

**FAYETTEVILLE CITY COUNCIL  
WORK SESSION MINUTES  
LAFAYETTE CONFERENCE ROOM  
JANUARY 6, 2020  
5:00 P.M.**

Present: Mayor Mitch Colvin

Council Members Katherine K. Jensen (District 1); Shakeyla Ingram (District 2); Tisha S. Waddell (District 3); D. J. Haire (District 4); Johnny Dawkins (District 5); Chris Davis (District 6); Courtney Banks-McLaughlin (District 8); Yvonne Kinston (District 9) (arrived at 5:05 p.m.)

Absent: Council Member Larry O. Wright, Sr. (District 7)

Others Present: Douglas Hewett, City Manager  
Karen McDonald, City Attorney  
Kristoff Bauer, Deputy City Manager  
Angel Wright-Lanier, Assistant City Manager  
Gina Hawkins, Police Chief  
Kevin Arata, Corporate Communications Director  
Sheila Thomas-Ambat, Public Services Director  
Jay Toland, Chief Financial Officer  
Gerald Newton, Development Services Director  
Brad Whited, Airport Director  
Barbara Hill, Human Resource Development Director  
Cynthia Blot, Economic and Community Development  
Director  
Rebecca Jackson, Strategic Planning Analytics  
Director  
Tracey Broyles, Budget and Evaluation Director  
Dwayne Campbell, Chief Information Officer  
Mike Hill, Fire Chief  
Pamela Megill, City Clerk  
Members of the Press

**1.0 CALL TO ORDER**

Mayor Colvin called the meeting to order.

**2.0 INVOCATION**

The invocation was offered by Council Member Davis.

**3.0 APPROVAL OF THE AGENDA**

**MOTION:** Council Member Haire to approve the agenda.

**SECOND:** Council Member Dawkins

**VOTE:** UNANIMOUS (8-0)

**4.0 OTHER ITEMS OF BUSINESS**

**4.01 Amendment to Use and Operating Agreement with Fayetteville Baseball Club Regarding the Capital Repair, Maintenance and Improvements Schedule (Exhibit E) and Request to Authorize Expenditures from the Capital Repair, Maintenance and Improvements Account**

Mr. Kristoff Bauer, Deputy City Manager, presented this item and stated the City executed the Agreement with Fayetteville Baseball Club ("Operator"), a subsidiary of Houston Baseball Partners, in December of 2016. The stadium had not even been designed at that time. The Agreement sets up a mechanism to identify and fund capital improvements to the stadium over the life of the Agreement. The foundation is a Schedule of potential capital repair and maintenance items referenced in the Agreement as Exhibit E. It was impossible to complete this schedule without the final design of the stadium and it is, therefore, blank. The Agreement also set up a funding mechanism

to support Capital Repair, Maintenance and Improvements ("Capital Improvements"). The Agreement provides that the Operator will annually deposit \$1.00 for each ticket after the first 50,000 sold and half of the naming rights revenue into the Account. The Agreement goes on to state that should the average of these revenues, starting in year five, fall below 1 percent of the actual construction cost of the stadium then both parties will be required to contribute 50 percent of any shortfall to ensure a minimum revenue to the Account averaging 1 percent of the actual construction cost. Finally, the Agreement calls for the establishment of a Board of Advisors ("Board") to annually recommend to the City Council any expenditures from the Account for Capital Improvements consistent with the terms of the Agreement. The City Council appointed the nine members of the Board on May 28, 2019. The Board met on December 12, 2019, to consider the proposed Schedule and two funding requests from the Woodpeckers. The Board voted to recommend the Schedule and to authorize the installation of fans in the concourse area and the extension or replacement of the safety netting.

Discussion ensued.

**Unanimous consensus of Council was to direct staff to move this item forward for official action at the January 13, 2020, regular meeting.**

#### **4.02 City-wide Comprehensive Bicycle Plan Update**

Mr. Lee Jernigan, Traffic Engineer, stated Stantec Consultants was selected to develop the City-wide Comprehensive Bicycle Plan, Bike Fayetteville, and introduced Mr. Scott Lane and Mr. Timothy Tresholavy, Consultants for Stantec.

