two (2) discipline categories. Caucasian males were disciplined at the lowest rate (25%). Potential adverse impacts were flagged for two (2) demographic groups. These include Caucasian males (0%) in Written Reprimand, African American males (0%) and Caucasian males (0%) in Oral Counseling.

Service Maintenance

Within this job category, discipline was issued a total of 77 times amongst six 73 males; Consideration of Dismissal (5), Suspension without Pay (36), Written Reprimand (19) and Oral Counseling (17). Discipline was issued a total of 86 times amongst 88 females; Consideration of Dismissal (7), Suspension without pay (37), Written Reprimand (20) and Oral Counseling (22). No potential adverse impacts were flagged for males or females within this job category.

The demographic group disciplined at the highest rate are Caucasian males (63.6%) in two (2) discipline categories. African American males were disciplined at the lowest rate (7%). Potential adverse impacts were flagged for two (2) demographic groups. These include Caucasian males (64.1%) and Caucasian females (68%) in Suspension without Pay and Caucasian males (46.3%) in Oral Counseling.

Terminations

A total of 105 males and 120 females were employed at FAST during the reporting period of 3/1/2016 through 2/29/2020. Eight (8) males and nine (9) females were involuntarily terminated during this period, representing an involuntary termination rate of 7.6% for males and 7.5% for females.

One (1) out of 20 Caucasian males and two (2) out of 17 Caucasian females were terminated. The Seven (7) out of 85 minority males and seven (7) out of 103 minority females were terminated.

Officials and Administrators

Within this job category, there were no terminations during the reporting period. No potential adverse impacts were flagged for males or females within this job category.

Professionals

Within this job category, one (1) out of three (3) males and zero (0) out of six (6) females were terminated. There may be a potential adverse impact against males in this job category.

The demographic group terminated at the highest rate are American Indian males (100%). Potential adverse impacts were flagged for one (1) demographic group. This consists of American Indian males (0%).

Technicians

Within this job category, there were no terminations during the reporting period. No potential adverse impacts were flagged for males or females within this job category.

Protective Service

No data to report for this job category

Paraprofessionals

Within this job category, one (1) out of four (4) males and one (1) out of 11 females were terminated. No potential adverse impacts were flagged for males or females within this job category.

The demographic group terminated at the highest rate is Caucasian females (100%). Black males were terminated at the lowest rate (33%). Potential adverse impacts were flagged for two (2) demographic groups. These include African American males (0%) and Caucasian females (0%).

Administrative Support

Within this job category, one (1) out of six (6) males and one (1) out of 20 females were terminated. No potential adverse impacts were flagged for males or females within this job category.

The demographic group terminated at the highest rate is African American males (50%). African American females were terminated at the lowest rate (7.1%). Potential adverse impacts were flagged for one (1) demographic group. This consists of African American males (0%).

Skilled Craft

Within this job category, there were no terminations during the reporting period. No potential adverse impacts were flagged for males or females within this job category.

Service Maintenance

Within this job category, five (5) out of 73 males and seven (7) out of 87 females were terminated. No potential adverse impacts were flagged for males or females within this job category.

The demographic group with the highest rate of termination is Caucasian males (10%). African American males were terminated at the lowest rate (7%). No potential adverse impacts were flagged for any demographic groups within this job category.

A thorough analysis and assessment of FAST employment practices has been conducted to identify those practices that operate as employment barriers and unjustifiably contribute to underutilization. The assessment and identification of problem areas evaluates the impact of all employment practices on all employment patterns including recruitment, selection, promotion, termination, transfer, disciplinary action, and compensation, benefits and training. FAST has conducted an in-depth analysis of our total employment process, including workforce by organizational unit and job group, personnel activity, compensation, and other personnel procedures to determine whether (and where) impediments to equal employment opportunity may exist.

Recruitment and Selection

The City of Fayetteville defines its recruitment and selection process in the Recruitment and Selection Manual (APPENDIX III). The City of Fayetteville is an Equal Opportunity Employer

and affirms that no candidate or employee shall be deprived of employment opportunities because of such individual's race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information.

The City of Fayetteville's recruitment and selection processes will be administered consistent with equal employment opportunity laws. All departments/hiring managers are expected to ensure success and compliance with all aspects of the recruitment and selection process.

Each department within the City understands their roles during recruitment to assist with expediting the hiring process. HRD will work closely with departments to ensure all necessary steps are being followed, as noted below.

Human Resource Development (HRD) is responsible for:

1. Reviewing requisitions and creating job postings
2. Administering/proctoring skills testing when applicable
3. Narrowing the candidate pool, if requested by the department, by providing the department the top candidates based on scoring of the supplemental question responses
4. Providing oversight and guidance for the process

Hiring Managers (SMEs) are responsible for:

1. Reviewing/developing the job description prior to the requisition being created and submitting job description changes to the HRD Compensation/Classification Consultant for review and final approval before proceeding with a requisition for posting
2. Establishing the recruitment plan which includes developing supplemental questions for the posting, determining/selecting interview questions for the interview, serving as a selection process lead, identifying the interview panel, and identifying any other testing that may be included. *(NOTE: All interview panels should be ethnically and gender diverse.)*
3. Appropriately status candidates
4. Coordinating/scheduling interviews

Department Director is responsible for:

1. Ensuring Equal Employment Opportunity requirements are considered in the recommendation of candidates selected to participate in the interview process
2. Final approval of the selected candidate.

Testing

FAST's hiring manager(s) will work with HRD to determine if skills testing will be included in the selection process and to identify the suitable tests for the position. Skills testing cannot be used to screen out candidates but should be considered as part of the overall assessment of a candidate.

Hiring managers can choose from the following:

1. Software Skills Testing (Basic or Intermediate)
 - a. Microsoft Outlook, Word, Excel, PowerPoint, and/or Access
2. Keyboarding Speed & Accuracy Testing
 - a. Keyboarding
 - b. 10-key Speed & Accuracy
 - c. Data Entry Speed & Accuracy
3. Clerical Skills Testing
 - a. Letter Formatting
 - b. Proofreading
 - c. Spelling
 - d. Reading Comprehension
 - e. Transcription (Dictation)
 - f. Alphabetic Filing and Numeric Filing
 - g. Minutes Composition
 - h. Sentence Clarity
4. Customer Service Skills Testing
 - a. Telephone Customer Service
 - b. Telephone Order Entry
5. Financial Skills Testing
 - a. Math
 - b. Petty Cash
 - c. Bank Deposit
 - d. Bank Reconciliation

All tests are validated and will be administered/proctored through HRD.

Promotions and Transfers

1. All Equal Employment Opportunity guidelines will be recognized in promotion processes like regular recruitment and selection processes.
2. Promotion opportunities are administered like regular recruitment and selection processes (i.e. application process, interview, skills testing, successful completion of any required pre-employment screenings, etc.).
3. As with regular recruitment and selection processes, those considered for promotion must possess the requisite education/experience, knowledge, skills, abilities, competencies and achievements essential to a position. Additional considerations are the potential for the employee to perform satisfactorily at a higher level as well as the employee's historical conduct, performance, attitude, longevity and training.
4. Employees selected for promotion will have their date in position adjusted to coincide with the promotion and will receive a pay increase consistent with the applicable promotion information in the Compensation/Classification Manual.

5. The supervisors/departments impacted by an employee transitioning as a result of promotion to a different department should collaborate on a reasonable transition date.

A lateral transfer is defined as the movement of an employee from one position to another position in the same pay grade in the same department or a different department.

Lateral Transfer Process

1. Lateral transfers may be the result of a regular recruitment and selection process when an internal employee applies for a vacancy or may be a result of a departmental reassignment.
2. Lateral transfers may be administered like regular recruitment and selection processes (i.e. application process, interview, skills testing, successful completion of any required pre-employment screenings, etc.).
3. As with regular recruitment and selection processes, those considered for a position that would be a lateral transfer must possess the requisite education/experience, knowledge skills, abilities, competencies and achievements essential to a position. Additional considerations are the potential for the employee to perform satisfactorily in the lateral position as well as the employee's historical conduct, performance, attitude, longevity and training.
4. Employees selected for lateral transfer receive no adjustment to their compensation.
5. Employees selected for lateral transfer may have their date in position adjusted, may receive new job results, and may be placed in a new one-year probationary period depending on the new position/department assigned. Employees should review the Compensation/Classification Manual for applicable information.
6. The supervisors/departments impacted by an employee transitioning as a result of a lateral transfer should collaborate on a reasonable transition date.

Seniority Practices

FAST currently does not have seniority practices or provisions in place. Open positions are posted for all employees to see and to apply. Any interested candidate who applies for a position is interviewed and provided the same opportunity to prove their capability of being the best candidate for the open position.

Training

FAST conducts formal training for all hires and internal promotions. Trainings are also held routinely for all employees during monthly mandatory All Employee Meetings (AEM). FAST's Safety & Training Coordinator holds annual refresher trainings for all employees to improve skills in areas of need to help avoid potential incidents and infractions. Additionally, the City of Fayetteville offers on-the-job trainings designed to acquire/improve employee skillsets necessary for the qualifications of an advanced position within FAST.

Compensation and Benefits

Each year prior to the adoption of the annual budget, Human Resource Development (HRD) shall secure information concerning the general level of salaries and wages paid in the

marketplace, the salaries paid to comparable local government employees and any change in the cost of living in the area during the fiscal year, and shall report the findings to the city manager.

The detailed Compensation Plan can be found in the City of Fayetteville's Compensation & Classification Manual (APPENDIX IV).

1. The City compensates all employees in accordance with the federal Fair Labor Standards Act (FLSA). If any inconsistencies exist between this Compensation Plan and the FLSA, they are resolved in favor of the FLSA. In addition, any compensation not specifically covered in this compensation plan will conform to FLSA standards.
2. For purposes of compensation, the City workforce is divided into categories. These categories are reflected in subsequent sections of this Compensation Plan:
 - a. **Non-Exempt** – refers to positions that are subject to the compensation requirements of the FLSA. Employees are typically paid hourly.
 - b. **Exempt** – refers to positions that meet established criteria for exemption of the provisions of the FLSA. Employees are typically salaried.
3. An executive pay band (EPB) and senior executive pay band (EPBSR) has been established for department director level and higher positions.
4. For all other positions, an open range compensation structure with midpoints set to market has been established.

Market Maintenance

- A. The pay ranges will be updated to reflect changes in market conditions. Periodic updates to the pay ranges will be based on surveys to maintain plan competitiveness with the labor market.
- B. Employees whose current rate of pay exceeds the maximum of a revised range will be frozen until such time as the pay range maximums are increased past the current rate of pay.
- C. Employees whose current rate of pay is lower than the pay plan minimum of a revised range will have their rate of pay increased to the new pay range minimum unless they are in designated trainee status.

Benefits

The City of Fayetteville's Benefits Manual, published annually in a separate document, provides information regarding eligibility, requirements, and procedures. FAST reviews all benefits and conditions of employment to ensure they are equally available to all FAST employees.

Disciplinary Procedures and Termination Practices

The City of Fayetteville's Employee Relations Policy/Procedure Manual (APPENDIX V) was created to set forth regulations and expectations to establish a fair and uniform system of human resource administration, to include, but not limited to, the disciplinary process for all FAST employees. Department directors and supervisors are responsible for running a safe, efficient and

effective delivery of services for the residents of Fayetteville. To ensure these responsibilities are met, they have the authority to recommend employees be disciplined for improper conduct, performance deficiencies, and/or violations of policies/procedures.

1. Department directors are responsible for the uniform and equitable administration of all disciplinary actions when employees violate the General or Departmental Rules, Code of Conduct, Code of Ethics, or any other established policy, rule or regulation.
2. FAST uses a progressive disciplinary process when appropriate. It is not necessary for employees to violate the same rule before they progress to the next step in the process. Depending on the seriousness of the violation, steps may be skipped in the process. Additionally, depending upon the seriousness of the violation, the disciplinary process can be started at any step, up to and including a consideration of dismissal.
3. Disciplinary action is taken in an attempt to correct conduct, performance, or deficiencies. Supervisors recommend the lowest level of discipline they believe is necessary to correct the issue. These recommendations are taken under consideration by the department director prior to any disciplinary action being issued.
4. Department directors are required to sign all disciplinary actions before issuance.

Considerations of Dismissal (Termination)

Consideration of Dismissal (CoD) letters are notices to an employee that the department director is considering dismissing the employee. A FAST divisional manager, or the FAST Director in the absence of a divisional manager, may issue a CoD letter to employees for the following reasons, which are representative but not exclusive reasons for dismissal: A) continued violations of rules; B) continued performance deficiencies; and/or C) a serious or flagrant violation.

1. Employees may be issued a CoD letter without prior disciplinary actions.
2. CoD letters will include the grounds upon which the consideration to dismiss is based, the specific rules violated, list prior disciplinary actions if applicable, and provide the employee with the specific requirements and deadline for appealing the CoD. All CoD letters detail the rights of employees at appeal hearings.
3. CoD letters advise employees they are placed on suspension without pay, effective with the issuance of the letter, until a final decision is rendered.
4. In no event shall a final decision of dismissal take place for at least seven (7) calendar days after the date the CoD letter is hand-delivered to the employee or ten (10) calendar days after the CoD letter is sent/post-marked, whichever comes first. If hand delivered to an employee, the employee should receive a copy.

VII. MONITORING AND REPORTING SYSTEM

FAST will develop and implement enhanced monitoring and reporting systems that ensure the effectiveness of our EEO Program through routine monitoring and measurement. While not all the EEO categories show that FAST met all the labor market standards, Fayetteville Area System of Transit is committed to making good faith efforts to achieve our goals. An important part of

FAST's successful EEO Program is the establishment, by the EEO Officer, of an effective and workable internal monitoring and reporting system. FAST views the monitoring activities that are listed below as critical to the success of our EEO Program.

- A. The Human Resources Department is responsible for maintaining data to track recruitments, candidate flow, hires, promotions and transfers, training, discipline, and terminations. The EEO Officer, or his/her designee, periodically reviews reports generated from this personnel data collection, and reports possible problem areas to the appropriate levels of management.
- B. The EEO Officer and Human Resources staff will issue semi-annual workforce population status reports to FAST's EEO Coordinator. These reports provide the gender and minority composition of the FAST workforce.
- C. On a semi-annual basis, summary statistics are collected; sex/minority reports for candidate flow are issued; hires, promotions and transfers, training, discipline and employment terminations are analyzed; and progress toward meeting future goals and timetables is reviewed and measured semi-annually and the EEO Officer will discuss the status with the EEO Coordinator, FAST leadership and the City Manager.
- D. The EEO Officer, in conjunction with the EEO Coordinator, completes/submits reports as required per federal guidelines.
- E. Data on employee demographic information, hires, promotions and transfers, and terminations is maintained through the current Enterprise Resource Planning (ERP) system which is a JD Edwards (Oracle) based module.
- F. Data on discipline and training for all employees is maintained by the Human Resources Department through a FAST-built database of which Human Resources staff has access to review and run reports.
- G. Data on recruitments and candidate flow is maintained through NeoGov, which is a web-hosted job-candidate tracking system.
- H. EEO discrimination complaints are maintained through a Microsoft Excel spreadsheet and paper files.
- I. Periodic review and monitoring of EEO discrimination complaints are managed by the Human Relations Department, the City Attorney, Human Resource Department staff and City Manager.

This structure and system is designed to serve the following basic purposes:

- 1. Enabling FAST to evaluate the EEO Program during the year and to take necessary corrective action regarding the development and execution of programs or goals and timetables
- 2. Assessing and measuring EEO Program accomplishments
- 3. Identifying those units where improved results toward the achievement of EEO Program goals is required

4. Providing a precise and factual database for future projections

Should this analysis reveal any indication of disparate treatment, the EEO Officer, in conjunction with the EEO Coordinator and the Human Relations Department, will confer with the City Attorney and City Manager to develop remedial action(s). Additionally, Human Relations Department staff will review report results on a continuing basis with the appropriate levels of management. FAST's management staff will be consulted regarding recommendations, changes, and problem areas related to EEO Program goals and objectives.

Subcontractor Monitoring

FAST is committed to ensuring that our subcontractors carry out the EEO provisions outlined in FTA CFR 4704.1A regarding EEO Guidelines for Grant Recipients. FAST's Civil Rights Program Analyst is responsible for subcontractor compliance and will ensure an enhanced EEO monitoring program process which includes the following:

1. FAST will review each subcontractor's written EEO Program. If deficiencies are identified within the program (based on FAST's interpretation of Circular 4704.1A) the subcontractor will be notified in writing of such deficiencies and granted a timeframe to remedy such.
2. Routine site visits of the subcontractors' worksites.
3. Provide technical assistance in the form of direct guidance.

CONCLUSION

The recognition of the value of a sound and effective EEO Program and any associated goals are of continuing importance to FAST. This EEO Program is designed to specifically address the requirements of Executive Order 11246 and the implementing rules as set forth in FTA Circular 4704. 1A. There is an unequivocal expectation by FAST that all members of management are committed to the realization of these objectives.

FAST is dedicated to this EEO Program and will continue to strive for its successful implementation.

LIST OF APPENDICES

- I. Utilization/Availability Analysis
Employment Practices Analysis
 - Hires
 - Promotions
- II.
 - Trainings
 - Terminations
 - Discipline
- III. City of Fayetteville's Recruitment & Selection Manual
- IV. City of Fayetteville's Compensation & Classification Manual
- V. City of Fayetteville's Employee Relations Policy/Procedure Manual

LIST OF ATTACHMENTS

- I. City Manager EEO Letter
- II. EEO Policy Statement (need signed copy)
- III. Employment Application EEO Statement
- IV. City of Fayetteville ADA Policy
- V. FAST 2020 Organizational Chart

City of Fayetteville

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

City Council Action Memo

File Number: 20-1506

Agenda Date: 9/14/2020

Version: 2

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Public Hearing

Agenda Number: 8.01

TO: Mayor and Members of City Council

THRU: David W. Trego, PWC CEO/General Manager
Fayetteville Public Works Commission

FROM: Fayetteville Public Works Commission

DATE: September 14, 2020

RE:

Phase 5 Annexation Utility Improvement Project Area 22 Public Hearing on
Preliminary Assessment Roll

COUNCIL DISTRICT(S):

6

Relationship To Strategic Plan:

High Quality Built Environment - Neighborhoods and Infrastructure

Executive Summary:

Holding a Public Hearing to receive public comment for Annexation Areas is part of the statutory requirement process.

Background:

Preliminary Assessment Notices were mailed on August 28, 2020 informing property owners of their Assessments and Public Hearing date. A noticed was published in the Fayetteville Observer on August 28, 2020 for the Preparation of the Preliminary Assessment Roll and Public Hearing.

Issues/Analysis:

N/A

Budget Impact:

N/A

Options:

N/A

Recommended Action:

Staff recommends Council hold the Public Hearing on September 14, 2020 for the purpose of the Preliminary Assessment Roll and public comment.

Attachments:

Phase 5 Annexation Utility Area 22 PowerPoint Presentation.

CITY COUNCIL ACTION MEMO

TO: Mayor and Members of City Council

THRU: David W. Trego, PWC CEO/General Manager
Fayetteville Public Works Commission

FROM: Fayetteville Public Works Commission

DATE: September 14, 2020

RE:
Phase 5 Annexation Utility Improvement Project Area 22 Public Hearing on Preliminary Assessment Roll

COUNCIL DISTRICT(S):
#6

Relationship To Strategic Plan:

High Quality Built Environment – Neighborhoods and Infrastructure

Executive Summary:

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Background:

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Issues/Analysis:

N/A

Budget Impact:

N/A

Options:

N/A

Recommended Action:

Staff recommends Council hold the Public Hearing on September 14, 2020 for the purpose of the Preliminary Assessment Roll and public comment.

Attachments:

Phase 5 Annexation Utility Area 22 PowerPoint Presentation.

Phase V Annexation

Construction Area 22

**Public Hearing
September 14, 2020
Council District 6**

Phase V Annexation

Construction Area 22

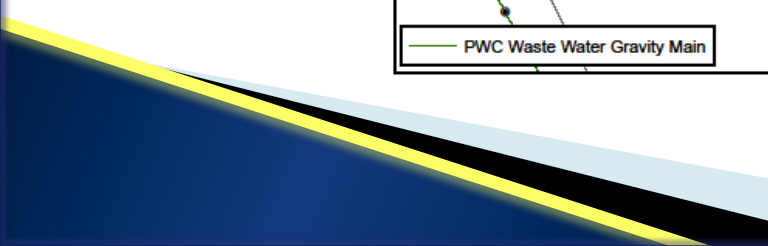
Citizen Questions

Contact

Mark Brown

910-391-8209

mark.brown@faypwc.com



Project Overview

- ▶ Events To-Date
- ▶ Proposed Project Schedule
- ▶ Cost to Property Owners
- ▶ Financing Options

Events To-Date

- ▶ March 23, 2018 - Survey & Appraisal Notification Letters Mailed to Property Owners
- ▶ January 28, 2019 - Council Adopted the Preliminary Assessment Resolution
- ▶ February 08, 2019- Copies of Resolution Mailed to Property Owners

Proposed Project Schedule

- ▶ Advertise Construction Bids – April 08, 2019
- ▶ Construction Complete – April 24, 2020
- ▶ Preliminary Assessment Roll – August 10, 2020
- ▶ Confirm Assessments – September 28, 2020

Cost to Property Owners

- ▶ Residential: Typical single family residential lot: \$5,000
- ▶ Non-Residential: For all other properties, a per front foot rate of \$55.56 with a 90' minimum plus the average lateral charge
- ▶ Interest Rate 5.25%
- ▶ City Economic and Community Development Staff Will Discuss Availability of Financial Assistance for Property Owners

Payment Options

- ▶ Pre-Pay
- ▶ In Full (No interest within 30 days from notice)
- ▶ Financing
 - 10 year term at a an interest rate of 5.25%
 - Annual or monthly installments
 - Example: \$58 per month based on 10 years at 5.25%

Phase V Annexation

Construction Area 22

Citizen Questions

Contact

Mark Brown

910-391-8209

mark.brown@faypwc.com

Phase V Annexation

Construction Area 22

Public Hearing

September 14, 2020

Council District 6

City of Fayetteville

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

City Council Action Memo

File Number: 20-1500

Agenda Date: 9/14/2020

Version: 1

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Other Items of
Business

Agenda Number: 9.01

TO: Mayor and Members of City Council

FROM: Pamela J. Megill, MMC, City Clerk

THRU: Telly C. Whitfield, Ph.D., Assistant City Manager

DATE: September 14, 2020

RE: Presentation of Appointment Committee Recommendations for
Boards and Commissions Appointments

Relationship To Strategic Plan:

Goal 6: Citizen Engagement and Partnerships

Background:

The Appointment Committee met on September 9, 2020, to review applications for appointments to boards and commissions. It is from that meeting the Appointment Committee presents the recommendations for appointments to the City of Fayetteville boards and commissions.

Issues:

N/A

Budget Impact:

N/A

Options:

1. Approve Appointment Committee recommendations to fill the board and commission vacancies as presented.
2. Approve Appointment Committee recommendations to fill some board and commission vacancies and provide further direction to staff.
3. Do not approve Appointment Committee recommendations to fill board and

commission vacancies and provide further direction to staff.

Recommended Action:

Staff recommends Council move to approve the Appointment Committee recommendations for board and commission appointments, effective October 1, 2020

Recommendations for 20 Appointments to 12 City of Fayetteville Boards and Commissions.

The Appointment Committee unanimously approved the following appointments:

Fayetteville – Cumberland Human Relations Commission

Donna Pelham	October 1, 2020 – September 30, 2022
Dwight Palmer	October 1, 2020 – September 30, 2022
William Milton	October 1, 2020 – September 30, 2022
Peter Pappas	October 1, 2020 – September 30, 2022
Tammy Six	October 1, 2020 – September 30, 2022
Mya Warren	October 1, 2020 – September 30, 2022

Fayetteville Planning Commission

Dwight Thompson	October 1, 2020 – September 30, 2022
Michael Cleary	October 1, 2020 – September 30, 2022
Carolyn McLaurin	October 1, 2020 – September 30, 2022
Dwight “Wells” Alderman	October 1, 2020 – September 30, 2022
Dymond Spain	October 1, 2020 – September 30, 2021
Jamie Tilke	October 1, 2020 – September 30, 2021
Paul Toolan	October 1, 2020 – September 30, 2021

Fayetteville Zoning Commission

Bryant Edwards	October 1, 2020 – September 30, 2022
Parker Lee	October 1, 2020 – September 30, 2022
Dineen Morton	October 1, 2020 – September 30, 2022
Willis Wyatt	October 1, 2020 – September 30, 2022 (Alternate)

Fayetteville – Cumberland Economic Development Commission

Catherine Cox	November 30, 2020 – November 30, 2023
---------------	---------------------------------------

Animal Control

Shannon Pingitore	October 1, 2020 – September 30, 2022
Jennifer Castello	October 1, 2020 – September 30, 2022

Fair Housing Commission

Cameron Williams	October 1, 2020 – September 30, 2022
------------------	--------------------------------------

City of Fayetteville

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

City Council Action Memo

File Number: 20-1526

Agenda Date: 9/14/2020

Version: 1

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Other Items of
Business

Agenda Number: 9.02

TO: Mayor and Members of City Council

THRU:

FROM: Karen M. McDonald, City Attorney

DATE: September 14, 2020

RE:

Pole Attachment Ordinance

COUNCIL DISTRICT(S):

ALL

Relationship To Strategic Plan:

Goal III: High Quality Built Environment

Executive Summary:

The purpose of this agenda item is to present to Council an ordinance that would regulate the attachment of facilities on poles located in public rights-of-way to minimize public disruption and promote safety and efficiency.

Background:

The City has the legal authority to manage the public rights-of-way to include the maintenance and erection of poles in the public rights-of-way. State law also requires municipal-owned utilities to allow new entities to access its poles, including moving and rearranging facilities to accommodate the new entity. The proposed ordinance sets forth provisions to facilitate the efficient attachment and construction of facilities on utility poles, including moving and rearranging existing facilities to safely accommodate additional entities that may want to attach to the poles.

Issues/Analysis:

None

Budget Impact:

Unknown at this time.

Options:

1. Adopt the proposed ordinance amendment.
2. Reject the proposed ordinance amendment.
3. Provide additional direction to staff.

Recommended Action:

Staff recommends that Council adopt the proposed ordinance amendment.

Attachments:

Pole Attachment Ordinance

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FAYETTEVILLE
AMENDING CHAPTER 24, STREETS AND SIDEWALKS, 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. Section 24.1, Findings and Purpose Regarding Use of Public Rights-of-Way,
is amended by adding a new paragraph g as follows:

- g. The city has a strong public interest in ensuring that poles located in public rights-of-way be used efficiently, consistent with the access and non-discrimination rights of attachers to municipal-owned utilities required in N.C. Gen. Stat. § 62-350. Pursuant to this public interest goal, the city desires to promote cooperation among attachers in their placement of facilities on poles located in public rights-of-way to minimize public disruption and promote safety and efficiency.

Section 2. Section 24-11, Maintenance of Poles, is amended by deleting the same in its entirety and substituting the following:

Sec. 24-11. Maintenance of Poles.

