

City of Fayetteville

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

Meeting Agenda - Final City Council Work Session

Monday, January 4, 2021

5:00 PM

Council Chamber

1.0 CALL TO ORDER

2.0 INVOCATION

3.0 APPROVAL OF AGENDA

4.0 OTHER ITEMS OF BUSINESS

4.01 [20-1623](#) State Action Plan FY21 Discussion

Attachments: [010421 State Action Plan 2021](#)

4.02 [20-1686](#) Airport - FCEDC Brief on FAY Airport Business Development Strategy

Attachments: [FCEDC Airport Plan 12.1.20.pdf](#)

4.03 [20-1639](#) Solid Waste Report on Proposed Options to Transition to Biweekly Recycling Collection

Attachments: [In-House Recycling Comp Summary](#)
 [Biweekly Recycling Presentation](#)

4.04 [20-1662](#) Introduction to Our Employer of Choice Framework

Attachments: [EOC Presentation to CC](#)
 [NC Peer Comps](#)

4.05 [20-1667](#) Diversity, Equity, and Inclusion Internal and External Committees Update

Attachments: [Proposed Task Force Selection Process - Draft](#)

4.06 [20-1615](#) American with Disabilities Act - Self-Evaluation, Transition Plan, and Public Involvement Plan

Attachments: [ADA Transition Plan - WS - 4 Jan 20](#)

5.0 ADJOURNMENT

CLOSING REMARKS

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

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City Council Action Memo

File Number: 20-1623

Agenda Date: 1/4/2021

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.01

TO: Mayor and Members of City Council

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

FROM: Kevin Arata, Corporate Communications Director

DATE: January 4, 2021

RE:

State Action Plan FY21 Discussion

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal 6: Collaborative Citizen and Business Engagement

Objective 6.1: Ensure collaborative relationships with the business community, local governments, military, and stakeholders

Executive Summary:

None

Background:

On June 1, 2020, City Council advised the City Manager to hire a state lobbyist. This has enhanced the City's ability to seek assistance from its state representatives. The City will find new resources by engaging with the state government to pursue funding assistance for strategic focus areas identified in the State Action Plan. These efforts ensure protection and preservation of essential community assets and resources, allowing all areas of the community to thrive.

The State Action Plan is the result of input from the Mayor, City Council, and staff members. The draft of the State Action Plan was presented to Council during a Regular

Meeting on October 26th, 2020. Council expressed a desire to bring this item to a Work Session to discuss it before adopting it in a future meeting.

City Council met in small groups with the lobbyists from Kilpatrick Townsend during the first week of December to give them feedback on the state action plan. The attached PowerPoint is the most up to date iteration of the plan.

Issues/Analysis:

None

Budget Impact:

None

Options:

None

Recommended Action:

None

Attachments:

City of Fayetteville 2021 State Action Plan



State Action Plan 2021

January 4, 2021



- Support efforts to enhance local control of occupancy, food, and beverage revenues
- Support full restoration of annexation authority
- Oppose legislation that would change distribution of local sales and use taxes that would negatively impact the City's budget



- Support restoration of funds available for State Maintenance Assistance Program (SMAP) from the Department of Transportation
- Seek DOT funding to support current public transit and transportation program
- Support restoring the Airport Improvement Program to full funding
- Support restoring Powell Bill distributions and oppose any efforts to cut funding

- Identify and seek Department of Environmental Quality (DEQ) funding opportunities to support stormwater infrastructure



- Identify and seek Department of Transportation (DOT) funding opportunities to support sidewalk maintenance, repairs, and resurfacing



- Support efforts to enhance the City's broadband infrastructure



Emergency Planning

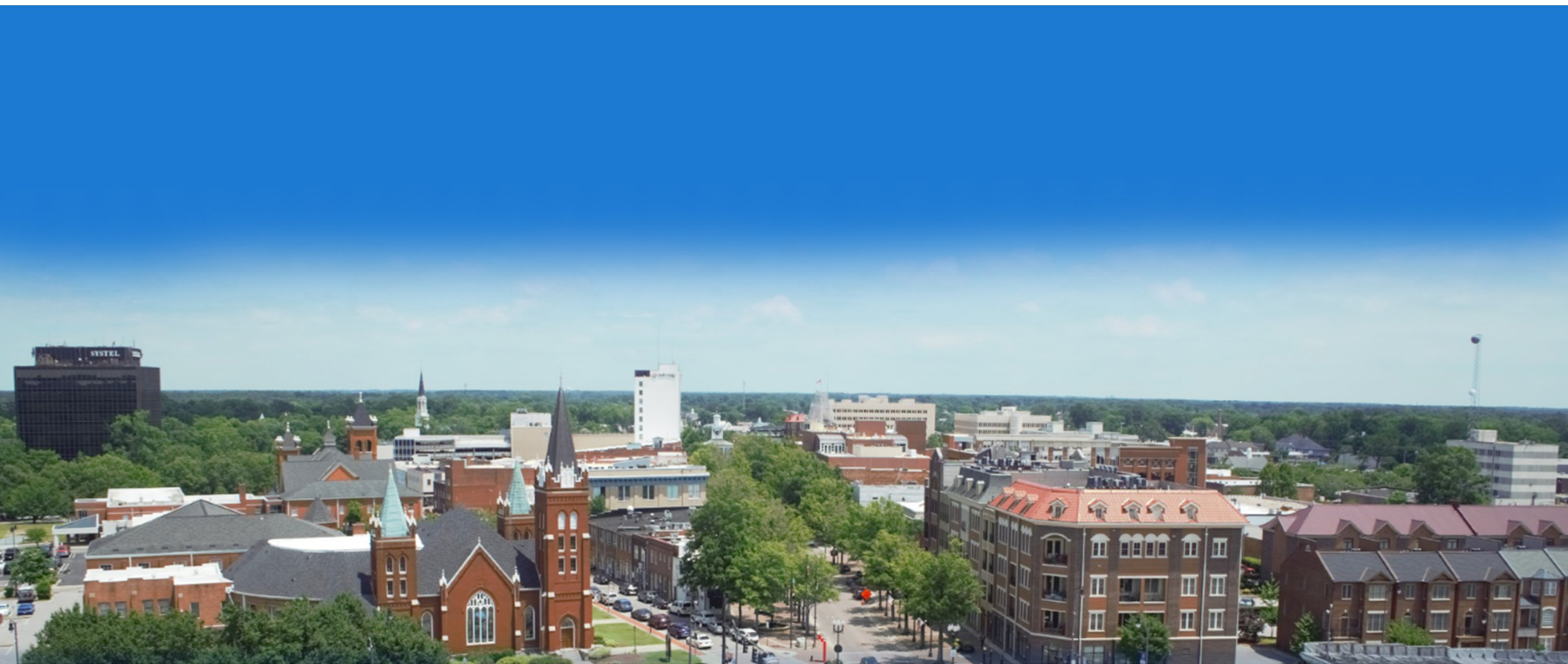
- Identify and seek funding opportunities from the North Carolina Office of Recovery and Resiliency to support resiliency planning as well as hurricane and flood recovery
- Support efforts to sustain funding for North Carolina Search and Rescue Teams



- Support opportunities to increase access to affordable housing
- Support efforts to preserve local control of outdoor advertising
- Support efforts to preserve local control of short-term rentals within the City
- Oppose legislation that places limitation on local government regulations concerning tree removal
- Identify and seek funding opportunities from the Land and Water Conservation Fund for outdoor recreational needs

- Support additional funding on matters of public safety
- Support efforts to preserve local control of pension systems
- Support efforts to increase fines relating to red light speeding cameras





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City Council Action Memo

File Number: 20-1686

Agenda Date: 1/4/2021

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.02

TO: Mayor and Members of City Council

THRU: Telly Whitfield, PhD, Assistant City Manager

FROM: Toney Coleman, PhD, A.A.E., Airport Director

DATE: January 4, 2021

RE:

FCEDC Brief on FAY Airport Business Development Strategy

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal 2: Responsible City Government Supporting a Diverse and Viable Economy

Objective 2.4: Sustain a favorable development climate to encourage business growth.

Goal 4: Desirable Place to Live, Work and Recreate

Objective 4.1: Maintain public transportation investments with high quality transit and airport services.

Executive Summary:

- At the December 7, 2020 City Council Work Session, the Airport Director briefed Council on the current operational and financial status of FAY amidst COVID-19
- Airport Consultant Doug Banez discussed the Market Place in which FAY operates and how FAY plans to take advantage of the opportunities that exist in that environment.
- Incumbent Airline Representatives from American and Delta presented their perspectives on air service at FAY and answered Council questions.
- In the interest of time, Robert Van Geons of FCEDC provided a cursory overview of the FAY Airport Business Development Strategy
- It was City Council's desire that Mr. Van Geons return at the January 2021 Work Session for a more in-depth presentation of the data.

Background:

The Fayetteville Cumberland County Economic Development Corporation (FCEDC) is working with the Fayetteville Regional Airport (FAY) to design a series of economic development initiatives in conjunction with the Airport's Master Plan. This will require a collaboration of multiple partners sharing knowledge, experience, and vision to form a comprehensive strategy for the airport and surrounding areas.

Issues/Analysis:

N/A

Budget Impact:

TBD

Options:

N/A

Recommended Action:

N/A

Attachments:

Fayetteville Regional Airport (FAY) Airport Business Development Strategy



AIRPORT BUSINESS DEVELOPMENT STRATEGY



Airport Business Corridor – At a Glance

The Fayetteville Cumberland County Economic Development Corporation (FCEDC) is working with the Fayetteville Airport (FAY) to design a series of economic development initiatives in conjunction with the Airport's Master Plan. This will require a collaboration of multiple partners sharing knowledge, experience, and vision to form a comprehensive strategy for the airport and surrounding areas.

Fayetteville Airport



Site Development Opportunities



Goals

Create Premier Airport Sites

Market to Existing Businesses for Growth

Market for New Business Attraction

Develop Airport Corridor

Physical Development /Redevelopment

Invest in the Airport and Expand Service

TABLE OF CONTENTS

EXECUTIVE SUMMARY2

AIRPORT BUSINESS CORRIDOR STRATEGY3

GOAL: CREATE PREMIER AIRPORT SITES THAT ATTRACT NEW INVESTMENT.....4

GOAL: MARKET INTERNALLY TO EXISTING BUSINESSES FOR GROWTH AND EXPANSION.....7

GOAL: MARKET EXTERNALLY FOR NEW BUSINESS ATTRACTION8

GOAL: DEVELOP THE AIPORT CORRIDOR 11

GOAL: PHYSICAL DEVELOPMENT / REDEVELOPMENT..... 13

GOAL: INVEST IN THE AIRPORT AND EXPAND AIR SERVICE..... 16

TIMELINE: 18

APPENDICES (PENDING FINAL UPDATE) 19

EXECUTIVE SUMMARY

As a primary gateway to Fayetteville for many corporate decision-makers, potential job creators, and leaders of existing industries, we are proud of our airport as it stands today. At the same time, we believe we have only begun to tap its potential as an economic development engine for Fayetteville and Cumberland County.

The Fayetteville Airport is a powerful economic engine serving 461,000 passengers a year, supporting 4,410 jobs, and providing more than \$27 million in state and local tax revenue. With a recently completed \$23 million renovation in its first phase and an additional \$33.5 million modernization project underway, revenue generated by FAY is being reinvested in our community. Our airport also serves as a major point of entry, and first impression, for corporate travelers, creating opportunities for Fayetteville and Cumberland County to attract new business, investment, and job creation.

Currently served by American and Delta airlines, FCEDC is actively supporting the airport's efforts to secure additional destinations and/or carriers. Our recent survey of existing businesses identifies substantial opportunities for increased capture within the local market if certain service enhancements are implemented. Combined with the additional physical improvements underway, innovative services and experience offerings could significantly increase usage by local residents and business travelers.

There are currently four identified development sites at the airport totaling more than 130 acres that provide immediate growth opportunities. These sites align themselves with FCEDC's expanded business attraction program targeting aerospace, aviation, defense, and innovative manufacturing. FCEDC's marketing strategy to attract businesses to airport sites includes direct recruitment efforts, new marketing materials, packaging of shovel ready sites, and promotion at tradeshow and industry events.

To successfully leverage the airport's potential as an economic development asset, we strongly recommend the City of Fayetteville and Cumberland County collaboratively partner to create an **Airport Development Corridor** addressing zoning, land use, infrastructure, streetscape, and future land acquisition. Separately, expanded due diligence is currently underway for identified construction sites, including projected costs to extend required infrastructure. Current and recommended efforts incorporate site-specific cost estimates and development scenarios into targeted specific recruitment packages, delivered via multipronged marketing strategies. This report includes a summary of newly initiated efforts, as well as recommendations for an expanded, comprehensive marketing initiative.

The FAY Airport can be a transformative economic development catalyst for Fayetteville. With available sites both "inside the fence" and within the surrounding area, the airport can be leveraged to bring new investment, expand the non-residential tax base, create new jobs, and advance the city's broader economic development goals. With the continued support of the City Council, Airport Commission, and economic development partners, FAY can exponentially increase its already positive impacts on the local economy.



