



FAYETTEVILLE CITY COUNCIL
AGENDA
JANUARY 7, 2013
5:00 P.M.
Lafayette Conference Room

1.0 CALL TO ORDER

2.0 INVOCATION

3.0 APPROVAL OF AGENDA

4.0 OTHER ITEMS OF BUSINESS

4.1 Community Development - HOPE VI Business Park Redevelopment Plan
Presented By: Victor Sharpe, Community Development Director Craig
Gossman, Consultant, MSKS

4.2 Annual Update on Community Wellness Plan
Presented By: Katherine Bryant, Interim Chief of Police

4.3 Airport Updates on Air Service and Economic Impact Study
Presented By: Bradley Whited, Airport Director

4.4 General Development Review Information and Recent Development
Review Process Enhancements
Presented By: Rusty Thompson, PE, Engineering and Infrastructure
Director Scott Shuford, AICP, Development Services Director

4.5 Public Works Commission - Discussion of Term Limits
Presented By: Council Member, Bobby Hurst, Appointment Committee
Chair

4.6 Overview of Distribution of Sales Tax Proceeds: State Statutes and
Interlocal Agreement
Presented By: Lisa Smith, Chief Financial Officer

4.7 Hire Fayetteville First Budget Amendment Funding A Purchasing Program
Review.
Presented By: Kristoff Bauer, Asst. City Manager

4.8 City Council Request(s): (In order of receipt date).

- (a) Council Member Bates - Code Enforcement Software
- (b) Mayor Pro Tem Arp - Operating Protocols for Mayor and City Council

5.0 ADJOURNMENT

CLOSING REMARKS

POLICY REGARDING NON-PUBLIC HEARING AGENDA ITEMS

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

POLICY REGARDING PUBLIC HEARING AGENDA ITEMS

Individuals wishing to speak at a public hearing must register in advance with the City Clerk. The Clerk's Office is located in the Executive Offices, Second Floor, City Hall, 433 Hay Street, and is open during normal business hours. Citizens may also register to speak immediately before the public hearing by signing in with the City Clerk in the Council Chamber between 6:30 p.m. and 7:00 p.m.

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

Individuals who have not made a written request to speak on a non-public hearing item may submit written materials to the City Council on the subject matter by providing twenty (20) copies of the written materials to the Office of the City Manager before 5:00 p.m. on the day of the Council meeting at which the item is scheduled to be discussed.

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

CITY COUNCIL ACTION MEMO

TO: Mayor and City Council
FROM: Victor Sharpe, Community Development Director
DATE: January 7, 2013
RE: **Community Development - HOPE VI Business Park Redevelopment Plan**

THE QUESTION:

What is the status of the HOPE VI Business Park Redevelopment Plan?

RELATIONSHIP TO STRATEGIC PLAN:

Greater Tax Base - Strong Local Economy and More Attractive City - Clean and Beautiful and Revitalized Downtown A Community Focal Point.

BACKGROUND:

- The purpose of this item is to further discuss the Redevelopment Plan for the HOPE VI Business Park.
- The City is working with the Fayetteville Cumberland County Chamber of Commerce to complete a plan for developing a business park for the HOPE VI Revitalization Project. The Chamber hired MKSK to complete the plan.
- A community meeting was held on September 6, 2012 to get input from the community.
- MKSK presented an update on the status of the redevelopment plan at City Council's October 1, 2012 Work Session.
- Twelve recommendations, the Conceptual Plan Details - Preferred Option and an Aerial Rendering have been established for City Council's consideration (see pages 35, 36 & 37).

ISSUES:

- Redevelopment is a long-term commitment which will take time to complete.
- Once the plan has been approved, staff will follow the recommendations for implementation.
- There are 18 parcels left to be acquired.

BUDGET IMPACT:

Funding has been allocated for this project.

OPTIONS:

For informational purposes.

RECOMMENDED ACTION:

Move forward to the January 28, 2013 agenda for consideration and approval.