- a. All telegraph and telephone companies who have, or may hereafter have, poles erected on the streets or sidewalks of the city shall erect and maintain such poles in a perpendicular manner, and in a straight line with one another, and shall use such means as may be necessary to hold such poles perpendicular and in a straight line with one another. Any company that shall fail or refuse to make such poles perpendicular and in straight line, five days after being notified so to do, shall be guilty of a misdemeanor. Whenever any such poles shall break, crack or in any manner upset or damage sidewalk paving, street paving or curbing, the owner of such poles shall, at his own expense, repair such curbing or paving within five days after notice to do so.
- b. The Federal Communications Commission (FCC) rules, as adopted and amended from time to time, in 47 C.F.R Subpart J, Sections 1.1411 and 1.1412 shall be incorporated by reference as if fully set forth herein.
- c. Notwithstanding any contractual provision to the contrary, a utility shall modify any facilities on to its poles, regardless of whether it has a make-ready request from a new or existing attacher, in order to provide access to a new attacher, provided that it gives notice to the affected attachers. Such

modifications shall be completed in accordance with sound engineering and safety principles applicable to all pole attachments.

Section 3. 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 or Ordinances, City of Fayetteville, North Carolina, and the section of this ordinance may be renumbered to accomplish such intention.

ADOPTED this the _____ day of _____, 2020.

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: 20-1523

Agenda Date: 9/14/2020

Version: 1

Status: Agenda Ready

In Control: City Council Regular Meeting

File Type: Administrative
Reports

Agenda Number: 10.01

TO: Mayor and Members of City Council

THRU: Doug Hewett, ICMA-CM - City Manager
Dr. Gerald Newton, AICP - Development Services
Taurus Freeman - Planning and Zoning Divisional Manager

FROM: Alicia P. Moore, Esq. MUP - Planner II

DATE: September 14, 2020

RE:

Administrative Report for the Central Campbellton Neighborhood Plan

COUNCIL DISTRICT(S):

District 2

Relationship To Strategic Plan:

Goal 1: Safe and Secure Community

Objective A: 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 B: To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries

Goal II: Diverse and Viable Economy

Objective D: To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River

Goal III: High Quality Built Environment

Objective C: To revitalize neighborhoods with effective zoning, code enforcement, and violations abatement

Goal IV: Desirable Place to Live, Work and Recreate

Objective A: To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity

Objective B: To provide for a clean and beautiful community with increased green spaces

Objective C: To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails, and bike lanes

Objective E: To provide high quality affordable housing that revitalizes neighborhoods

Goal VI: Citizen Engagement and Partnership

Objective A: To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration, and empowerment

Executive Summary:

The Central Campbellton Neighborhood Plan provides comprehensive, implementation-oriented strategies for creating sustainable and practical enhancements in one of the City's oldest neighborhoods, located east of and adjacent to Downtown, and that is bisected by a three-quarter mile stretch of Interstate-95 Business/Eastern Boulevard.

The neighborhood plan assesses the existing conditions to identify issues, strengths, and opportunities; applies informed planning techniques; and outlines focused recommendations. Each recommendation in the plan addresses at least one of the identified needs. Ultimately, the goal for the neighborhood is to exemplify the City's vision of being an attractive, culturally diverse and inclusive city that is safe, prosperous, innovative and unified.

Background:

The Central Campbellton neighborhood is located on the grid of the original town of Campbellton, which would later be named Fayetteville. The study area boundary begins at the bridge over Cross Creek, approximately one-half mile from the Cape Fear River Bridge. The northern boundary traces Lamon Street, which is just north of and runs parallel to Grove Street. The western boundary follows North and South Cool Spring streets; the southern boundary runs along East Russell Street; and the eastern boundary traces North and South Broad streets.

The neighborhood is bisected by US-301/I-95 Business (Eastern Boulevard), built circa 1955. To the west of Eastern Boulevard, in the core of the neighborhood, the principal land use is residential, although many of the homes are blighted or have been demolished, leaving a greater number of vacant than developed parcels. Residential patterns have also followed shifts in public housing developments. Mostly commercial and warehouse uses cover the rest of the study area.

The existing conditions of the study area reveal a neighborhood primed for revitalization - high rates of crime, blight, and vacant properties, and low rates of employment, empowerment, and economic investment. Based on community input and extensive research and analysis, the top needs identified include *public safety and image, housing, connectivity, and economic stimulation*. With a focus on implementation, this neighborhood plan incorporates the research and goals of its predecessor plans and revitalization efforts.

Issues/Analysis:

The Central Campbellton Neighborhood has evolved into its current condition over a long period of time and it will take several years to transform and reverse the decline and realize its potential. There are however many positive and transformative implementation strategies that are available to create a viable and livable community. The location of the area provides many advantages such as its proximity to core downtown, a gateway into the City, connectivity and amenities not found in other parts of the City. The plan outlines recommendations and implementation strategies, summarized as:

- **Plan Coordination**
 - Before executing any strategies, check and reconcile with applicable existing plans to ensure consistency.
 - Facilitate regularly scheduled meetings among the regional and City departments to ensure efficient coordination on projects and strategic implementation.
- **Community Outreach**
 - Utilize FTCC Education Center as a community resource center (located at former Pauline Jones Elementary School).
 - Continue community watch programs offered by the Police Department.
 - Maintain communication through electronic means and mobile applications.

Improved Housing

- Improve the residential quality of the neighborhood through the upgrading and maintenance of housing stock.
- Create opportunities for market rate housing.
 - Develop an incentive program to attract housing developers.
 - Construct single and multi-family residences at multiple price points.
- Promote and implement existing housing programs throughout the plan area.
 - Targeted Area Revitalization Program (expand boundary of program area)
 - Good Neighbor Homebuyer Loan Program
 - Fayetteville Area Habitat for Humanity Neighborhood Revitalization
- Update to UDO, including zoning and design requirements.

Address Blighted Properties

- Continue code enforcement efforts to ensure all properties meet minimum safe, sanitary and all other minimum building requirements.
- Coordinate improvement programs offered by the Economic and Community Development Department.

Public Safety, Image, and Community Empowerment

- Utilize and promote the Police Department's crime prevention techniques, including Community Watch Groups and Crime Prevention Through Environmental Design (CEPTED) concept.
- Improve the public safety image and perception of the neighborhood.
- Institute public art programs, including murals and painted crosswalks.
- Focus on pedestrian improvements, including additional crosswalks and sidewalks.
- Upgrade safety measures at bus stops, including lighting.
- Coordinate community events at the Person Street Park and the Riverside Dog Park.

Development Opportunities

- Promote the redevelopment of vacant tracts of land and buildings, including:
 - Intersection of Russell Street and Old Wilmington Road

- Person Street
- B Street
- Require re/development to locate buildings along the street, with parking and service areas behind.
- Update UDO to permit a range of housing types.
- Address current Heavy Industrial zones to ensure compatible future development.

Viable Businesses

- Promote the City's business assistance programs and resources to improve and stimulate private investment.
- Expand the program area for the Commercial Corridor Revitalization Program.
- Promote federal assistance programs, which have designated the area as an Opportunity Zone and as a HUBZone.

Connectivity

- Install sidewalk on B Street and throughout plan area; where sidewalks are not feasible, add enhanced shoulders and rumble strips.
- Create on-street parking on the west side of the street between Minor and Link Streets.
- Increase number and visibility of crosswalks.
- Complete the Linear Park Trail extensions (partially funded) and flood repairs.
 - Enhance park and trail connections, including signage and wayfinding.
- Integrate bicycle network.
- Consult strategies from pending Parks and Recreation Master Plan.

Infrastructure

- Emphasize pedestrian experience:
 - Add pedestrian-scale lighting to match Downtown.
 - Improve streetscape with median landscaping and street planting to create canopy.
- Improve Hay and Green Streets with right-sized travel lanes and pedestrian friendly streetscapes.
- Construct the Person Street Roundabout.
- Install additional trash receptacles and bulk pickup.
- Add bus stop locations and improvements (e.g., shelters, lighting, seating, 911 boxes, solar-powered fans).
- Adopt a Complete Streets policy.
- Add pocket parks and small community gardens.
- Bury powerlines.

Budget Impact:

No immediate budgetary impact.

Options:

Review and comment on the plan.

Recommended Action:

- 1) Read and accept the report.
- 2) Read and request further explanation on the information provided within the report.

Attachments:

Central Campbellton Neighborhood Plan
Implementation Strategies and Status

CENTRAL CAMPBELLTON

NEIGHBORHOOD PLAN



DRAFT

Acknowledgements

Fayetteville City Council

Mayor Mitch Colvin

Mayor Pro Tem Kathy Jensen (District - 1)

Shakeyla Ingram (District - 2)

Tisha Waddell (District - 3)

D.J. Haire (District - 4)

Johnny Dawkins (District - 5)

Christopher Davis (District - 6)

Larry Wright (District - 7)

Courtney Banks-McLaughlin (District - 8)

Yvonne Kinston (District - 9)

City Management

Doug Hewett, ICMA-CM
City Manager

Kristoff Bauer, ICMA-CM
Deputy City Manager

Dr. Telly Whitfield
Assistant City Manager

Angel Wright-Lanier, ICMA-CM
Assistant City Manager

Development Services Department

Dr. Gerald Newton, AICP
Development Services Director

Taurus Freeman, MPA
Planning & Zoning Divisional Manager



Prepared by

Victor Sharpe, AICP
Development Services Consultant

Alicia P. Moore, Esq., MUP
Planner II, Development Services

David Nash, AICP
Senior Planner, Development Services

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I. EXECUTIVE SUMMARY

Project Intent and Process

The Central Campbellton Neighborhood Plan provides an extensive, implementation-oriented strategy for creating sound, economically sustainable quality of life enhancements in an area that includes a three-quarter mile stretch of I-95 Business/Eastern Boulevard within the City of Fayetteville, North Carolina. The ultimate goal for this area is to exemplify the City's vision of being an attractive, culturally diverse and inclusive city that is safe, prosperous, innovative and unified. This plan supports the objectives for the following goals stated in the current City of Fayetteville Strategic Plan: *Goal 1: Safe and Secure Community, Goal II: Diverse and Viable Economy, Goal III: High Quality Built Environment and Goal IV: Desirable Place to Live, Work and Recreate.*

The existing conditions of the study area reveal a neighborhood primed for revitalization – high rates of crime, blight, and vacant properties, and low rates of employment, empowerment, and economic investment. Based on community input and extensive research and analysis, the top needs identified include *public safety and image, housing, connectivity, and economic stimulation*. Each strategy recommended in this plan addresses at least one of those needs.

The City, its organizational partners, and the local community have made meaningful progress over the years, and this plan builds on that momentum by outlining tailored implementation strategies. These implementation strategies span across the City departments, meaning, systematic communication and coordination among the departments is absolutely critical to success. The strategies are arranged around the following themes: plan consistency (reconciliation with existing plans), community engagement, improved housing, greenways, blight and vacant properties, public safety and community engagement, development opportunities, viable businesses, connectivity, and infrastructure.

To document the status of each implementation strategy, the City's Development Services Department has created a live-updated spreadsheet that organizes and categorizes the strategies by theme, department or responsible organization, and status. (A snapshot of the spreadsheet is attached as Exhibit I.)

The Purpose of the Central Campbellton Neighborhood Plan

In August of 2018, City of Fayetteville leadership recognized that multiple city departments, state agencies, nonprofits, and faith-based groups had identified Central Campbellton for revitalization, and that these efforts could be maximized through coordinated communication and pooling of the groups' resources.

The Central Campbellton area is located in one of the oldest parts of the City, adjacent to the historic downtown. This location is one of the area's strengths as a prominent entry point to the City through this scenic and historically preserved district. However, like many old neighborhoods, over the years, the area has experienced issues with blight, substandard housing, low homeownership patterns, predominance of rental housing units, criminal activity, safety concerns and a preponderance of the homeless and transient population. Therefore, the anchoring goal of this plan is to reverse the detrimental impacts of these trends and increase the area's livability.

While there have been much needed infrastructure improvements along the Eastern Boulevard and Grove Street corridors, there remain crucial updates necessary to enhance this prominent entry point and improve its visual quality. Currently, outdated commercial strip malls line the area's main corridors, adorned by clutters of signs and power lines, and interspersed with vacant and underutilized buildings and parcels. There is a clear need for enhanced amenities to create a more welcoming and human-scale environment, including sidewalks, lighting, landscaped areas, and bus shelters.

The objectives of this plan are to:

- Assess the existing conditions to identify neighborhood issues, strengths and opportunities.
- Identify opportunities for improvement.
- Develop recommendations that address physical improvements, community programs and preferred land use patterns.

Study Area

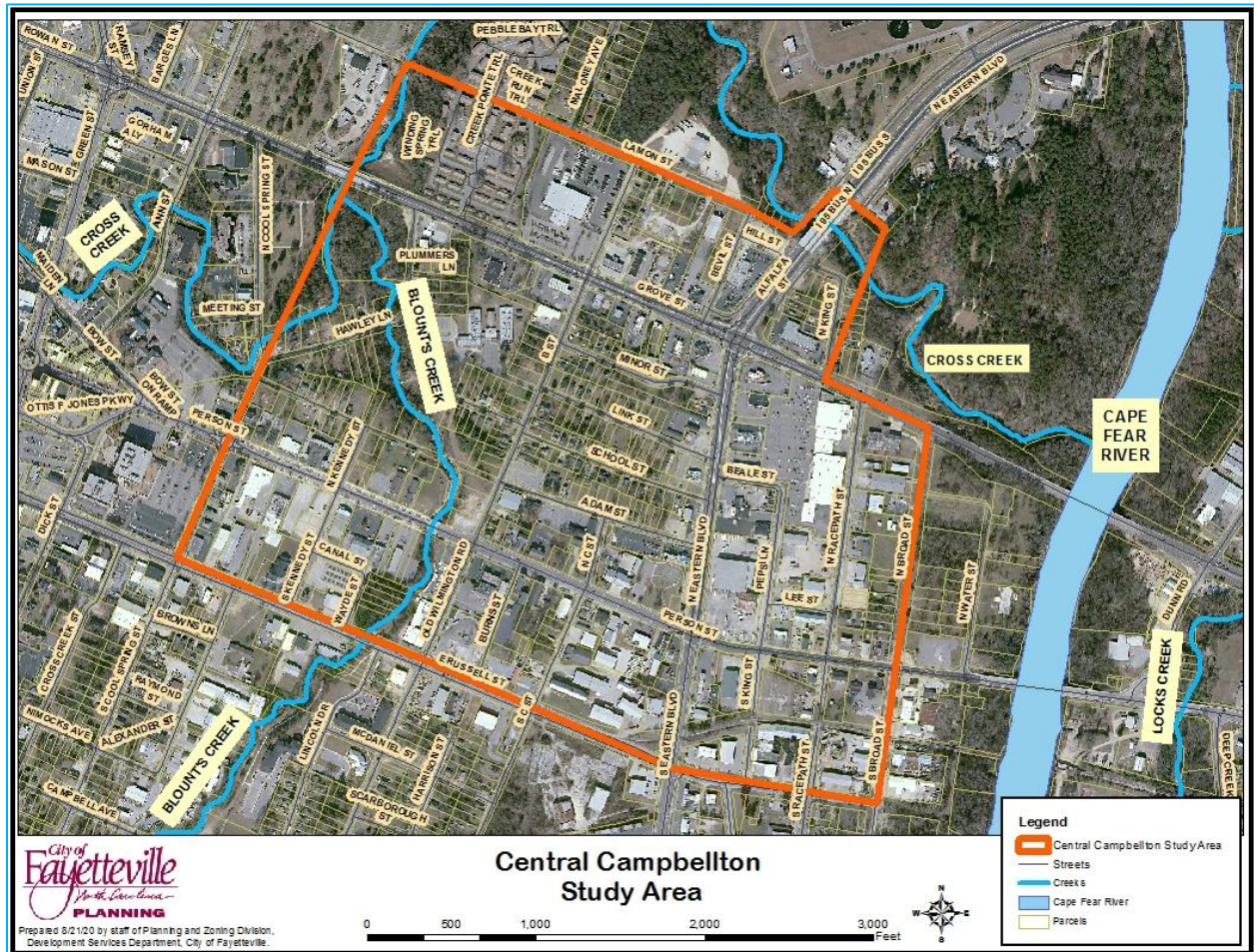
The Central Campbellton neighborhood is located on the grid of the original town of Campbellton, which would later be named Fayetteville. The study area boundary begins at the bridge over Cross Creek, approximately one-half mile from the Cape Fear River Bridge. The northern boundary traces Lamon Street, which is just north of and runs parallel to Grove Street. The western boundary follows North and South Cool Spring streets; the southern boundary runs along East Russell Street; and the eastern boundary traces North and South Broad streets.

B Street, which becomes Old Wilmington Road south of Person Street, is the residential core of the study area. Prior revitalization efforts targeted this street and the eponymously named B Street neighborhood. This plan addresses B Street within its greater community context, including the notable corridors of Grove Street, which is part of the North Carolina highway system and designated as NC 24; Person Street, which leads to the revitalized historic downtown area of Fayetteville; and the north side of Russell Street.

Central Campbellton Neighborhood Plan

The aerial map below shows the boundaries of the Central Campbellton study area, followed by a map showing an aerial view of B Street.

Central Campbellton Study Area



B Street Corridor – Aerial View



II. COMMUNITY ENGAGEMENT & STAKEHOLDER OUTREACH

Outreach Strategies

Community engagement and stakeholder outreach was fundamental to the development of this neighborhood plan. The Central Campbellton Neighborhood Plan Working Committee, organized by the City of Fayetteville Development Services Department, included representatives from the neighborhood, the business community, property owners, community organizations and City departments.

Past revitalization efforts focused on the sub-neighborhood known as B Street. However, in review of these previous planning efforts, the Development Services Department determined that the focus area needed to expand to include adjacent residential and commercial areas, which would also influence the vitality of the B Street area.

Central Campbellton Neighborhood Plan Working Committee

The Working Committee held its initial meeting on February 5, 2019 with 21 persons in attendance. The Working Committee Partners included representatives from the City of Fayetteville, community institutions and local businesses, including Action Pathways, Fayetteville Technical Community College, Fayetteville Urban Ministry, Cape Fear Barbeque and Chicken, Fayetteville Police Foundation, Speedway Convenience Store, Fayetteville Area

Habitat for Humanity, the Fayetteville Metropolitan Housing Authority, and the B Street Coalition. The Working Committee Partners represent stakeholders who live, own, work or provide services to the area. The Working Committee served in an advisory capacity. The main roles of the Committee were to:

- Represent and be a voice of their community
- Help guide the process based on their local knowledge
- Participate in the meetings
- Be part of the public outreach program
- Build community support and enthusiasm
- Review each draft of the neighborhood plan and offer constructive feedback

The Working Committee Partners held monthly meetings with five meetings. The Development Services Department held additional meetings with individual partners such as Habitat for Humanity, Public Works Commission, and several City departments including, Transit, Economic and Community Development, Police, Code Enforcement and Public Services.

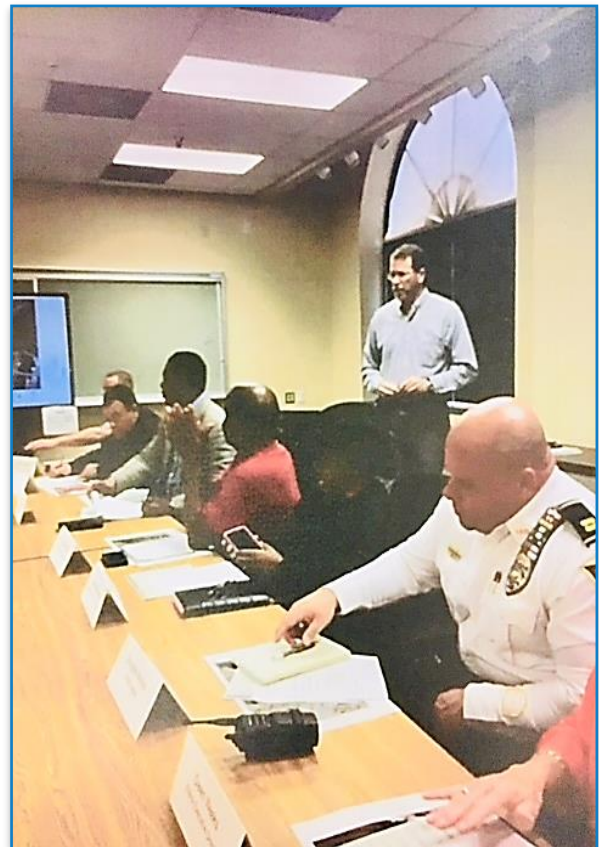
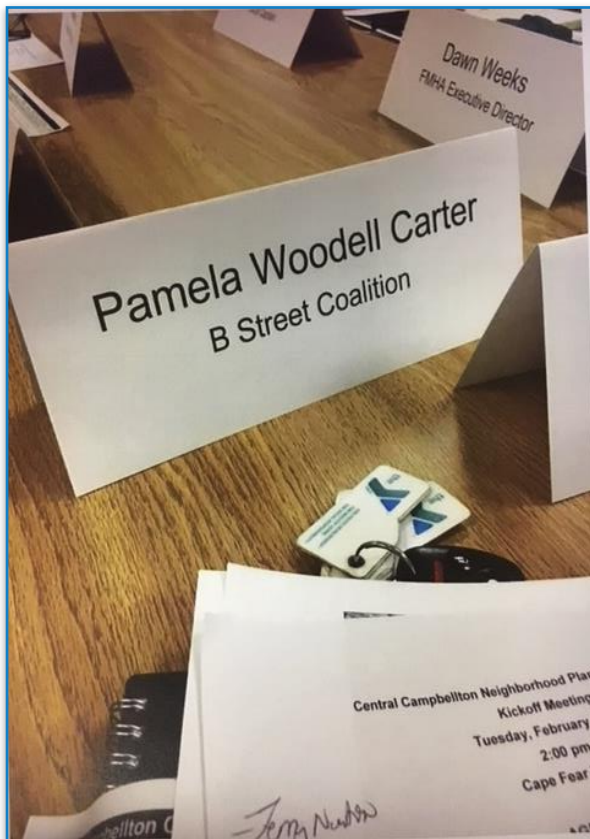
At its kickoff meeting, the Working Committee held a roundtable where each member stated one “good” thing about the study area and one “bad” thing. A summary of the answers appears in the table below.

The Good	The Bad
<ul style="list-style-type: none">• B Street neighborhood is seeing some revitalization• Blighted houses are being demolished• Existing homes are being repaired• New homes are being constructed by Fayetteville Area Habitat for Humanity• Longevity of the families in the B Street neighborhood, with some residents having lived in the area for 8-9 generations• Focusing on the gateway may provide better opportunities for growth and development• Existing businesses have experienced a decrease in crime• Increased interest in home ownership in the B Street neighborhood	<ul style="list-style-type: none">• The City closed streets due to crime, need to remove barricades and cul-de-sac the streets• Prostitution is a problem, including during daylight hours• There is no attractive gateway into the City• Drugs• People from outside the neighborhoods are bringing problems to the area• Large number of homeless and transient population• The negative perception versus the reality of how bad the area actually is• The area is littered with trash• How to overcome the difficulty of attracting people and businesses to the area

Central Campbellton Neighborhood Plan

- The number of fires in the neighborhoods has decreased
 - The sidewalks and medians have been improved along Grove Street
 - There is an increased sense of ownership among the residents and businesses
 - The quality of life has improved and people desire a better life
- There has been momentum in the past, but it has gone stale due to lack of action
 - Crime in the area continues to be a problem

Photos from Working Committee Meeting



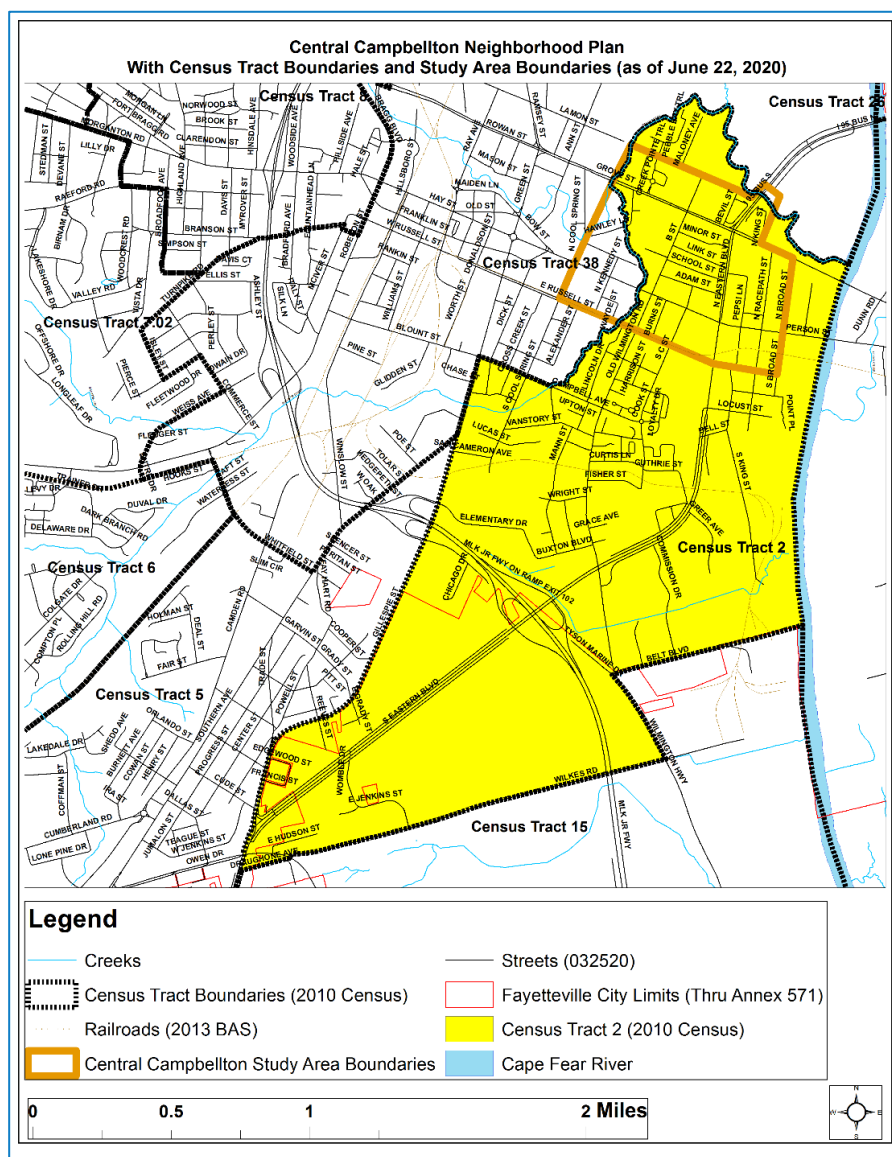
III. EXISTING CONDITIONS: DEMOGRAPHICS & HOUSING

Demographics

The following demographic information about the Central Campbell Neighborhood study area is based on data collected by the US Census Bureau through its American Community Survey (ACS) program. The Census Bureau collected the data by sending a questionnaire to a sample of households over a 5-year period, covering 2014-2018.

The Census Bureau released the 2014-2018 data on December 19, 2019. The data consists of a multitude of items. The data are available for several levels of geography, such as block groups, census tracts, cities, counties, states, and the whole country.