NCDOT DIVISION OF AVIATION - 01/07/19

AIRPORT BUSINESS CORRIDOR STRATEGY

Goal: Create Premier Airport Sites that Attract New Investment

- Strategy: Invest in Airport Site Development Opportunities

Goal: Market Internally to Existing Businesses for Growth and Expansion

- Strategy: Existing Business Retention and Expansion at the Airport

Goal: Market Externally for New Business Attraction

- Strategy: Businesses Recruitment

Goal: Develop the Airport Corridor

- Strategy: Control, Plan, Invest In, and Develop the Airport Corridor

Goal: Physical Development / Redevelopment

- Strategy: Invest in Infrastructure and Site Acquisition

Goal: Invest in the Airport and Expand Air Service

- Strategy: Continued Support of Airport Renovations
- Strategy: Expand Airport Marketing to Increase Usage by Residents & General Public
- Strategy: Leverage Community Support for Expanded Air Service

GOAL: CREATE PREMIER AIRPORT SITES THAT ATTRACT NEW INVESTMENT

What Has Been Accomplished:

In collaboration with the Airport Director, four available sites have been identified for future growth opportunities – both inside and outside the fence – each with varying degrees of due diligence completed. FCEDC is analyzing utilities to determine capacities for water and sewer in these areas. Through a series of meetings with PWC leadership and engineering firms, FCEDC has established cost estimates for the infrastructure improvements to serve the sites in various development scenarios. We have collaborated with the city and county's development services and FAMPO when determining development projects, referencing the land use plans as appropriate, to ensure the projects align with the airport's master plan.



Four sites identified as areas of opportunity for future growth.

Available plots include:

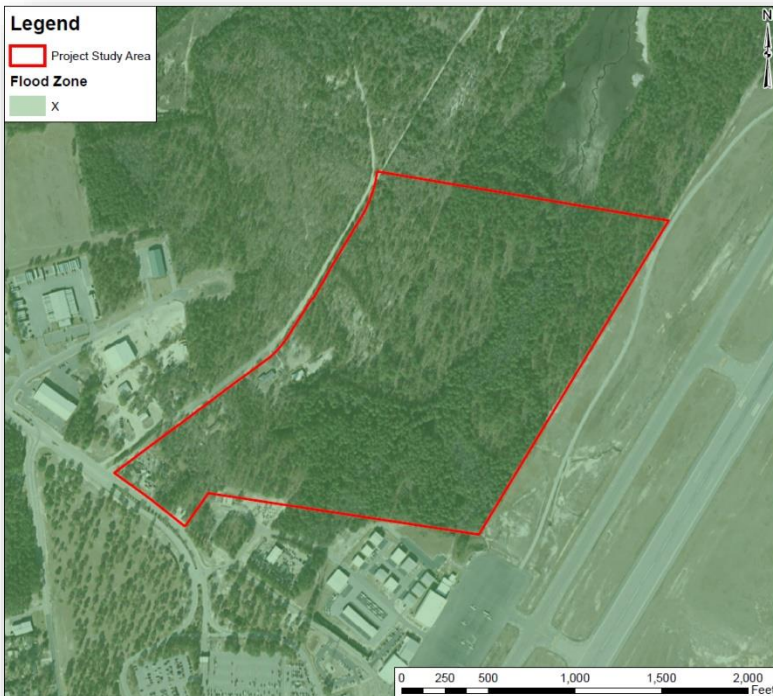
- 27.9-acre site
- 28.8-acre site
- 26.9-acre site
- 45-acre site

The Airport's Adopted Master Plan shows just a small portion of the development potential available at FAY.



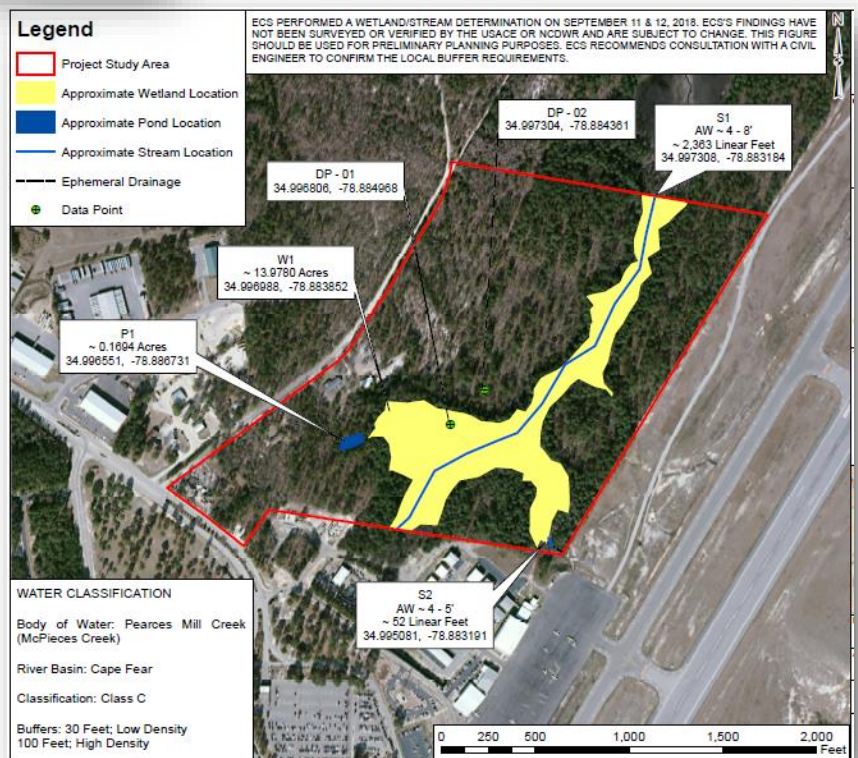
Expanding companies seek out developed and qualified industrial sites. Due diligence assessments lower risk for the company and shorten development timelines. By investing in site development, Fayetteville and Cumberland County will be more competitive for economic development projects.

FCEDC has partnered with ECS Southeast, LLP to complete wetlands delineation on a site west of the main runway to determine how the area could be developed. The wetland delineation was completed for 82-acres of land located at the intersection of Airport Road and Pine Haven Drive. The report determined that a system of culverts could be installed to cross the wet areas of identified streams and wetland areas, if needed, for future development. Additional environmental due diligence is being discussed for other sites.



Identified sites are studied for wetlands, endangered species, and geotechnical evaluation.

Once wetlands, streams, ponds, and drainage points are delineated, the remaining areas can be considered for new development.



Strategy: Invest in Airport Site Development Opportunities

ACTION STEPS:

- ⦿ Identify and analyze potential development areas and sites
- ⦿ Inventory recent, third-party impact studies regarding FAY
- ⦿ Rank potential areas and sites based on developability
- ⦿ Complete due diligence on top ranked development sites - Phase 1, geotechnical study, wetlands identification, cultural resources, threatened and endangered species, etc.
 - Apply for the ElectriCities Smart Sites Program, which provides due diligence assessments and site planning, to provide a marketing distinction
 - Submit to the NC Site Certification Program to provide a marketing distinction. Benefits of the program include special marketing and distinction on the website.
- ⦿ Conduct an analysis to inform the specifications for speculative hangar building development
- ⦿ Develop site-specific 3D renderings and cost options on top-ranked sites
- ⦿ Create a virtual presentation of top-ranked sites such as virtual tours, example virtual buildings, drone videos of the airport corridor and its relationship to the site

Budget:

- Due Diligence (Phase 1, geotechnical, wetlands identification, cultural resources review): \$40,000 (\$20,000 per site)
- 3D Renderings: \$5,000
- Virtual Tours: \$7,500
- Preliminary Grading, Hangar Design and Rendering Estimates: \$15,000 – \$30,000

GOAL: MARKET INTERNALLY TO EXISTING BUSINESSES FOR GROWTH AND EXPANSION

What Has Been Accomplished:

FCEDC staff has been working with North Carolina Military Business Center and research partners to capture information on defense, aerospace, and aviation related operations in Cumberland County and their decisions regarding company travel and what drives those choices. Through its ongoing business retention and expansion program, the EDC meets with companies regularly to determine the needs of their industry and identify solutions to improve their business model and competitiveness. Additionally, when applicable, there are ongoing conversations regarding supply chain enhancements, logistical advantages/disadvantages, and establishing connections with partnering businesses. Ultimately this can improve their cost of doing business in Fayetteville and help recruit second and third tier suppliers to the area. FCEDC is targeting the following companies to capture more businesses in and around the Fayetteville Regional Airport.

COMPANY	ADDRESS	CITY
THALES USA INC	4155 FERNCREEK DR	FAYETTEVILLE
CENTURION AVIATION SVC	3001 CONTROL TOWER RD	FAYETTEVILLE
SIGNATURE FLIGHT SUPPORT	3003 CONTROL TOWER RD	FAYETTEVILLE
ROGERS AIRCRAFT SVC	406 HANGAR RD	FAYETTEVILLE
CAPE FEAR AVIATION	7154 BUTLER NURSERY RD	FAYETTEVILLE
GENERAL DYNAMICS CORP	3305 HONEYCUTT RD	FORT BRAGG
DYN CORP INTL INC	1 FORT BRAGG	FORT BRAGG
MAG AEROSPACE	3400 WALSH PKWY	FAYETTEVILLE
CACI	3611-C RAMSEY ST.	FAYETTEVILLE
LOCKHEED MARTIN	2919 BREEZEWOOD AVE	FAYETTEVILLE
GENERAL DYNAMICS	3305 HONEYCUTT RD.	FORT BRAGG
NORTHROP GRUMMAN	4317 RAMSEY ST.	FAYETTEVILLE
L3 HARRIS	4200 MORGANTON RD	FAYETTEVILLE
RAYTHEON	ALEXANDER ST	FORT BRAGG
THALES COM	4155 FERNCREEK DR	FAYETTEVILLE
BAE SYSTEMS	1022 LILINGTON HWY	SPRING LAKE
AEVEX AEROSPACE	214 BURGESS STREE	FAYETTEVILLE
SIERRA NEVADA CORP	3139 DOC BENNETT RD	FAYETTEVILLE

Strategy: Existing Business Retention and Expansion at the Airport

ACTION STEPS:

- ⦿ Engage with businesses that have direct ties to or are frequent users of FAY to gather input and recommendations
- ⦿ Identify key contacts and drivers with regards to corporate travel decisions
- ⦿ Review the current Wi-Fi traveler survey to ensure it captures and can segment business travelers regarding their unique needs and use the results to develop specific inducement strategies
- ⦿ Target companies within the supply chains of existing businesses
- ⦿ Establish online networking and discussion groups for businesses in and around the airport (e.g. LinkedIn discussion group). Once meetings resume, host networking meetings (e.g. lunch-and-learns).
- ⦿ Create opportunities for the Airport Director to engage with existing industries to discuss opportunities at and around the airport
- ⦿ Implement promotional strategies to increase airport usage by local companies for commercial and corporate jet travel

Budget:

- Organizing, staffing, and hosting meetings and networking events - \$5,000
- Professionally designed and administered business traveler survey, with individual calls – TBD
- Promotional strategies to increase airport usage by local companies - TBD

GOAL: MARKET EXTERNALLY FOR NEW BUSINESS ATTRACTION

What Has Been Accomplished:

Each year, General Aviation aircraft based at FAY contribute approximately \$350,000 of tax revenue to the city and county (Airplanes = \$22,602,498, Helicopters = \$3,383,000). In addition to adding to the tax base, the company creates high paying jobs, provides a source of revenue for the airport, and connects the community to the world. Paying for public services used, attracting additional aircraft, and attracting associated support operations is a top priority for economic development. Believing that FAY is a potential laden economic development asset, FCEDC has attended, sponsored, developed materials for, and spoken at more than a dozen events for companies in related sectors. These include:

Towards this Goal, FCEDC has participated in the following promotional events:

- ⦿ 2018 Southeast Region Aerospace Supply & Services Summit (Winston-Salem, NC), Aug 15-16, 2019
- ⦿ HAI Helicopter Expo (Atlanta, GA), March 5-7, 2019
- ⦿ AAAA Army Aviation Summit (Nashville, TN), April 15-16, 2019
- ⦿ SpeedNews Aerospace Manufacturing Conference (Greensboro, NC), May 7-8, 2019
- ⦿ SOFIC- Special Operations Forces Industry Conference (Tampa, FL), May 20-23, 2019
- ⦿ SelectUSA (Washington DC), June 6-10, 2019
- ⦿ Aerospace Manufacturing Conference (Greensboro, NC), May 7-8, 2019
- ⦿ NC Military Business Center Aerospace Conference (Raleigh, NC), August 12-13, 2019

Strategy: Business Recruitment

FCEDC intends to continue its efforts to attract new operations to FAY by participating in relevant promotional events and activities. Proposed 2020/2021 Schedule of Aviation Events for FCEDC (Limited due to COVID-19):

- ⦿ NBAA Business Aviation Convention - October 2020
- ⦿ Precision Strike Technology Symposium – October 2020
- ⦿ Canadian Aerospace Summit - November 2020
- ⦿ Commercial Aviation Industry Suppliers Conference - March 2021
- ⦿ Aero Def Manufacturing - March 2021
- ⦿ Army Aviation Mission Solutions Summit - April 2021
- ⦿ Aerospace Manufacturing Conference - May 2021
- ⦿ Farnborough International Air Show - July 2021



We recommend the development of “turnkey” development packages as a tool to recruit new investment:

FAY has numerous options available to accommodate new tenants and hangar construction. With minimal grading and the extension of infrastructure, FAY has the needed capacity to accommodate everything from single prop planes (T Hangars Right) to Airbus 380s.



This example was developed for a project looking for a minimum 25-acre site with direct inside the fence access to a 6,500+ airport runway and additional room for 3 new hangars (sizes not specified). Specifically, a runway that can accommodate a Boeing 747 / Airbus A380.

With multiple, preapproved layout options in hand, expedited development packages can be pitched to corporate aircraft owners and aerospace companies (sample for discussion purposes only).