ATTACHMENTS:

HOPE VI Business Park Plan

Presentation -HOPE VI Business Park

Market Based Redevelopment Plan for HOPE VI Business Park Fayetteville, NC



MKSK

**Thomas Point
Associates**

November, 2012

Table of Contents

SECTION 1:
BACKGROUND

SECTION 2:
**MARKET ANALYSIS &
PUBLIC ENGAGEMENT**

SECTION 3:
**PHYSICAL ANALYSIS
& CONCEPTUAL
PLANS**

SECTION 4:
RECOMMENDATIONS

APPENDIX

Introduction



This document addresses the support for development of the “Hope VI Business Park” on a site that the City of Fayetteville is acquiring, at the intersection of Gillespie and Blount Streets in downtown Fayetteville. The purpose of this initiative is to identify the best use of the property, taking into account community interests, location, land value and market support.

The site comprises about 9 acres at the southwest corner of Gillespie and Blount Streets, less than a mile south of the center of downtown Fayetteville. In the original Hope VI area identification, this site was earmarked for revitalization along with the other areas shown on page 4. The site is largely in residential use. There are several residential structures and one business. There is an historic property, the former home of Dr. E.E. Smith, at the corner of Blount and Chase Streets, a small church located on adjacent property to the south, and housing across Blount to the north. The neighborhood to the west is largely industrial.

Mapping and Context





The following pages contain several maps of the area intended to provide the reader with visual and contextual background information.