The following information is presented at the census tract level. As shown on map below, most of the study area is located within Census Tract 2, in the northern most segment. So, it is assumed that the data for Census Tract 2 can represent the study area, even though Census Tract 2 is considerably larger than the study area. Data for the following comparison areas are also shown: the City of Fayetteville, Cumberland County, North Carolina, and the US.



Households

In 2014-2018, there were 1,028 households in Census Tract 2 with an average household size of 2.18 persons. Families made up 47.3 percent of the households, which includes married-couple families (6.2 percent) and other families (41.1 percent). Female householder families with no husband present and with children under 18 years made up 24 percent of all households. As to dependent age groups, 33.3 percent of all households had one or more people under the age of 18; and 23.4 percent had one or more people 65 years and over.

HOUSEHOLD AND FAMILY CHARACTERISTICS*

Total Households	CT 2*	Fayetteville	County	NC	US
Family Households	47.3%	60.1%	62.9%	65.7%	65.7%
Nonfamily Households	52.7%	39.9%	37.1%	34.3%	34.3%
FAMILY HOUSEHOLDS					
Married-Couple Families	6.2%	38.4%	42.3%	48.1%	48.3%
Other Families	41.1%	21.7%	20.6%	17.5%	17.5%
OTHER FAMILIES					
Female HH*, No husband present	37.3%	17.5%	16.6%	13.1%	12.6%
With own children <18 years	24.0%	10.0%	9.6%	7.1%	6.7%
Male HH*, No wife present	3.8%	4.2%	4.0%	4.4%	4.9%
With own children <18 years	1.8%	2.4%	2.2%	2.2%	2.3%
NONFAMILY HOUSEHOLDS					
Householder Living Alone	46.9%	35.0%	32.5%	28.4%	27.7%
Living alone and >65 years	16.9%	9.2%	9.0%	10.6%	10.7%
AVERAGE HOUSEHOLD SIZE	2.18	2.43	2.55	2.52	2.63
AVERAGE FAMILY SIZE	3.24	3.17	3.26	3.10	3.23

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP02. Selected Social Characteristics.

*Note: The Census Bureau calculated these percentages by dividing the data item in an area by the total number of households in that area.

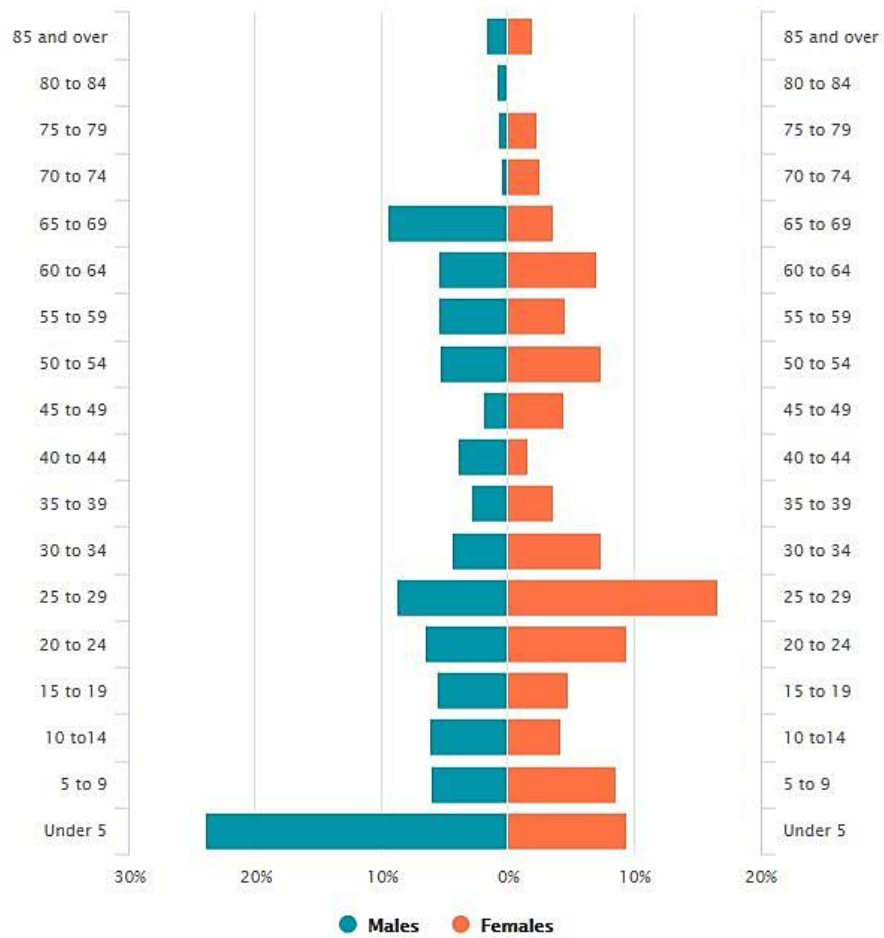
*Census Tract 2.

*Householder.

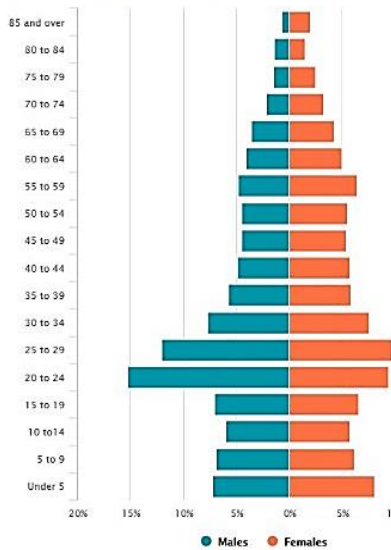
Population with Age and Gender

In 2014-2018, Census Tract 2 had a total population of 2,286, which included 1,347 (58.9 percent) females and 939 (41.1 percent) males. The median age was 28.5 years. An estimated 31.8 percent of the population was under 18 years, 35.1 percent was 18 to 44 years, 21.5 percent was 45 to 64 years, and 11.7 percent was 65 years and older. The large chart below represents Population by Age and Sex for Census Tract 2, followed by comparison charts for the City of Fayetteville, Cumberland County, North Carolina, and the United States.

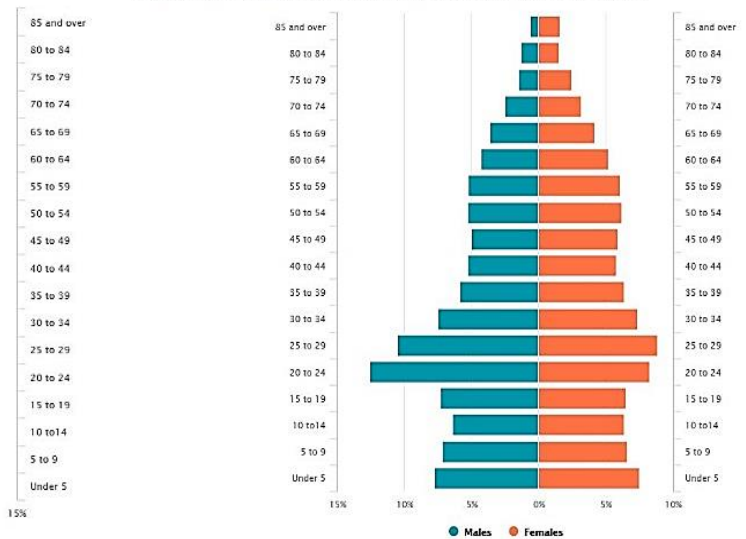
Population by Age and Sex for Census Tract 2, Cumberland County, North Carolina in 2014-2018



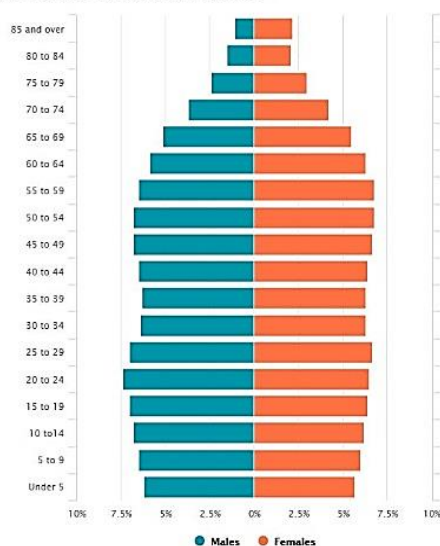
Population by Age and Sex for Fayetteville city, North Carolina in 2014-2018



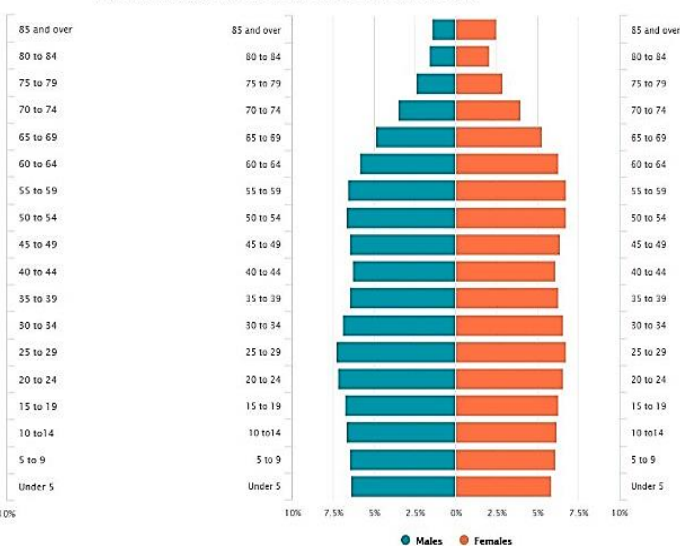
Population by Age and Sex for Cumberland County, North Carolina in 2014-2018



Population by Age and Sex for North Carolina in 2014-2018



Population by Age and Sex for the United States in 2014-2018



Source: US Census Bureau. American Community Survey. Narrative Profile Page.

Race and Ethnicity

Population by Race

The data in the table below shows racial percentages in terms of three broad racial groups. As shown, One Race-Black is the most predominant racial group in Census Tract 2. The percentage of One Race-Black (82.2%) is much higher than in the comparison areas.

POPULATION BY RACE

Data Items	CT 2*	Fayetteville	County	NC	US
One Race-White	9.5%	45.1%	50.5%	68.9%	72.7%
One Race-Black	82.2%	42.3%	36.9%	21.5%	12.7%
All Others	8.3%	12.6%	12.6%	9.6%	14.6%
Totals	100.0%	100.0%	100.0%	100.0%	100.0%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP05. ACS Demographic and Housing Estimates.

*Percentages for One Race-White and One-Race Black are published in Table DP05. Percentage for All Others was calculated by adding percentages for One Race-White and One Race-Black and subtracting from 100.0%.

*Census Tract 2

Population by Hispanic or Latino Origin

In addition to a question on race, Census surveys ask a separate question about Hispanic or Latino Origin. Hispanic origin refers to the heritage, nationality group, lineage, or country of birth of the person or the person's parents or ancestors before their arrival in the United States.

People who identify their origin as Hispanic, Latino, or Spanish may be of any race. The following table shows that only 5.4 percent of people in Census Tract 2 reported that they were of Hispanic origin. This percentage is lower than in the comparison areas.

POPULATION BY HISPANIC OR LATINO ORIGIN (OF ANY RACE)

Data Items	CT 2*	Fayetteville	County	NC	US
Hispanic or Latino (of any race)	5.4%	12.0%	11.4%	9.2%	17.8%
Not Hispanic or Latino	94.6%	88.0%	88.6%	90.8%	82.2%
Totals	100.0%	100.0%	100.0%	100.0%	100.0%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP05. ACS Demographic and Housing Estimates.

*Census Tract 2

Education

In 2014-2018, approximately 75.4 percent of residents age 25 years and over had at least a high school diploma (or equivalent), and 8.9 percent had a bachelor's degree or higher. An estimated 24.6 percent did not complete high school. This number is considerably higher than in the comparison geographies.

The total school enrollment was 640 students. Nursery school enrollment was 132 students; kindergarten through 12th grade enrollment was 403 students; and college or graduate school enrollment was 105 students.

EDUCATIONAL ATTAINMENT

Data Items	CT 2*	Fayetteville	County	NC	US
Less than high school diploma	24.6%	8.4%	9.3%	12.6%	12.4%
High school diploma / GED	32.6%	23.6%	25.5%	25.9%	27.1%
Some college, no degree	25.0%	30.2%	29.1%	21.5%	20.6%
Associate's degree	9.0%	10.9%	11.1%	9.5%	8.4%
Bachelor's degree	8.3%	17.5%	16.3%	19.6%	19.4%
Graduate or professional degree	0.6%	9.3%	8.7%	10.9%	12.1%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP02. Selected Social Characteristics.

*Census Tract 2

Employment Status, Class, and Type of Employer

Within Census Tract 2, 40.9 percent of the population 16 and over was employed in the labor force; 51.6 percent were not in the labor force. All of the people in the labor force were in the civilian sector; none were in the Armed Forces sector. Employment and unemployment measures are shown in the table below.

EMPLOYMENT STATUS

Data Items	CT 2*	Fayetteville	County	NC	US
Population 16 years & Over	1,609	165,663	258,085	8,124,899	257,754,872
% of Pop Not in the Labor Force	51.6%	33.9%	35.4%	37.6%	36.7%
% of Pop In the Labor Force	48.4%	66.1%	64.6%	62.4%	63.3%
% of Pop In Armed Forces Sector of LF	0.0%	13.9%	11.0%	1.1%	0.4%
% of Pop In Civilian Sector of LF	48.4%	52.2%	53.6%	61.3%	62.9%
% of Pop in Civilian Sector of LF-Employed	40.9%	47.2%	48.8%	57.4%	59.3%
% of Pop in Civilian Sector of LF-Unemployed	7.5%	5.0%	4.8%	3.8%	3.7%
% of Civilian Labor Force Unemployed**	15.4%	9.6%	9.0%	6.3%	5.9%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP03. Selected Economic Characteristics.

*Census Tract 2 **Unemployment Rate

Of the employed population in Census Tract 2, an estimated 84.3 percent were private wage and salary workers; 15 percent were federal, state, or local government workers; and 0.6 percent were self-employed.

CLASS OF WORKER

Data Items	CT 2**	Fayetteville	County	NC	US
Private Wage & Salary Workers	84.3%	70.8%	70.8%	79.9%	80.2%
Federal, State, or Local Gov't Workers	15.0%	25.1%	24.7%	14.3%	13.7%
Self-Employed Workers (in Own* Business)	0.6%	4.0%	4.3%	5.7%	6.0%
Unpaid Family Workers	0.0%	0.2%	0.2%	0.2%	0.2%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP03. Selected Economic Characteristics.

*Not incorporated **Census Tract 2

Household Income

The median household income was \$16,801 annually. An estimated 30.3 percent of households had income below \$10,000 a year and 1.0 percent had income over \$200,000 or more.

MEDIAN HOUSEHOLD INCOME

Data Items	CT 2*	Fayetteville	County	NC	US
Median Household Income	\$16,801	\$44,057	\$45,716	\$52,413	\$60,293
Less than \$10,000	30.3%	8.6%	8.4%	6.8%	6.3%
\$10,000 – \$14,999	15.0%	6.0%	5.8%	5.4%	4.6%
\$15,000 - \$24,999	21.7%	12.1%	11.7%	10.7%	9.3%
\$25,000 - \$34,999	15.5%	13.2%	12.7%	10.7%	9.3%
\$35,000 - \$49,000	10.0%	16.2%	15.7%	14.2%	12.6%
\$50,000 - \$74,999	6.2%	18.9%	18.6%	18.1%	17.5%
\$75,000 - \$99,999	0.0%	11.0%	11.6%	12.0%	12.5%
\$100,000 - \$149,000	0.4%	8.9%	10.2%	12.5%	14.6%
\$150,000 - \$199,999	0.0%	3.0%	3.2%	4.7%	6.3%
\$200,000 or more	1.0%	2.1%	2.2%	4.9%	7.0%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP03. Selected Economic Characteristics.

*Census Tract 2

Median earnings for Full-Time, Year Round Workers

Median earnings for full-time year-round workers were \$26,705. Male full-time year-round workers had median earnings of \$34,375, whereas female full-time year-round workers had median earnings of \$21,042. An estimated 51.8 percent of households received earnings of some sort. An estimated 30.2 percent of households received Social Security payments, and an estimated 17.2 percent of households received retirement income other than Social Security. The average income from Social Security was \$11,411 annually. These income sources are not mutually exclusive; that is some households received income from more than one source.

MEDIAN EARNINGS BY SEX

Data Items	CT 2*	Fayetteville	County	NC	US
Male	\$34,375	\$34,282	\$37,240	\$46,083	\$52,318
Female	\$21,042	\$33,050	\$33,654	\$38,465	\$41,690

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP03. Selected Economic Characteristics.

*Census Tract 2

Poverty Rates

In 2014-2018, 56.4 percent of residents in Census Tract 2 were below the poverty line. (Per the Census Bureau, the poverty threshold in 2018 for a family of four was \$25,465.) An estimated 73.5 percent of children under 18 were below the poverty level, compared with 38.1 percent of people 65 years old and over. An estimated 50.7 percent of people 18 to 64 years were below the poverty level. This data indicates a very high rate of poverty in the study area.

POVERTY RATES BY AGE GROUP

Data Items	CT 2*	Fayetteville	County	NC	US
People in Poverty	56.4%	19.2%	18.2%	15.4%	14.1%
Children Under 18 Below Poverty	73.5%	28.9%	26.0%	22.0%	19.5%
People 65 & Over Below Poverty	38.1%	10.7%	10.4%	9.2%	9.3%
People 18 to 64 Years Below Poverty	50.7%	17.1%	16.4%	14.5%	13.2%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP03. Selected Economic Characteristics.

*Census Tract 2

Housing

Housing Inventory Characteristics

In 2014-2018, Census Tract 2 has 1,234 housing units. An estimated 34.3 percent were single-family houses, including non-attached and attached to one or more structures. An estimated 62.6 percent of the housing units were located in multi-unit structures of two or more apartments. A total of 3.2 percent were mobile homes, while any remaining housing units were classified as "other," which included boats, recreational vehicles, vans, etc.

TYPES OF HOUSING UNITS

Data Items	CT 2*	Fayetteville	County	NC	US
Single-Family Homes	34.3%	66.2%	67.1%	69.2%	67.4%
Units In Multi-Unit Structures	62.6%	30.6%	24.0%	17.8%	26.2%
Mobile Homes	3.2%	3.1%	9.0%	13.0%	6.2%
Other (Boat, RV, Van, etc.)	0.0%	0.0%	0.0%	0.1%	0.1%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP04. Selected Housing Characteristics.

*Census Tract 2

A total of 31.9 percent of the housing inventory was built since 2010, while 3.5 percent of the houses were built in 1939 or earlier. The high percentage of units built since 2010 is probably a reflection of the new housing developments along Old Wilmington Road (which replaced Campbell Terrace and Delona Gardens), which were partially funded by HUD through its HOPE VI Program. The median number of rooms in all housing units in Census Tract 2 was 4.4 rooms, with 41.4 percent of units having three or more bedrooms.

Occupied Housing Characteristics

In 2014-2018, Census Tract 2 had 1,028 housing units that were occupied, while the remaining 206 were vacant. Of the occupied housing units, the percentage of these houses occupied by owners (also known as the *homeownership rate*) was 19.7 percent, while renters occupied 80.3 percent. The average household size of owner-occupied houses was 2.31 persons, and in renter-occupied houses, it was 2.14 persons.

TENURE AND AVERAGE HOUSEHOLD SIZE OF OCCUPIED HOUSING UNITS

Data Items	CT 2*	Fayetteville	County	NC	US
% Owner - Occupied	19.7%	44.4%	51.0%	65.0%	63.8%
% Renter - Occupied	80.3%	55.6%	49.0%	35.0%	36.2%
Average Household Size: Owner/Occ.	2.31	2.51	2.66	2.57	2.70
Average Household Size: Renter/Occ.	2.14	2.37	2.43	2.44	2.51

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP04. Selected Housing Characteristics.

*Census Tract 2

Twenty-two percent of householders reported they had moved into their house since 2015, while 6.0 percent moved into their house in 1989 or earlier. Between 2010 and 2014, the largest percentage of householders (53.1%) moved into their home. This might reflect the availability of the new HOPE VI units along Old Wilmington Road (in the developments that replaced Campbell Terrace and Delona Gardens).

YEAR HOUSEHOLDER MOVED INTO UNIT

Data Items	CT 2*	Fayetteville	County	NC	US
% Who Moved in Since 2015	22.0%	27.8%	25.1%	18.1%	17.4%
% Who Moved in 2010 to 2014	53.1%	31.9%	30.6%	28.2%	28.9%
% Who Moved in 2000 to 2009	16.1%	18.6%	21.6%	27.0%	26.4%
% Who Moved in 1990 to 1999	2.8%	9.4%	10.5%	13.0%	13.4%
% Who Moved in 1989 or Earlier	6.0%	12.3%	12.1%	13.7%	13.9%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP04. Selected Housing Characteristics.

*Census Tract 2

While 1.6 percent of households reported that they had three or more vehicles available for use, a very large percentage (37.2%) of households in Census Tract 2 reported that they had no vehicle available for personal use. This data may indicate a heightened need for reliable means of non-vehicular travel – public transit, bicycle, and pedestrian routes¹.

Financial Characteristics and Housing Costs

In 2014-2018, the median property value for owner-occupied houses in Census Tract 2 was \$71,900. Of these owner-occupied households, 62.1 percent had a mortgage, and 37.9 percent owned their houses “free and clear,” that is, without a mortgage or loan on the house.

The median monthly housing cost for owners with a mortgage was \$781, and for owners without a mortgage, it was \$364.

For renters, the median gross rent was \$445, which includes the monthly contract rent plus any monthly payments made for electricity, gas, water and sewer, and other fuels to heat the house.

Most households in Census Tract 2 are considered cost-burdened, based on the standard established by the U.S. Department of Housing and Urban Development (HUD). Under this standard, households that pay thirty percent (30%) or more of their income on housing costs are considered *cost-burdened*. HUD explains that these families “may have difficulty affording necessities such as food, clothing, transportation, and medical care.”

As shown in the table below, in Census Tract 2, 68.2 percent of homeowners with a mortgage were cost-burdened, as were 19.5 percent of owners without a mortgage, and 53.1 percent of renters.

¹ As stated by 94.4 percent of FAST bus riders, lack of car ownership is the main reason for using the bus service, as reported in the 2045 Metropolitan Transit Plan by the Fayetteville Area Metropolitan Planning Organization (FAMPO).

HOUSING COST BURDENS (FOR OWNERS AND RENTERS)

Data Items	CT 2*	Fayetteville	County	NC	US
Monthly Costs for Owners with a Mortgage	\$781	\$1,198	\$1,213	\$1,290	\$1,558
% of Owners Who Are Cost-Burdened	68.2%	32.6%	30.7%	26.0%	28.7%
Monthly Costs for Owners without a Mortgage	\$364	\$457	\$430	\$394	\$490
% of Owners Who Are Cost-Burdened	19.5%	15.3%	14.3%	11.9%	13.9%
Median Gross Rent Paid by Renters	\$445	\$928	\$922	\$877	\$1,023
% of Renters Who Are Cost-Burdened	53.1%	52.3%	52.6%	48.4%	50.2%

Source: US Census Bureau. 2014-2018 ACS 5-Year Estimates. Table DP04. Selected Housing Characteristics.

*Census Tract 2

Housing Conditions and Opportunities

Much of the housing in Central Campbellton is older, dilapidated, and in need of repair. Over the past few years, the City of Fayetteville has addressed housing conditions through code enforcement, City-funded grant programs, and partnerships with non-profit agencies. These efforts have brought about the repair or demolition of dilapidated houses and the construction of new, affordable housing.

Dilapidated Housing



Newly Constructed Housing



The continued improvement of housing stock remains a top neighborhood need. The Economic and Community Development Department (ECD) is the City agency that administers funding under federal grants from HUD to help provide decent, safe, and affordable housing. As one of its functions, the ECD works in partnership with other organizations, including Community Housing Development Organizations (CHDO), to create and improve housing.

One such CHDO is the Fayetteville Area Habitat for Humanity, a private, nonprofit, community-based organization. The ECD purchases then transfers vacant lots to Habitat for Humanity to construct new housing. In Central Campbellton, Habitat for Humanity is constructing affordable housing on these City-donated lots in the sub-neighborhoods of Grove Street and B Street.

The Fayetteville Metropolitan Housing Authority (FMHA) is redeveloping and replacing Grove View Terrace Apartments, a former public housing complex of 216 multi-family units on thirty acres of land. The new development, called Cross Creek Pointe Apartments, is a tax credit project in partnership with the private development company United Developers. Once complete, Cross Creek Pointe Apartments will house approximately 700 tenants in 272 multi-family units of affordable housing. Many of the Cross Creek Pointe tenants will likely be returning residents of the former Grove View Terrace Apartments. At present, all of the units have been rented or have applications pending; the FMHA is accepting waitlist applications.

Former Grove Terrace Apartments



Cross Creek Pointe Apartments



Housing Programs

The housing resource programs described below exist to improve housing and increase homeownership. Unfortunately, in many cases, demand and need exceed program availability, meaning that some of these programs have exhausted allocated funding and have decades-long waitlists or are no longer able to accept applications.

Homebuyers' Workshop – City of Fayetteville, ECD Department

The City ECD has partnered with the Kingdom Community Development Corporation (CDC), a HUD-approved non-profit housing counseling agency, to provide a monthly intensive course for first-time homebuyers. Sponsored by City of Fayetteville, Freddie Mac, and Cumberland County, this course runs from 8am-4pm, and the approximate 20 participant spots are typically completely filled. Participants learn about the home-buying process, have the opportunity to talk with financial lenders, and receive a certificate of completion to present to potential lenders. The City also funds Kingdom CDC for credit counseling provided to low-income residents of the City.

Targeted Area Revitalization Program (TARP) – City of Fayetteville, ECD Department

The goal of TARP is to improve neighborhood environment and quality of life within targeted areas by removing blight through demolitions and by providing exterior rehabilitation of existing residential structures. TARP incorporates the following programs funded by the Community Development Block Grant (CDBG): *Residential Exterior Improvement, Blight Removal, and Owner-Occupant Rehabilitation Program*.

Blight Removal Program – City of Fayetteville, ECD Department

The Blight Removal Program seeks to remove blight that contributes to neighborhood decline and inhibits private reinvestment in the neighborhood. Funded by CDBG, the program can also strategically acquire properties for redevelopment. This program distinguishes itself from the City's code enforcement programs by being voluntary and does not result in placing a lien on the property for the cost of the demolition.

Homeowner Rehabilitation Program – City of Fayetteville, ECD Department

The Homeowner Rehabilitation Program seeks to create affordable housing in the community by improving substandard housing. Funded by the Home Investment Partnership (HOME), the program is required to fully bring homes up to current code. The investment is secured by a lien on the property for the value of the rehabilitation to protect from predatory lending and discourage "flipping". Repayment terms of the loan are based on the income of the homeowner and can be forgiven or deferred. However, due to the high utilization rate of programs like the Owner-Occupant Rehabilitation Program, the program's funding has already been allocated for several years out, the waitlist is full, and applications are no longer being accepted.