ACTION STEPS:

- ⦿ Develop comprehensive recruitment marketing packages designed to target new aviation/aerospace operations and promote these opportunities at trades shows, direct marketing outreach, and utilizing our network of partners
- ⦿ Target industry sectors: aerospace, aviation, defense, logistics, food, innovative manufacturing, and corporate services
- ⦿ Increase digital marketing to logistics, food, and innovative manufacturing, which are expected to expand due to the economic changes caused by the pandemic
- ⦿ Market specifically to corporate aviation entities and private airlines to capitalize on potential to construct large hangar spaces, potentially exceeding 100,000 sq. ft. (example page 9)
- ⦿ Expand business recruitment efforts by attending industry recruitment events, including trade shows such as NBAA (National Business Aviation Association) and SpeedNews
 - While business travel is limited, increase digital lead generation and attend virtual meetings
- ⦿ Produce elevated marketing materials including new multimedia, digital, and direct outreach campaigns, complimenting existing airport efforts
 - Develop virtual tours (see above) of airport sites and the corridor area
- ⦿ Share recruitment strategy with marketing partners like NC Southeast and Economic Development Partnership of North Carolina and leverage regional and state recruitment programs
- ⦿ Support the airport's plans to construct new "T Hangar" spaces to accommodate smaller aircraft
- ⦿ Consider the construction of a "speculative" hangar capable of accommodating larger corporate jets or multiple smaller aircraft (recommend a minimum of 15,000 square feet)
- ⦿ Create an Airport Development Zone that would include incentives for new operators and aircraft to locate at FAY
- ⦿ Partner with Cumberland County to create an "Airport Growth Fund" utilizing a portion of the annual property taxes generated by based aircraft that could be used to build additional hangar space

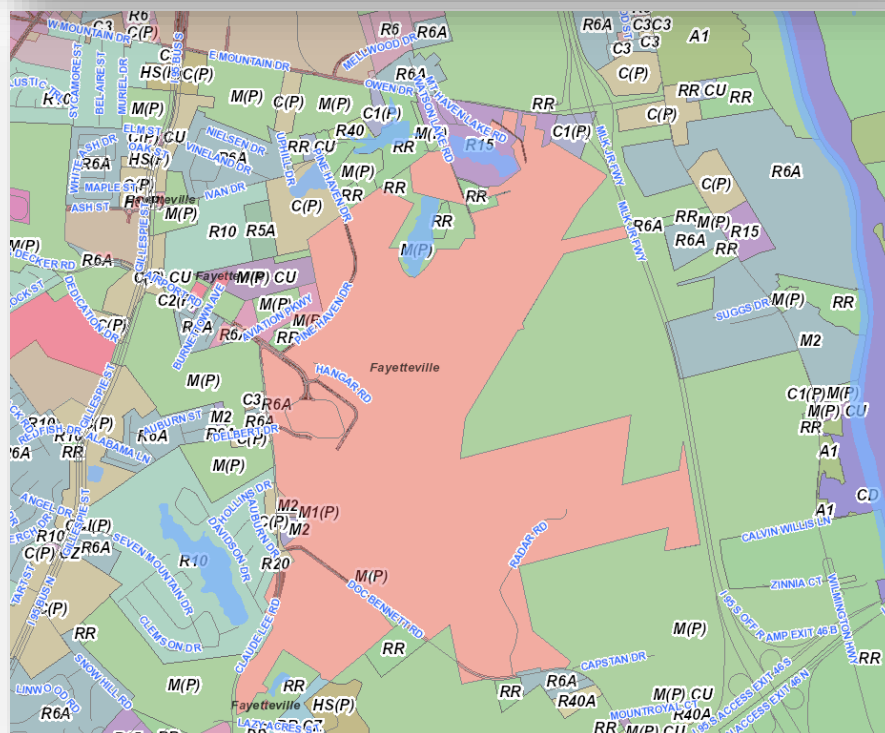
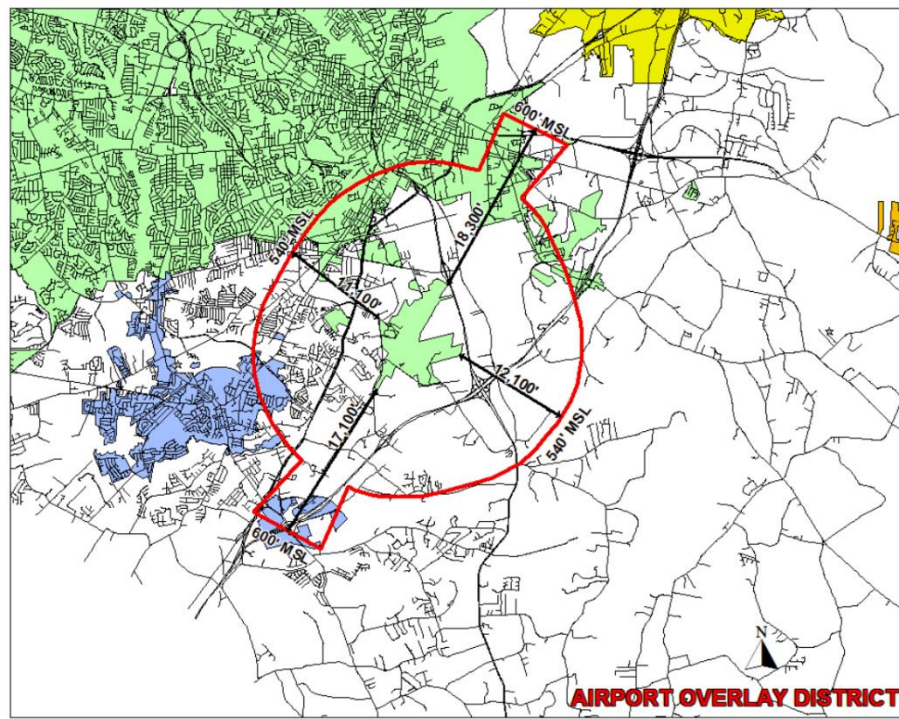
Budget:

- Estimated conference fees and expenses: \$15,000 (25% available as part of FCEDC Program of Work)
- Creation and targeted distribution of "turnkey" development opportunities: \$12,000
- Cost of 15,000 square foot speculative hangar: \$2.5 million
- Annual reinvestment of revenue generated directed toward "Airport Growth Fund": - TBD

GOAL: DEVELOP THE AIPORT CORRIDOR

Airport Corridor: Exits 44 and 46 on I-95, Hwy 87 area close to the Airport, Hwy 301 close to the Airport, Black & Decker Road, Coliseum Area

FCEDC recommends the City of Fayetteville and Cumberland County leverage the Airport Overlay District to address zoning, land use, infrastructure, site development, and streetscape. This development corridor plan is critical to capturing business investment opportunities in the airport area.



What Has Been Accomplished:

In conjunction with this effort, FCEDC organized meetings with city, county, and state officials to discuss current land use plans, areas of concern, and strategies to ensure future growth. Recommendations include increased collaboration between the city and county, proactive efforts to limit new residential development directly adjacent to FAY and pursuing designation as a Foreign Trade Zone (FTZ) magnet site.

Company's in Cumberland County are eligible for FTZ designation under Foreign-Trade Zone #214, which is managed by N.C. Department of Transportation. Businesses operating within Southeastern North Carolina's FTZ may apply for a "usage driven" designation, which allows U.S.-based companies to defer, reduce, or even eliminate Customs duties on products admitted to the zone. Larger development opportunities can pursue a proactive "Magnet Site" designation. We believe our Airport is well positioned for businesses that would operate on land controlled by the airport, where enhanced security is in place. Efforts are underway with the management Foreign-Trade Zone #214, and staff is working to develop a list of the advantages and disadvantages of pursuing "Magnet Site" designation.

Strategy: Control, Plan, Invest In, and Develop the Airport Corridor

ACTION STEPS:

- ⦿ Leverage the Airport Business Corridor for business attraction, existing business retention and expansion, and FTZ development
- ⦿ Plan corridor land use that includes exits 44 and 46 on I-95, Hwy 87 area close to the airport, Hwy 301 close to the airport, Black & Decker Road, and the coliseum area
- ⦿ Establish an MOU between Cumberland County and the City of Fayetteville to encourage growth at FAY and the surrounding area.
- ⦿ Review and update zoning to align with development goals
- ⦿ Update surrounding city and county land use plans to align with development goals
- ⦿ Limit residential development along primary access corridors and where conflict is greatest
- ⦿ Proactively track the availability of adjacent properties and acquire land when feasible to reduce potential hazards
- ⦿ Acquire property for nonresidential development (*Properties should NOT be acquired utilizing airport funds due to the regulatory constraints under which they must operate)
- ⦿ Invest in transportation improvements
- ⦿ Invest in streetscape along primary access routes
- ⦿ Identify all companies around the airport that might benefit from the FTZ
- ⦿ Target companies in our recruiting efforts that could benefit from the FTZ

Budget:

- Transportation improvement investments: TBD
- Airport streetscape: Estimates TBD
- Identify and secure anchor FTZ tenants and pursue magnet designation: TBD

GOAL: PHYSICAL DEVELOPMENT / REDEVELOPMENT

What Has Been Accomplished:

While developing this strategy, FCEDC met with city and county planning officials to discuss development opportunities, land use, and zoning along Airport Road and 301. Due to its high visibility and dramatically varying land uses, we recommend acquiring the existing, residentially zoned / developed properties along this route with the goal of redevelopment. A joint planning effort is recommended to develop an integrated plan for US-301 North toward Crown Coliseum.



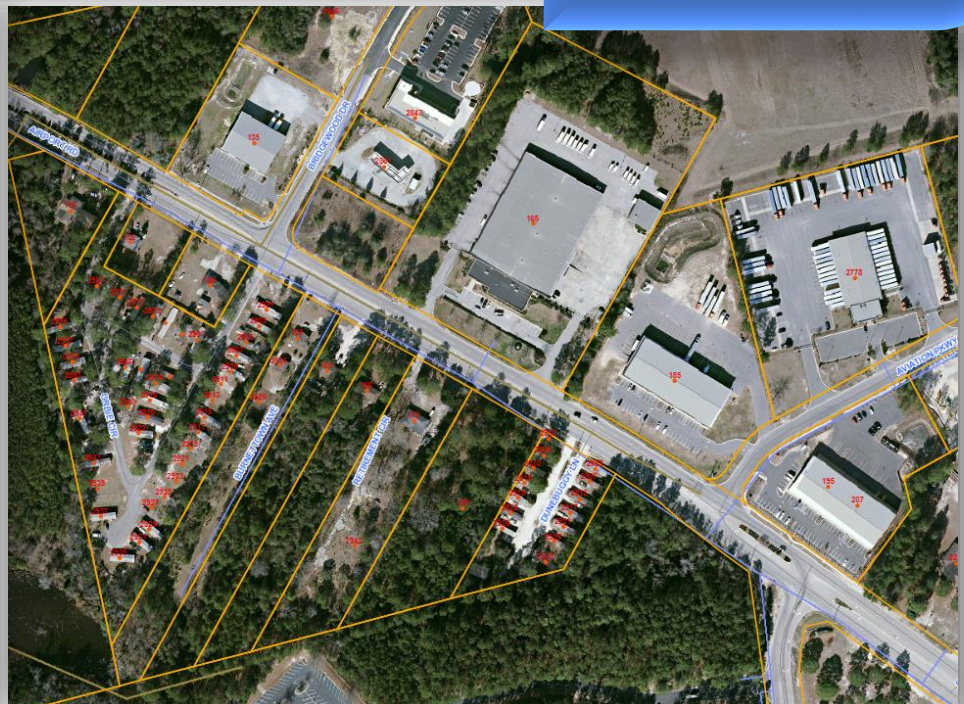
Left: Airport Corridor in its current state, a mix of airport industrial land across the street from non-conforming residential mobile home parks.

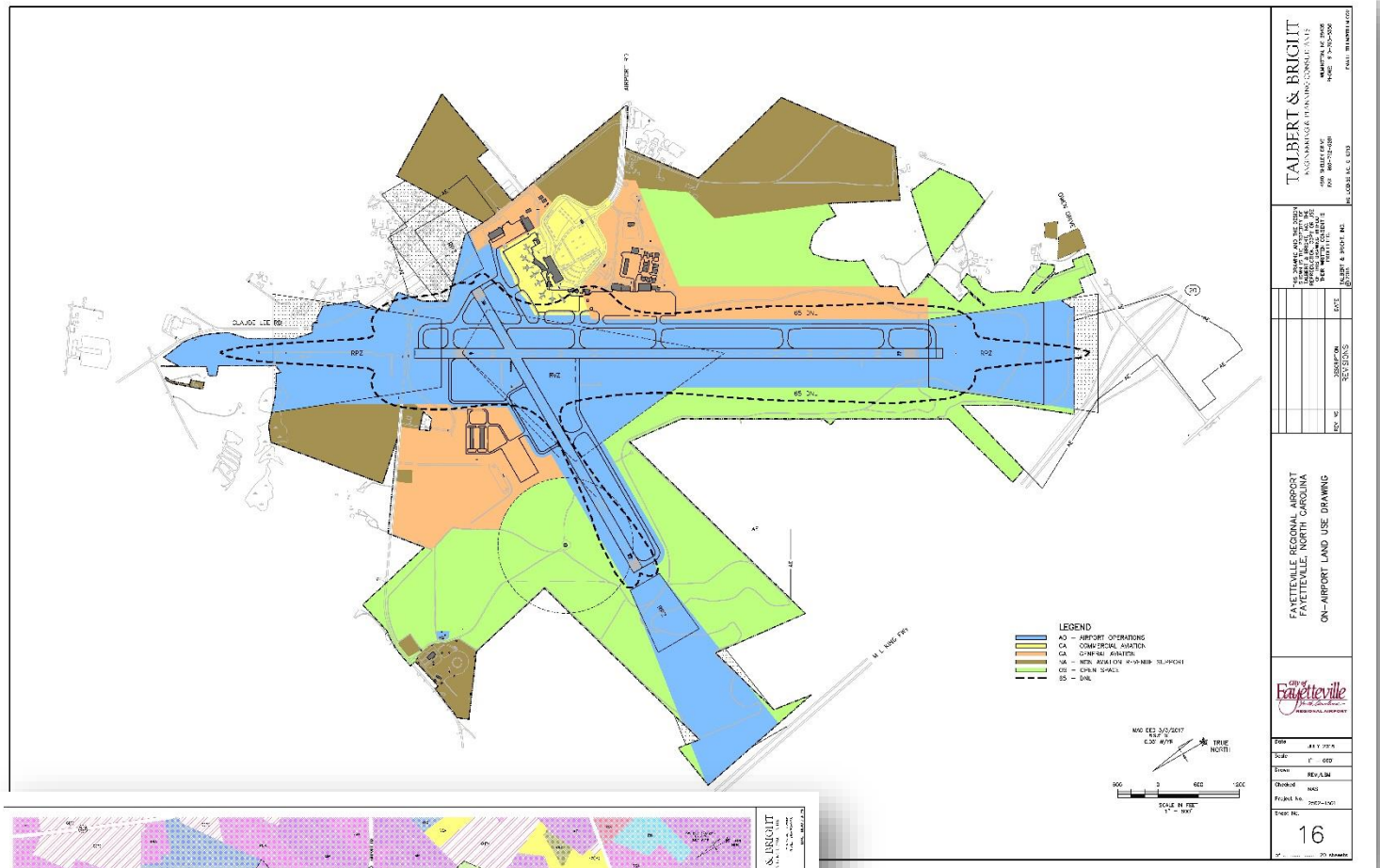
The reasonable planning of the airport corridor and transport plays an important role in the development of air transportation industry and the construction of an urban traffic system. By investing money into land improvements, this area can become a powerhouse of economic growth for the city.