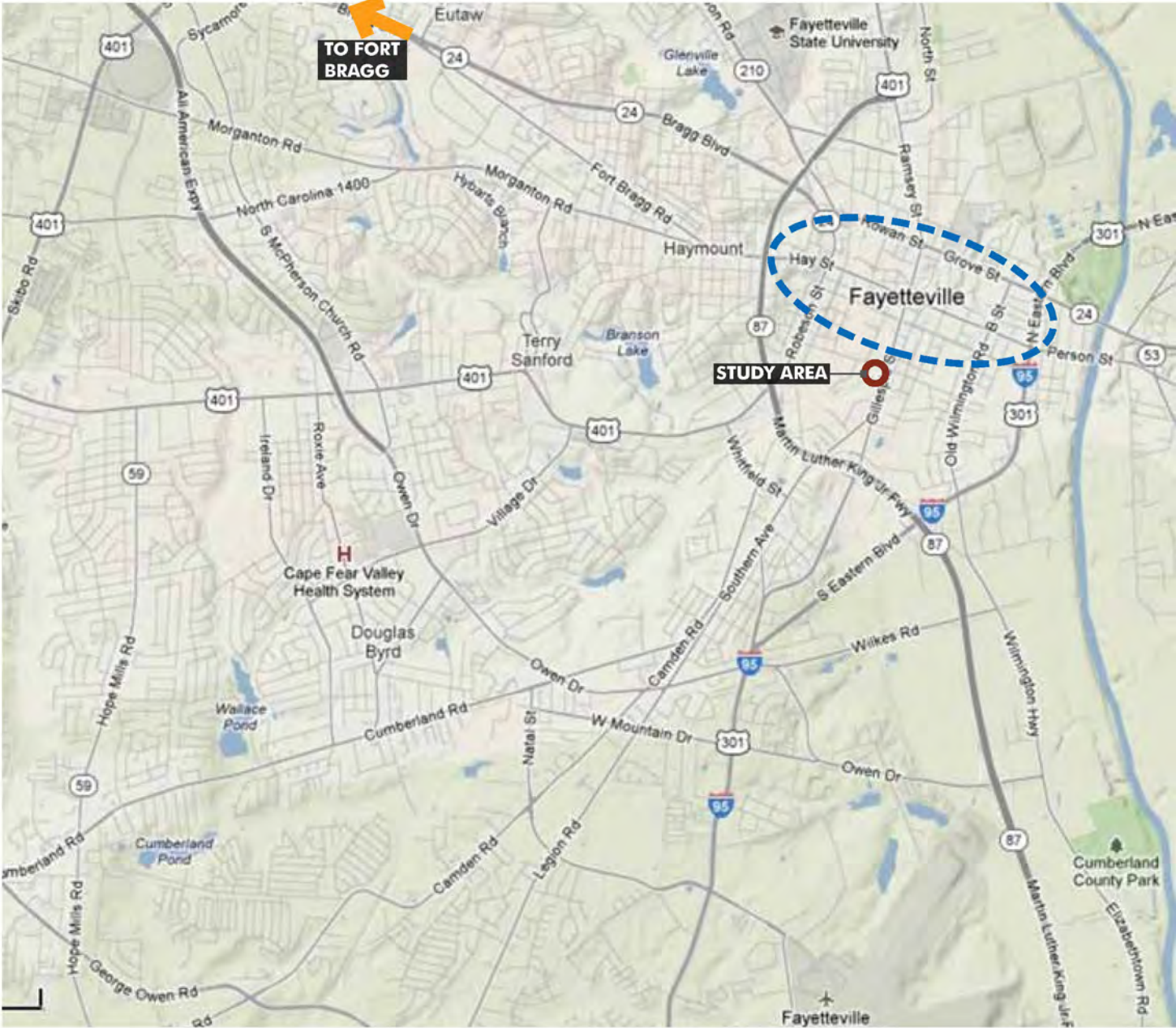
Aerial Image

 **HOPE VI
Redevelopment Site**

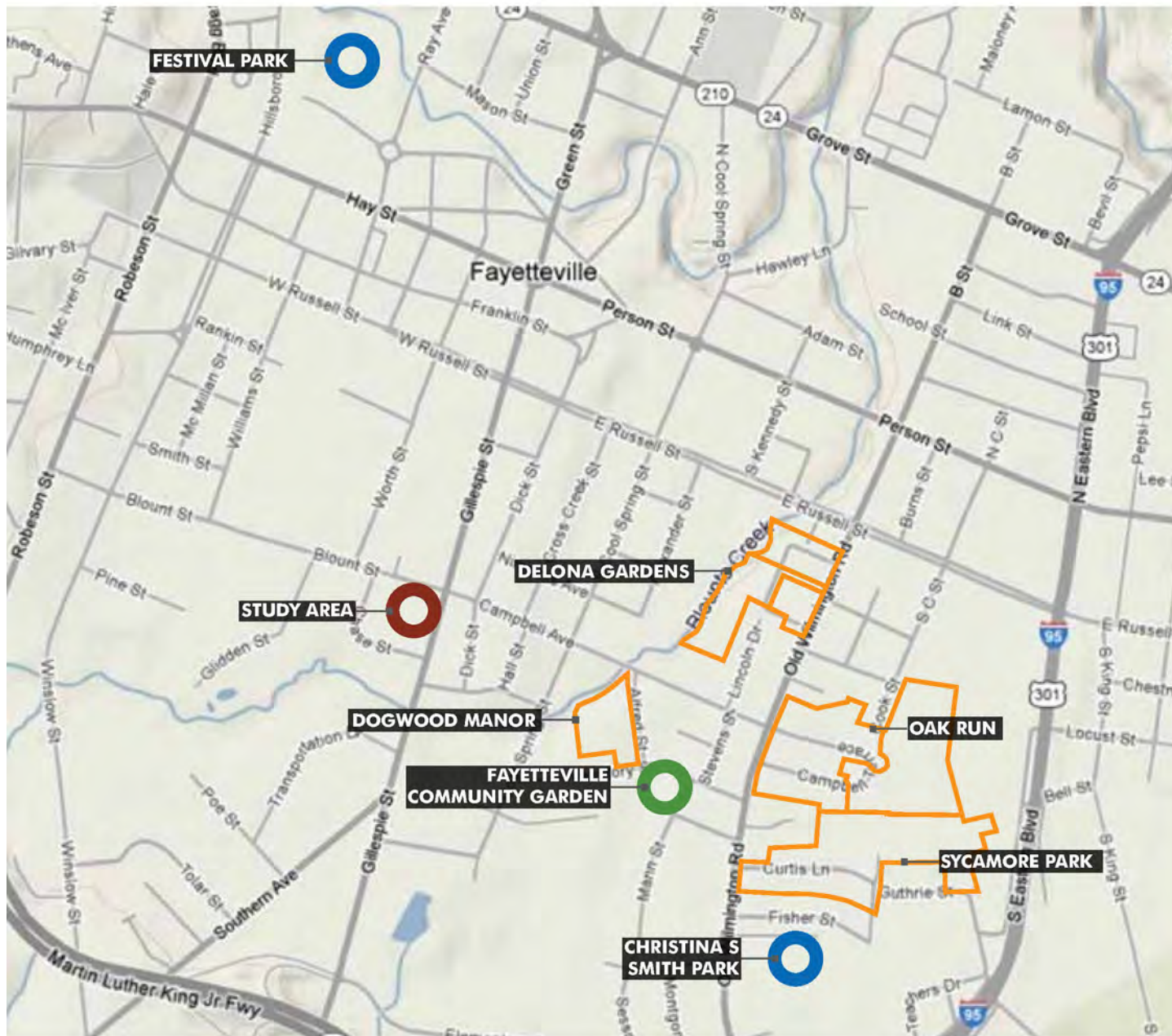

0 50 100 150 Feet

Regional Context







- Legend
-  HOPE VI
Redevelopment Site
 -  Rivers, Streams
 -  Business Route
 -  Downtown Fayetteville



Area Context



Legend

-  Rivers, Streams
-  Business Route
-  HOPE VI Redevelopment Site
-  Community Gardens
-  Christina's Smith Park
-  HOPE VI Projects