Emergency Repair Program – City of Fayetteville, ECD Department

The Emergency Repair Program partners with Fayetteville Urban Ministry to address critical repairs for low to moderate income homeowners. Funded by CDBG, the program is not required to fully bring homes up to current code and is capped at \$10,000. The investment is unsecured and does not require the homeowner to repay the funds.

Good Neighbor Homebuyer Loan Program – City of Fayetteville, ECD Department

The Good Neighbor Homebuyer Loan Program utilizes general funds through the City of Fayetteville. Through this program, homebuyers can receive a depreciating loan of up to \$20,000 for a down payment and related closing costs, provided that the new owners live in the home for a minimum of five years. An important limitation to this program is that it is available only to homebuyers who are members of the Fayetteville Police Department.

Fayetteville Area Habitat for Humanity Neighborhood Revitalization – B Street Coalition

Fayetteville Area Habitat for Humanity has created a neighborhood revitalization program that focuses on the B Street sub-neighborhood. This program plays an important role in revitalizing the neighborhood through its collaboration with the B Street Coalition. The B Street Coalition comprises residents, neighborhood business owners, City officials, City employees, Habitat for Humanity and other non-profit organizations, neighborhood churches, and residents from across the City of Fayetteville who support the redevelopment of the neighborhood. As part of its program for the B Street area, Habitat for Humanity has assisted residents with housing repairs; constructed single-family affordable housing on City-donated lots, and coordinated neighborhood beautification projects. As of the time of writing, Fayetteville Area Habitat for Humanity has constructed four new homes on City-donated lots and has had funding allocated for three additional homes in the area, yet to be identified.

Housing and Population Trends

Trends from 2000 to 2020

The table below shows block-level counts from the 2000 Census and the 2010 Census for the Central Campbellton area, along with counts from a field survey of the area carried out in August 2020. It should be noted that these counts do not include the former Grove View Terrace multi-family area. There are several reasons for leaving out the Grove View Terrace area. One, the area has recently been demolished and it is now being rebuilt. Two, the northern study area boundary runs along Lamon Street, which cuts through the Grove View Terrace site. The counts also do not include housing units on Maloney Avenue, which is located adjacent to the former Grove View Terrace.

BLOCK-LEVEL DATA

	2000 Census ⁽¹⁾	2010 Census ⁽²⁾	2020 Field Survey ⁽³⁾
Total Number of Housing Units	206	140	117
# Vacant Housing Units/Vacancy Rate	32 (15.5%)	27 (19.3%)	23 (19.3%) ⁽⁴⁾
# Occupied Housing Units	174	113	94
Persons Per Household (Calculated)	2.3736	2.5133	2.5133 ⁽⁴⁾
Household Population	413	284	236
Group Quarters Population	35	51	51 ⁽⁴⁾
Total Population	448	335	287

(1) Based on data for 36 census blocks selected from the 2000 Census.

(2) Based on data for 35 census blocks selected from the 2010 Census.

(3) Based on data for 429 tax parcels selected for the study area.

(4) In 2020, it is assumed that the vacancy rate, persons per household, and the group quarters population from 2010 have not changed.

Key Points:

The total number of housing units in the area has decreased by 89 units since the 2000 Census. Most of this decrease (66 units) occurred between 2000 and 2010. However, between 2010 and 2020, an additional 23 units have been lost. The decrease in housing units has probably been due to the demolition of units that were in poor condition.

The household population and the total population have also decreased, in response to the decrease in housing units.

The group quarters population increased between 2000 and 2010. In 2010, the group quarters population probably included two categories of people: one category was people who were staying in emergency and transitional shelters (with sleeping facilities) for people experiencing homelessness; the second category was people who were staying in targeted non-sheltered outdoor locations.

Projections from 2020 to 2040

The Fayetteville Area Metropolitan Planning Organization (FAMPO) has prepared housing, population, and economic projections for Cumberland County and parts of several adjacent counties. These projections are contained within a report entitled, Population and Economics Study, 2010-2040; the report was published on October 23, 2013. The report contains projections for Traffic Analysis Zones (TAZ zones) which have been designated within Planning Districts.

The map below shows the TAZ zones within Central Campbellton.

Traffic Analysis Zones (TAZ)



The following table summarizes the housing unit and population projections for each TAZ zone, except for zone 605 (because it includes the former Grove View Terrace site).

HOUSING UNIT AND POPULATION PROJECTIONS

TAZ Zone	Location	2010 # HU*	2010 Pop	2040 # HU*	2040 Pop	Change in HU*	Change in Pop
602	Old Wilmington Rd to Eastern Blvd, Russell St to Person St	2	0	0	0	-2	0
603	B St to Eastern Blvd, Person St to School St	37	77	54	137	17	60
604	B St to Eastern Blvd, School St to Grove St	54	108	86	218	32	110
697	B St to Blount's Creek, Person St to Grove St	29	35	29	73	0	38
696	Blount's Creek to N Cool Spring St, Russell St to Hawley Lane	35	46	29	73	-6	27
606	Eastern Blvd to Cape Fear River, RR Track to Cross Creek	31	37	20	51	-11	14
Totals		188	303	218	552	30	249

*HU = housing units

HOUSING UNIT AND POPULATION PROJECTIONS

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606	Eastern Blvd to Cape Fear River, RR Track to Cross Creek	31	37	20	51	-11	14
Totals		188	303	218	552	30	249

Key Points:

TAZ zones 603 and 604 are projected to have the most increase in housing units. This is probably because there are vacant lots available in these zones, due to previous demolitions.

TAZ zone 697 is projected to have a slight increase in population, yet it is projected to have no change in housing units. It can be assumed that this would occur due to a decrease in the vacancy rate and an increase in the persons per household.

The largest decrease in housing units is projected in TAZ zone 606, which is located between Eastern Boulevard and the Cape Fear River. Perhaps this will occur due to the City's acquisition of housing units near the river, and the continued conversion of land to non-residential uses.

IV. PUBLIC SERVICES AND INFRASTRUCTURE

An assessment of existing public services and infrastructure helps to gauge present needs and potential impacts of future development.

Roadways

The existing road network includes those maintained by both the City of Fayetteville and the North Carolina Department of Transportation (NCDOT). The main roads leading into the City, which are I-95/US 301/Eastern Boulevard and Grove Street, are owned by NCDOT, which oversees the project planning, design, construction and maintenance, including mowing, pothole repair and resurfacing. NCDOT is also responsible for bridge maintenance, traffic calming/congestion management, signage, bicycle lanes and pedestrian traffic on these streets.

The City's Department of Public Services, Traffic Engineering Division is responsible for managing the safe and efficient flow of traffic on all non-NCDOT streets. The Traffic Engineering Division maintains traffic signs, markings, signals and traffic control for special events. Within the study area, their responsibilities include the oversight of the City's Red Light Camera Program and the cameras located at the intersection of Grove and B Streets. The goal of the camera programs is to increase traffic safety by reducing red-light violations, collisions and injuries. The Division is also responsible for ensuring that pedestrians and bicyclists can safely travel along the City's roadways.

As noted in the *2018 Fayetteville Comprehensive Pedestrian Plan*:

Thirty-one percent (31%) of Fayetteville's crashes occurred while the pedestrian was attempting to cross a street. These facts could indicate that one of Fayetteville's strongest needs is to make safety improvements at intersections, such as pedestrian signalization, crosswalk improvements, traffic calming, and/or signage. The data defines that pedestrians are not necessarily crossing within an intersection. This could be linked to less than desirable crossing facilities at intersections and/or the distance between intersections is so great that a walker is crossing mid-block to save energy and time... Many of the reported [pedestrian crash] locations lack sidewalks. A reduction in travel lanes on roadways, improved crossings, and a better sidewalk network can greatly reduce crash incidences.

In response to the high rate of collisions between automobiles and pedestrians attempting to cross the roadway at B and Grove Streets, the City recently added pedestrian upgrades at that intersection. The new crosswalks utilize

a "zebra" design pattern, which is preferred over a parallel line design, as the zebra pattern provides a stronger visual cue to all roadway users, and it better withstands wear and fading from tire treads. Additional recommendations for safer streets are described in the *2045 FAMPO Bicycle and Pedestrian Plan*, which include: reduced intersection sizing, intersection

Pedestrian upgrades at B & Grove Streets



striping/demarcation, high visibility crosswalks, pedestrian signals, pedestrian/bicycle signage, pedestrian refuges, and pedestrian channelization medians (to discourage pedestrians from crossing at particularly hazardous locations). At intersections of particularly high volume, FAMPO recommends the use of High-Intensity Activated CrossWalks (HAWK) signals, which function similarly to standard traffic lights to direct oncoming cars to yield to crossing pedestrians or bicyclists.

Pedestrian Experience: Sidewalks, Crosswalks, and Green Streets

To further improve walkability and pedestrian safety, the City partnered with a civil engineering company to create construction plans for a sidewalk along the eastern side of B Street. Once completed, the sidewalk will span five blocks, from Person Street to Grove Street. The project will involve acquisition of private property and the relocation of several fences; the contractor will be responsible for establishing good relations with residents, as well as implementing erosion control measures and protecting trees, shrubs, and hedges. Estimated start and completion dates for this project have not yet been established. (Exhibit G.)

Local roadways generally disfavor use by pedestrians or bicyclists. On many of these local streets, there is no shoulder, and sidewalks are missing or in disrepair. For Central Campbellton, this lack of non-

vehicular infrastructure is particularly troublesome, given the comparatively high percentage of residents without access to a vehicle – in Census Tract 2, which contains most of the study area, thirty-seven percent (37%) of residents reported that they did not have access to a personal vehicle. This statistic amplifies the need to accommodate pedestrians and bicyclists (in addition to public transportation).

Where sidewalks are not feasible, *enhanced shoulders* provide a lower cost alternative which serve as functional spaces for bicyclists and pedestrians. Enhanced shoulders provide visual separation from the vehicular roadway, whereby paved shoulders can be expanded, demarcated with paint, and protected with a rumble strip alongside the roadway

Dwindling sidewalk on Minor Street



Example of Enhanced Shoulder



Crosswalks are also important components of non-vehicular infrastructure. Collisions with pedestrians often occur when pedestrians attempt to cross a large roadway without the benefit of a crosswalk. These large, multi-lane roadways typically comprise long blocks with crosswalks only at the intersections, leaving limited opportunities for safe crossing. From the intersection of Eastern Boulevard and Person Street, no other crosswalks are visible in any direction, which illustrates the limited opportunities for safe crossing. A simple and cost-effective approach to help address this issue is by adding midblock crosswalks. Both at intersections and at midblock, crosswalks can be highlighted and emphasized as places of public art, as discussed below in the Gateways section.

As noted in the FAMPO 2045 Bicycle and Pedestrian Plan, unmarked or under-marked crosswalks negatively impact safety. “First, the thin parallel lines rank low in visibility, particularly from great distances –often motor vehicles approaching an intersection do not come to a complete stop until they are well across the lines. Secondly, the minimal paint associated with the design shortens the life of these crosswalks – they can become faded and worn away relatively quickly.” (p.52) Therefore, an increase in the prominence of crosswalks correlates with an increase in street safety for all users.

Without detailed traffic studies, it is difficult to assess the full impact of increased development upon the transportation network. Recent improvements by the NCDOT and the City of Fayetteville include a landscaped median along Grove Street and bridge repair at the entrance to the City along I-95 Business. A landscaped median has also been installed along Eastern Boulevard.

Intersection of Eastern Blvd. & Person St., showing the only nearby crosswalks



In 2016, the *Person Street Innovative Stormwater Greenscape* project created the City's first "green street" on two blocks of Person Street, between Cool Springs Street and the Blounts Creek Bridge. Born out of partnership between the City and North Carolina State University's Department of Biological and Agricultural Engineering, the project was funded in part by a grant from the Clean Water Management Trust Fund. The goal of the project was to create a streetscape design that incorporated different types of low impact development (LID) techniques. Results included increased environmental resiliency and water quality, as well as improved mobility and safety. In addition to improved aesthetics, trees and vegetation along the street also improve air quality and reduce the heat island effect within the city. Reducing traffic lanes from five lanes on one side and three lanes on the other, to two lanes on each side resulted in a 30 percent reduction in impervious surface area.

As part of the Person Street project, a roundabout was proposed at the intersection of B Street and Old Wilmington Road, but those plans were abandoned due to lack of funds. Given the demonstrated increased safety of roundabouts compared to traditional intersections, these plans should be reconsidered, should funds become available.



Upgraded environmental and pedestrian facilities contribute to enhanced local character, although these changes alone cannot transform an area in a pedestrian-friendly one. As stated in the 2018 Pedestrian Plan, policies must support a shift to a pedestrian-friendly *culture*.

A pedestrian-friendly culture has several different characteristics, including the behavior of people when they are walking, the attitude of motorists in the community towards pedestrians, and the role of police and other law officials to enforce pedestrian safety.

(2018 Fayetteville Comprehensive Pedestrian Plan)

Education and encouragement are important elements of a cultural shift. There are several programs available that help educate motorists and pedestrians about safety, as well as the benefits of walking and bicycling. For example, in the past, the City partnered with the placemaking and non-profit initiative, Better Block Fayetteville. This group has coordinated neighborhood events including *Build a Better Haymount* and *Build a Better Murchison*, which featured temporary installations (including, reduced traffic lanes to create a barrier between cars and pedestrians; added bike lanes, crosswalks, benches, local art, and greenery) to give the community a sense of what their streets could look like in a pedestrian and bicycle oriented environment.

Events like Better Block could invigorate Central Campbellton, while applying lessons learned from previous events. For instance, during the Murchison event, many people were unaware of the program, confused as to whether it was a public or private event, or frustrated by the

Better Block Murchison Event Map (March 2020)



unanticipated vehicular traffic and detour patterns. (Police officers were stationed around the event, and when a resident asked an officer what was going on, the officer replied that she did not know, only that extra police presence had been requested.) These events would benefit from greater coordination between City departments, including the Police Department, as well as increased efforts to invite residents to attend and local businesses to participate.

Public Transit

As assets to the area's connectivity, both the Amtrak station and the FAST bus hub are located about a mile west of the study area. The public transit bus system, Fayetteville Area System of Transit (FAST), services the study area by providing several routes and bus stops. However, most of the bus stops consist of only a sign without provisions for shelter, seating, or lighting. Notably, only 6% of residents in Census Tract 2 reported that they commute by public transit, even though 37% of households do not have a vehicle. Granted this proportion, as well as the expense of car ownership and the area's high rate of poverty, the Central Campbellton area would benefit from improvements to the public transit system, including upgrades to bus stops. As report in a recent FAMPO study, 62.5% of FAST bus riders (system-wide) said that they would like to see better benches and shelters. (75.0% said they would like more frequent service; 81.3% said they would like later evening service; and 56.3% said they would like more routes/serviced areas. Only 22.2% of riders said that the system was convenient, with 88.9% of riders reporting that they needed to take more than one bus (transfer) to reach their destination. Almost all riders (94.4%) said that the reason they take the bus is because they do not have a car.)

FAST bus stop on B Street



As part of the B Street sidewalk installation project, the bus stops will be upgraded to include shelters, trashcans, and lighting. The City's Development Services Department is currently examining new shelter designs, which may include green technologies, such as solar powered roof fans, which would both increase rider comfort and protect riders against the extreme heat typical in the summer. The excess power generated by the solar panels could be used for additional benefits, for example, supplementing the power needed for lighting or for device charging outlets.

Public Utilities

The study area is served by a public sewer and water systems overseen by the Fayetteville Public Works Commission (PWC). The North Carolina Legislature created PWC in 1905 to manage, operate and supervise the electric, water and wastewater utilities in the City of Fayetteville. The utility company has been able to meet the use demands of the City and surrounding urbanized areas.

Public Schools

The Cumberland County school system provides for and oversees the education of children within the study area. Young residents attend Walker-Spivey Elementary School (grades K-5), R. Max Abbott Middle School (grades 6-8), and Terry Sanford High School (grades 9-12). Although there are no current indications that the schools have exceeded capacity, the Pauline Jones Middle School located on B Street, which had served the neighborhood, closed in 2012. (The school has since been repurposed as a community college.) Should a large residential development occur within the study area, new schools or expansion of existing schools might be needed to accommodate an increased number of students.

On March 20, 2017, Fayetteville Technical Community College (FTCC) opened an education center in the former Pauline Jones Elementary School. The FTCC Educational Center provides the Adult Basic Education program designed to help those seeking secondary and post-secondary academic advancement and/or immediate improvement in employability skills, including High School Equivalency (formerly GED) and English as a Second Language (ESL). Classes are offered face to face, on and off campus, online, and during the daytime and evenings.

Fire, Police, and Emergency Services

Fire Station No. 1 located at 607 Person Street provides service to Central Campbellton.

Constructed in 1997, the fire station is located in downtown Fayetteville and serves a residential area with significant high-risk commercial properties. Main travel thoroughfares for firetrucks include Eastern Boulevard, Rowan Street, and a portion of I-95.

The study area is within the Campbellton Police District, which operates out of the main police administrative building located in downtown Fayetteville. The Campbellton area faces a reputation as being unsafe due to an influx of drugs, prostitution and homelessness. In 2015, the police department erected road barriers to close the residential area to through traffic, in hopes of reducing drug traffic. However, in 2018, a review of crime statistics revealed that this technique had no impact on local crime, and the barriers were removed. As is often the case,

residents attribute much of the problem to outsiders from other neighborhoods who come to Central Campbellton to commit crimes.

Typically, representatives from the police and fire departments attend the Community Watch Group meetings to present information and address residents' questions. Yet recently, in light of the COVID-19/coronavirus epidemic and related health concerns and social distancing

Police barrier on Link Street (removed)



requirements, in-person Community Watch meetings have been suspended. Instead, participants communicate with each other and officers through electronic means, including text messaging and social media applications such as Nextdoor and Facebook. As discussed further in the sections on Nextdoor and Electronic Communications, residents would likely benefit from increased awareness and training on means for electronic communication.

Code Enforcement

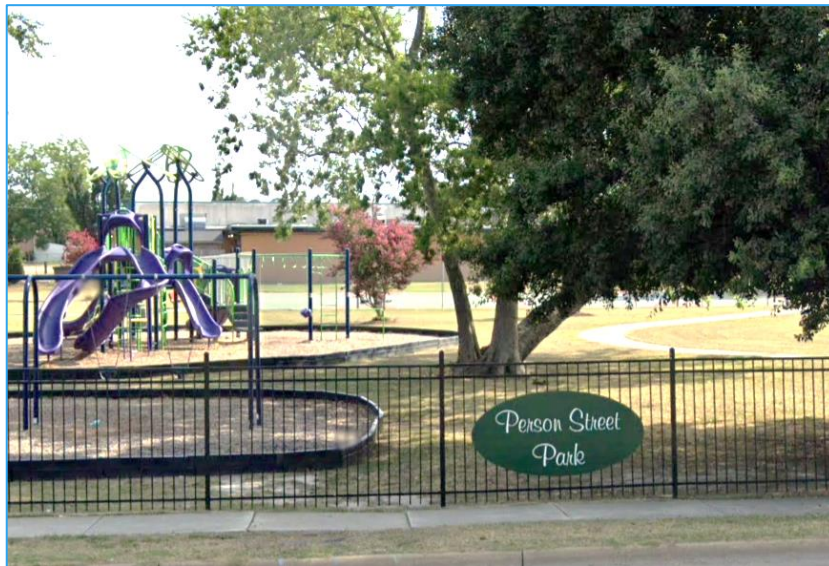
Within the purview of the Development Services Department, code enforcement is an important tool in the study area because it reduces some of the blighted conditions. Targeted enforcement activities include overgrown lots, trash and debris, substandard building and houses, sign violations, graffiti, blight, zoning violations, abandoned vehicles, and solid waste. Still, although housing and safety standards are incorporated into the local ordinances, enforcement can be inconsistent due to limited resources. Additional tools, discussed in the section of Crime Prevention Programs, can be used to increase the impact of code enforcement while encouraging property owners to adhere to code.

Recreation, Parks, and Cultural Facilities

Dedicated in 2017 and maintained by the Fayetteville-Cumberland County Parks and Recreation Department, the Person Street Park provides a playground and fenced basketball court, as well as passive recreation and a site for community events. It is located near Fire

Station #1 at the intersection of Person Street and Eastern Boulevard. Several community organizations host events at this park, including the local Community Watch Group.

Person Street Park



The study area borders the Cape Fear Botanical Garden. Founded in 1989, the Botanical Garden is a natural beauty situated on 80 acres between the Cape Fear River and Cross Creek.

The Garden enhances the quality of life for residents by providing cultural and educational programs, field trips and camps for children, resiliency programs for

soldiers and veterans, and places, both native and cultivated, in which to connect with nature. The Garden's highlights include Camellia, Day Lilly and Shade Gardens, Butterfly Stroll and Children's Garden, and the Heritage Garden featuring 1886 agricultural structures and a homestead.

Behind I-95 business, across the highway from Cape Fear Botanical Garden, is the City's Riverside Dog Park. At the park, a small enclosure is provided for small dogs that weigh less than 25 pounds and another, larger area is set aside for larger dogs. The City requires that all dogs be licensed and have current vaccinations; tags must be attached to the dog's collar. The dog park is spacious and well-maintained, but underutilized. This is due in part to its difficulty to access. First, the park is not visible from the main road, so people may not know or remember that it is even there. Second, the park currently is accessible only by car, and over one-third of local residents do not own a car. In general, neighborhood parks will be underutilized if they are not accessible by walking. As further discussed in Implementation Strategies, suggestions to increase this park's use include completing repairs to the Linear Park trail, which ends at the dog park, and hosting related community events, for example, dog-training classes.

Cross Creek Cemetery, the oldest public cemetery in Fayetteville, containing over 1,100 grave markers is listed in the National Register of Historic Places as part of the North Carolina Civil War Trail, and was designated as a local landmark by the City Council in 2003. It is the burial grounds of many earlier settlers and local prominent persons, as well as free blacks buried after

the Civil War and others born during the days of slavery. The cemetery is approximately five acres and contains a wide variety of stone monuments dating from 1786 to 1964, exhibiting nearly every major type of grave marker found in North Carolina – including brick vaults, ledgers, tomb-tables, headstones, obelisks, pedestal-tombs, and granite monuments. The cemetery also holds the premier collection of gravestones cut between the 1840s and 1880s by Scotsman George Lauder, regarded as the most important gravestone cutter of the 19th century in North Carolina. The Linear Park trail (when in good repair) passes through the cemetery.

Public Libraries

The Central Campbellton area is served by the Cumberland County Public Library system via the Headquarters Library located at 300 Maiden Lane. Across from Festival Park, the library is physically located outside of the study area, but its services extend within. In addition to free internet access, the library offers job and career resources, including resume-writing and computer classes; children's and teen programs, including story time and after-school programs; and other educational and community events.

There is a sheltered bus stop next to the library, which would allow children and other people without cars to comfortably visit the library; however, this bus stop is often a site of homeless encampments and loitering, which may present a safety concern.

Public Safety

The Fayetteville Police Department (FPD) is active in the Central Campbellton area, not only to address criminal activity, but also by participating in broader community improvement efforts such as neighborhood cleanups, general patrolling and conspicuous presence, and the assisting with construction of homes by Habitat for Humanity. Unfortunately, the benefits are often short-lived, as the FPD has noted many of the improved situations revert to their previous conditions. One of the conclusions offered was that the residents need to be empowered and accept some personal responsibility to effect change. This idea underscores the importance of encouraging a strong sense of community pride among residents. Techniques for community building include encouraging and supporting neighborhood events, educational classes, and participatory public art, as further discussed in the sections on Public Art and Implementation Strategies.

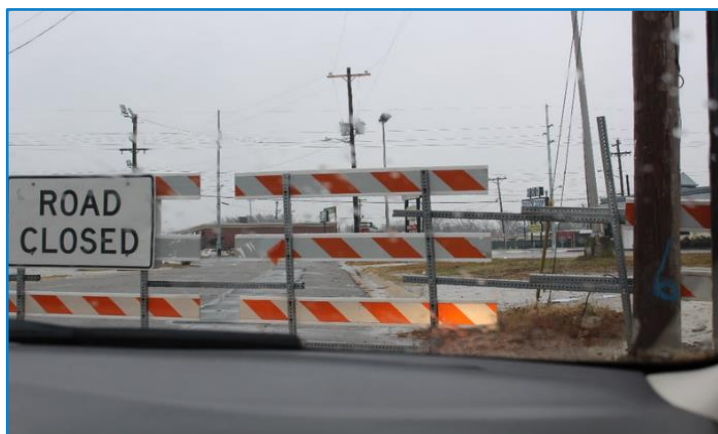
On the corner of Eastern Boulevard and Link Street, the Travel Inn motel has been a perennial site of violent crime. Last year, when police had been called to the adjacent property for a vehicle theft, they wound up discovering a murder victim in the motel. The year prior, there was a shooting that left a man in critical condition. The data maps on the City's Open Data Portal shows an alarmingly high concentration of incidents of crimes against persons, property, and society.

As with the road barriers, the FPD recently closed off traffic to a targeted corridor near the motel, hoping to reduce crime. This corridor included Link Street and School Street, which intersect Eastern Boulevard into the B Street sub-neighborhood.



However, after being closed for a period of time, the FPD recognized that the closure had done very little to actually deter crime, that the barricade was only emblem of frustration, and the streets were reopened.

Barrier at Link and School Streets – (reopened)



One of the issues identified by residents was a reluctance to speak out about the drug problem because of family involvement, for example, when a drug user or dealer is a family member, living in their house. In other cases, grown children have moved back in with their elderly parents, bringing their own teenagers, which creates additional problems.

Homelessness

Another prevalent issue identified by the community is widespread homelessness, associated with vagrancy and trespassing. As in other cities across the country, Fayetteville residents and city officials are concerned about community and humanitarian issues implicated by homelessness and transient encampments. These issues range from public health and safety to the environment and local economy, including the impact on neighborhood redevelopment efforts. In response, the City Development Services Department has been conducting research into feasible updates to local policy and ordinances. Currently, the ECD allocates CDBG funds to local nonprofit agencies to prevent homelessness and serve those who are experiencing homelessness. The City and region have grown rapidly and additional resources, while limited, may be available to the City through the Emergency Solutions Grant and other homeless

initiatives. To be effective, any new policies must be a collaborative effort among the various departments and organizations that consider homelessness within their purview.

The Fayetteville Police Department distributes a pamphlet titled, *Dealing with Homeless Encampments*, which lists resources and protocols. The pamphlet includes contact information for the Police Department's Homeless Liaison Officer. Excerpt below.

COMPLIANT & NON-COMPLIANT INDIVIDUALS

COMPLIANT INDIVIDUALS
will simply remove their items and themselves from the property.

NON-COMPLIANT INDIVIDUALS
will respond in opposition. They will not leave when asked and may have to be arrested for violating North Carolina's Laws.

Both of these types of individuals can be referred to the various resources available in Fayetteville, North Carolina. However, as previously stated, if the individual is identified to have been non-compliant, then they will most likely be arrested due to violating NC's laws.

FIRST DEGREE VS. SECOND DEGREE TRESPASS OFFENSE

FIRST DEGREE TRESPASS OFFENSE
An individual who is guilty of:
1. Entering/remaining without authorization
2. Being on the premises of a secured building/land without permission.