Mr. Lane presented this item with the aid of a PowerPoint presentation and stated he will be reviewing the recommendations from the final draft of the plan and responding to questions or comments from City Council. In accordance with the grant criteria, NCDOT is required to review and provide comments on the plan to the consultant prior to final approval by City Council. In order to accommodate this requirement, City staff are requesting consensus of City Council to place the plan on their February 24, 2020, meeting for final approval.

A copy of the draft bicycle plan is included in the agenda packet.

Discussion ensued.

**Unanimous consensus of Council was to direct staff to move this item forward to the February 24, 2020, regular meeting agenda for official action.**

#### **4.03 FY 2019 Resident Survey Report**

Ms. Rebecca Jackson, Strategy and Performance Analytics Director, stated the City of Fayetteville conducted a resident survey to see residents' input regarding current programs and services, new initiatives, and future policy decisions. The survey is part of the City's ongoing efforts to identify and respond to resident concerns and to gather input about priorities for the community. Resident surveys are an important tool in determining if programs and services are meeting residents' expectations. Resident surveys also bring residents into the public decision-making process in the early stages of the strategic planning process.

Ms. Jackson introduced Mr. Jason Morado, Director of Community Research, ETC Institute. Mr. Morado stated ETC Institute administered this survey to residents of the City of Fayetteville during the fall of calendar year 2019. The purpose of the survey was to help the City of Fayetteville ensure that the City's priorities continue to match the needs and desires of residents. A survey instrument was mailed to

randomly selected households. Residents who did not respond to the survey by mail were contacted by phone and given the option of completing the survey in that manner. The survey was also administered in multiple languages as needed.

The survey results are statistically significant based on the number of surveys completed and the respondent population is demographically and geographically representative of the City's population. Mr. Morado provided an overview of the survey results with the aid of a PowerPoint presentation to include a summary of the survey methodology, the major findings and comparisons to the FY 2018 survey results, the visualizations of the overall results, the importance/satisfaction analysis of surveyed services, and the tabular results of all survey questions.

Ms. Jackson stated the information provided will be used to improve existing services and to help the City better understand the evolving needs of the residents of Fayetteville.

Discussion ensued.

**Mayor Pro Tem Jensen thanked staff for a good job and stated we have made a lot of progress. No direction or consensus was provided.**

#### **4.04 FY 2020 Second Quarter Strategic Plan Performance Report**

Ms. Rebecca Jackson, Strategic Performance Analytics Director, presented this item with the aid of a PowerPoint presentation and stated over the last 12 months, the Fayetteville City Council has worked very diligently to commit this organization to high performance and to use data and stakeholder input to create a strategic plan for the City that is forward thinking, progressive, relevant and outcome based. The Mayor, City Council, and staff share a duty to ensure that the actions of public officials, employees, contractors, and volunteers of the City are carried out in the most responsible manner possible and that City policy, budgets, goals, and objectives are fully implemented. The City Council's Strategic Plan Vision 2030 was adopted in June 2019, in coordination with the annual budget ordinance. The City's Strategic Plan Vision 2030 included nine FY 2020 Targets for Action (TFA). TFA are projects or initiatives identified by Council to move the needle toward defined outcomes laid out in the Council's strategic plan. TFA are defined by a one-year action plan with milestones to focus the work of Council and staff. The following are the FY 2020 Targets For Action:

1. Redevelopment and business growth of the Murchison Road corridor.
2. Job creation and retention for the local workforce through an internship program.
3. Developing Smart City capacity, specifically through pursuing the installation of broadband across the City.
4. Collaboration and empowerment by developing a Young Adult Engagement Program.
5. Working to develop a quality stormwater program.
6. Managing the City's future growth through a comprehensive land use plan.
7. Improving connectivity by assessing the feasibility of railroad crossing safety at at-grade crossings.
8. Elevating the conversation about how to combat poverty across the City.

9. Advancing community revitalization efforts, to include residential and commercial properties.

The City Manager's Office has directed the Office of Strategy and Performance Analytics to meet regularly with teams to advance the Council's TFA and to report progress to City Council on a quarterly basis during a City Council meeting.

The Second Quarter Strategic Performance Report provides the status of FY 2020 Targets for Action as of December 31, 2019. The report also includes any updates on previous year's TFA focused on results. Commitment to performance management and strategic planning strengthens the operations of the City of Fayetteville, ensuring excellent services and a high quality of life for residents. It allows for long-range planning at the organizational level with alignment to departmental operations and performance expectations. With this system in place, the City is able to allocate resources appropriately and build strategies for continuous improvement.