Right: Highlights the same region as the above photo, but with 3D visuals.

Recommended Parcels:

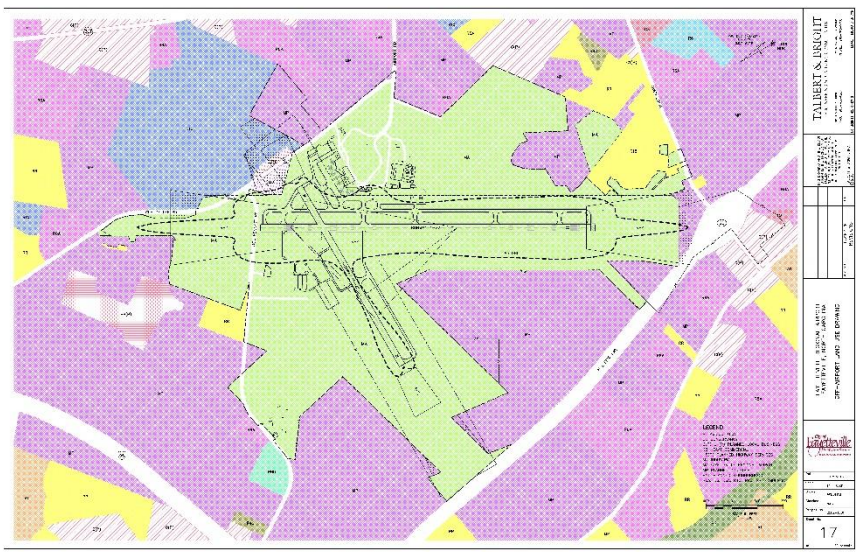
- 0435-13-8871: 1.7 acres
- 0435-13-6863 :2.75 acres
- 0435-13-3824: 2.04 acres
- 0435-13-2815: 2.30 acres
- 0435-13-1828: 2.37 acres
- 0435-04-9049: 6.50 acres
- 0435-13-4864: 2.64 acres
- 0435-04-9445: .6 acres
- 0435-04-7522: 1.27 acres
- 0435-14-0388: .58 acres





Above: The airport land use plan.

Left and Below: Properties in the land use plan area that could be redeveloped.



Strategy: Invest in Infrastructure and Site Acquisition

ACTION STEPS:

- ⊙ Invest in infrastructure development – examples of sewer investments below
- ⊙ FCEDC recommends the city encourage or invest in acquisition of non-conforming residential mobile home parks
- ⊙ Identify federal grants that will support infrastructure investments
- ⊙ Incorporate the infrastructure development plan around the airport with the capital improvements plans of the City of Fayetteville and PWC
- ⊙ Dedicate funding to site acquisition and/or control
- ⊙ Acquire property for nonresidential development
- ⊙ Identification of grants, programs, and other funding for site development

Budget:

- ⊙ Estimated purchase price of all parcels (identified on pg. 13): \$1.5 - \$2 million
- ⊙ Sewer investment: \$1,309,500
- ⊙ Water Main Extension: \$206,500

Item	Description	Quantity	Unit Price	Total
<u>Sewer Extension</u>				
	Tie to Existing Manhole	1 EA	\$3,500.00	\$3,500.00
	8" SDR 26 (8-10)	1000 LF	\$80.00	\$80,000.00
	8" SDR 26 (10-12)	500 LF	\$85.00	\$42,500.00
	6" PVC Force Main	6800 LF	\$100.00	\$680,000.00
	4' Diam Manhole (8-10)	4 EA	\$6,000.00	\$24,000.00
	4' Diam Manhole (10-12)	1 EA	\$8,000.00	\$8,000.00
	San. Sewer Lift Station (PWC Standard)	1 EA	\$425,000.00	\$425,000.00
	6" S.S. Cleanouts	1 EA	\$1,500.00	\$1,500.00
	Sewer Testing	1 LS	\$10,000.00	\$10,000.00
	#57 Stone Pipe Bedding	1000 TN	\$35.00	\$35,000.00
<i>Total Sewer Utilities</i>				<i>\$1,309,500.00</i>

<u>Water Extension</u>				
	Tie to Existing Water Main	1 EA	\$3,000.00	\$3,000.00
	8" PVC Water	1,500 LF	\$60.00	\$90,000.00
	8" DI Water	100 LF	\$90.00	\$9,000.00
	2" Domestic Tap and Backflow	2 EA	\$10,000.00	\$20,000.00
	2" Irrigation Tap and Backflow	2 EA	\$10,000.00	\$20,000.00
	Fire Hydrant Assembly	8 EA	\$4,000.00	\$32,000.00
	8" Gate Valve w/ Box	8 EA	\$2,000.00	\$16,000.00
	8" Plug w/ 2" Blowoff	1 EA	\$1,500.00	\$1,500.00
	Concrete Blocking & Misc. Fittings	1 LS	\$15,000.00	\$15,000.00
<i>Total Water Utilities</i>				<i>\$206,500.00</i>



GOAL: INVEST IN THE AIRPORT AND EXPAND AIR SERVICE

What Has Been Accomplished:

Following the receipt of a \$7.5 million grant, FAY began its first phase of a concourse expansion in Q4 2019. The overall project, including Phase 2, costs \$56 million. The new concourse features two gates with passenger boarding bridges and one ground-loading gate serviced by two parking positions. Renovations also include a new restaurant, operated by Tailwind, completed in the Fall of 2020. The new concourse and connector increase concourse capacity from 990 square feet to 2,500 square feet. The building is being extended 8 feet, undergoing extensive interior remodeling, installing new escalators, and applying modern exterior facade to replace the existing face. The project also includes a plethora of phone-charging stations and will provide expanded facilities for the Transportation Security Administration to allow for multiple security lanes, replacing the current single security line format. Additional airline counter space will be created by relocating TSA baggage operations from the main ticketing lobby to the rear service area. This airport is the window through which 500,000 people a year see our community. It injects \$750 million of economic activity to our local economy and supports more than 4,400 jobs in our region. To date, the City of Fayetteville committed an additional \$100,000 in marketing and advertising funds for new routes.

Strategy: Continued Support of Airport Renovations

ACTION STEPS:

- ⦿ Pursue legislative support for continued renovation and expansion efforts, specifically the addition of the additional TSA screening line that would allow for PreCheck
- ⦿ City and community concerted effort to ensure TSA provides adequate staffing
- ⦿ Raise awareness among the federal delegation that the renovation and staffing needs are a formal project that require federal funding
- ⦿ Develop a legislative agenda and advocate for airport funding

Strategy: Expand Airport Marketing to Increase Usage by Residents and the General Public

Over the past two years, FAY staff has launched a series of successful promotional efforts to encourage local patronage of the airport. These have included billboards, social media, radio, and video, culminating with a complete redesign of their www.flyfay.com website. FCEDC has incorporated airport related questions and messaging into their business retention visits in order to promote usage of the airport and better understand the needs of local business travelers.

ACTION STEPS:

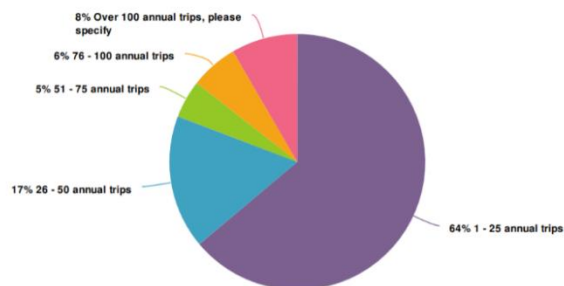
- ⦿ Continue to support and expand the efforts of the airport's internal marketing team
- ⦿ Partner with the Fayetteville Cumberland Collaborative Branding Committee to implement the new community-wide branding platform and adopt a variation for the airport
- ⦿ Consider unique and memorable programing for "frequent fliers" and local champions
- ⦿ Add high visibility signage to I-95, comparable to that of RDU, CLT, and GSO
- ⦿ Systematically engage senior leadership at Ft. Bragg to identify opportunities for increased usage and potential leverage when recruiting new flight services

Strategy: Leverage Community Support for Expanded Air Service

ACTION STEPS:

- ③ Secure letters for support from companies for American service at DFW and DCA
- ③ Obtain data on companies' previous and future travel plans that shows interest in American's DFW and DCA service
- ③ Increase marketing funds for new routes to encourage flying from Fayetteville to DFW and DCA rather than driving elsewhere
- ③ Explore possible incentives to encourage local corporations to utilize FAY for business needs.
- ③ Increase airport capacity to lower average flight costs.
- ③ Continue to participate in events such as "Jumpstart" to attract additional routes and operators

3. Please estimate the total number of airline trips per year taken by your company's employees in the region.



Budget:

- Secure Commitment of TSA PRE staffing: TBD
- Aggressively support efforts to secure DFW service: TBD
- Continue to pursue reestablishment of service to DCA: TBD
- Marketing / Promotion funds – Consider allocating general funds as part of a comprehensive recruitment package.

TIMELINE:

Short Term	<ul style="list-style-type: none"> Expand Business Engagement program to include the Airport Director Engage Senior Leadership at FT. Bragg regarding travel choices Business cluster networking Increase digital marketing Identification and analysis of potential development areas and sites Complete due diligence on premier sites Development of site-specific recruitment packages Create "turnkey" site-specific renderings and cost options Identification of grants, programs, and other funding for site development 	<ul style="list-style-type: none"> Expansion of business recruitment efforts Production of elevated marketing materials for business attraction Secure letters of support for expanded air service Support airport renovations Convene a Joint City / County strategy session Identify all companies around the airport that might benefit from the FTZ Rank potential areas and sites based on developability Update surrounding City and County land use plans to align with development Identify key contacts and drivers with regards to corporate travel decisions 	<ul style="list-style-type: none"> Investigate support programs Increase marketing funds for new routes to encourage flying from Fayetteville to DFW and DCA rather than driving elsewhere Obtain data on companies' previous and future travel plans that shows interest in American's DFW and DCA service Dedicate funding to site acquisition and/or control Establish an MOU between Cumberland County and the City of Fayetteville to encourage growth at FAY and the surrounding area.
Mid Term	<ul style="list-style-type: none"> Explore Supply Chain Recruitment Opportunities Target companies that will benefit from FTZ Acquire property for nonresidential development Create virtual site tours Identify grants for infrastructure Raise awareness among Federal delegation / Legislative advocacy Corridor land use planning Update zoning Limit residential development in the immediate vicinity Expanded promotional strategies to increase airport usage, integrating with Community Wide Branding Platform 	<ul style="list-style-type: none"> Continue to pursue additional operators and routes (Goal of adding 2 destinations / carriers) Align infrastructure plan with City's and PWC's capital improvement plan Establish Airport Development Zone and inducements Install new signage on I-95 & US 301 Provide incentives to local corporations for utilizing FAY for business needs Increase airport capacity to lower average flight costs. City and community concerted effort to ensure TSA provides aide Develop a legislative agenda and advocate for airport funding 	<ul style="list-style-type: none"> Inventory recent, third party impact studies regarding FAY Develop site-specific 3D renderings and cost options on top-ranked sites Review traveler survey to determine if it captures business travelers regarding their unique needs and use the results to develop specific inducement strategies Market specifically to corporate aviation entities and private airlines to capitalize on potential to construct large hangar spaces, potentially exceeding 100,000 sq. ft. (example page 9) Partner with the FCCBC committee to implement the new Community-Wide Branding Platform and adopt a variation for the Airport
Long Term	<ul style="list-style-type: none"> Development of spec hangar buildings Invest in infrastructure Invest in transportation improvements Invest in streetscape Investigate air service expansion programs Secure "FTZ Magnet" status 	<ul style="list-style-type: none"> Establish the "Airport Growth Fund" Successfully Redevelop Airport Road Initiate Redevelopment of 301 N. as a gateway to the City Share recruitment strategy with marketing partners like NC Southeast and EDPNC and leverage regional and state recruitment programs 	<ul style="list-style-type: none"> Continue to participate in events such as "Jumpstart" to attract additional routes Continue to support and expand the efforts of the Airport's Internal Marketing TeamAlign infrastructure plan with City's and PWC's capital improvement plan

Appendices

- [FAY Economic Impact NCDOT 2020](#)
- [FAY Airport Site 1 Wetland Delineation Report](#)
- [Airport Land Use – On Site](#)
- [Airport Land Use – Surrounding Area](#)
- [Airbus Accommodating Hanger Concepts](#)
- [Recommended Sewer Line Route](#)
- [Water, Sewer, and Access Road Cost Estimates](#)
- [Airport Sites Marketing Card](#)
- [FTZ #214 Overview](#)

City of Fayetteville

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

City Council Action Memo

File Number: 20-1639

Agenda Date: 1/4/2021

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.03

TO: Mayor and Members of City Council

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

FROM: Daniel Edwards, Assistant Director of Public Services
Sheila Thomas-Ambat, PE, Director of Public Services

DATE: January 4, 2021

RE:

Solid Waste Report on Proposed Options to Transition to Biweekly Recycling Collection

..end

COUNCIL DISTRICT(S):

All

..b

Relationship To Strategic Plan:

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

Executive Summary:

Solid Waste (SW) informed Council on October 12, 2020, that they would return to Council with proposed options to transition to biweekly recycling collection. Staff will provide an informative presentation to Council to include: background on continuing existing weekly recycling collections; details on a proposal received from Waste Management (WM) for biweekly recycling collection; and, the cost of providing biweekly recycling by utilizing in-house staff. Staff will also provide Council with additional conditions and limitations for each of the three scenarios that could potentially impact proposed cost predictions.