SECOND DEGREE TRESPASS OFFENSE
An individual who is guilty of:
1. Entering/remaining without authorization
2. Being on the premises of a secured building/land without permission.
3. Remaining on a premises even after being notified to leave by the owner, an individual in charge of the premises, by lawful occupant, or by another authorized person.
4. Disregarding posted signage, that notifies individuals not to trespass.

OBTAINING A TRESPASS AGREEMENT

Any home or land that is vacant due to being unoccupied, condemned, damaged from fire or etc., 24 hours 7 days a week can complete a **TRESPASSING AGREEMENT**. The Trespassing Agreement will cover the home, shed and vacant land surrounding the property.

1. Post two "No Trespassing" signs on the property, preferably on the front and rear doors.
2. Photograph all signs posted and inform **Officer Sanders** by calling **910.433.1846**.
3. Lastly, the owner/agent needs to fill out a Trespassing Agreement form.

TRASH REMOVAL
Items deemed as trash or health risks should be disposed through the following ways:
1. Fayfixit App
2. Request for curbside pick-up through Fayetteville's city website or call 910.433.1329
3. Emergency pick-up can be requested through dispatch by any city department

FOR FURTHER GUIDANCE, THE HOMELESS LIAISON FOR THE FAYETTEVILLE POLICE DEPARTMENT CAN BE REACHED AT **910.433.1846**

Until recently, a central block of the B Street sub-neighborhood was covered by unmaintained trees and overgrowth, which was often a site for unorganized transient encampments, public health hazards, and criminal activity. The City recently removed the overgrowth, displacing such activities and increasing the safety, cleanliness, and appearance of that area.

Crime Prevention Programs

The FPD offers several programs to aid communities in crime prevention. Founded on the premise that crime prevention is a shared responsibility, these programs are meant to empower community members. The programs include:

- Business Security Surveys
- Business Watch
- Citizens on Patrol
- Community Watch

- Crime Prevention through Environmental Design (CPTED)
- Nextdoor (private social media application and network for neighborhoods)
- Park Smart (nightly media blitz that reminds people to lock their vehicles)
- Residential Security Surveys
- Robbery Prevention Surveys and Safety Presentations for Businesses

As part of the security surveys (including, Business Security, Residential Security, and Robbery Prevention), Crime Prevention Specialists canvass the neighborhood to observe which anti-crime measures are being utilized in the area, assess possible crime risks, and recommend steps for improvement. For example, officers may take note of the extent of which property is locked and the presence of alarm systems. Each police precinct is matched with their own Crime Prevention Specialist to work closely with the community.

Details on these programs are available through the FPD and on their website.² Selected programs are summarized below.

Crime Prevention through Environmental Design (CPTED)

The theory behind Crime Prevention through Environmental Design (CPTED) is that the physical environment can positively influence behavior and reduce crime. This theory is based on four principles: natural access control, natural surveillance, territoriality, and maintenance. The idea is that proper design and effective use of buildings and public spaces can lead to a reduction in the fear and incidence of crime, and an improvement in the quality of life for residents. CPTED strategies aim to reduce victimization, deter offender decisions that precede criminal acts, and build a sense of community and empowerment among residents. The Police Department's Crime Prevention Specialists conduct CPTED surveys as a courtesy to businesses and residents. These surveys assess physical environmental design, for example, the use of outdoor lighting.

Community Watch

With the assistance of the FPD, the B Street Neighborhood Watch Group was formed in 2008 and continues to serve the Central Campbellton area. At regularly scheduled meetings, for which dates are posted online, residents gather to discuss the state of the neighborhood and needed improvements. Representatives from City departments attend, including the Police Department to present crime statistics, and the Fire



² <https://fayettevillenc.gov/government/city-departments/police/community-policing/crime-prevention-programs-3582>.

Department. By request, the ECD and Code Enforcement will attend to provide an opportunity for residents to have their questions addressed.

Nextdoor (and Electronic Communications in the Age of COVID-19)

Due to the current COVID-19 pandemic and crisis, related health concerns, and social distancing requirements, in-person meetings have been suspended for most community watch groups. Many of these groups hold virtual meetings via electronic video conferencing applications like Zoom, and maintain communication through other electronic means, such as text messaging and social applications including, Facebook, Nextdoor, and Neighbors by Ring.

Nextdoor is a free social media application that allows neighbors to engage in a private social network. Described as “the neighborhood hub for trusted connections and the exchange of helpful information, goods, and services,” Nextdoor usage has been propelled by physical and social distancing requirements. Another application of growing utility is Neighbors by Ring, which focuses on public safety and provides real-time crime and safety alerts from neighbors and the Police Department. Neighbors use apps both to communicate with each other and with the Police Department’s Crime Prevention Specialists.

Working together, the community and their local Crime Prevention Specialist have been recently able to reestablish regular Community Watch Group meetings, via Zoom, which had been suspended due to COVID-related concerns. The main channel for disseminating meeting information has been through Neighbors by Ring. The group’s first Zoom meeting is set for September 15, 2020.

In light of the growing importance of these electronic applications, it may be useful for the City to distribute information with guidelines and instructions for their use.

Park Smart

Park Smart is an initiative that encourages residents to secure their vehicles and issues reminders about the importance of locking cars, removing valuables (including firearms), and not leaving items in plain sight. Through Facebook and Nextdoor, the FPD sends a nightly reminder at 9pm to “park smart.”

In Central Campbellton, as well as across the City, vehicles are surprisingly and commonly left unsecured. These unlocked vehicles, both on the street and in private driveways, have been targets of theft and vandalism.

Benefits of Crime Prevention Programs

The goals and benefits of crime prevention programs span the community.

For neighborhood residents:

- Opportunities to play meaningful roles in community crime prevention
- Improved sense of security and quality of life through reduced fear of crime
- Fewer crimes committed in neighborhoods, fewer victimizations of residents
- Increased interaction among residents, stronger neighborhood bonds, and a sense of community
- New crime prevention and problem-solving skills and enhanced knowledge of city government agencies and other resources
- Increased use of public spaces and enhanced physical environment

For City leadership:

- Less crime in neighborhoods and business areas
- Improved perception of safety and livability in public areas and neighborhoods
- Enhanced consideration of public safety in planning, development, and redevelopment projects

For law enforcement:

- Sustainable links with planning, development, code enforcement and other community agencies
- Clarification and action on neighborhood priorities related to crime and quality of life
- Opportunities to play meaningful roles in community crime prevention
- New crime prevention and problem-solving initiatives

For business leaders/owners:

- Safer locations that are more attractive to customers and employees
- Enhanced problem-solving partnerships with the City and community members

Operation Ceasefire

Operation Ceasefire aims to reduce gun and gang violence in Fayetteville and surrounding areas. An important objective is to reduce recidivism by providing ex-offenders the opportunity to participate in Ex-Offender Notifications (also known as “call-ins”). Per their website: “Each participant who attends an Ex-Offender Notification is offered opportunities for education, training, counseling, and treatment - the necessary tools for change. For those who are willing to make the choice to walk away from drugs, violence, and a life of crime, we are here to help.”³

³ <https://www.operationceasefire.com>.

Notably, Operation Ceasefire offers outreach programs that emphasize prevention by facilitating community relationships and education. Programs include: movie nights, EKG program (youth education), recreation center outreach (after-school education and outreach), and gang education workshops.

On the other side, Operation Ceasefire emphasizes vigorous prosecution, stating on their website that within “the past year, our ATF Task Force has successfully submitted over 50 cases for federal prosecution based upon mandatory minimum sentencing guidelines with **NO PAROLE** and **NO EARLY RELEASE**. These individuals will be removed from Cumberland County and serve their sentences in federal prison for a very long time!”

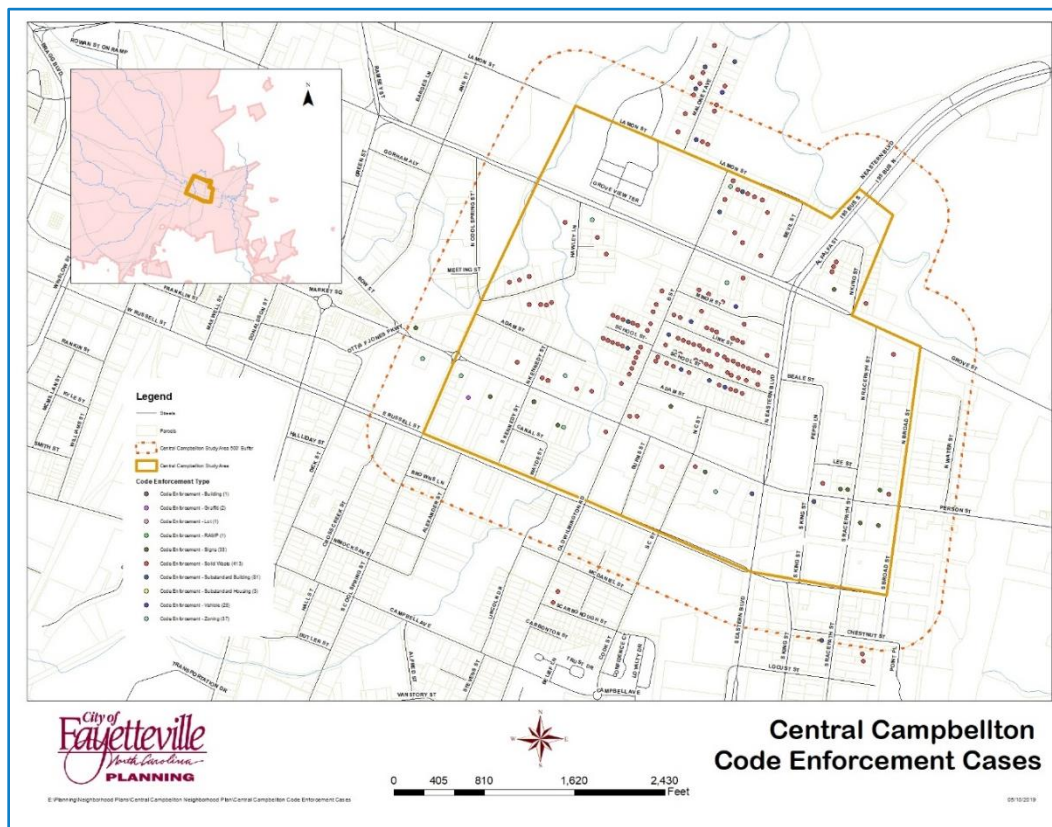
Code Enforcement

Within the Development Services Department, the Housing & Code Enforcement Division responds to concerns from residents of code violations, oversees nuisance enforcement, and ensures ongoing compliance with City codes and regulations, including unregulated tree removal, overgrown lots or yards, inoperative vehicles, maintenance of structures, illegal signs and public nuisances. This role is important because without immediate and ongoing attention, minor code violations can escalate, leading to the decline of a neighborhood. Properties with substantial code violations decrease the values of surrounding properties and harm the image, quality, and health of the neighborhood.

Diligent code enforcement within the study area has led to improved safety and appearance. As an on-going process, code enforcement requires continued thoroughness in addressing concerns and violations in the area.

The following code violations resulted in citations over the past four years, as of 06/15/2020:

Code Enforcement Type	Counts
Code Enforcement - Building	7
Code Enforcement - Graffiti	5
Code Enforcement - Lot	1
Code Enforcement - RAMP	1
Code Enforcement - Signs	53
Code Enforcement - Solid Waste	569
Code Enforcement - Substandard Building	101
Code Enforcement - Substandard Housing	3
Code Enforcement - Vehicle	38
Code Enforcement - Zoning	51
Grand Total	829



V. ZONING AND LAND USE

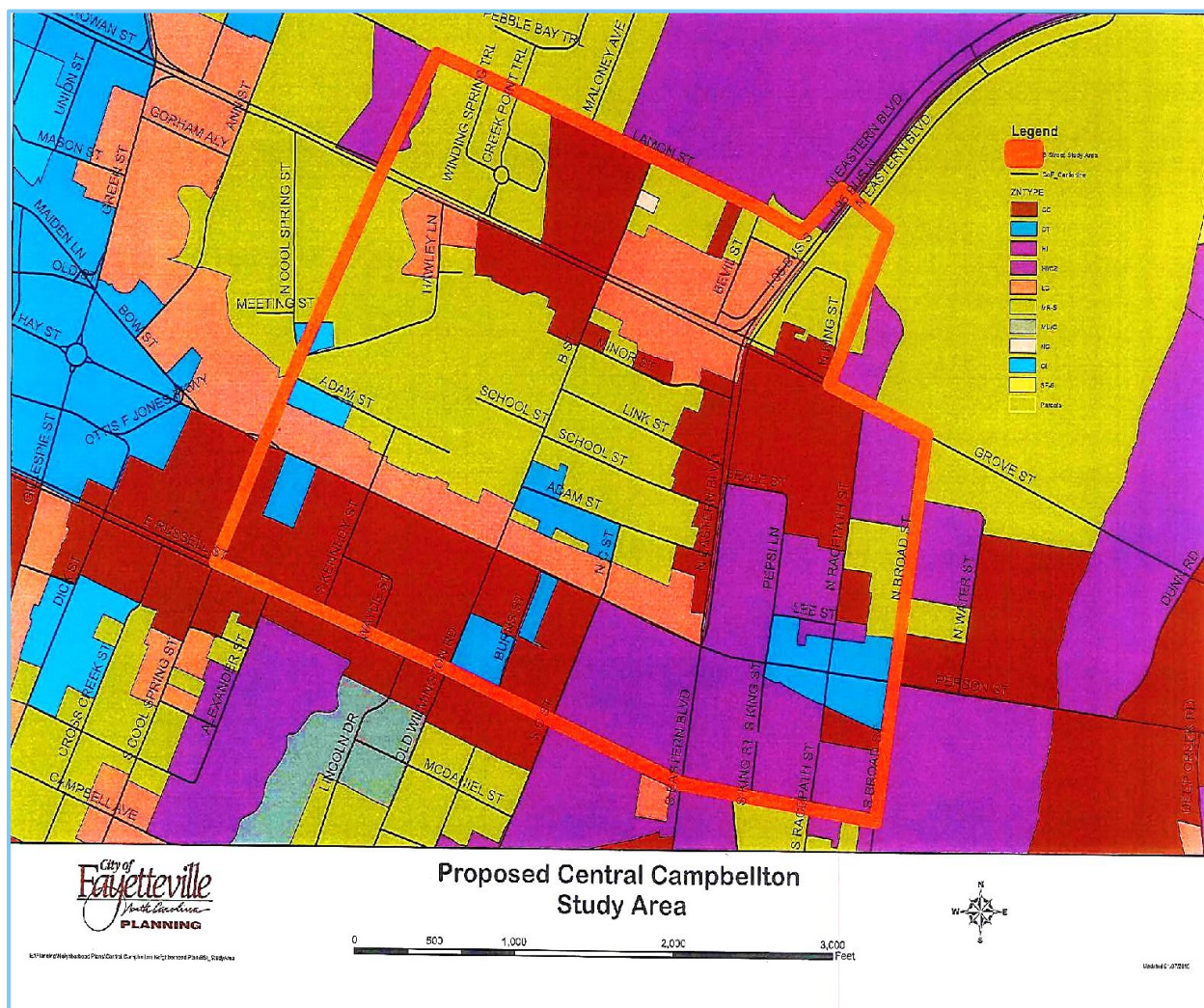
Zoning is municipal tool used to guide and control land uses within a city. Through zoning, the city designates areas of land with defined districts, or zones, where each zone stipulates which land uses are permitted, prohibited, or allowed under specific conditions. The name of a zoning district generally reflects the purpose of the district; and whether a given land use is permitted or prohibited depends on whether that use supports the purpose of the district.

Existing Zoning






The existing zoning in the Central Campbellton plan area consists mainly of Mixed Residential 5 (MR-5) District, Community Commercial (CC) District, Downtown (DT) District, Heavy Industrial (HI) District, and Limited Commercial (LC) District.

The map below shows the current zoning of the study area, followed by descriptions of the zoning districts.


Existing Zoning





Zoning Districts


- | | | | |
|---|----------------------------------|---|-----------------------------------|
|  | Community Commercial (CC) |  | Limited Commercial (LC) |
|  | Downtown (DT) |  | Mixed Residential 5 (MR-5) |
|  | Heavy Industrial (HI) | | |


Zoning District Descriptions

 **Community Commercial (CC) District** is established and intended to accommodate a diverse range of medium- to high-intensity retail, service, and office uses that provide goods and services serving the residents and businesses in the community at large—e.g., shopping centers, convenience stores, retail sales establishments, and heavier commercial uses (subject to approval of a Special Use Permit (see Section 30-2.C.7). The district is typically located along major arterials, at the intersection of arterials, and along growth corridors identified in City plans. Higher-density residential uses are encouraged on the upper floors of nonresidential establishments, and may exist as stand-alone buildings as part of a larger horizontal mixed- use development. The district is subject to standards intended to ensure development is compatible with surrounding uses as well as the design standards in Article 30-5: Development Standards.

 **Downtown (DT) District** is established and intended to encourage the urban form and architectural character found in the traditional downtown area as well as promote redevelopment that will make the downtown area a more diverse and vibrant mixed- use urban center. The district encompasses the same area as the Downtown Municipal Service District and the downtown historic districts. The district is intended to accommodate a well-balanced mix of uses (including more high-density residential development), promote a stronger pedestrian-oriented environment (with a reduced need for parking), and preserve and protect the downtown's historical and architectural scale and character. Uses that will add activity in the downtown after 5:00 p.m. are encouraged. The district is subject to flexible and incentive-based standards intended to foster such urban development and redevelopment.

 **Heavy Industrial (HI) District** is established and intended to accommodate heavy manufacturing, assembly, fabrication, processing, distribution, storage, research and development, and other industrial uses that may be large-scale or otherwise have extensive exterior movement of vehicle, materials, and goods, and greater potential for adverse environmental and visual impacts

 **Limited Commercial (LC) District** is established and intended to accommodate a wider range of moderate-intensity general retail, business, and service uses that serve groups of neighborhoods instead of just an individual neighborhood—e.g., grocery stores, drugstores, large restaurants, gas stations, and higher order retail uses like specialty stores. The district is not intended to accommodate intensive commercial or other business uses. Residential uses are encouraged on the upper floors of nonresidential establishments. The district is subject to standards intended to ensure development is compatible with surrounding residential neighborhoods.

 **Mixed Residential 5 (MR-5) District** is established and intended to meet the diverse housing needs of City residents by accommodating a wide variety of residential housing types and arrangements at moderate to high densities, including single-family detached dwellings, two- to four-family dwellings, multi-family dwellings, and other residential

development that may include single-family attached dwellings, and zero lot line development subject to the requirements of this Ordinance. All development in the district shall comply with the design standards in Article 30-5: Development Standards. MR-5 districts may also include centrally-located open space, complementary institutional uses (e.g., religious institutions, post offices, police sub-stations), day care facilities, and limited small-scale neighborhood-serving convenience retail uses (See Section 30-4.D. Accessory Uses).

Fayetteville Downtown Urban Design Plan: Zoning Recommendations

The recently adopted *Fayetteville Downtown Urban Design Plan* includes recommendations that apply to the Central Campbellton neighborhood. The following recommendations are excerpts from that plan:

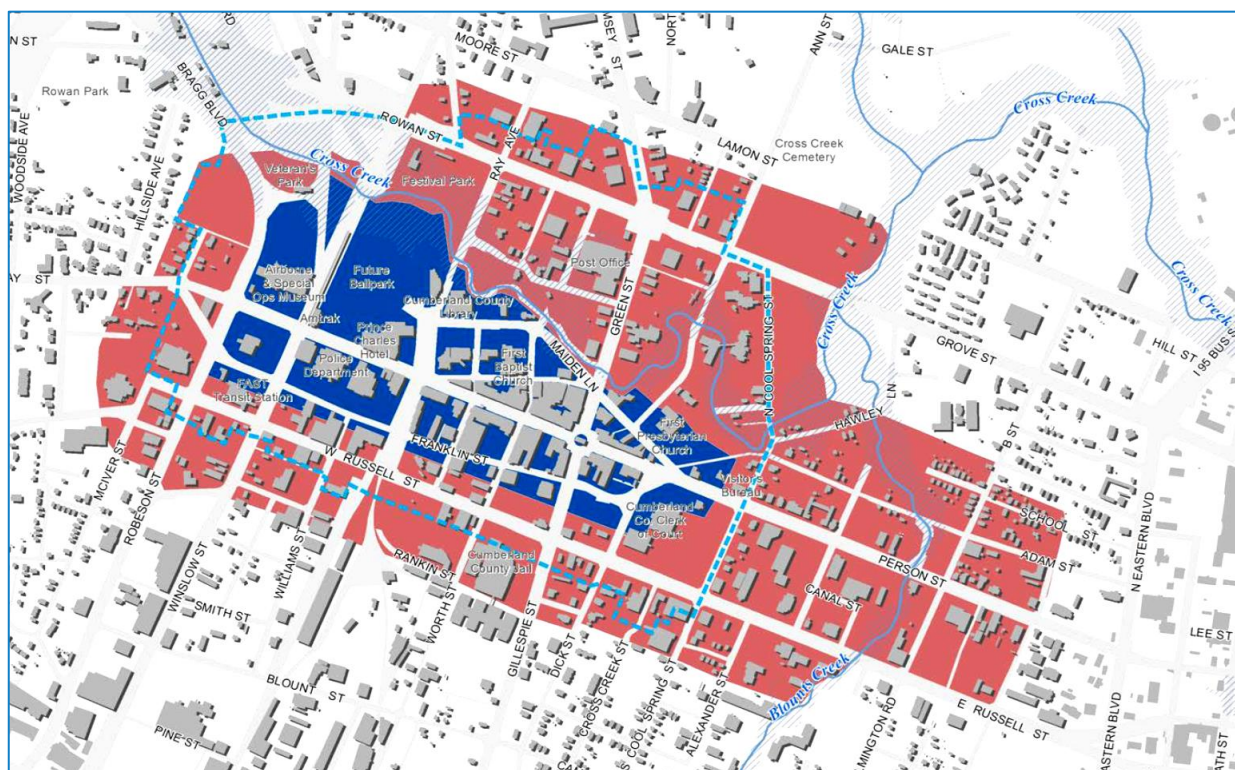
Update Zoning And Development Standards – The Downtown Urban Design Plan is only as strong as the tools used to implement it. Updating the zoning ordinance and map (rezoning) to permit and encourage desirable patterns of development can be accomplished in a series of steps, described in the plan itself:

1. Right-size or slightly decrease the current DT (Tier 1) and permit uses compatible with living, working, and entertaining.
2. Rezone properties surrounding DT (Tier 1) to a new Downtown (DT) District (Tier 2). The new zone would share similar standards to the Office and Institutional District but with less intense mixed uses that support Tier 1. The urban, walkable, and compact character would expand the downtown experience (see extents on adjacent map) into a fully realized district instead of just a few spots or blocks.
3. New and infill development should be compatible in scale with the existing structures in the Historic/Landmark Overlay District (HLO). Matching historic structures is not necessary, but active ground floor uses, second-story residential, and multifamily housing should be addressed in new regulations.
4. For a vibrant pedestrian experience, require a similar level of streetscape details on all streets within DT (Tier 1) as is found on Hay Street between Ray Street and Bow Street. The public realm within the proposed DT (Tier 2) should include, perhaps to a lesser extent, wide sidewalks, street trees, decorative lights, public art, special paving, and gathering spaces where it's possible.

Downtown Tier 2 Zoning District – In considering how downtown may expand in the future, the following considerations will aid in forming a transitional zoning district:

- Rezone portions of the suburban-oriented community and limited commercial districts to a second tier district adjacent to Tier 1 that would provide continuity of place.
- Direct certain public uses (schools, blood banks, clubs, lodges, churches, and government buildings), single family residential, and townhouses out of Tier 1 to Tier 2, side- or secondary-streets, or areas where they will not disrupt the pedestrian experience.
- Rezone downtown gateways including Green Street north of the Maiden Lane and the north side of Person Street east of Cool Spring to Old Wilmington Road to DT (Tier 2) for a more urban character.
- The DT (Tier 2) zoning district should encompass both sides of a street (e.g. Russell Street) so the character does not change at the centerline.

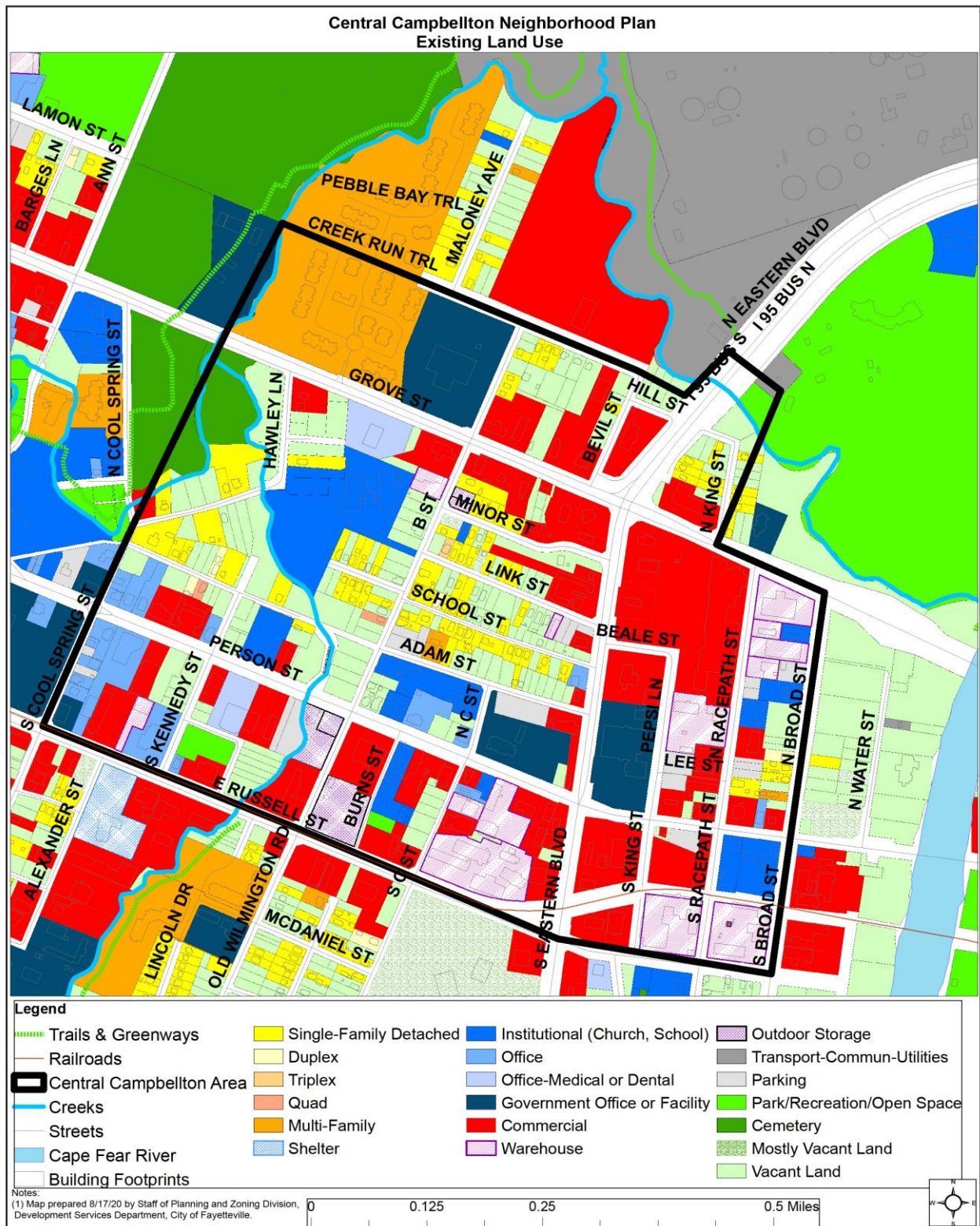
Downtown Urban Design Plan – Two-Tiered Zoning (conceptual design)



DT Tier 1 DT Tier 2

Existing Land Uses

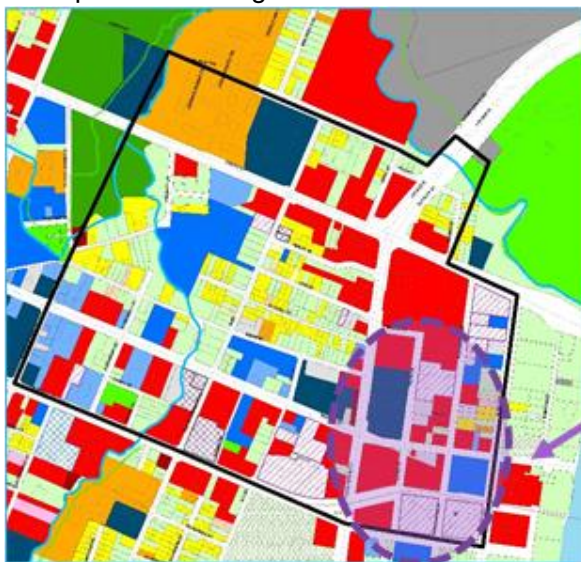
There are several types of land uses within each zoning district. The map below shows the current land uses in Central Campbellton.