Discussion ensued.

**No consensus or direction was provided.**

#### **4.05 Parks and Recreation Bond Financial Plan Approval**

Mr. Kristoff Bauer, Deputy City Manager, presented this item with the aid of a PowerPoint presentation and stated staff is seeking Council discussion and direction regarding the following issues:

**Project Timing:** With the completion of the skate park project and delay of the sport fields and senior center west projects, there is an opportunity to accelerate a project into this fiscal year. This will allow current available funding to be spent down and to avoid a press of projects in later years. The recommendation is to move forward the design and potential land acquisition for the Tennis Center proposed for Mazarick Park. If approved, staff will move to recruit and select a design team. This will support the development of design alternatives, including the discussion of the potential to acquire additional land in the project area, for Council consideration. Design is expected to be complete in the spring of 2021 with construction beginning that summer. The senior center west project is currently scheduled to be bid in February 2020, and would be completed late spring or early summer 2021. This will allow City project management staff to move from the senior center project to the tennis center project.

Discussion ensued.

**Issue:** Should the tennis center project be moved up to allow design to begin in FY 2020 and construction in FY 2021?

**Consensus of Council was to direct staff to accelerate the Tennis Center. Council Members Ingram and Banks-McLaughlin in opposition to the consensus.**

**Funding Allocation:** Past Council direction has been to limit all expenditures on the park bond projects to a total of \$35 million. There is a legal limitation on the amount of General Obligation (GO) debt that can be issued, but there is not a legal limitation on what can be spent on these projects. This limitation has been policy direction by the City Council. If the City Council is interested in reconsidering this policy, there are at least three opportunities to supplement the funding for these projects. The FY 2020 budget allocates 1.42 cents to the funding plan that supports the development of the identified projects. There will be times when this funding exceeds what is needed to pay the debt service on bonds issued. This excess funding could be used to cash fund some project expenditures; project management for

example. The first of three bond sales has occurred. That sale was made at a premium. This means that the interest rate on the face of the bonds exceeded the market interest rate at the time of sale. Purchasers were willing to pay more than the face value of the bonds as a result. To put it another way, the City was paid more than it will have to pay back. The premium received, net of issuance costs, was \$1,482,920.00.

The City has set aside a reserve account to hold funds from the 1.42 cents of revenue and revenue from the bond sales. That reserve account has earned interest currently estimated to be \$131,985.00. Staff has allocated \$1,614,905.00 from bond premium and interest to the Cape Fear River Park project in the proposed funding plan. It should be recognized, however, that interest accrues daily and the plan does not currently include any cash funding. Should the Council authorize this flexibility, staff will be able to manage the funding plan more effectively over time to achieve Council's objectives.

**Issue:** Should the total GO debt issued be limited to \$35 million, but the total project expenditures be limited to the proceeds from all dedicated sources; that is bond sales, the 1.42 cents, and an accumulated interest?

**Consensus of Council was to direct staff to leave the funding source in place. (Council Members Ingram, Waddell, Banks-McLaughlin and Kinston in opposition to the consensus.)**

**Sports Field Project:** With the removal of the Jordan Soccer Complex from the project list, there is a need to adjust the approach to address the City's needs for additional sport fields. There has been significant discussion regarding where to locate this facility or these facilities should multiple locations be identified. Locations discussed in the past include:

- 50 Acres owned by the City on Fields Road; just off of Cedar Creek Road;
- Supplementing the property owned on Fields Road, by acquiring an adjacent parcel;
- Acquiring 60 acres in the Military Business Park off of Santa Fe Drive; and
- Baseball on 80 acres of federal land off of McArthur road and soccer through a partnership with Methodist to upfit the Jordan Soccer Complex (current).

The masterplan for the McArthur Road location doesn't include any soccer facilities. In addition, while an initial phase of that master plan has been developed that is within previously allocated funding, the full development would require additional funding. While Ft. Bragg Garrison staff have been very supportive of developing a long-term relationship to develop this property consistent with the proposed master plan, the path to success and timing for completion remain unclear.

Discussion ensued.

**Issue:** Should the City pursue one of the locations discussed or procure the services of a consulting team to evaluate options and provide a recommendation to Council?