Background:

- The City of Fayetteville's recycling program consists of a weekly curbside single-stream residential collection for recyclables placed in 35 gallon or 96 gallon carts. The program is serviced through a collection contract with Waste Management. This contract has been in place since July 2008, when the curbside program initially began. The program also provides for the collection of recyclables from all City-owned buildings and athletic facilities.
- Waste Management delivers the collected recyclable material to Pratt Industries for processing at Pratt's Materials Recovery Facility. The City is currently receiving a rebate per ton from Waste Management for all city recyclable tons delivered to Pratt.

- The City's recycling program through the services of the Solid Waste staff also manages the scheduling and logistics of cart repairs and cart delivery for residents. Residents can upgrade to a 96 gallon cart by returning their 35 gallon cart and paying a one-time charge, currently \$20.
- In 2020 Council requested staff investigate biweekly recycling collection. Staff asked Waste Management for preliminary options on:
 - o Pricing for every other week collection, in return for an extension of the existing contract (ends June 2022), and
 - o Discuss their operations regarding a biweekly schedule.
- Other options considered by Solid Waste staff were:
 - o To research the cost of City staff collecting biweekly recycling curbside, and
 - o The option for an RFP in spring 2021, to secure an outside vendor to implement biweekly recycling collections beginning July 2022.

Issues/Analysis:

- The City's recycling program isn't consistent with the industry's best practices based on residents having a small 35 gallon cart for weekly collections. The typical industry standard for municipal recycling collections is for residents to be provided with a 96 gallon cart collected biweekly.
- Waste Management presently provides weekly recycling services at the current rate of \$3.39 per pickup location. The recycling contract for FY21 is \$2,510,187. The total projected annual impact over the next five years is below:
 - The initial term of the current contract is sixty (60) months from July 2017 - June 2022. After the initial term, the agreement may be extended for up to two additional two year terms upon mutual agreement.
 - WM has proposed to move from weekly recycling to every other week (biweekly), curbside collection, with new 96 gallon carts at the cost of \$2.35 per pickup location. That is a reduction in the fee cost of \$1.04 per pickup location. The calculated contract cost for biweekly recycling cost is below:
 - In addition to the contracted collection cost, the biweekly projection in fiscal years 22 - 25 includes financing costs for the purchase of 64,000 96 gallon carts. The delivery of the 96 gallon carts to each service point and the collection of the 35 gallon carts is included in the total financing costs of \$3.3M. The fifth year (FY26) of the biweekly scenario does not include cart financing costs, and is \$878,234.28 less than the projected weekly collection cost, as indicated in the table below.
- The initial term of WM's proposed contract will be for a minimum of two years, with a recommendation for a four year minimum extension for recycling services.
- SW also calculated the cost of biweekly recycling collections utilizing in-house Solid Waste staff. For this option, SW would have to increase staff members (10 drivers, 1 collector and 2 supervisors), purchase 12 vehicles, and incur annual operating expenses (fuel, maintenance, uniforms, equipment and data plans, etc.), as well as the additional cost for the larger carts. The total projected annual impact for Solid Waste staff collection of biweekly recycling is below:
 - For the City Staff Collection model, the replacement costs of 12 vehicles in year 8 would need to be considered. Using a 7 year useful life for the vehicles, the annual depreciation cost would be \$448K per year, offsetting the projected \$216K savings in year 5 between the contracted and in-house collection models.
 - Pratt could impose a tipping fee for processing recyclables when their contract with WM ends on June

30, 2022 (which is the same time the WM's contract ends with CoF).

- Staff does not foresee WM extending our current contract at the current cost due to the fact that tipping fees of approximately \$60 per ton could be imposed by Pratt beginning July 1, 2022.
- At this time, neither WM nor SW are paying tipping fees for recycling; instead the CoF receives an annual rebate of approximately \$27,000. This rebate will be eliminated when the contract ends on June 30, 2022. Rebates for recyclables have gone away since the market changed. Right now the CoF is the only City receiving a rebate through Pratt and is one of the few receiving a rebate nationally.
- All CoF's recyclables are taken to the Pratt processing facility. Pratt's facility in Fayetteville is the closest facility within Cumberland County. The next closest options are in Raleigh about 80 miles away (Waste Management Recycle America or Sonoco). Most municipal processing contracts for recycling in the Raleigh area are based on a vendor receiving the market share for materials minus an average processing fee of \$105 per ton. Greensboro's facility is about 95 miles away (Republic ReCommunity) with the same comparable rates as the Raleigh facility.
- Starting July 1, 2022, Solid Waste could incur a tipping fee for recycling materials delivered to Pratt. That cost, if imposed, would cancel the savings of moving to biweekly recycling.
- Pratt's potential fees would apply to any recycling collection model; weekly, biweekly, or City staff biweekly collections.
- Along with a tipping fee, Pratt could impose a recycling contamination fee. Solid Waste staff estimates that as much as 25% of the tonnage collected would be subject to the fee, which could result in an additional expense of approximately \$162,000 per year.
- Recycling contamination costs can be reduced by an aggressive recycling education program and enforcement.

Budget Impact:

- There will be finance costs of \$3.3M for the purchase of 64,000, 96 gallon carts that will apply to contracted biweekly recycling collections, and City staff biweekly recycling collections.
- Replacing all carts in FY21 should result in reduced replacement cart costs in the subsequent two years. For future years, ongoing cart replacements would increase approximately 20% due to the larger cart size (~\$10 per cart).
- If the City elects for in-house services, there will be a finance cost of \$3.1M to purchase vehicles.
- There is a potential tipping fee financial impact on July 1, 2022 (FY23) for recycled materials of approximately \$60 a ton.
- There is a possible contamination fee SW may have to pay starting July 1, 2022 (FY23). SW estimates this fee to apply to approximately 25% of the tonnage collected, which would be approximately \$162,000 a year.

Options:

- A. Continue with the current Waste Management contract for final year. The current contract ends June 30, 2022.
 - o Continue with the current rate of \$3.39
 - o Exercise agreement to extend WM contract for two (2) more years
 - o Additional Pratt tipping and contamination cost may apply beginning July 1, 2022
 - o Start a vigorous recycling education program to combat recycling contamination
- B. Accept Waste Management proposal for biweekly recycling collection.
 - o Start biweekly recycling and new rate July 1, 2021
 - o Additional Pratt tipping and contamination cost may apply beginning July 1, 2022
 - o Includes finance charges for carts
 - o Start a vigorous recycling education program to combat recycling contamination
- C. Collect biweekly recycling in house using the staff of the Solid Waste Division of Public Services.
 - o Pratt tipping and contamination cost may apply beginning July 1, 2022
 - o Includes finance charges for carts
 - o Includes finance charges for vehicles

- o Includes estimated operating cost
- o Includes estimated 13 member staff increase
- o Start a vigorous recycling education program to combat recycling contamination
- D. Execute an RFP to get proposals on biweekly recycling by an outside vendor to start July 1, 2022
- o Pratt tipping and contamination cost may apply starting July 1, 2022
- o Includes finance charges for carts
- o Unless the market changes drastically, SW does not expect to get a lower cost per pickup location than \$2.35.
- o Start a vigorous recycling education program to combat recycling contamination

Recommended Action:

Staff recommends that Council:

- A. Give consensus to SW to finance the \$3.3M for the purchase of 64,000, 96 gallon carts.
- B. Accept Waste Management's proposal for biweekly recycling collection.
 - a. Start biweekly recycling and new rate July 1, 2021
 - b. Pratt tipping and contamination cost may apply starting July 1, 2022
 - c. Includes finance charges for carts
 - d. Start a vigorous recycling education program to combat recycling contamination

Attachments:

In-House Recycling Comp Summary PDF

Biweekly Recycling Presentation

Projected Comparison of Current Weekly Recycling to Transition to Biweekly Recycling Effective 7/1/21

	FY21 Current	FY22 7/1/21 to 6/30/22	FY23 7/1/22 to 6/30/23	FY24 7/1/23 to 6/30/24	FY25 7/1/24 to 6/30/25	FY26 7/1/25 to 6/30/26	Comments
Weekly Contracted Collection							
Current Contract Cost per HH per Month	\$3.39	\$3.46	\$3.53	\$3.60	\$3.67	\$3.74	Assumes 2% CPI Increases
# Households		61,501	61,501	61,501	61,501	61,501	
Total Projected Annual Impact		\$2,553,521.52	\$2,605,182.36	\$2,656,843.20	\$2,708,504.04	\$2,760,164.88	
BiWeekly Contracted Collection							
Proposed Contract Cost per HH per Month		\$2.35	\$2.40	\$2.45	\$2.50	\$2.55	Assumes 2% CPI Increases
# Households		61,501	61,501	61,501	61,501	61,501	
Calculated Contract Cost		\$1,734,328.20	\$1,771,228.80	\$1,808,129.40	\$1,845,030.00	\$1,881,930.60	
Financing Costs for Larger Cart Purchases	\$3.3M to purchase 64,000 Carts, delivery at each service point and collect old carts	\$867,208.50	\$867,208.50	\$867,208.50	\$867,208.50	\$0.00	
Total Projected Annual Impact		\$2,601,536.70	\$2,638,437.30	\$2,675,337.90	\$2,712,238.50	\$1,881,930.60	
A. Annual Financial Impact Differential - Biweekly Contracted to Weekly Contracted		\$48,015.18	\$33,254.94	\$18,494.70	\$3,734.46	(\$878,234.28)	
Total Five Year Cost Differential						(\$774,735.00)	
BiWeekly City Staff Collection							
Estimated Personnel Costs	13 staff members (includes 10 drivers, 1 collector and 2 supervisors)	\$810,869.42	\$835,195.50	\$860,251.36	\$886,058.90	\$912,640.67	Assumes 3% Cost Increases
Estimated Operating Costs	Fuel, Maintenance, Uniforms, Equipment and Data Plans, etc.	\$695,323.80	\$709,230.28	\$723,414.88	\$737,883.18	\$752,640.84	Assumes 2% Cost Increases
Financing Costs for Larger Cart Purchases	\$3.3M to purchase 64,000 Carts, delivery at each service point and collect old carts	\$867,208.50	\$867,208.50	\$867,208.50	\$867,208.50	\$0.00	
Financing Costs for Vehicles	\$3.1M to purchase 10 collection trucks and 2 supervisor vehicles	\$819,832.43	\$819,832.43	\$819,832.43	\$819,832.43	\$0.00	
Total Projected Annual Impact		\$3,193,234.15	\$3,231,466.70	\$3,270,707.17	\$3,310,983.01	\$1,665,281.51	
A. Annual Financial Impact Differential -Biweekly Staff Collections to Weekly Contracted		\$639,712.63	\$626,284.34	\$613,863.97	\$602,478.97	(\$1,094,883.37)	
Total Five Year Cost Variance						\$1,387,456.55	
B. Annual Financial Impact Differential -Biweekly Staff Collections to Biweekly Contracted		\$591,697.45	\$593,029.40	\$595,369.27	\$598,744.51	(\$216,649.09)	
Total Five Year Cost Variance						\$2,162,191.55	

Other Considerations:

- All new carts in FY21 should result in reduced replacement cart costs in early years. Ongoing cart replacements would cost ~ 20% higher due to larger cart size (~\$10 per cart)
- For the City Staff Collection model, future years would need to consider the replacement costs of 12 vehicles in year 8. Using a 7 year useful life for the vehicles, the annual depreciation cost would be \$448K per year, offsetting the projected \$216K savings in year 5 between the contracted and in-house collection models.



Solid Waste Recycling Services

Brief with the City Council

January 4, 2021

Purpose: *To discuss, recommend and receive direction from City Council for bi-weekly recycling services for the City of Fayetteville.*

Council Direction Needed:

- Continue with current Waste Management's contract for final year,
- Accept Waste Management's proposal for bi-weekly recycling collection, or
- Collect biweekly recycling using the staff of the Solid Waste Division of Public Services.

Goal: Deliver exceptional, financially and environmentally responsive/responsible solid waste services that promote a safe, affordable, healthy, and resilient community.