Several observations can be made by the pattern of land uses shown in this map.

1. Layout: Most of the housing is clustered in the central blocks, with an outcrop in the northeastern corner and a few outliers along the eastern boundary. Along most of the perimeter, the principal uses are commercial (coded as red) and warehouse (coded as purple stripes).
2. Housing types: With the exception of the public housing development north of Grove Street (which is currently being redeveloped as Cross Creek Pointe Apartments), most of the housing is single-family detached.
3. Vacant parcels: The amount of light green-coded sections illustrates the large number of vacant parcels. The absence of building footprints on most of the vacant parcels implies that the structures have been demolished. Where the parcels are coded as vacant but still show a building footprint, they are likely derelict properties.
4. Uses in industrial zones: Another observation stands out when comparing the existing land uses to the existing zoning. The Existing Zoning map (in the previous section), shows that the bulk of the southeastern segment of the study area is zoned as *Heavy Industrial (HI)* – which permits broad uses up to the heaviest of industrial purposes, including those that have a high potential to produce pollutants, noise, and other adverse environmental and visual impacts.

Yet, these heavy industrial uses are not currently found in Central Campbellton, even though they are permitted. Instead, as shown on the Existing Land Use map, the primary uses in those parcels are *commercial* and *warehouse* uses (which are also permitted in HI zones). Significantly, such commercial and warehouse usage *does not* have that high potential for adverse environmental and visual impacts, and as such, it is compatible with the intended pedestrian neighborhood character of the area.



Still, under the current HI zoning, those parcels could be converted for heavy industrial uses at the owner/developer's election.

Due to the overlap with the Downtown Urban Design Plan, some of those parcels may be

**Mostly zoned as
Heavy Industrial**

rezoned to the new
Downtown Tier 2
district, which would

safeguard against future inappropriate uses
in those parcels.

2040 Comprehensive Plan and Future Land Use Map

As part of a collaborative process, the City of Fayetteville recently adopted the *2040 Comprehensive Plan and Future Land Use Map*, which is a guide for future land use, zoning, and development throughout the City.

The Future Land Use (FLU) Map reflects a study of areas that considers what is existing, what is needed, and what the best uses of the areas are. The FLU Map provides guidance to City Council, staff, boards, and the public for making decisions that affect the growth of the City, encouraging development that is organized, efficient, and sustainable.

The recommendations of the FLU Map shape all decisions made regarding long-term land use changes such as any rezonings, special use permits, development and redevelopment of the City's neighborhoods. As such, the FLU Map provides guidance applicable to the Central Campbellton neighborhood plan.

The following are the citywide goals stated in the Future Land Use Map:

- Goal 1: Focus value and investment around infrastructure and strategic nodes.
- Goal 2: Promote compatible economic and commercial development in key identified areas.
- Goal 3: Encourage redevelopment of strip commercial areas.
- Goal 4: Foster safe, stable, and attractive neighborhoods.
- Goal 5: Preserve and enhance environmental features through open space protection.
- Goal 6: Compliment and capitalize on the strategic importance of military installations and educational and medical institutions.

Within Central Campbellton, the FLU Map recommends the following future land use categories:

DTMXU: Downtown – Intense commercial, retail, service. Many 5+ story buildings, especially in the neighborhood's core. Dense residential uses, stacked vertically and urban neighborhoods on edges.

NMU: Neighborhood Mixed Uses – Neighborhood-scale commercial uses. Horizontal mix of uses; vertically in key locations. Buildings 1-3 stories. Smaller-scale multi-family, attached and small lot single family. Lower density on edges.

O/I: Office/Institutional – Medium intensity nonresidential uses. Light industrial, office, flex spaces, warehousing, large schools/institutions. Businesses or buildings grouped, sometimes in business parks. This area also includes utilities and city services.

HDR: High Density Residential – Townhomes and apartments in 3-5 story buildings with some very small single-family lots possible. Typically, 5-16 dwellings per acre. Active, compact neighborhoods walkable to adjacent commercial centers.

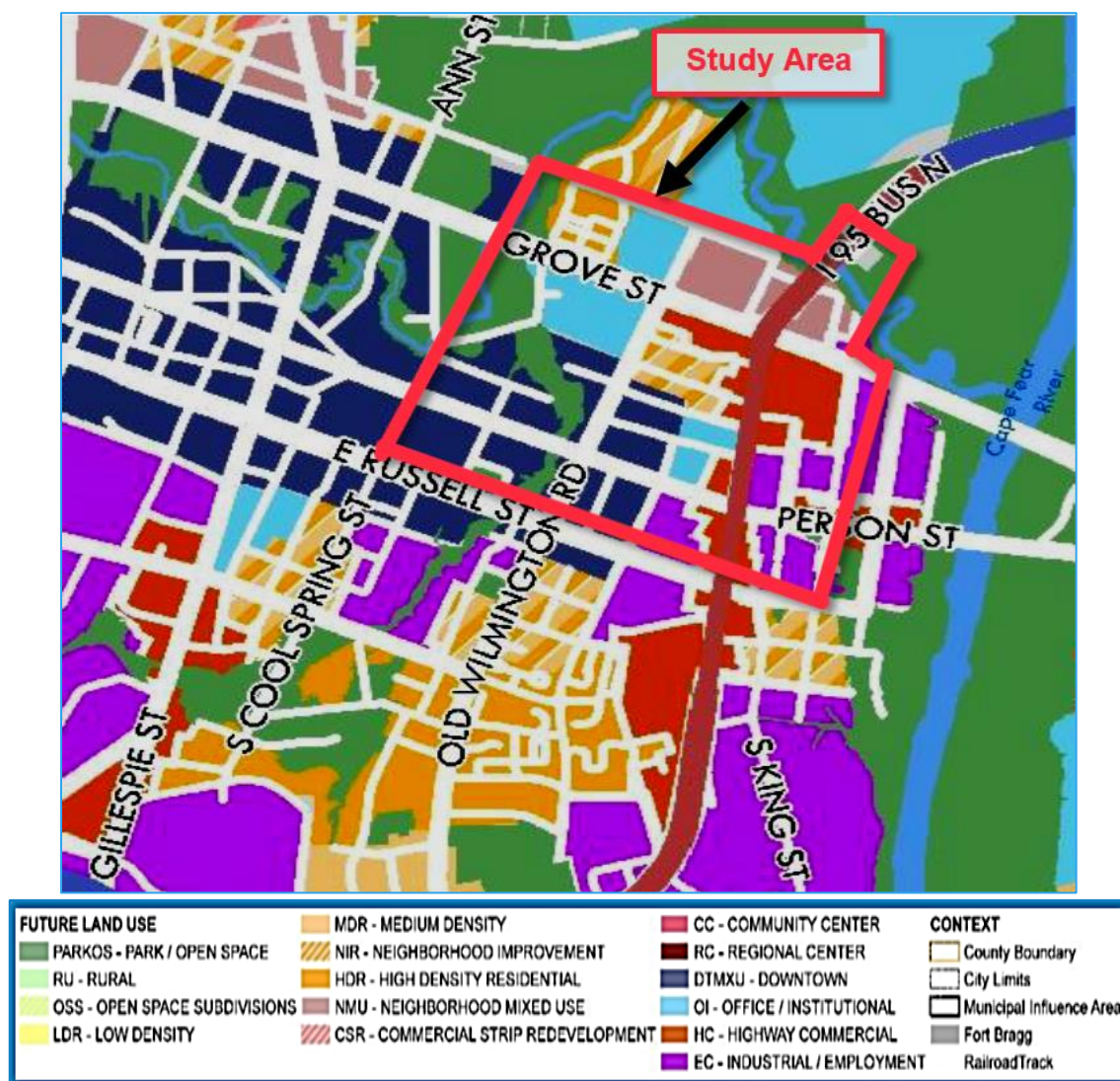
NIR: Neighborhood Improvement – This area allows higher density redevelopment and "missing middle" housing to increase private reinvestment and revitalize neighborhoods. Target areas include clusters of vacant and/or underutilized parcels. Policies focus on neighborhood improvement and reinvestment.

HC: Highway Commercial – High intensity nonresidential uses often near major intersections and highway interchanges (hotels, gas stations, big box retail, fast food). Redevelopment not likely to include residential. Buffers for adjacent uses.

EC: Industrial/Employment Center – High intensity nonresidential uses with high impact or likelihood for nuisance. Regional employment centers including larger industrial uses or business parks.

The map below is an excerpt from the FLU Map and Plan as it overlaps the Central Campbellton study area.

Comprehensive Plan and Future Land Use Map (excerpt)



VI. CONNECTIVITY, ENVIRONMENTAL ENHANCEMENTS, AND GREENING OPPORTUNITIES

Greenways: Economic and Social Benefits

“When planning and implementing greenways, leaders should do so with the potential for social and economic change in mind.”⁴ Beyond their aesthetic, health, and environmental benefits, greenways are increasingly being recognized for their power to spur economic growth, empower local residents and businesses, and connect communities.

For example, when people are looking deciding where to live, work, invest, and even attend school, an oft-cited attraction is the availability of greenways. Increasing costs, health concerns, and other changes associated with the COVID-19 pandemic have fueled the migration of people and businesses away from big cities to smaller communities (provided that urban-type amenities are accessible).

“[I]n cities outside of major tech destinations, districts are popping up as hubs for technology and innovation... Companies coming into these spaces need to attract talent and employees, and much of the potential talent pool will look for vibrant outdoor spaces and the ability to get around without a car. When cities can provide that and connect different neighborhoods to tech or other job hubs, they encourage a bustling workforce and a stronger economy.”⁵

The City of Fayetteville should expect to absorb some of this migration, particularly from the Raleigh-Durham-Chapel Hill triangle area. The neighborhoods of Central Campbellton and the Downtown area provide particularly potentially attractive destinations, given their walkability and proximity to the transit hubs of Amtrak and the City’s FAST bus depot⁶.

There are opportunities to connect, improve, and create new called greenways in the Central Campbellton area by utilizing natural features such as Blounts Creek, which runs through the

⁴ Antoine, Todd. “A greenway is more than just a pretty park — it’s a catalyst for change.” *Smart Cities Dive*. Aug. 18, 2020. <https://www.smartcitiesdive.com/news/a-greenway-is-more-than-just-a-pretty-park-its-a-catalyst-for-change/583484/>.

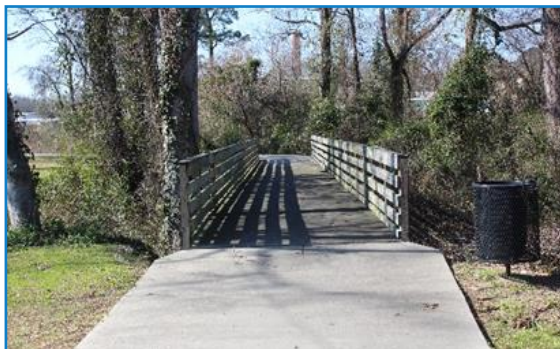
⁵ Ibid.

⁶ Increasing the attractiveness of a neighborhood to potential stakeholders can have unintended negative effects, principally, displacement and gentrification. To mitigate these effects and ensure that the current community receives the benefits of greenways, city policies must continue to strengthen workforce development and access to affordable housing.

study area to the west. As stated in the Downtown Urban Design Plan, parcels where structural development is constrained by the floodplain are particularly apt as green open spaces.

As part of the HOPE VI Redevelopment project, the City of Fayetteville completed the Blounts Creek Trail, which lies in between the City's HOPE VI Redevelopment area and Blounts Creek. The trail enhances the physical environment, provides pedestrian and bicycle connectivity, encourages physical health, and creates a public space and green corridor for the community's enjoyment. Below are sections of the Blounts Creek Trail from Cool Spring Street to Russell Street.

Blounts Creek Trail from Cool Spring Street to Russell Street



Blounts Creek Walking Trail & Cross Creek Linear Park

The Downtown Urban Design Plan recommends extending Blounts Creek Trail to the existing Cross Creek Linear Park greenway, as well as completing repairs. The Linear Park trail is a 2.8-mile greenway that stretches from Festival Park to the Riverside Dog Park. The trail runs alongside Cross Creek and through a variety of surroundings, including portions of downtown, historic buildings, the City's oldest cemetery, wooden paths, and ending at the Riverside Dog Park, across from the Botanical Gardens. Completed in 2015, the Linear Park trail suffered severe flood damage in late 2016 from Hurricane Matthew. Reports from January 2017 stated

that repairs were expected to be complete by the end of that year. However, at the time of this writing, a substantial portion of the damaged trail remains blocked off as too dangerous for passage.

**Blounts Creek Walking Trail –
Concept Extension Study Location**



There is currently a plan to complete a section of the Blounts Creek Trail to enhance connectivity to the Cross Creek Linear Park system. The Fayetteville/Cumberland County Parks and Recreation Department plans to construct a walking trail along Blounts Creek from Hawley Lane to Grove Street. The Parks and Recreation Department has received grants totaling \$325,000 for its construction. This amount includes \$250,000 from the Fayetteville Area Metropolitan Planning Organization (FAMPO) through the Transportation Alternatives Grant Funding Program and \$75,000 from the North Carolina Recreation Trails Grant Program. The Parks and Recreation Department may be able to provide an update as to the status of the trail extension project.

Gateways

The Central Campbellton neighborhood includes major City gateways, including the I-95 Business/301/Eastern Boulevard Corridor and the Grove Street Corridor. Both corridors have been aesthetically improved with landscaped medians by the NCDOT in coordination with the Fayetteville-Cumberland Parks and Recreation Department and the Public Services Department. These corridors lead to the City's downtown, cultural attractions and to the Fayetteville Airport.

Additional improvements are needed along these corridors to address issues including unattractive signage, overhead powerlines, overall cleanliness, adequate landscaping, building appearance and adequate sidewalks. Addressing these items will improve the overall appearance of these gateways, creating a more welcoming and attractive environment.



Power Lines and Lack of Landscaping over Eastern Blvd.



Unattractive Signage and Power Lines over Grove Street



General Treatments

Appropriate general strategies for gateway improvement:

Update signage regulations for a unified character throughout the area

Bury powerlines to reduce visual clutter and enhance appearance

Increase number of trash cans and sanitation efforts

Upgrade public landscaping and require improved private landscaping designs

Create architectural and appearance standards (consider a form-based zoning code)

Improve pedestrian connectivity, including sidewalks and crosswalk design

Enhancements to bus stops, including shelters, lighting, and other safety measures

In the Fayetteville Downtown Urban Design Plan, gateway-specific recommendations include:

- **Require redevelopment to locate buildings along the street, with parking and service areas behind.** Surface parking should be limited, both for environmental and aesthetic benefit. Existing parking lots should be landscaped and screened as much as possible to ensure they are attractive and not defining visual elements.

- **Improve streets with right-size travel lanes and pedestrian-friendly streetscapes.**
The Downtown Urban Design Plan calls for creation of “*complete streets*” - to include stormwater management and flood mitigation, bike lanes, high-visibility crosswalks, bike racks, benches, and streetscape improvements.
 - » Following the precedent of the Person Street Stormwater Greenscape project, other roadways would benefit from upgraded landscaping and stormwater management. City Engineering could oversee the creation of more green streets within the area, including the reduction of vehicular travel lanes and emphasis on stormwater management and pedestrian/bicyclist protections.
- **Use form-based zoning with architectural guidelines.** The City Development Services Department should implement zoning and design guidelines for ground floor uses and facades, streets, sidewalks, landscaping, lighting, and signage that facilitate pedestrian use and enhance local character. Design standards for buildings and streets should create a unified and desirable street character, with parking behind buildings.

Person Street after “green street” transformation



Community Signage/Beautification Program

Coordinated by the City ECD, the Community Signage Program allows for community groups to apply to the City for assistance constructing neighborhood signage. Funded by CDBG, the General Fund, and the Tree Fund, the program is capped at \$5,000. This program also allows

for small-scale beautification projects such as pocket parks and community gardens. As part of the larger greenway network, the pocket parks and community gardens aid in economic stimulation and social empowerment. (See, Greenways section, above.)

Public Art

Entryway signage and public art could be used to emphasize and beautify the gateway, while promoting safety and community pride. This strategy has already been successfully implemented near the study area, at the opposite entry to downtown. At the intersection at Hay and Robeson Streets, a local nonprofit group decorated the crosswalk with highly visible, colorful decoration.⁷ These sorts of decorations signify the area transition, enhance neighborhood identity and

appearance, and promote safety by highlighting the crosswalk.

Decorated crosswalk at Hay & Robeson Streets



To implement this strategy in Central Campbellton, the City could create local partnerships, for instance, with local schools, nonprofit organizations, or the artist community, to complete designs for crosswalks and other public art. Importantly, both the design and application of the artwork would be centered on community participation. This strategy would not only increase pedestrian safety, but also, promote community adhesion, pride, and empowerment – and

Mural on Old Street



⁷ This group, Cool Spring Downtown District, Inc., has coordinated similar designs on other crosswalks in the downtown area. The organization differs from the Downtown Alliance because it focuses on events, activities, and connecting organizations, rather than on generating retail sales.

by extension, reduce crime. Public art can span beyond crosswalks to other public infrastructure, for example, utility boxes or municipally owned buildings. There is already momentum for public art in Fayetteville, seen in the colorful murals downtown and around the City. The City Development Services Department is in the process of updating the local ordinances to reflect the benefits of murals. One of the economic benefits of public art is the attractiveness to potential visitors and businesses.

Example of public art on utility box



Vacant and Derelict Properties

Vacant and derelict properties are opportunities for development and improvement. It is well established that “vacant and poorly maintained buildings have a profound adverse effect, both emotional and financial, on the well-being of the communities in which they are located,” and moreover, “that regulating their appearance falls squarely within the city’s power to act in furtherance of the general welfare.”⁸

Often unsightly and unsafe, these properties perpetuate a negative image for the neighborhood. In addition to current tactics (mainly, code enforcement), legal techniques could be implemented to incentivize property owners to develop vacant parcels or bring neglected parcels into code compliance. Land-use attorneys suggest legal methods that include⁹:

- **Identify property owners** – by requiring vacant, foreclosed, and rental property owners to register their properties and pay an annual fee to cover the costs of inspections and complaint response, and if from outside the area, designate a local agent.
- **Make discretionary services conditional on compliance** – by requiring owners to be current on taxes and code compliant before being allowed to bid at tax lien actions, obtain building permits for other properties, and even raise rents if they fail to register or maintain their properties.

⁸ Black, Karen L. "Innovative State and Local Government Legal Tools to Take Action on Vacant and Problem Properties." *American Planning Association, Planning and Law Division*, Summer 2020, pp. 3, 22-23.

⁹ Ibid. See also: *Vacant and Problem Properties: A Guide to Legal Strategies and Remedies* by Alan Mallach, Jessica Bacher, and Meg Byerly Williams.

- **Move properties out of ownership limbo** – by requiring lenders of foreclosed property to maintain the property; or where an owner dies intestate and no one opens probate, allow redevelopment authorities to open probate and administer the estate.
- **Establish personal owner liability** – by holding owners directly responsible for code violations, or garnishing wages if the owner fails to take substantial steps to correct a serious violation.
- **Petition for receivership or use nuisance abatement** to enter the property and make necessary improvements.
- **Use tax foreclosure** – by transferring tax delinquent properties to responsible owners through tax foreclosure disposition and land bank laws.

Economic Activity

As further discussed in the following section, another method for gateway improvement is to attract businesses and economic activity by promoting investor incentive programs. The City ECD could help promote public-private partnerships by connecting existing programs to investors, including the federal Opportunity Zone program and the City Commercial Corridors Revitalization Program. The enhanced appearance of the area, including through public art, will also help attract businesses and visitors.

Where appropriated zoned and located, the City should continue to allow light manufacturing and comparable uses, provided that such uses are designed to be compatible with and not diminish the intended pedestrian character of the area. To prevent incompatible uses, the City may need to address the zoning and permitted uses within the study area, particularly for those parcels that are currently zoned as Heavy Industrial.

The development of general offices, retail, and service uses would benefit the economic health the area, while providing employment opportunities for residents in the area and nearby communities, as well as enabling residents and workers to meet their basic needs locally without travelling to other areas. Decreasing this need to travel outside of the neighborhood accordingly decreases auto-dependence, which is particularly important in this area with a comparatively low rate of car ownership. (Over 37% of area residents reported that they do not have a car available for personal use – see Demographics section above.)

Examples of public art as decorated crosswalks



VII. ECONOMIC DEVELOPMENT OPPORTUNITIES

Several tools are available to promote the economic revitalization of the Central Campbellton neighborhood through private investment. Notably, as illustrated by the Existing Land Use map (in the Existing Land Uses section, above) there are many vacant and underutilized properties throughout the plan area. These properties are available for sale or lease and can be developed or redeveloped for new businesses. Occupying these properties with viable businesses will improve the overall stability and quality of life of residents.

Federal Opportunity Zone

The Central Campbellton neighborhood is located within a Qualified Opportunity Zone, created as part of the 2017 Federal Tax Cuts and Jobs Act. This program is designed to spur economic development and job creation in distressed communities that have been state-nominated and federally-designated as *opportunity zones*. The Opportunity Zones Program provides tax incentives for qualified investors to re-invest certain capital gains into these neighborhoods. As the Central Campbellton area has been designated an opportunity zone, this program has the potential to benefit the area by spurring economic development and job creation through private investment.

Last year, the City and the Fayetteville/Cumberland County Economic Development Corporation worked with a team of economic development consultants to help the City market its opportunity zones to private developers. While the planned investor day was interrupted by COVID-19, the City now has a marketing website at www.fayettevilleoz.com.

Commercial Corridor Revitalization Program

The City of Fayetteville's Commercial Corridor Revitalization Program provides financial assistance to commercial property and business owners in certain commercial corridors for qualified expenses. The purpose of the program is to stimulate private investment to enhance the appearance of buildings and properties, eliminate blight and non-conforming design standards, and expand business opportunities.

Within the Central Campbellton neighborhood, the B Street area is one of the designated commercial corridors. Eligible businesses should be targeted for awareness and encouragement to participate in this program.

Additional Resources

To support small businesses, ECD offers economic development programs which include:

- Business Assistance Loan – provides small business owners with the additional equity or down payment needed to qualify for primary funding
- Commercial Exterior Improvement Grant – promotes revitalization of small business properties through the rehabilitation of building exteriors, parking lots, and landscapes
- Small Business Development Grant – assists with further development of existing small businesses that have been open for one to three years
- Small Business Retention Grant – assists with the expansion costs of existing small businesses; primary objective is to retain businesses that will help create jobs in the area

HUBZone Program: Administered through the U.S. Small Business Administration, the Historically Underutilized Business Zones (HUBZone) program helps small businesses gain preferential access to federal procurement opportunities. The Central Campbellton study area has been designated a qualifying HUBZone. Businesses that have their principal office within this area and that have at least 35 percent of employees who live in a qualifying zone are eligible for program certification.

Near Central Campbellton, the Center for Economic Empowerment & Development (CEED) is a small business development center that provides resource access and training to individuals and entrepreneurs. Funding for the Center is made available through the CDBG program and City's General Fund Budget.

Equitable Development

Beyond fundamentally attracting businesses and investment, the ideal economic goal is *equitable development*, which has many definitions but essentially refers to an approach to meeting the needs of underserved communities through place-based policies and programs that

reduce disparities and foster community health. Equitable development centers on direct community involvement. Organizations ranging from the federal Environmental Protection Agency (EPA) to local nonprofits advocate the benefits of equitable development and many offer implementation guidelines.

Toolkits and Techniques

The nonprofit group, A Hub for Equity and Development in North Carolina (AHEADNC), provides guidance and toolkits for a multitude of equitable development instruments, though their website at aheadnc.org. Although still novel to North Carolina, the Community Benefit Agreement (CBA) is one such instrument of equitable development. A CBA is a contract between a developer and local community coalitions that reflects a negotiated agreement of reciprocal support. Additional descriptions and toolkits available at aheadnc.org include:

- Historically Underutilized Businesses: certification that helps secure access to public contracts and procurement opportunities from state government as well as local and federal government for minority-owned businesses.
- Individual Training Accounts: vouchers for training in a specific occupation or industry. These vouchers can transform the lives of youth, adults, and dislocated workers.
- First Source Hiring: policy designed to ensure private sector businesses and local governments recruit and hire employees from within the community where they are located.
- Corner Store Initiatives: incentive project designed to make healthy fruits and vegetables accessible to under-served communities in their local convenience and corner stores.
- SNAP Double Buck at Farmers' Markets: program that gives the farmer-retailer direct access to new customers and gives SNAP recipients access to healthy, locally-grown produce.
- Participatory Budgeting: process where citizens decide on how to spend a portion of a public budget, which increases understanding, engagement levels, and connections to community.
- Land Banks: can be used to stabilize and revitalize communities that are experiencing abandoned properties, foreclosures, and deteriorating conditions.
- Supporting Re-Entry through Enrollment in Public Programs: links pre-release prisoners to the income supports to aid their re-entry process and provide critical resources to meet their most basic needs.

In addition to these technique-based toolkits, an increasing number of cities, including nearby Durham, NC, have created strategic, implementation-based *equitable development toolkits*.