**Unanimous consensus of Council was to direct staff to study and research the Fields Road site and report back to Council with the findings in a few weeks. Direction was also given to staff to communicate with Fort Bragg officials regarding the City's interest in another site for the sports complex.**

#### **4.06 City Council Member Agenda Item Request - Short-Term Rental Program - Council Member Dawkins**

Council Member Dawkins presented this item and stated Fayetteville has over 275 VRBO's, AirBNBs, etc., that we need an annual licensing fee for. We may also want to consider limiting the number of these types of short-term rentals in neighborhoods.

Discussion ensued.

**Unanimous consensus of Council was to direct staff to conduct further research, review how other cities license and/or charge fees for short-term rental properties. Report back to Council at a future work session (date not specified).**

#### **4.07 City Council Agenda Item Request - Military/Municipal Relations - Council Member Waddell**

Council Member Waddell presented this item and stated Fayetteville is home to Fort Bragg, the nation's largest US military installation in terms of population. Fort Bragg has a nearly \$31 million a day economic impact on Fayetteville. I am asking the Mayor to create a Liaison Committee similar to that of the County and the City with the aim of seeing what opportunities are present regarding economic development, active duty to civilian transition, recreational support, and collaboration between the city and government leadership. If possible I would like to Chair this Committee.

Discussion ensued.

**After considerable discussion and debate, Council Member Waddell withdrew this agenda item request. No direction was provided.**

#### **4.08 City Council Agenda Item Request - Infrastructure Bond Consideration - Council Member Waddell**

Council Member Waddell presented this item and stated during a recent community meeting, information was presented regarding street resurfacing and sidewalk installation. Our current schedule for street resurfacing is in excess of 30 years. We have miles of sidewalks throughout the City which need to be installed and streets in dire need of resurfacing. My request is that we direct staff to begin preparing some options for us to present to the voters regarding bonding packages specifically targeting our infrastructure repair and maintenance needs so that we can get ahead of the budgeting session and be prepared to act in a reasonable amount of time on the information provided.

Discussion ensued.

**Unanimous consensus of Council was to direct staff to move this item forward and present findings/research prior to the Budget process.**

#### **4.09 City Council Agenda Item Request - Minimum Pay Plan - Mayor Colvin**

Mayor Colvin presented this item and stated he is asking for consensus to direct staff to develop a plan to bring the City of Fayetteville employees pay to a living wage. This plan would include how it will be accomplished, what the cost will be, and how will we fund this?

Mr. Douglas Hewett, City Manager, stated we also need to take into consideration the benefits package along with the compensation, in order to become an employer of choice.

Unanimous consensus of Council was to direct staff to begin working on this item; how we would fund this, what is the cost, retirement costs, compensation and benefits, etc.

#### **4.010 City Council Agenda Item Request - Green Valley Stop Signs - Council Member Haire**

Council Member Haire presented this item and stated he wants three stop signs installed in the Green Valley neighborhood. In addition Council Member Haire requested Mayor Colvin to reinstate the Ad Hoc Council Neighborhood Traffic Committee to help communities prevent speeding and review the Traffic Calming Policies.

Mr. Douglas Hewett, City Manager, stated staff does not recommend the installation of the three stop signs. There is a uniform standard for traffic control devices and that is what allows us to make sure we do not have gridlock in neighborhoods. Traffic studies did not report that motorists were speeding at levels that would trigger the installation of stop signs.

Discussion ensued.

Unanimous consensus of Council was to direct Traffic staff to work with the Pilot Committee (Ad Hoc) regarding Policy Review inclusive of the Corridor Revitalization Committee; and to install the three stop signs requested by the Green Valley residents as a pilot.

#### **5.0 ADMINISTRATIVE REPORTS**

##### **5.01 City Manager's Administrative Report**

1. Ms. Angel Wright-Lanier, Assistant City Manager, provided an update on the Homeless Subcommittee activities, and reported that Dr. Newton, Development Services Director, is actively looking for a potential site for the proposed Homeless Day Center.
2. Mr. Douglas Hewett, City Manager, stated he will be bringing an appropriation item to Council to cover the expense of hiring a Construction Manager. Discussion ensued. Council Members requested a Professional Engineer for the position.

#### **5.0 ADJOURNMENT**

There being no further business, the meeting adjourned at 9:43 p.m.