Waste
Management

Solid Waste



- I. Background
- II. Waste Management
- III. Solid Waste
- IV. Pratt
- V. Contamination, Education and Code Enforcement
- VI. Summary Recommendations
- VII. Council Consensus





Existing recycling volume per cart is unknown.

They estimate about ~10-20% of our residents have the 96 gallon carts.

30 % by total volume being delivered to Pratt is contaminated - this is not by resident but by total volume.

WM's current contract with CoF is not by size of cart (i.e. disposal) but by cart number serviced.

Background



We have asked Waste Management for preliminary options on:

- Pricing for every other week collection, in return for extension of existing contract (ends June 2022).
- Discuss their operations regarding a bi-weekly schedule.



Other options to be considered by Solid Waste Staff:

- SW can provide cost of City staff collecting bi-weekly recycling curbside.
- SW can execute a RFP during the spring of 2021, on biweekly recycling by an outside vendor to start on July 22.

WM Current Contract

Type of Collection

- Contractor shall provide once a week curbside collection service for the collection of Recyclable Materials for each unit in the City, in accordance with the existing City schedule for household refuse collection.

Rates

- The City shall pay Contractor the sum of \$3.08 per residential unit and small business unit located in the City limits, per month, for the services described herein, as adjusted pursuant to Section herein.
- **Current Rate is now at \$3.39 per pickup location.**

Term

- The initial term of the Contract will be for Sixty (60) months; the period from July 4, 2017 through June 30, 2022.
- After the initial term the Agreement may be extended for up to two additional two (2) year terms upon the mutual agreement.

WM Bi-Weekly Proposal

Type of Collection

- Contractor shall provide every other week, curbside collections in the City's larger, new 95- gallon carts.

Rates.

- The City shall pay Contractor the sum of \$2.35 per residential unit and small business unit located in the City limits.

Term

- The initial term of the Contract will be for a minimum of a two (2) year contract, and suggest a four (4) year minimum extension for our recycling services.
- Our current contract is through 06/2022, and we request to extend through 06/2026.
- As currently contracted, Waste Management would maintain our current WST (CPI) index for annual price adjustments.

WM's Current Contract/Proposal Comparison

Projected Comparison of Current Weekly Recycling to Transition to BiWeekly Recycling Eff. 7/1/21

	FY21 Current	FY22 7/1/21 to 6/30/22	FY23 7/1/22 to 6/30/23	FY24 7/1/23 to 6/30/24	FY25 7/1/24 to 6/30/25	FY26 7/1/25 to 6/30/26
Weekly Contracted Collection						
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Total Projected Annual Impact		\$2,601,536.70	\$2,638,437.30	\$2,675,337.90	\$2,712,238.50	\$1,881,930.60
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Total Five Year Cost Differential						(\$774,735.00)

SW's Staff Bi-Weekly Cost Projection

		FY22	FY23	FY24	FY25	FY26
		7/1/21 to 6/30/22	7/1/22 to 6/30/23	7/1/23 to 6/30/24	7/1/24 to 6/30/25	7/1/25 to 6/30/26
BiWeekly City Staff Collection						
Estimated Personnel Costs	13 staff members (includes 10 drivers, 1 collector and 2 supervisors)	\$810,869.42	\$835,195.50	\$860,251.36	\$886,058.90	\$912,640.67
Estimated Operating Costs	Fuel, Maintenance, Uniforms, Equipment and Data Plans, etc.	\$695,323.80	\$709,230.28	\$723,414.88	\$737,883.18	\$752,640.84
Financing Costs for Larger Cart Purchases	\$3.3M to purchase 64,000 Carts, delivery at each service point and collect old carts	\$867,208.50	\$867,208.50	\$867,208.50	\$867,208.50	\$0.00
Financing Costs for Vehicles	\$3.1M to purchase 10 collection trucks and 2 supervisor vehicles	\$819,832.43	\$819,832.43	\$819,832.43	\$819,832.43	\$0.00
Total Projected Annual Impact		\$3,193,234.15	\$3,231,466.70	\$3,270,707.17	\$3,310,983.01	\$1,665,281.51

SW/WM Comparison

	FY22 7/1/21 to 6/30/22	FY23 7/1/22 to 6/30/23	FY24 7/1/23 to 6/30/24	FY25 7/1/24 to 6/30/25	FY26 7/1/25 to 6/30/26
BiWeekly City Staff Collection					
Total Projected Annual Impact	\$3,193,234.15	\$3,231,466.70	\$3,270,707.17	\$3,310,983.01	\$1,665,281.51
A. Annual Financial Impact Differential -Biweekly Staff Collections to Weekly Contracted					
	\$639,712.63	\$626,284.34	\$613,863.97	\$602,478.97	(\$1,094,883.37)
Total Five Year Cost Variance					\$1,387,456.55
B. Annual Financial Impact Differential -Biweekly Staff Collections to Biweekly Contracted					
	\$591,697.45	\$593,029.40	\$595,369.27	\$598,744.51	(\$216,649.09)
Total Five Year Cost Variance					\$2,162,191.55

Pratt's Projected Cost

Expect a fee for processing recyclables.

Pratt contract ends June 30, 2022 the same time as WM contract ends.

WM will likely not extend our contract under the existing cost and will seek to recoup the tipping fees of approximately \$60 a ton that will be newly upon them starting July 1, 2022.

STARTING JULY 1, 2022 SOLID WASTE EXPECTS TO RECEIVE A TIPPING FEE FOR RECYCLING MATERIALS DELIVERED TO PRATT.

ESTIMATED COST FOR NEW TIPPING FEE FOR RECYCLED MATERIAL IS APPROX. ~\$60 A TON – \$600,660 A YEAR. This tipping fee will decrease savings received by moving to bi-weekly recycling.

Pratt's projected cost will apply to any recycling collection, weekly, biweekly, or city staff collected.

Pratt Contamination Cost

Contamination cost
will decrease
potential savings.

- July 1, 2022 SW may possibly have to pay for recycle contaminated loads brought to Pratt.
- SW is estimating a 25% contamination rate for recycling. At 25% that possibly could cost an additional \$162,000 a year.
- Contamination cost can be reduced by an aggressive recycling education program and enforcement.

Contamination cost are estimates.

Summary Staff Recommendations

Waste Management/Solid Waste

Waste Management	Solid Waste	Recommendation
<ul style="list-style-type: none">• Requires purchase of 96 gallon carts which can be financed over four years• Collection Costs reduced from projected \$3.46 to \$2.35 per month per pickup location• Requires contract extension at least to FY24, suggested FY26• Recycling collection saving is only for WM services and does not include future tipping fees or contamination fees	<ul style="list-style-type: none">• Requires purchase of 96 gallon carts which can be financed over four years• Significant ongoing investments for vehicles offset operating cost savings vs. contract• Financial impact is higher using SW to collect recyclables. There are no immediate savings.• The higher financial impact includes future tipping fees or contamination fees	<ul style="list-style-type: none">• Move forward with purchase and financing of 96 gallon carts in current fiscal year• Accept the Waste Management's proposal for biweekly recycling• Start Biweekly recycling July 1, 2021• Start a vigorous recycling education program to combat recycling contamination

THERE WILL BE A POSSIBLE FINANCIAL IMPACT OF TIPPING FEES AND CONTAMINATION FEES FOR ANY RECYCLING OPTION BEGINNING IN FY23

Purpose: *To discuss, recommend and receive direction from the Mayor and City Council for bi-weekly recycling services for the City of Fayetteville.*

Council Direction Needed:

- Continue with current Waste Management's contract for final year,
- Accept Waste Management's proposal for bi-weekly recycling collection, or
- Collect biweekly recycling using the staff of the Solid Waste Division of Public Services.

Goal: Deliver exceptional, financially and environmentally responsive/responsible solid waste services that promote a safe, affordable, healthy, and resilient community.



Waste
Management

Solid Waste



THANK YOU

Be Safe



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City of Fayetteville

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

City Council Action Memo

File Number: 20-1662

Agenda Date: 1/4/2021

Version: 1

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.04

TO: Mayor and Members of City Council

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

FROM: Jerry Clipp, Human Resource Development Director

DATE: January 4, 2021

RE:

Introduction to Our Employer of Choice Framework

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal V: Financially Sound City Providing Exemplary City Services

Objective B: To promote an organizational climate that fosters an exceptional, diverse, engaged a health workforce that delivers excellent services.

Executive Summary:

This presentation serves as an introduction to the Employer of Choice framework. Moving forward, all considerations of Human Resource Development policies and processes will derive from this document.

Background:

City Council has expressed an interest in becoming an Employer of Choice. This presentation helps us consider and define what the concept means as well as describes the supporting pillars and attributes that staff plans to focus on to achieve that status.

Issues/Analysis:

Becoming the Employer of Choice is a vast initiative. It is staff's intention that this graphic will depict our collective ideas and become the foundation for human resource

development efforts in the City moving forward. Staff will utilize this document in the coming years to help us prioritize the needs of the City and its employees.

This document is also flexible. Staff will refine it with guidance from the City Manager and City Council to continue of goal of attracting and retaining skilled and diverse workforce capable of providing quality and sustainable public services for our community.

Budget Impact:

Some items listed under the pillars may have budgetary impact. It is important for the City Council to understand that this will be a multi-year effort and any investments in resources can be prioritized for specific items in a given year.

Options:

1. Provide consensus for staff to move forward with the Employer of Choice framework recommendations as currently defined.
2. Provide consensus for staff to revise the Employer of Choice framework based on discussion and return to Council with appropriate modifications for further guidance.
3. Direct staff not to move forward with the Employer of Choice framework at this time.

Recommended Action:

City Council is asked to provide consensus for staff to move forward with the Employer of Choice framework recommendations as currently defined.

Attachments:

Employer of Choice PowerPoint presentation
North Carolina Peer Jurisdictions Comparisons



Becoming the Employer of Choice

In Cumberland County

City of
Fayetteville
North Carolina





What is Employer of Choice?

- “...means that your company is a great place to work, people desire to work for you; people choose to stay with you even when they are courted by other employers.” MBA Skool Team
- “...[an employer] recognized for their leadership, culture and best practices that attract, optimize and hold top talent, achieving corporate objectives.” Home n.d.



Top 5 Drivers of Happiness at Work

- Employee trust in their company's leadership
- Employers' commitment to employees and their success
- A culture where employees are encouraged to share ideas and individual opinions
- A workplace where coworkers feel like family or friends
- Benefits customized to meet employee needs

What Do Today's Employees Really Want From Their Employer?, TTI Success Insights, July 25, 2019



What is Most Important to Employees?

- Recognizing employee achievements and hard work
- Offering a comprehensive benefits program
- Offering competitive compensation
- Soliciting employee feedback on a regular basis
- Investing in employees through training opportunities
- Providing exposure to senior leadership
- Providing opportunities to work on projects that are meaningful to employees
- Professional development opportunities

What is an Employee Value Proposition?

- The experience offered by an employer in exchange for the productivity and performance of an employee.
- Attributes that current and prospective employees perceive is the value they gain by working at the organization.



What is an Employer Value Proposition?

- For an EMPLOYER, an EVP attracts, retains, motivates and engages employees.
- For an EMPLOYEE, it comes down to the give and get.



Becoming the "Employer of Choice"

VISION

To attract and retain a skilled and diverse workforce by offering competitive and comprehensive compensation and benefits; opportunities for personal development and training; a safe work environment; and clearly defined expectations allowing employees to provide high quality services and engage in meaningful work.

EMPLOYEE VALUE PROPOSITION

One employee
can make a difference in
Our community

The City of Fayetteville invests in you
so you can invest in our community.



Recognition

- Revise current evaluation
- Core value awards program
- STAR to recognize
- Pay for performance*

C



Comprehensive Benefits

- Competitiveness of 401(k)*
- Local employer discounts
- Flexible work options
- Health/wellness*
- Paid holidays

B+



Competitive Compensation

- "Living Wage" initiative*
- Annual salary reviews
- Total Rewards Statement

B-



Consistent Employee Feedback

- Employee engagement survey
- Stay interviews
- Town Halls or visits to dept meetings

C-



Investing in Training/Develop

- Internship program
- Revising NEO
- Mandatory SOS class
- Core competencies supporting class offerings
- Leadership development*
- SLT onboarding

B



Exposure to Sr Leadership

- Town Halls
- Visits to dept meetings
- Daily purposeful rounding

D



Meaningful Work Opportunities

- Performance tied to organizational success*
- Career paths
- Talent mapping
- Succession planning

C



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Fayetteville
North Carolina

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Merit increases for FY21

Cary	Froze all pay; no increases.
Charlotte	Gave 3% merit pool for exempt employees; 1.5% merit pool for hourly employees PLUS 1.5% market adjustment in December. Fire/police steps were funded for 2.5%-5%.
Cumberland County	No merit, but gave \$1700 stipend (pro-rated for those with less than a year of service. Continued with implementing phases from FY19 study.
Durham	Froze all pay; also not able to give lump sum.
Greensboro	No merit, but gave COLA instead.
High Point	No merit, but gave across the board COLA instead.
PWC	Gave merit. Amount varies based on performance.
Raleigh	Will give 2% merit increase IF financial targets are met by December.
Wilmington	Gave 2.5% merit based increases.
Winston-Salem	Froze all pay; no increases.

Any range movement for FY21

Cary	Yes, 1.5%
Charlotte	Yes, 1.5% in July for salaried ranges and 1.5% in December for hourly ranges.
Cumberland County	No.
Durham	No.
Greensboro	Yes, 2% for general and executive ranges effective 9/1/2020. Fire/police are effective 12/1/2020.
High Point	No.
PWC	Yes, 2%
Raleigh	No.
Wilmington	No.
Winston-Salem	Yes, combined top 3 pay ranges to bring minimum hourly rate to \$14.31 which will be effective 1/1/2021.