Arising out of extensive research and specifically tailored to fit each city's needs, these toolkits serve two primary benefits. First, by creating such an instrument, the city establishes and demonstrates its commitment to lead as an engine of opportunity and change. As stated in Durham's *Roadmap for Inclusive and Equitable Development*, "[c]ities that strive to succeed at inclusive and equitable development lead by example as a model employer in the local and regional economy; enact policies, procedures and practices that promote equity, inclusion, and shared prosperity; dismantle barriers to economic participation; and expand services that support both workers and job seekers. Cities that do these things well have created their own inclusive and equitable development tool kits."¹⁰

Second, the toolkits describe the actual objectives and procedures for cities and developers to follow. Components of toolkits may include an outline of the recommended planning process, techniques for stakeholder engagement and community assessment, model design standards, and scorecards to measure a project's adherence to the stated objectives.

Equitable development could benefit Central Campbellton (and Fayetteville, at large) because it recognizes the immense impact of real estate development. When meaningfully applied, the process results in real estate developments that provide community benefits, respond to local needs, and contribute to the social and economic wellbeing of both residents and workers.

VIII. REVITALIZATION AND IMPLEMENTATION STRATEGIES

This neighborhood plan is built on both new ideas and established strategies from existing and preceding plans. In the past, uneven implementation has eroded the trust between the community and the City. As trust is a vital element in that relationship and the success of any plan, it is crucial that the ideas and strategies of this plan, which arose from extensive collaboration and research, are meaningfully realized to the greatest extent possible.

The following implementation strategies range from short-term to long-term and include relevant measures from overlapping City plans. The promotion of these strategies by the respective City departments, as well as collaboration among the departments, is necessary to achieve this plan's objectives and overall goals. As an essential part of implementation, responsible departments should hold scheduled regular meetings to ensure efficient collaboration.

¹⁰ *BUILT2LAST: A Roadmap for Inclusive and Equitable Development in Durham*.
https://durhamnc.gov/DocumentCenter/View/27855/Built2Last_06142019_Final.

Implementation Strategies

Plan Coordination and Consistency

- Before executing any strategies, check and reconcile with applicable existing plans to ensure consistency.
- Follow the guidance of the Future Land Use Map and Plan regarding long-term land use changes such as any rezonings, special use permits, development and redevelopment in plan area.
- Coordinate and implement the recommendations of the Fayetteville Downtown Urban Design Plan.
- Consult the Fayetteville Comprehensive Pedestrian Plan (2018)
- Review Fayetteville Area Metropolitan Planning Organization Plans (FAMPO)
 - 2045 Metropolitan Transportation Plan
 - 2045 Transit Plan
 - 2045 Bicycle and Pedestrian Plan
 - 2011 Bikes & Walking Connectivity Study
- Promote and utilize City of Fayetteville Programs and Services to carry out implementation strategies relevant to their departments
- Facilitate regularly scheduled meetings among the regional and City departments to ensure efficient coordination on projects and strategic implementation.
 - City departments include: Development Services, Economic & Community Development, Parks and Recreation, Police, Public Services, Transit (FAST), Engineering/Stormwater
 - Regional and other agencies: FAMPO, Fayetteville-Cumberland Economic Development Corporation, Fayetteville-Cumberland Continuum of Care

Community Outreach

- Utilize FTCC Education Center as a community resource center (located at former Pauline Jones Elementary School on B Street).
- Continue to use and emphasize Nextdoor and Neighbors by Ring. Encourage residents to follow the FPD on Facebook and Twitter.
- Coordinate involvement with *B Street Coalition*
- Continue community watch programs and other crime prevention programs offered by the Police Department. Particularly important in this time of physical and social distancing requirements:
 - Promote methods to sustain community adhesion through *video conferencing applications* such as Zoom, and connection by disseminating information and providing guidelines and training on means for electronic communications.

Improved Housing

- Continue building and rehabilitating single-family homes in partnership with Fayetteville Area Habitat for Humanity.
 - On Link Street, several homes have been reconstructed, and additional ones are under contract; combines with community events, which have included:
 - 24 Hour Build volunteer events (July, 2017)
 - National Women Build Week (May, 2018)
 - ECD pursuing additional properties for the project
 - Pursue additional ideas to garner support, for example, consider approaching related businesses such as Lowes or The Home Depot.
- Improve the residential quality of the neighborhood through the upgrading and maintenance of housing stock and properties to meet all applicable safety and appearance standards and codes, as well as maintaining and enhancing the character of the area through the City's Emergency Repair and Homeowner Rehabilitation Programs.
- Create opportunities for multiple price point housing and a variety of housing types
 - Include multi-family housing developments that are a mixture of market rate and affordable housing. These developments promote diversity and reduce the possibility of stigma of housing projects. Offer developer incentives to include a certain percentage of affordable housing units.
- Promote and strengthen existing housing programs:
 - Homeowner Rehabilitation Program has already committed all available funding; the waitlist is many years long and is no longer accepting applications
 - Emergency Repair – available to homeowners who occupy their homes as their principal place of residence (available through Fayetteville Urban Ministries)
 - Good Neighbor Homebuyer Loan Program (available only to members of FPD)
 - Fayetteville Area Habitat for Humanity Neighborhood Revitalization
 - Partnerships with private developers or not for profit agencies to construct single and multi-family affordable housing
- Implement housing recommendations from the Downtown Urban Design Plan:
 - Institute zoning that permits a range of urban residential building types.
 - Locate taller and larger buildings along Person and Russell Streets, with commercial uses on the ground floor.
 - Locate parking lots, alleys, and garages to the rear of the buildings, with driveways and alley access from side streets.
 - Orient buildings towards the street or park spaces (to create eyes on the street)
 - Integrate parks and open spaces into the neighborhood design, including a new greenway trail along Blounts Creek.
 - Connect streets to adjoining neighborhoods
 - Kennedy, Hawley, and Adam Streets
 - Cool Spring Street

- The largest area with the potential for a wide range of housing options is east of Cool Spring Street, where numerous vacant or underutilized buildings, lots, and parking lots exist among older, historic structures
 - Zoning regulations should be updated to allow for a variety of urban residential development.
- Consider *pop up housing* for single-family residences
 - Pending determination of compliance with municipal code and applicable ordinances
 - Currently, pop up housing is not addressed in the UDO; coordinate with Development Services Department

Address blighted properties

- Continue code enforcement efforts to ensure all properties meet minimum safety, sanitary and other minimum building requirements.
- Use other legal tools to encourage property owners to comply with code
- Coordinate the removal or repair of blighted properties through ECD programs, including:
 - Blight Removal Program
 - Commercial Exterior Improvement Grant
 - Community Signage/Beautification Program
 - Targeted Area Revitalization Program (TARP)
 - Emergency Home Repair Program
 - Homeowner Rehabilitation Program
- Targeted acquisition and redevelopment

Public Safety, Image, and Community-Building

- Continue the FPD's crime prevention programs to unite and empower residents; improve the public safety image and perception of the neighborhood (e.g., through CPTED)
 - Encourage adhesion and regular meetings of the Community Watch Program and promote additional participation
 - Remind residents to use crime prevention techniques, such as locking doors, securing valuables (and removing from plain sight), use of motion-detector lighting for the exteriors of their property
 - » Additional possibilities could include *home protection education events*: Consider partnering with a local hardware store (e.g., Home Depot, Lowes, Walmart) to create educational events about safety tools and techniques
 - Residents can learn about security devices to use on their property (e.g., locks, motion-detector lights);
 - Incentivize participation and follow-through by offering a discount on related products for participants

- Increase participation through alternatives to in-person meetings – encourage residents to connect with each other and the FPD through Nextdoor, Neighbors by Ring, Facebook, Twitter, and *video conferencing apps* like Zoom, Facebook Rooms, or Google Meet.
- Encourage community unity, pride and health through neighborhood events and enhanced infrastructure
 - Maintain and install pedestrian-scale street lighting and landscaping
 - Crosswalks: create midblock crosswalks; highlight crosswalks with bright designs
 - Public art: involve local artists (and other community members) to paint crosswalks and other infrastructure
 - Improve sidewalk network (B Street and Cool Springs Street) and greenways
 - Add neighborhood and historical site signage
 - » ECD Community Signage/Beautification Program
 - » Coordinate with historic preservation groups and commissions
 - Increase sanitation efforts through additional garbage cans and regular bulk pickup.
 - Improve bus stations by providing coverage/shelter, garbage cans, lighting, seating, emergency call box, updated schedules, and overall appearance.
 - Consider changing the name of B Street to a new name that does not carry on its negative connotations
 - Support community-building neighborhood events
 - » Support and encourage events and classes at the library – consider issuing a survey to assess resident awareness and utilization of these local benefits
 - » Use community spaces or partner with local businesses to host events where neighbors can come together
 - *For purposes of examples only:* events such as, classes in self-development (e.g., cooking/nutrition classes, exercise/yoga instruction, preparing your own tax returns), skills building (e.g., computer proficiency training, CPR certification, notary public exam prep), and community building (e.g., community playdates, parenting classes, community gardens, instruction for using electronic communications applications)
 - Utilize the local parks:
 - » Riverside Dog Park
 - Make repairs to Linear Park Trail, which provides a direct pedestrian route to the dog park and will encourage its use.
 - Host events in the park to generate awareness of its availability and build community relationships.
 - *For purposes of examples only:* events such as, partnering with animal welfare organizations for pet adoptions, classes in pet ownership, dog-training

- » Person Street Park
 - Host events in the park to generate awareness of its availability and build community relationships
 - *For purpose as an example only:* events such as, community playdates and afterschool programs
- Support local groups and businesses that promote healthy lifestyle choices
 - » *For purposes of examples only:* ideas such as, partnering with local businesses to provide fitness events such as “mommy and me” workouts, exercise fundamentals, healthy cooking classes
 - » Encourage new restaurants and nutrition choices beyond fast food restaurants.

Development Opportunities

- Promote the redevelopment of vacant parcels and buildings, in particular, at:
 - Intersection of Russell Street and Old Wilmington Road
 - Person Street
 - B Street

(see Appendix H for photos of these vacant parcels)
- Utilize legal tools to encourage upkeep of properties, code compliance, and development of vacant parcels.
- Ensure *equitable development practices* by adopting a City-wide policy with implementation guidelines and/or promoting the use of specific tools aimed at achieving equitable development (aheadnc.org).

Viable Businesses

- Promote the City’s business assistance programs to stimulate private investment.
- Programs offered through the City ECD include:
 - Business Assistance Loan Program
 - Commercial Exterior Improvement Grant Program
 - Small Business Development Grant Program
 - Small Business Retention Grant Program
- Federal programs available through the Small Business Administration, e.g. HUBZone
- Develop marketing strategies to attract private investment:
 - Coordinate with the Fayetteville/Cumberland County Economic Development Corporation to access the existent “opportunity zone” marketing strategy - <https://fayettevilleoz.com>
- Expand the program area for the Commercial Corridor Revitalization Program to encompass all of the Central Campbellton Neighborhood Plan Area.

- Ensure *equitable development practices* for real estate developments that contribute to the general health and wellbeing of residents and workers.
 - Adopt a City-wide policy with implementation guidelines for equitable development
 - Require or promote the use of specific tools aimed at achieving equitable development. Toolkits available at aheadnc.org:
 - Community Benefit Agreements (CBAs)
 - Historically Underutilized Businesses
 - Individual Training Accounts
 - First Source Hiring
 - Corner Store Initiatives
 - SNAP Double Buck at Farmers' Markets
 - Participatory Budgeting
 - Land Banks
 - Supporting Re-Entry through Enrollment in Public Programs

Connectivity

- Pedestrian, bicycle, and public transit options are particularly important given the very high percentage of residents without cars (37%).
- Sidewalks
 - Sidewalks should be constructed and/or repaired throughout the plan area.
 - » Move forward with the sidewalk project planned for the east side of B Street between Person Street and Grove Street.
 - » Enhanced shoulders: where sidewalks are not yet feasible, add or expand the roadway shoulders, add markings and protective rumble strip to accommodate non-vehicular travel (i.e., pedestrians and bicyclists)
- Crosswalks – increase the number and visibility of crosswalks.
 - Add midblock crosswalks on long street blocks (e.g., on Eastern Boulevard) to increase safety and decrease collisions.
- Create on-street parking on the west side of the street between Minor and Link Streets.
- Linear Park Trail connections (per Downtown Urban Design Plan)
 - Repair the flooded and impassable sections of the trail.
 - Extend the Blounts Creek Walking Trail to connect Cross Creek Walking Trail (project currently funded).
 - Continue Blount Creek Trail from Russell Street to Person Street (not currently funded).
 - Enhance park and trail connections.
 - Add signage for trail entry from the streets, including trail maps with highlights.
- Implement other recommendations of Downtown Urban Design Plan, including:
 - Reconnect the Cross Creek Trail to the Cape Fear River Trail.

- Improve access points and signage to trails and greenways.
 - Extend existing greenways to nearby parks and natural areas.
 - Integrate bicycle infrastructure into street improvements and connect them to the trail and greenway network.
 - Introduce new parks and pedestrian plaza areas.
 - Update zoning and development standards.
- Implement strategies from the most recent Parks and Recreation Master Plan (currently pending approval)

Infrastructure

- Expand/replace existing towering streetlights with human-scale lighting in the area to match rest of downtown; pedestrian landscaping.
- Construct the Person Street Roundabout.
- Install additional trash receptacles in strategic locations.
- Complete the B Street Sidewalk project, including upgrades to bus shelters.
- Expand and improve bus shelter locations throughout the plan area, including covered shelters, seating, garbage cans, lighting and safety measures (911 phones), posting of routes and schedules (including, where possible, live updates of changes or delays).
 - Incorporate innovative and sustainable technology wherever possible.
 - » *For purposes of example only: solar-powered fans* on the roof of shelters to combat the extreme heat, which is both a deterrent to the use of transit and a health risk (heat stroke, dehydration); excess power could be used for charging stations and to cut costs of lighting
- Encourage public art on public infrastructure; murals
 - Development Services Department is developing a draft proposal to amend the UDO to support murals
- “Complete Streets” – per the Downtown Urban Design Plan:
 - Adopt a Complete Streets Policy which commits the City to the construction of new or reconstruction of existing streets to accommodate all modes of transportation (for example, *NACTO Urban Street Design Guide*)
 - Transform streets with excess auto capacity for road diets, including Hay, Green, Gillespie, Russell, Ray, Winslow, etc.
 - » Reduce Russell Street to two lanes
 - Consider stormwater mitigation techniques within the right of way including permeable pavement, stormwater planters, and street trees
 - Improve Hay and Green Streets with right-sized travel lanes and pedestrian friendly streetscapes.
- S. Cool Spring Street: reduce land widths, add street trees and bicycling facilities
- High visibility crosswalks (including midblock and decorated)
- Integrate bicycle infrastructure

- Green infrastructure
 - Trail connections; community gardens in pocket parks, solar powered infrastructure
 - Locate street plantings to enhance canopy along smaller streets
- Bury powerlines

IX. CONCLUSION

The Central Campbellton neighborhood has arrived at its current condition over a long period of time and it will take several years of dedication and focus to reverse the decline and realize the area's potential. There are however many positive and transformative implementation strategies that are already in the works, and more that are available. The location of the study area provides key advantages such as its proximity to core downtown, as a gateway into the City, and unique connectivity and amenities.

The ideas and strategies in this plan are based on an extensive collaborative, research-based process. For the benefit of this neighborhood, as well as the fundamental relationship between the City and the communities it comprises, it is crucial that implementation is realized.

This neighborhood plan incorporates the following goals and objectives from the City's 2040 Comprehensive Plan and Future Land Use Map:

Goal 1: Safe and Secure Community

Objective A: 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

Goal II: Diverse and Viable Economy

Objective D: To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River

Goal III: High Quality Built Environment

Objective C: To revitalize neighborhoods with effective zoning, code enforcement, and violations abatement

Goal IV: Desirable Place to Live, Work and Recreate

Objective C: To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes

Objective E: To provide high quality affordable housing that revitalizes neighborhoods

X. APPENDICES

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Appendix A

Fayetteville Downtown Urban Design Plan Recommendations

The Downtown Urban Design Plan is the result of a planning process, which combined extensive citizen input with principles of good urban design, to become a guide for improving Downtown Fayetteville in the next five to ten years. By envisioning the future of Downtown Fayetteville, key urban design initiatives become clear, as do the actions needed to achieve them.

Urban Design Recommendations

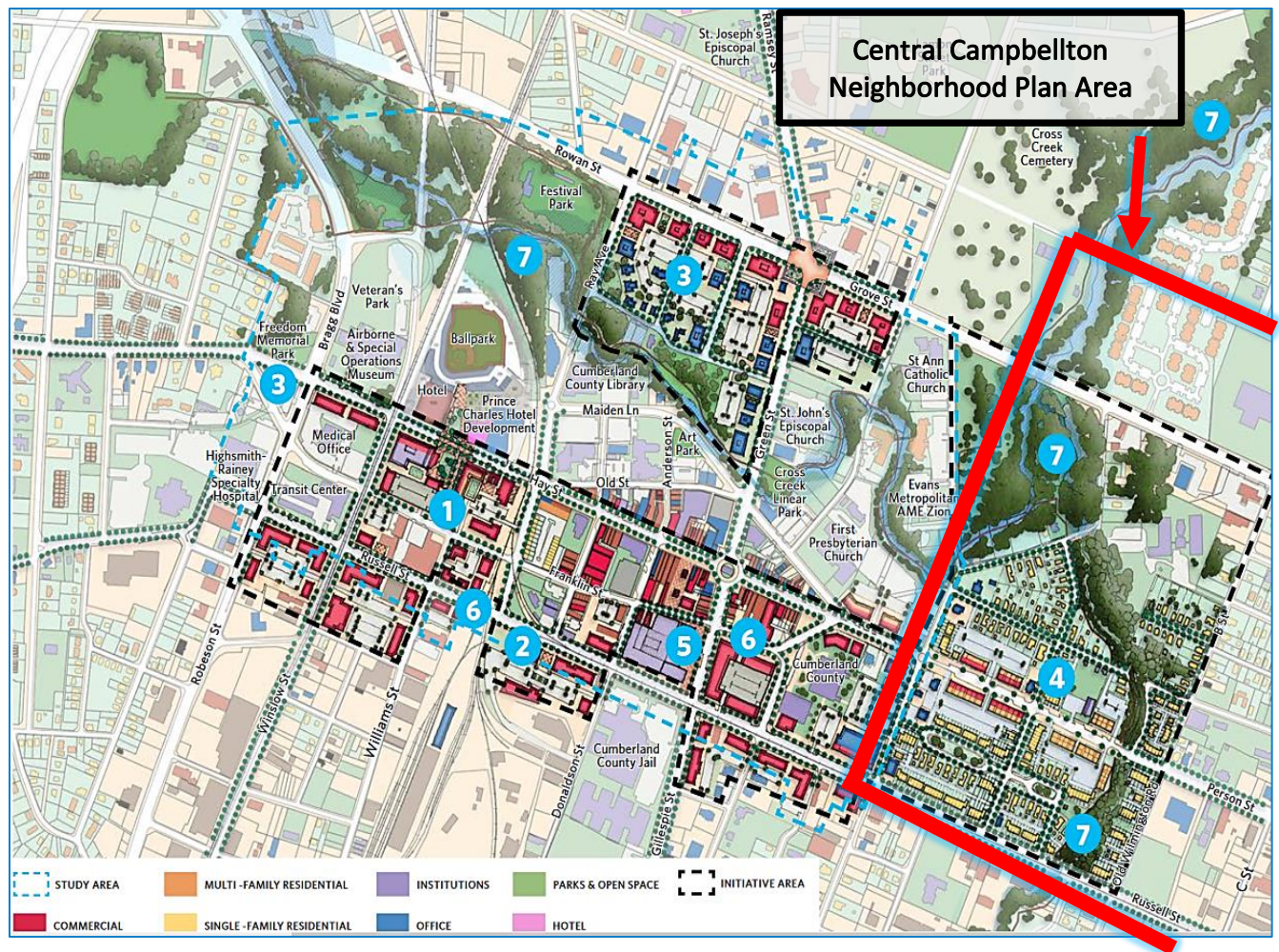
1. **Stimulate Ballpark-area Investment:** Leverage the Fayetteville Ballpark and neighboring investments by transforming the City Hall block into a mixed-use sport and entertainment destination
2. **Create a Downtown District:** Create a Downtown District by expanding the Hay Street experience to Russell Street
3. **Improve Downtown's Gateways:** Establish downtown's identity at its gateways, and carry it through the Downtown District area
4. **Foster Downtown Living:** Promote residential development zoning to create a downtown neighborhood with diverse housing options
5. **Strategically Locate Cultural Venues:** Establish the parameters for locating a Performing Arts Center that maximizes its contribution to downtown's vitality
6. **Improve Mobility and Streetscapes:** Promote a well-connected and beautiful downtown by improving walkability and bikeability, managing parking, and enhancing streetscapes and public spaces
7. **Enhance Parks and Trail Connections:** Improve stormwater management and public spaces (trails and parks) to address the growing impacts of flooding

Implementation Action Items

The cooperation and efforts of many City of Fayetteville departments, community partners, and allied agencies are essential to achieve the goals described in the Urban Design Recommendations. An Implementation Action Plan identifies the individual tasks that each of these groups should take action on:

- Update Zoning and Development Standards
- Focus Economic Development Strategies
- Improve Public Realm and Multi-modal Connections
- Improve Parking Management
- Improve Stormwater Management and Flood Mitigation

Taken together, these recommendations and action items can lead the City of Fayetteville and its citizens towards achieving the next evolution of downtown — a vibrant, active, successful, and attractive destination for residents and visitors alike.



INITIATIVE FOCUS AREAS (BLUE CIRCLES)

1. City Hall and Ballpark Investment
2. Downtown District
3. Gateways
4. Downtown Neighborhood
5. Possible Performing Arts Center
6. Streetscape Enhancements
7. Parks and Trails

Fayetteville Downtown Urban Design Recommendations (cont.)

(Overlaps the Central Campbellton Neighborhood Plan area)

Many vacant or underutilized properties between Person Street and Russell Street can be transformed to support a vibrant neighborhood. A variety of housing types, configurations, and prices can be provided, while connecting the neighborhood to downtown amenities, businesses, parks and trails.

Downtown Residential Neighborhood. Below is an aerial view of proposed downtown neighborhood between Cool Spring Street and Old Wilmington Road / B Street.



Appendix B

Housing Programs – City of Fayetteville, ECD Department

One of the goals of the Economic & Community Development Department is to provide opportunities for low- to moderate-income residents to acquire decent, safe and affordable housing in the City of Fayetteville. Towards this goal, several programs are offered to residents:

The **Targeted Area Revitalization Program (TARP)** allows for residential exterior improvement designed to encourage the exterior rehabilitation, renovation and preservation of existing residential structures within the identified targeted areas. In an effort to assist citizens with the revitalization of their residence, financial assistance in the form of grants is offered to property owners up to \$10,000. A matching \$10,000 grant is also available for investor owners to revitalize their investment properties.

The **Blight Removal Program** eliminates the blight of uninhabitable, abandoned, unsafe, and seriously damaged structures. Up to \$7,500 in grant funding is available to demolish dilapidated housing structures. The vacant parcels may be used for future affordable housing development.

The **Homeowner Rehabilitation Program** allows qualified low or moderate income residents with substandard housing to have their home repaired to current code. The increase in equity is secured with a low/no interest loan. The loan can be repaid over 15 years or forgiven based upon the income of the household. Currently, the City has allocated all funds for several years and the waitlist is closed to new applicants.

The **Emergency Home Repair Program** is a grant of up to \$10,000 administered by Fayetteville Urban Ministry. Repairs must be emergent in nature and the homeowner must be of a low or moderate income.

The **Good Neighbor Homebuyer Loan Program** was funded by City Council through the General Fund and a donation from First Horizons Bank. This program offers a \$20,000 forgivable loan to Fayetteville Police Officers to assist with down payment and closing costs. The loan is forgiven at the rate of \$4,000 per year for five years.

Appendix C

Economic Development Programs – City of Fayetteville, ECD Department

One of the goals of the Economic & Community Development Department is to provide economic opportunities for small businesses within Fayetteville, create positive community investment situations resulting in job opportunities for low- to moderate-income persons, and expansion of the tax base. Towards this goal, several programs are available:

Business Assistance Loan Program

This program provides funding to assist small business owners in the city limits of Fayetteville with the additional equity or down payment needed in order to qualify for primary financing. The City of Fayetteville's loan works in conjunction with a primary loan from a bank or other approved lender. The City will offer a subordinated loan up to 25% or a maximum of \$125,000 of the total loan funds needed. Loans up to \$200,000 will be considered for small businesses acquiring and renovating properties in the downtown historic district.

Commercial Exterior Improvement Grant Program

This program promotes the revitalization of small business properties through the rehabilitation of commercial building exteriors, parking lots and landscapes. The City of Fayetteville will provide a matching grant up to \$10,000 for each exterior renovated. The building must be located within the downtown Fayetteville Renaissance Plan area, the Massey Hill, Bonnie Doone, Deep Creek Rd., 71st Township, HOPE VI or Murchison Rd. redevelopment areas, a low-income census tract, or other target area within the city limits of Fayetteville. The applicant may be the owner or small business tenant of the property.

Small Business Development Grant Program

This program is designed to assist with the further development of existing small businesses in the city limits of Fayetteville. A business that has been open for one to three years is considered to be in the development phase for the purpose of this program. Special consideration will be given to small businesses located in any of the City's redevelopment plan areas and other target areas. The City of Fayetteville will provide a matching grant up to a maximum of \$5,000 for eligible small business expenses. Eligible clients must be referred by the Center for Economic Empowerment and Development (CEED) or other small business center in order to be considered for this program.

Small Business Retention Grant Program

This program is designed to assist with the expansion costs of existing small businesses. The primary objective of this program is to retain businesses in the City's redevelopment plan areas that will also result in the retention or creation of jobs in these areas. This program is also a valuable tool to attract new businesses to these target areas. Each redevelopment area is unique with its own issues and opportunities. Funds are available to small business owners located within one of the boundaries of the Fayetteville Renaissance, HOPE VI, Murchison Rd., Massey Hill, Bonnie Doone, 71st Township and Deep Creek Rd. redevelopment plan areas. Eligible program areas also include other low-income census tracts and target areas within the city limits of Fayetteville. Grants for furniture, fixtures, inventory, equipment, and interior and exterior renovations can be considered for this program. The small business must be

operational for not less than three years to be eligible for this program. The City of Fayetteville will provide a matching grant up to \$5,000.

Commercial Corridor Revitalization Program

This program will provide financial assistance to commercial property owners and business owners in targeted commercial corridors for qualified expenses. The purpose of the program is to support the revitalization of the city's commercial corridors by stimulating private investment in high-quality improvements that enhance the appearance of buildings and properties and eliminate blight and non-conforming design standards, as well as expand business opportunities to new and existing businesses. Maximum Allowable Award: The program provides for a one-time reimbursement; up to \$25,000 per property, for eligible exterior (façade) improvements and interior improvements. The applicant is eligible for a 50% reimbursement on expenses equal to or less than \$25,000. The maximum award amount is \$25,000.