Were any positions furloughed?

Cary	No.
Charlotte	No.
Cumberland County	No.
Durham	Yes. Had to furlough 176 part-time employees. Some have been rehired as summer programs open up. No furloughs for any full-time employees.
Greensboro	No.
High Point	Yes. Some part-time positions at the museum eliminated due to COVID-19.
PWC	No.
Raleigh	No, but there may be some part-time temporary with options for rehire.
Wilmington	No.
Winston-Salem	No.

Minimum of Lowest Range (Living Wage) Goal of \$15.00/hr.

Municipality	Annual	Hrly Rate	Last Year	Comments
Cary	33,280.00	16.00	13.76	As of 7/1/2020
Charlotte	33,280.00	16.00	15.00	Regular FT/PT. \$16/hr effective 6/28/2020.
Cumberland County	24,960.00	12.00	12.00	Regular FT/PT.
Durham	33,800.00	16.25	15.46	Regular FT/PT.
Greensboro	31,200.00	15.00	13.00	Regular FT/PT.
High Point	22,031.36	10.59	10.59	Regular FT/PT.
PWC	30,784.00	14.80	14.22	Their lowest grade has a min of \$13.64 but there are no jobs in that grade that are currently being used.
Raleigh	31,554.00	15.17	13.76	Regular FT. Lowest PT is \$7.25.
Wilmington	25,812.80	12.41	11.28	Lowest PT positions are \$11.28
Winston-Salem	29,764.80	14.31	12.50	Regular FT/PT. Will be 14.31 1/1/2021.
Average	29,646.70	14.25	13.16	
Fayetteville	25,302.00	12.16	11.96	2% range increase.

Deferred Compensation

Municipality	401k	401a	Match	Comments
Cary	5%			5% provided to all Town of Cary employees regardless of whether or not they contribute to the 401k.
Charlotte	3%			5% to Police.
Cumberland County	2%			2% 401k for all employees; sworn receive 7% to 401k.
Durham	5%			
Greensboro	5%	3.25%		3.25% into 401a for general employees and 5% 401k for sworn police.
High Point	1%		1%	5% match to sworn law enforcement.
PWC				We have 401k and 457 that is all employee contributions with no match.
Raleigh	1.5%		3%	Employees may contribute a min of 1.5 percent of their salary to receive the City's match of 3%, except law enforcement. 5% is given to law enforcement.
Wilmington	4.5%			All benefit eligible employees get 4.5%, their choice of 401k or 457. Fire gets 4.5%, their choice of 401k or 457 than an additional 3% to the 457 plan, then if they contribute 3%, they get a match of 3% of their choice. Police receive 4.5%

				their choice 401k or 457 and then an additional 5% to their 401k plan.
Winston-Salem		2%		2% 401a for all employees with no employee contribution except sworn police who receive 5% 401k.
Average	3%			
Fayetteville	1%			1% for all general employees. 5% 401k for sworn police.

City of Fayetteville

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City Council Action Memo

File Number: 20-1667

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Version: 2

Status: Agenda Ready

In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.05

TO: Mayor and Members of City Council

THRU: Mayor Mitch Colvin, DEI Internal Committee Co-Chair
Mayor Pro Tem Kathy Jensen, DEI Internal Committee Co-Chair
Council Member Christopher Davis, DEI Internal Committee Co-Chair
Council Member Larry Wright, DEI External Committee Co-Chair

FROM: Telly C. Whitfield, Ph.D., Assistant City Manager
Anthony W. Wade, Ph.D., Human Relations Director

DATE: January 4, 2021

RE:

Diversity, Equity, and Inclusion Internal and External Committees Update

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

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

Goal V: Financially Sound City Providing Exemplary City Services

Goal VI: Collaborative Citizen and Business Engagement

Executive Summary:

The City of Fayetteville, NC strives to be an attractive culturally diverse and inclusive city that is safe, prosperous, innovative and unified. While the city still is a great place to live, work and play, persistent disparities predictable by race, residential neighborhood, and other social characteristics exist in life outcomes such as income, education, employment, health, etc. There are no quick fixes to systems and structures that impact these outcomes, but we can identify where change needs to happen and take incremental steps to show progress.

Mayor Colvin established two separate City Council committees this summer to:

- Internally examine our City organization as it relates to diversity, equity and inclusion principles and efforts to determine if obstacles to opportunities exist; AND,
- Externally to identify areas that will improve the equitable opportunity for all residents to succeed - regardless of their race, color, sex, nationality, sexual orientation, religion, disability, income or zip code as well as engage the residents in dialogue about local issues.

Each committee's recommendations and next steps will be discussed.

Background:

The City's effort to address diversity, equity, and inclusion (DEI) began in August 2020 when both committees started their tasks. Mayor Colvin and Mayor Pro Tem Jensen served as co-chairs on both committees.

The Internal Committee focused on organizational capacity issues within City government based on an understanding that institutional and structural barriers to opportunity may exist. This committee examine the City's organizational policies and practices to determine whether structural inequities have been created and/or sustained within the workforce or impacted interactions with the community.

Their given scope of work focused on a better understanding of three areas:

1. Current workforce demographics (including trends) and Human Resource policies in place to mitigate unfair treatment;
2. Government procurement efforts to provide small, local businesses an equal opportunity to grow and be successful by participating in all aspects of City contracting of construction projects, professional services and the purchase of goods; and,
3. Police Department policies related to recruitment, citizen interaction, and department standards.

Council Member Davis serves as chair and Council Members Haire, Kinston, and Waddell were assigned to the internal committee.

The External Committee was established to help create safe spaces to foster dialogue that expands our community's understanding of the importance of DEI issues. The given scope of work focused on a better understanding of three areas:

1. Police and community relations such as traffic stop data and community policing efforts;
2. The future of the historic Market House in Downtown Fayetteville; and,
3. The impact of national attitudes on race relations and growing social unrest here locally.

Council Member Wright serves as chair and Council Members Dawkins, Ingram, and Banks-McLaughlin were assigned to that committee.

The committees each met nine times between August and December 2020. An update of

the work to date was provide at City Council's November 9, 2020 Regular Meeting and the interim recommendations from each committee were accepted.

Since then, the two committees followed up on five items to prepare for further discuss with the entire Council.

1. The Internal Committee initiated a mandatory inherent or unconscious bias training for City County and all, or a portion of, the workforce. The first of two bias training sessions for City Council was held in December with the second scheduled for January.

Incorporating a mandatory inherent training for a portion of the workforce is expected to be delivered in the future. This project is funded through the General Fund and will be initiated over the next calendar year by HRD.

2. The Internal Committee requested information on our peer jurisdictions' efforts to increase local and minority business participation in the public procurement process given our early success in reaching Council's aspirational goal of 40% of total spend. This information will be presented as part of the FY21 2nd Quarter LSBE report in January. At the same time, the committee emphasized the need to be patient regarding the Disparity Study (FY21 TFA) results which will take roughly two years for a complete outline of the consultant's recommendations.

3. The Internal Committee discussed the City Council's interest in establishing a citizen police board. Council asked staff to provide research on peer municipalities and their adoptions of citizen police boards. In December, the City Attorney's Office staff informed the Committee about the current legal standing for a Citizen Advisory and/or Citizen Review Board across the state. Staff was also asked to craft a framework for a taskforce to help identify a process for addressing the calls for some form of a citizen police board.

4. The External Committee requested staff pursue a contract with national social research firm ETC Institute of Olathe, Kansas to conduct a survey to serve as a baseline for community discussions related to race relations and the Market House. In late December, ETC notified the City that they are no longer interested in the work.

5. The External Committee tasked the Human Relations Commission with facilitating a series of town halls to discuss the survey results or other opportunities to engage with residents on DEI issues.

Issues/Analysis:

There are two outstanding items for discussion. First, Council will need to approve the framework provided for a taskforce to help identify a process for addressing the calls for some form of a citizen police board.

Secondly, Council will need to discuss how they would like to move forward in facilitating a community discussion over the next 60 days via phone calls, online survey instruments, mailings or public hearings.

Budget Impact:

N/A

Options:

Council provides consensus to staff on the proposed taskforce framework used for a process to address the calls for some form of a citizen police board and a methodology for facilitating community discussion on diversity, equity and inclusion.

Council does not provide consensus on the outstanding issues and instead provides further guidance on next steps.

Recommended Action:

Council provides consensus to staff on the proposed taskforce framework used for a process to address the calls for some form of a citizen police board and a methodology for facilitating community discussion on diversity, equity and inclusion.

Attachments:

Proposed Taskforce Framework



Proposed Task Force Selection Process

Objective: A nine member, time limited ad hoc Task Force will provide process recommendation to City Council that identify a process addressing the calls to form a citizen police board.

Selection Process: Applicants can be received through the Boards and Commission's application online portal; open for a two- week period from Monday, January 11 through Friday, January 22, 2021. The application will be promoted on the City's website and through social media. The applicants received during this period will be reviewed by the Appointments Committee. A Special Meeting would be scheduled for January 25, 2021 to request a recommendation to present to the full City Council at their Regular Meeting later that evening.

The Appointments Committee will evaluate applicants with for:

- Demonstrated community engagement related to social justice, racial equality and /or advocacy for under or unrepresented people.
- Representation across various City Council districts.
- Direct experience with police departments and/or community advocacy organizations.
- Demonstrated thoughtfulness to evaluate the intersections of police policies and procedures, the law and issues of social justice, community engagement and opportunities to address them in a respectful manner.
- Demonstrated understand of the Task Force's mission.

Applicants can be considered into three categories as followed:

- Tier 1 = *Highly Qualified /Strongly Recommend* (3 points)
- Tier 2 = *Very Qualified / Recommend* (2 points)
- Tier 3 = *Meets Qualifications/ Appoint if Space* (1 point)

Next Steps: Once the applicants have been appointed to the Task Force, staff will work with them to consider the selection of a facilitator who in turn will assist with developing a work plan for Council consideration and approval.

This Task Force shall commit to meeting at least once a week and present a report to the City Council in 30 days.



The Task Force will be dissolved after the objective is achieved.

Fiscal Impact: Aside from staff time, there is no direct fiscal impact associated with the selection of the Task Force members. There will potential costs associated with retaining a facilitator to assist with conducting Task Force meetings. Staff initially estimated \$10,000 for that assistance, which can be refined once a work plan has been developed for Council review and consideration. There will be on-going staff time and city attorney time associated with the work of the Task Force.

City of Fayetteville

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City Council Action Memo

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In Control: City Council Work Session

File Type: Other Items of
Business

Agenda Number: 4.06

TO: Mayor and Members of City Council

THRU: Douglas J. Hewett, City Manager

FROM: Brook Redding, Assistant to the City Manager

DATE: January 4, 2021

RE:

**American with Disabilities Act - Self-Evaluation, Transition Plan, and Public
Involvement Plan**

COUNCIL DISTRICT(S):

All

Relationship To Strategic Plan:

Goal I: Safe and Secure Community

Goal II: Responsive City government supporting a diverse and viable economy

Goal III: City investment in today and tomorrow

Goal IV: Desirable place to live, work and recreate

Goal V: Financially sound City providing exemplary city services

Goal VI: Collaborative citizen and business engagement

Executive Summary:

Title II of the Americans with Disabilities Act (ADA) regulates programs, activities, and services provided by state and local governments. The City of Fayetteville must comply with this section, which states: "no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by any such entity" (42 USC Sec. 12132; 28 CFR Sec. 35.130).

Following Title II, the City of Fayetteville has conducted an ADA compliance self-evaluation of its services, programs, activates, and facilities on public property and in public rights-of-way. With this information, an ADA Transition Plan has been developed to

share findings of the self-evaluation and to establish strategies for improving ADA accessibility within our community. With the onset of the COVID-19 pandemic, the process of public involvement was initially limited. The staff has developed a Public Involvement Plan using innovative methods to bring Fayetteville residents to the discussion with the highest level of inclusion and access as possible.

Background:

In 2020, the City drafted its ADA Transition Plan, Public Involvement Plan, and conducted a self-evaluation to guide the planning and implementation of the necessary program and facility modifications over the next several years. The City of Fayetteville conducted a preliminary self-evaluation of its current City's programs and identified suggested improvements of building and public right-of-way facilities to ensure accessibility in high-density areas or high-use priority areas.

The ADA Self-Evaluation, Transition Plan, and Public Involvement Plan are significant in establishing the City's on-going commitment to the development and maintenance of policies, programs, and facilities that include all its citizens.

The Self-Evaluation was conducted from January 2020 through December 2020. In this phase of the project, the city staff built several tools and applications using ArcGIS to measure and assess accessibility using the prescribed surveys from Title II of the Americans with Disabilities Act.

The City of Fayetteville self-evaluation reviewed three fundamental areas for ADA compliance:

1. Communications, information, and facility signage;
2. Public buildings and spaces; and
3. Pedestrian facilities and public rights of way.

Improvements for each of these three areas will be addressed by an Action Plan, which contains short and long-term implementation actions. Short-term improvements generally require a minimal amount of planning, design, and financial investment. As such, these improvements will be evaluated and scheduled to begin before the end of FY2022. Long-term improvements require higher levels of planning, design, and financial investment. We will continue to work with the North Carolina Department of Transportation (NCDOT) to align projects with ADA compliance needs.

ADA self-evaluation, transition planning, and implementation will be a continuous effort for the City of Fayetteville. The City is committed to updating the ADA transition Plan annually with oversight of the City Manager and every five years with required action by the City Council. The involvement of other community leaders and support organizations will continue to be a critical part of the ADA transition process, which is dictated through the Public Involvement Plan.