Appendix D

Fayetteville Area Habitat for Humanity Neighborhood Revitalization – B Street Corridor

The Fayetteville Area Habitat for Humanity Impact Statement:

Recognizing that stable and affordable housing directly impacts health, safety, education and community engagement, Fayetteville Area Habitat for Humanity will seek out low wealth families who desire the responsibility of homeownership and wish to dedicate themselves to neighborhood uplift while breaking the cycle of generational poverty. We will provide affordable housing solutions in areas where our community partners support our vision by answering other needs such as community safety, availability of food and services, transportation and recreation.

Fayetteville Area Habitat for Humanity strives to be at the center of both urban community revitalization and rural community stabilization in Cumberland, Sampson, and Bladen Counties. We will intentionally build small clusters of homes while creating strategic revitalization and repair in both rural and urban settings. We will engage area churches and religious institutions, employers, school systems, and other non-profit organizations in realizing these goals. When done well, our collaborations with area municipalities, county governments, and other key partners will lead to substantive change in the lives of people and communities.

Fayetteville Area Habitat for Humanity has created a neighborhood revitalization program that focuses on the B Street Corridor sub-neighborhood of the Central Campbellton.

Neighborhood revitalization helps fulfill Fayetteville Area Habitat for Humanity's mission. Neighborhood Revitalization affiliates serve more families by responding to community aspirations with an expanded array of products, services and partnerships while empowering residents to revive their neighborhoods and enhance their quality of life. In addition to new home construction, Neighborhood Revitalization efforts may include performing critical home repairs, rehabilitating existing homes, offering weatherization services, building playgrounds, constructing community centers, coordinating social and educational events, and helping to launch programs prioritized by residents.

As stated on the website by Fayetteville Area Habitat for Humanity: As we continue to learn more about the needs of the community, what we do know is the transformative effect that affordable, decent and safe housing can have on a family. We also know that just one decent home in a blighted neighborhood – while a good start – is not alone the solution, but a part of the help the community needs. The Neighborhood Revitalization Initiative is our concentrated effort to transform neighborhoods using a holistic approach that starts with the current residents – connecting with local nonprofits, businesses, local governments, and communities of faith – to create and implement a shared vision of revitalization for families.

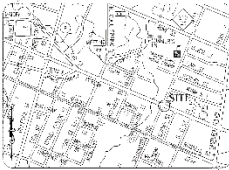
Neighborhood Revitalization is a completely collaborative effort spearheaded by the B Street coalition. The coalition includes Fayetteville Area Habitat for Humanity staff, including a new Neighborhood Revitalization Director; local residents; area churches; the City of Fayetteville's Parks & Recreation, Community Development, Communications Dept., Police Department and City Council members; and local business leaders and owners. We successfully forged both formal and informal partnerships, successfully formed the B Street Coalition and e actively rallying neighborhood support, ex. Rock the Block

The primary goal is to listen to the residents of B Street, and transform the area with their priorities in mind. We will work with residents and other significant stakeholders in the community to develop a common plan of recovery and vision for the future. We will also: serve more families through an expanded array of housing products; demonstrate an improved quality of life in the communities where we serve and increase volunteer participation.


Neighborhood revitalization looks different city to city, state to state, because the aspirations of residents differ from community to community. New construction continues to play a vital role, but other housing solutions, including critical home repair, rehabilitation and weatherization, allow Habitat to serve more families. Because residents' aspirations drive revitalization, it is not uncommon to see additional partners join the efforts to rebuild playgrounds, form neighborhood watches, offer financial literacy programs or construct community gardens.

Appendix E

Person Street Roundabout: Redevelopment Site Plan



VICINITY MAP

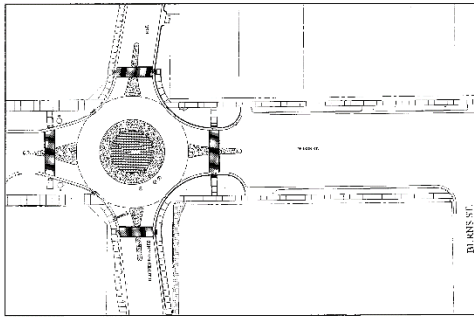


PROJECT SCOPE

THIS PROJECT CONSISTS OF THE INSTALLATION OF A ROUNDABOUT AT B ST./OLD WILMINGTON RD., CROSSWALKS, WHEELCHAIR RAMPS, AND TRAFFIC SIGNAL REMOVAL.

PERSON STREET ROUNDABOUT AT B ST/ OLD WILMINGTON RD


INDEX	DESCRIPTION
1	COVER SHEET
2	NOTICE
3	NOTICE
4	CONSTRUCTION CONDITIONS
5	CONSTRUCTION CONDITIONS
6	CONSTRUCTION CONDITIONS
7	CONSTRUCTION CONDITIONS
8	CONSTRUCTION CONDITIONS
9	CONSTRUCTION CONDITIONS
10	CONSTRUCTION CONDITIONS
11	CONSTRUCTION CONDITIONS
12	CONSTRUCTION CONDITIONS
13	CONSTRUCTION CONDITIONS
14	CONSTRUCTION CONDITIONS
15.16	CONSTRUCTION CONDITIONS



LOCATION MAP

PROJECT CONTACTS
CITY OF FAYETTEVILLE

Engineering	Gladys Rodriguez, PE 455 E. 1st St., Fayetteville, NC 28301 (910) 435-1050 - g Rodriguez@cityofnc.gov
Construction Management	Jeff Fickler, PE City of Fayetteville 150 Alexander St., Fayetteville, NC 28301 (910) 435-1050 - jfickler@cityofnc.gov
Utility Services (Project Manager)	Lee Atkinson, LP 150 Alexander St., Fayetteville, NC 28301 (910) 435-1050 - latkinson@cityofnc.gov



CONSTRUCTION APPROVAL

Construction Management	
Engineering (Project Manager)	
Parks & Recreation	
Real Estate	
Senior Services	
Utility Services (Project Manager)	
Utilities - Electrical Services	
Utilities - Sewer Services	
Utilities - Water Services	

APPROVALS

City Manager	
Mayor	
City Council	
Public Works	
Police	
Fire	
Public Safety	
Public Works	
Police	
Fire	
Public Safety	

REVISIONS

NO.	DATE	DESCRIPTION
1	01/15/2020	Initial Design
2	02/15/2020	Final Design

PERSON STREET ROUNDABOUT AT B ST./OLD WILMINGTON RD. DEVELOPMENT SITE PLAN

COVER SHEET 1 OF 16

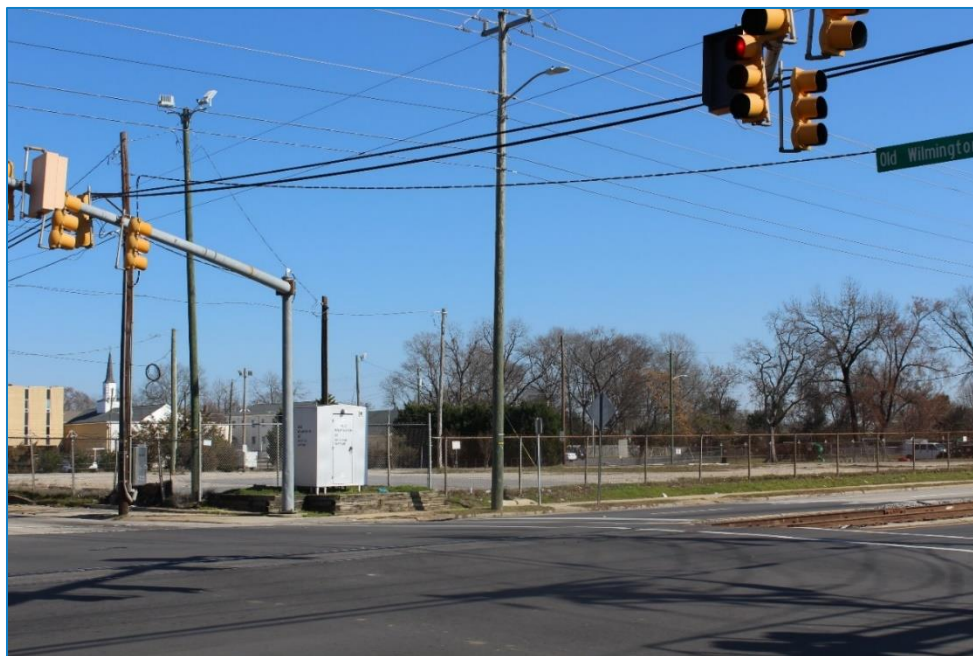
Appendix F

Sites for Redevelopment

Russell Street and Old Wilmington Road



Russell Street and Old Wilmington Road



Person Street and B Street



B Street



Appendix G

B Street Sidewalk Addition

Description: Construct Sidewalk on the east side of B Street from Person Street to Grove Street. Length (1650')

Survey Complete: July 2019

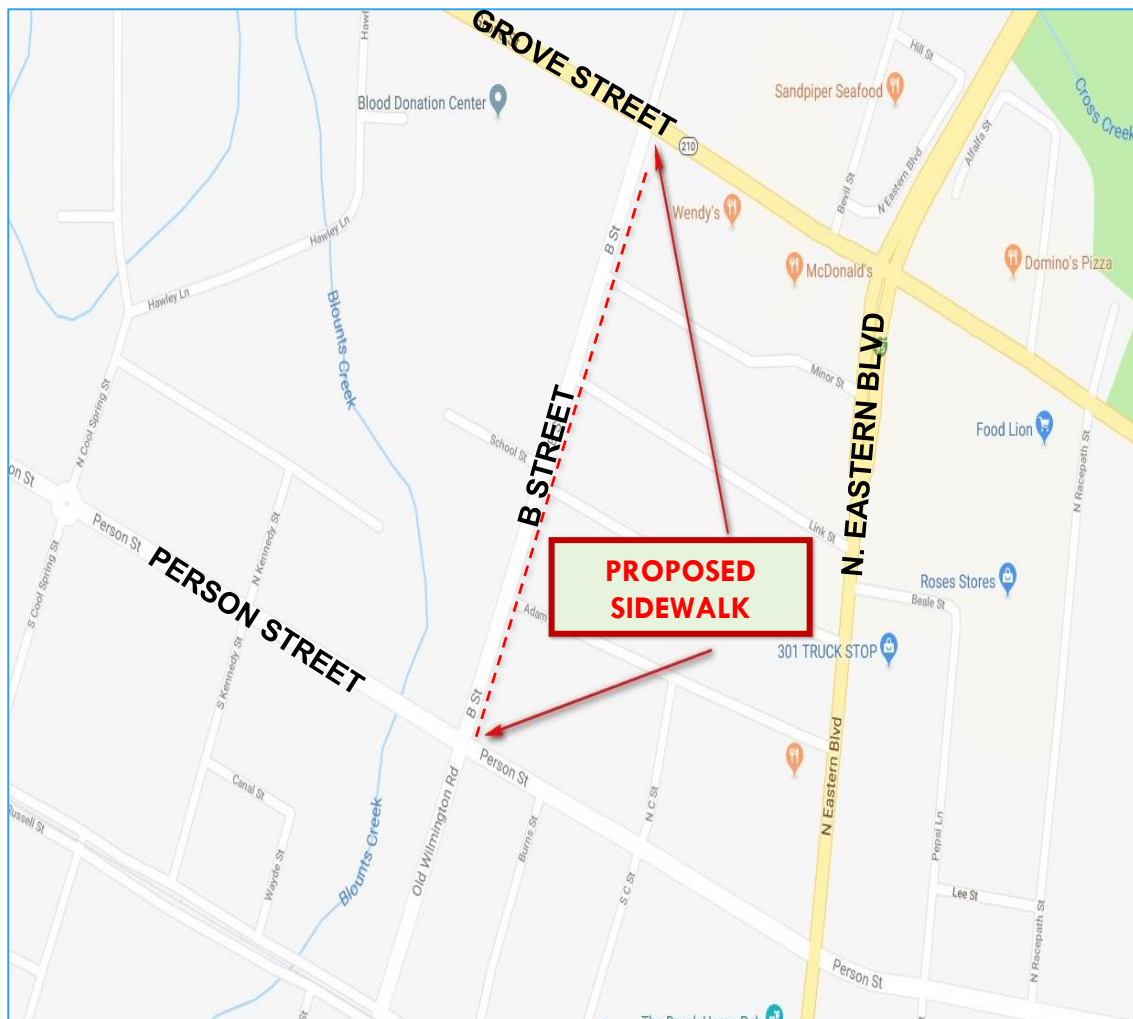
Design Complete: December 2019

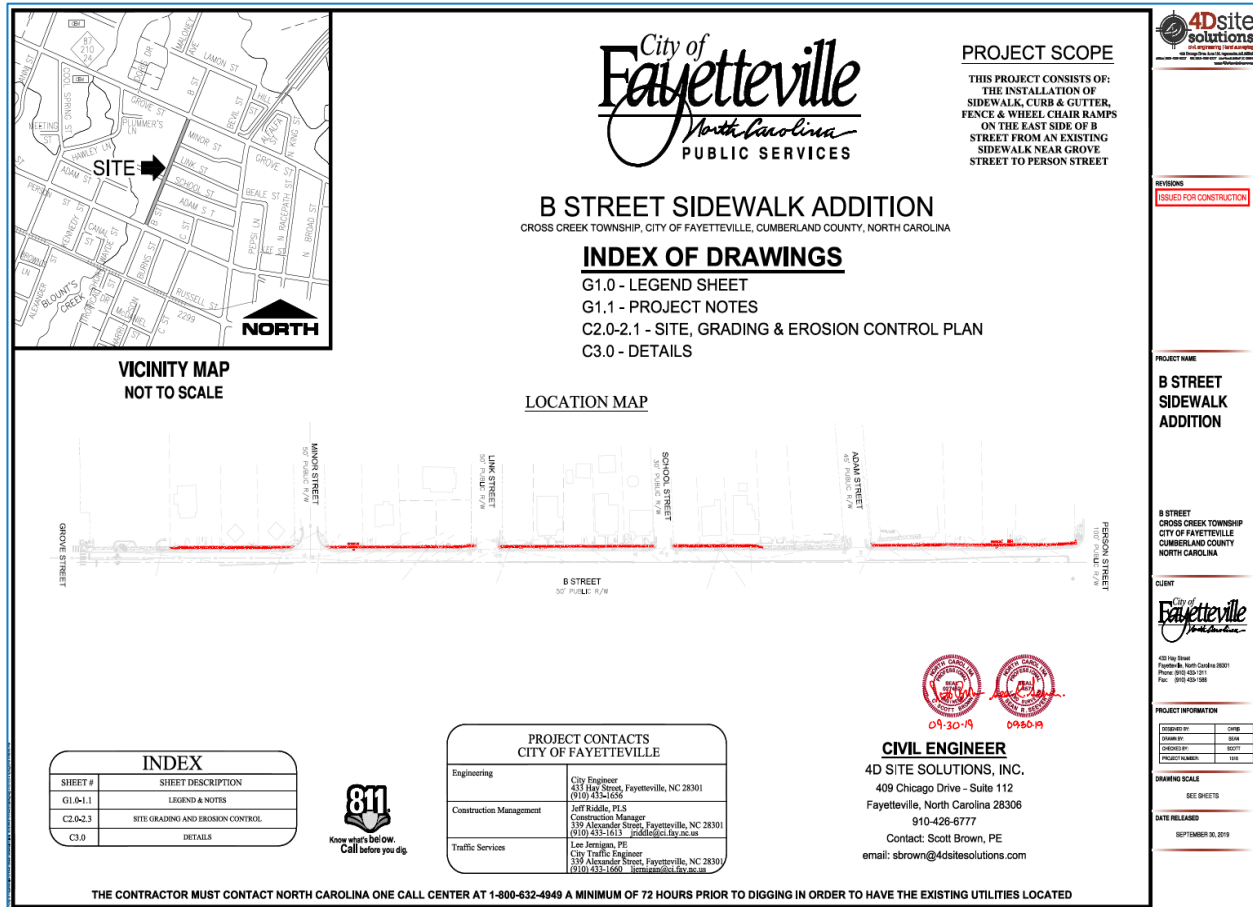
Let Date: TBD

Start Construction: TBD

Completion Date: TBD

Budget: \$150,000 (R/W and Construction)





Appendix H

CBA Toolkit – see aheadnc.org for more **Equitable Development** toolkits



Community Benefit Agreements

OVERVIEW

Community Benefit Agreements (CBAs) are contracts between developers and community coalitions to support equitable economic development. Successful CBAs provide benefits to both parties: Developers agree to incorporate benefits for low-income communities and communities of color into development projects, and community coalitions commit to publicly supporting the proposed projects. The legally binding agreements may be useful tools for large development projects at the local level. The strength of an agreement will depend on the inclusion of concrete deliverables and enforcement mechanisms that advance shared goals for a more equitable economy.

HOW IT WORKS

CBAs are most often driven by a community coalition. Effective coalitions include community stakeholders from as many perspectives as possible who have been organized prior to engagement with developers and who present a unified voice during negotiations. The coalition's negotiation power comes from its image as the representation of the community. If the coalition is fractured or there are disagreements within the community, the developer may not see engagement in negotiations as worthwhile. Meanwhile, cohesive coalitions are attractive partners in negotiation, as they can offer public support and prevent unnecessary delays in the development process.

Coalitions organize in response to a proposed development plan. Some coalitions review the local government's development plans to identify relevant projects. Other coalitions may mobilize in response to a recently announced development plan. In either case, the community coalition must understand the local development process. Members of the coalition should educate and align themselves on the issues arising from the proposed development.

Successful CBAs provide benefits for both the

WHAT YOU CAN DO

Track proposed development projects in your community. Further, identify projects where your local government is considering awarding incentives. Organize around these potential large-scale transformative projects.

Communities can leverage their political power by forming a coalition to negotiate with developers in their neighborhoods. Find resources on coalition building here: http://www.forworkingfamilies.org/sites/pwf/ASK/begin_building_coalition.html

During the negotiation process, emphasize the benefits to the developer of signing a CBA:

- **Public support from the coalition.**
- **Potentially streamlined public hearing process.**
- **Positive publicity.**

community and the developer. The community coalition will negotiate with the developer for specific, concrete benefits, such as hiring a certain percentage of local residents for the jobs created from construction, paying workers a living wage, and including direct investment from the developer into the community. It is important to stress the benefit that developers realize from avoiding active opposition from the community. Further, a developer's collaboration with the community may expand the participating market and increase shared prosperity to sustain and expand the benefits of any given development project.

To ensure the community actually benefits from the
(Continued on back)



Community Benefit Agreements

HOW IT WORKS (CONTINUED)

legally binding agreement, the CBA must include clear enforcement mechanisms and deliverables. For example, the Nashville MLS agreement described below created an advisory committee that included community members to monitor and enforce the CBA terms. Negotiators should insist on defining terms such as “affordable housing” and “minimum wage” to avoid vague, unenforceable promises from a developer.

CBAs are strong tools to use in large development projects that provide many resources to benefit the community. A coalition may decide that some projects are too small or not politically feasible candidates for organizing around. Once the coalition has identified a development project, the members can work to align all parties toward advancing shared prosperity and economic growth.

IMPACTS IN N.C. TO DATE

The North Carolina Justice Center is not aware of any CBAs in the state. However, upcoming development projects such as sports arena construction, public university expansions, and downtown construction would be prime opportunities for communities to organize. Moreover, as nonprofit hospitals in North Carolina look to meet requirements under the Affordable Care Act and address the health needs of the surrounding community and as private hospitals merge or close, there can be opportunities to direct these institutions to deliver community benefits as part of other existing processes.

A nearby example of a successful CBA exists in Nashville, Tennessee. The coalition Stand Up Nashville organized faith-based, labor, and community groups to negotiate affordable housing, minimum wages, community services, and workforce development commitments with the developer of the city's new Major League Soccer stadium.

ADDITIONAL RESOURCES

Nashville Major League Soccer CBA — bit.ly/nashvillesoccer

A library of CBAs — <http://www.forworkingfamilies.org/page/policy-tools-community-benefits-agreements-and-polices-effect>

Steps to a Successful CBA: Tips and Advice — <http://www.forworkingfamilies.org/sites/pwf/ASK/home.html>

Common Challenges in Negotiating CBAs & How to Avoid Them — <http://www.forworkingfamilies.org/resources/publications/common-challenges-negotiating-community-benefits-agreements-how-avoid-them>

Nonprofit Hospitals and the Community Health Needs Assessment — <https://www.communitycatalyst.org/initiatives-and-issues/initiatives/hospital-accountability-project/resources/document/Community-Benefit-and-Economic-Development.pdf>

CBAs can serve as a tool for communities to ensure that low-income residents and people of color benefit from the many development projects throughout the state.

Written by Rachel Salzberg

Appendix I

Central Campbellton Plan - Strategies & Status

Plan Coordination: consult appropriate plans

Plan name	Dept./Agency/Org	Applicable Categories
Future Land Use Map and Plan	Dev Svcs, Parks and Rec., ECD, Pub Svc, FAST	improved housing, greenways, development opportunities, public safety, community empowerment, connectivity, infrastructure
Fayetteville Downtown Urban Design Plan	Dev Svcs, Parks and Rec., ECD, Pub Svc	improved housing, greenways, development opportunities, community empowerment, connectivity, infrastructure
Fayetteville Comprehensive Pedestrian Plan	Dev Svcs, Parks and Rec., Pub Svc, FAST	greenways, public safety, community empowerment, development opportunities, connectivity, infrastructure
Metropolitan Transportation Plan (FAMPO)	Pub Svc, Dev Svc, FAST	public safety, connectivity, community empowerment, infrastructure
Transit Plan (FAMPO)	Pub Svc, Dev Svc, FAST	public safety, connectivity, community empowerment, infrastructure, development opportunities
Bicycle and Pedestrian Plan (FAMPO)	Pub Svc, Dev Svc, FAST	greenways, public safety, community empowerment, development opportunities, connectivity, infrastructure

Improved Housing

Program / Tactic / Opportunity	Dept./Agency/Org	Status
Neighborhood Revitalization	Habitat for Humanity, ECD	continuing
Homeowner Rehab Program	ECD	funds exhausted, waitlist full, not accepting applications
Emergency Repair	Urban Ministries, ECD	
Good Neighbor Homebuyer Loan	ECD	available to PD only
partner w developers for multi and SF housing; multiple price point: market rate, subsidized	ECD	concept
update zoning regulations and design requirements (per DT Plan)	Dev Svcs	in progress
update UDO and codes to allow for pop-up housing	Dev Svcs; ECD	concept

Greenways, Trails, and Parks

Program / Tactic / Opportunity	Dept./Agency/Org	Status
Blounts Creek trail extension (per DT plan)	Parks and Rec	
connect streets to adjoining neighborhoods (Kennedy, Hawley, Adams)	Pub Svc	concept
repair Linear Park Trail	Parks and Rec	
host events at Riverside Dog Park		concept
host events at Person St Park		concept

Blight and Vacant Properties

Program / Tactic / Opportunity	Dept./Agency/Org	Status
code enforcement	Dev Svcs	continuing
Blight Removal Program	ECD	funding available?
Commercial Exterior Imp. Pgm	ECD	funding available?
Community Signage/Beaut. Pgm	ECD	available
TARP	ECD	funding available?
Emergency Home Repair Pgm	Urban Ministries, ECD	

Public Safety and Community Empowerment

Program / Tactic / Opportunity	Dept./Agency/Org	Status
Community Watch, CPTED, and other crime prevention pgms	PD	continuing
increase participation and awareness, esp. thru electronic means	PD, ECD	concept
Home Protection Edu events	PD, ECD	concept
pedestrian scale street lights	Pub Svc	concept
midblock crosswalks	Pub Svc	concept
painted/decorated crosswalks	ECD, Pub Svc	concept
public art on muni infrastructure	ECD, Pub Svc	concept
sidewalks	Pub Svc	continuing
add historical signage	historical pres, ECD	concept
add gateway signage	ECD	concept
increase garbage bins and bulk pickup	sanitation	concept
improve bus stops/shelters	Pub Svc	concept
classes/events at library		continuing
survey residents re: awareness and use of library programs		concept
provide skills training and community-building events	ECD	concept
utilize Person St. and Riverside Dog parks by coordinating events there	Parks and Rec, ECD	concept
support groups/businesses that promote healthy lifestyle choices	ECD	concept
provide fitness events		concept

Central Campbellton Plan - Strategies & Status

Development Opportunities

Program / Tactic / Opportunity	Dept./Agency/Org	Status
redevelop vacant parcels	Habitat for Humamity, ECD	continuing
use Equitable Development tools (e.g., land banks)	ECD	concept
update Code Enforcement / legal tools to encourage property upkeep and re/development	Dev Svc, ECD	concept
require re/development to locate buildings along the street, with parking and service areas behind (per DT Plan)	Dev Svc	concept
institute zoning that permits a range of housing types (per DT Plan)	Dev Svc	in progress
address current Heavy Industrial zones to ensure compatible future development	Dev Svc	concept

Viable Businesses

Program / Tactic / Opportunity	Dept./Agency/Org	Status
Business Assistance Loan Program	ECD	continuing
Commercial Exterior Improvement Grant	ECD	continuing
Small Business Retention Grant	ECD	continuing
Small Business Development Grant	ECD	continuing
HUBZone, and other federal SBA pgms	ECD, CEED	
Opportunity Zone marketing	FayCumb EDC, ECD	(must be revived)
expand Commercial Corridor Revitalization Program	ECD	concept

Connectivity

Program / Tactic / Opportunity	Dept./Agency/Org	Status
install sidewalk on B Street	Pub Svc	hiatus?
add enhanced shoulders / rumble strips	Pub Svc	concept
increase number and visibility of crosswalks	Pub Svc	concept
create on-street parking between Minor and Link Sts	Pub Svc	
sidewalk improvement, wayfinding on Cool Spring St (per DT Plan)	Pub Svc	concept
Linear Park flood repairs (per DT Plan)	Parks & Rec	hiatus
Blounts Creek extension to Cross Creek trail (per DT plan)	Parks & Rec	hiatus?
integrate bicycle infrastructure and connect to trail and greenway network (per DT Plan)	Parks & Rec, Pub Svc	concept
Blounts Creek extension from Russell to Person St	Parks & Rec	concept
strategies from pending Parks and Recreation Master Plan	Parks & Rec	concept

Infrastructure

Program / Tactic / Opportunity	Dept./Agency/Org	Status
add pedestrian scale streetlights to match Downtown	Pub Svc	concept
improve Hay and Green Sts with right-sized travel lanes and pedestrian friendly streetscapes (per DT Plan)	Pub Svc	concept
Person Street roundabout	Pub Svc	hiatus
additional trash receptacles (and bulk pickup)	Sanitation	concept
bus stop improvements: shelters, lighting, seating, 911 boxes, solar-powered fans, etc.	Dev Svc, Pub Svc	concept
murals ordinance	Dev Svc	in progress
high visibility crosswalks, including midblock and decorated (public art)	ECD, Pub Svc	concept
B Street Sidewalk	Pub Svc	hiatus
enhanced shoulders, add'l sidewalks	Pub Svc	concept
adopt a Complete Streets policy, including road diets and stormwater mitigation (per DT Plan)	Pub Svc	concept
S. Cool Spring St: road diet, streetscapes	Pub Svc	concept
pocket parks: community gardens	Parks & Rec	concept
add street plantings to enhance canopy along smaller streets	Pub Svc	concept
bury powerlines		concept