Project Timeline

SELF-EVALUATION PHASE - FACILITIES and ROW

FY 2020 FY 2021

Q3 Q4 Q1 Q2

ADA Research ADA Self-Evaluation Buildings, Rights of Way, Parks, Recreation Centers, etc.
 ArcGIS Tool Builds
 Draft ADA Transition Plan Compile data to the ADA Transition Plan Draft the ADA Action plan and concept Draft the Public Involvement Plan

POLICY EVALUATION PUBLIC INVOLVEMENT PHASE

FY 2021 - Quarter 3

January February March

4 Jan 21 Brief to City Council *Conduct Public Outreach Virtual Webinar* *Conduct Public Outreach Virtual Webinar*
 Finalize Internal and External Accessibility Surveys *Conduct Organizational ADA Transition Plan Webinar* *Conduct Organizational ADA Transition Plan Webinar*
 Develop Public Awareness Campaign Creative Products Launch ADA Public Awareness Campaign *Attend Community Watch Meetings - Present ADA Transition Plan for feedback*
 Assemble Stakeholders from throughout the community for Webinar and public participation
 Launch ADA Transition Plan website with ArcGIS Maps, Documents, Surveys Present Update of Public Involvement to ADA Transition plan to City Council
 Finalize ArcGIS products for public feedback and review Launch Public Accessibility feedback webpage and Surveys Compile Public Accessibility Feedback and Survey Results
 Initiate review of internal policies and procedures with all departments Add revisions to DRAFT ADA Transition Plan Monitor and revise ADA Transition plan digital content.

FY 2021 - Quarter 4

April May June

Conduct Public Outreach Virtual Webinar Present Final ADA Transition Plan for City Council Adoption Begin ADA Action Plan - Planning Cohort
Conduct Organizational ADA Transition Plan Webinar Publish ADA Transition Plan
 Compile Public Accessibility Feedback and Survey Results Revise ADA Transition Plan website to include survey analysis and results
 Add revisions to DRAFT ADA Transition Plan

Issues/Analysis:

None

Budget Impact:

The City Council has already adopted Capital Improvement Plans regarding ADA compliance. In the FY 2021 - FY 2025 Adopted Capital Improvement Plan, the following

items were approved.

Project	Prior FY	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total Project Expenditures				
Americans with Disabilities Act (ADA) Compliance						3,227	100,000	75,000	75,000	75,000	75,000	75,000
						478,227						
Sidewalks and ADA Accessibility Improvements					169,455	174,725	110,000	80,000	80,000	90,000	90,000	
					794,180							

Options:

N/A

Recommended Action:

None at this Time

Attachments:

ADA Transition Plan.pptx



The Americans with Disabilities Act

Self-Evaluation, Transition Plan, and
Public Involvement Plan

January 4, 2021



- Introduction
- The American with Disabilities Act (ADA)
- Title II of the ADA
- Implementation Strategy
- Self-Evaluation
- ADA Transition Plan
- Public Involvement Plan
- Project Timeline



The Americans with Disabilities Act (ADA) became law in 1990.

- The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life.
- The purpose of the law is to make sure that people with disabilities have the same rights and opportunities as everyone else.
- The ADA is divided into five titles (or sections) that relate to different areas of public life.
- The Americans with Disabilities Act Amendments Act (ADAAA) was signed into law and became effective in January 2009.
- The ADAAA made significant changes to the definition of "disability." These changes apply to all Titles of the ADA.

- **Title I – Employment**

- Equal Employment Opportunity for Individuals with Disabilities

- **Title II – State and Local Government**

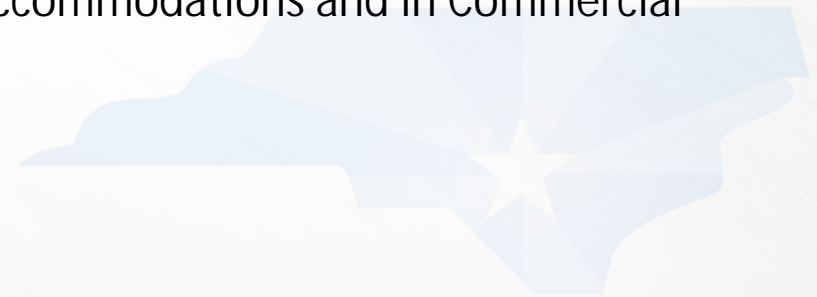
- Nondiscrimination on the Basis of Disability in State and Local Government Services

- **Title III – Public Accommodations**

- Nondiscrimination on the Basis of Disability by Public Accommodations and in Commercial Facilities

- **Title IV – Telecommunications**

- **Title V – Miscellaneous Provisions**



Title II of the ADA

Under Title II of the ADA people with disabilities must have an equal opportunity to participate in and benefit from state and local governments' programs, services, and activities. Applying for a business license, using a city playground, registering to vote, and attending a public university are some of public entities' programs, services and activities covered by the ADA.

Title II is divided into two parts:

- Subtitle A: covers all programs, services, and activities of State and Local government.
- Subtitle B: contains requirements for public transportation systems such as regional transit authorities.
- In this project we will discuss the key aspects of the Title II Subtitle A.

Who is Protected: To be protected under the ADA a person needs to meet the ADA's definition of disability and be "qualified." We'll discuss the definition of disability first, and then we'll discuss what it means to be "qualified."

Definition of Disability

The definition of disability has three parts. A person only has to meet one of the parts to be covered. The definition applies to a person who:

1. has a physical or mental impairment that substantially limits one or more major life activities; or
2. has a history or record of a physical or mental impairment that substantially limited one or more major life activities; or
3. is regarded as having an impairment, whether the person has the impairment or not.

ADA Title II – Overview

Obligation – Title II applies to state and local governments including state executive agencies, courts, legislatures, towns, cities, counties, school districts, universities, community colleges, water districts, special purpose districts, regional transit authorities, other state and local government instrumentalities and AMTRAK

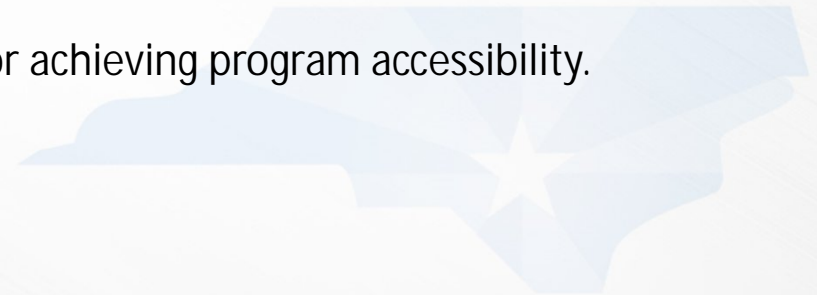
General Nondiscrimination – Title II requires that people with disabilities have an equal opportunity to participate in public entities' programs, services and activities in the most integrated manner appropriate.

Integration – A primary goal of the ADA is the equal participation and integration of people with disabilities in the mainstream of American life. Public entities must evaluate and consider the following:

- Effective Communication – Many people with disabilities are prevented from participating fully in programs, activities and services because of communication difficulties. To address this, the ADA requires that communication with people with disabilities must be “as effective” as communication with others
- Building Accessibility – New Construction, Alterations, Historic Preservation
- Program Accessibility – Public entities must ensure that people with disabilities are not excluded from programs, services, or activities because facilities are inaccessible.
- Web Accessibility – The Department of Justice’s technical information publication, Accessibility of Web Information and Services of State and Local Government Entities and Public Accommodations, two resources are listed to provide guidance for web developers designing accessible web pages.
 - Section 508 Standards
 - Web Content Accessibility Guidelines (WCAG)



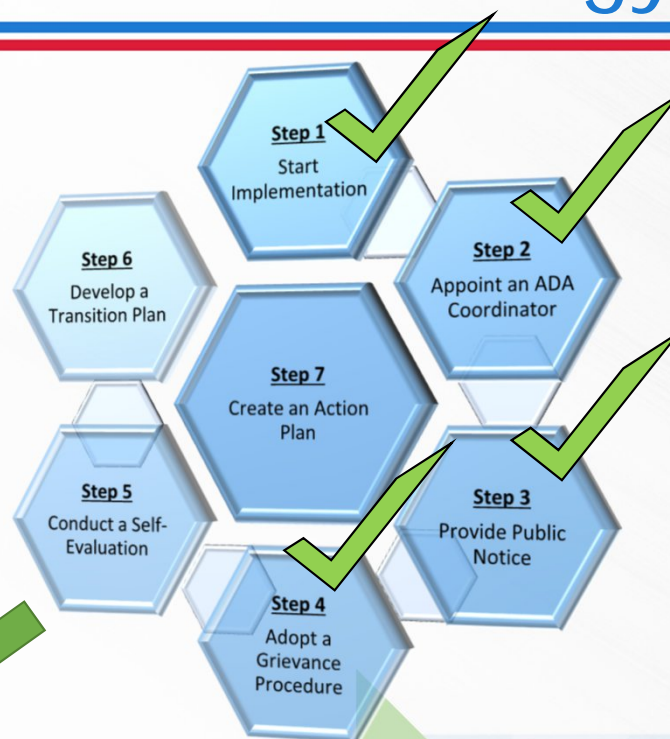
- Emergency Preparedness – Emergency preparedness and response programs is a critical part of ADA obligations. Include the needs of people who use mobility aids such as wheelchairs, scooters, walkers, canes or crutches, or people who have limited stamina. Plans should also include people who use oxygen or respirators, people who are blind or who have low vision, people who are deaf or hard of hearing, people who have a cognitive disability, people with mental illness, and those with other disabilities.
- Public Elementary and Secondary Schools
- Public Postsecondary Schools
- Administrative Requirements – Public entities with 50 or more employees are also required to:
 - Designate an employee to oversee Title II compliance.
 - Establish a grievance procedure.
 - Develop a transition plan if structural changes are necessary for achieving program accessibility.



Implementation Strategy

- Staff designated a project plan to, coordinate, draft, and draft the Transition Plan, Public Involvement Plan, and ADA Action Plan.
- The ADA Transition Plan Project established a multi-year timeline spanning FY2020, FY2021, and FY2022.

At the onset of the COVID-19 pandemic, the project plan was restructured to accomplish the self-evaluation of public facilities, rights of way, and other public areas. Although the pandemic continues, staff have developed a plan to involve the public using 2020 innovation and capabilities.



Phase 1:
Self-Evaluation of Facilities and ROW

Phase 2:
Self-Evaluation of internal policies and
procedures
Public Involvement Plan

Adopt Transition Plan
Action Planning
Action Plan Development, Implementation, and
Barrier Removal

Self-Evaluation – External

The external self-evaluation identified barriers to access that are inconsistent with its title II requirements. These barriers have been cataloged and are currently being processed to display and discuss during the public involvement phase.

During 2020, City Staff conducted a self-evaluation of:



Type	Number
Administrative Buildings	18
Fire Stations	18
Police Stations	7
Historical Facilities	8
Recreation Centers	20
Public Parks	49
Pools & Splash Pads	9
Bus Stops	615
Curb Ramps (ongoing)	+/- 400 of 2258
Sidewalks inventoried	207 miles

Self-Evaluation – Internal

Phase 2 of the Self-evaluation will carry three lines of effort:

1. A comprehensive review of all programs, activities, and services in physical and virtual environments operated by the City.
 - a. This will be accomplished by the ADA Project Team and ADA Liaisons for each department.
2. Launch the Public Involvement Plan
3. Revision of ADA webpage:
 - a. Addition of interactive GIS maps for the public to view what has been evaluated and what barriers have been identified
 - b. Updated Surveys for the public to provide geo-located input of what barriers they are experiencing and the location of the barrier
 - c. Updated grievance procedure documents and processes

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PIP – Purpose & Scope

The purpose of the Public Involvement Plan (PIP) is to create an open and transparent process to guide the ADA Transition Plan resulting in a shared community vision.

The scope of the PIP is to:

- Provide objective information to assist the public in understanding the purpose of the ADA Transition Plan.
- Seek and encourage the involvement of all community members.
- Provide a variety of opportunities for the public to contribute ideas and provide feedback through all phases of the process.
- Make the process accessible and engaging to interested community members and other stakeholders.
- Consider the public input the implementation of the ADA Transition Plan.
- Provide an opportunity for public participation by all stakeholders including people with disabilities and those who speak other languages but have limited understanding the English language.

Public Involvement Plan Timeline

January
2021

Conduct Public Outreach – Virtual Webinar

Present areas of the ADA Transition plan to the community for feedback, ideas, or other concerns.

-ADA Webinar #1

*Launch revised ADA webpage on fayettevillenc.gov

*Launch internal and external surveys for feedback

*Launch Public Education Campaign for ADA awareness

February
2021

Conduct Public Outreach - Community Virtual Meetings

Present overview of the ADA Transition plan to the community for feedback, ideas, or other concerns.

-ADA Webinar #2

-Community Watch

-Boards

-Commissions

*Drive all resident interest to the online products

*provide print material as needed

March
2021

Conduct Public Outreach – In Person Meeting

Present areas of the ADA transition plan to the community for feedback, ideas, or other concerns.

-Contingency for Virtual Webinar #3

-Community Watch

-Boards

-Commissions

-Citizen Academies

*Revise and add public feedback comments to ADA Transition Plan

April
2021

Present ADA Transition Plan & Self Evaluation to City Council for Adoption

*Establish Action Plan Steering Committee

*Submit Self Evaluation and Transition Plan to NCDOT for federal Compliance

*Publish ADA Transition Plan, PIP, ArcGIS Maps, and all other updated components of Accessibility in the City of Fayetteville

Questions?

Thank you.



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