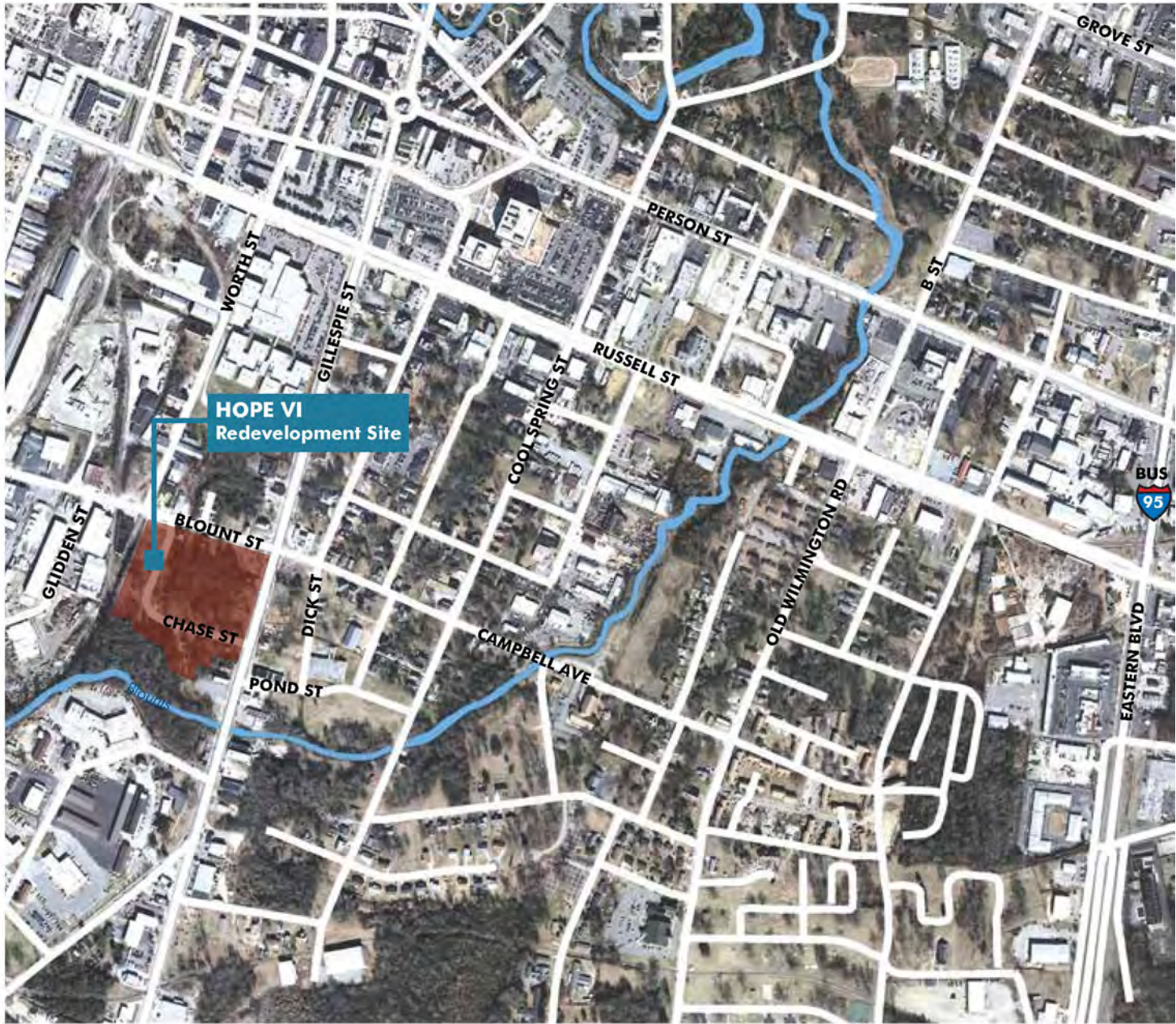
Campbell Terrace/Delona Gardens HOPE VI

Source: Fayetteville Metropolitan Housing Authority, <http://www.fayettevillehopevi.org>



Context

- Legend
- HOPE VI
Redevelopment Site
 - Rivers, Streams
 - Business Route




Bird's Eye View

Note: The HOPE VI Business park redevelopment site includes substantially wooded property which is contiguous to Blount Creek.



Base Map

- Legend**
-  HOPE VI
Redevelopment Site
 -  Rivers, Streams
 -  Street Network
 -  Buildings
 -  Rail Road

Note: Chase Street currently serves as a residential street. As new uses are explored realignment of Chase will be considered.



0 50 100 150 Feet

Existing Conditions



View at the Gillespie Street and Chase Street Intersection



View at the Blount Street and Chase Street Intersection - Dr. E.E. Smith's Home



View at the Blount Street and Gillespie Street Intersection



View down Chase Street

Former Residence of Dr. E.E. Smith



Dr. E.E. Smith



Dr. E.E. Smith Former Residence

- **1877** - The A Howard School in Fayetteville is selected to become the State Colored Normal School, and thus becomes the first and oldest state-supported institution of its kind in North Carolina. It was renamed the State Colored Normal School in Fayetteville that year, Fayetteville State Teachers College in 1939, Fayetteville State College in 1963 and Fayetteville State University in 1969.
- **1883** - Dr. Ezekiel Ezra Smith, 31 years old and a graduate of Shaw Collegiate Institute in Raleigh, is appointed Principal of the State Colored Normal School.
- **1895** - After serving as Minister Resident and Consul General of the U.S. to Liberia, Dr. Smith returns the school's President. Prior to this he had organized the first newspaper for Black North Carolinians, the Carolina Enterprise, in Goldsboro.
- **1899** - After taking a leave of absence to serve in the Spanish-American War Dr. Smith returns to his duties. In 1907 the school moves to its permanent site on Murchison Road. Later, Dr. Smith and his wife deed additional land to the state.
- **1902** - Dr. Smith and his wife purchased the home on Blount for \$100. Along with Dr. Smith and his wife, even housed seven students in their home until proper dorms for the university were built.
- **1933** - Dr. Smith retires on June 30 and is elected President Emeritus.

Zoning Map

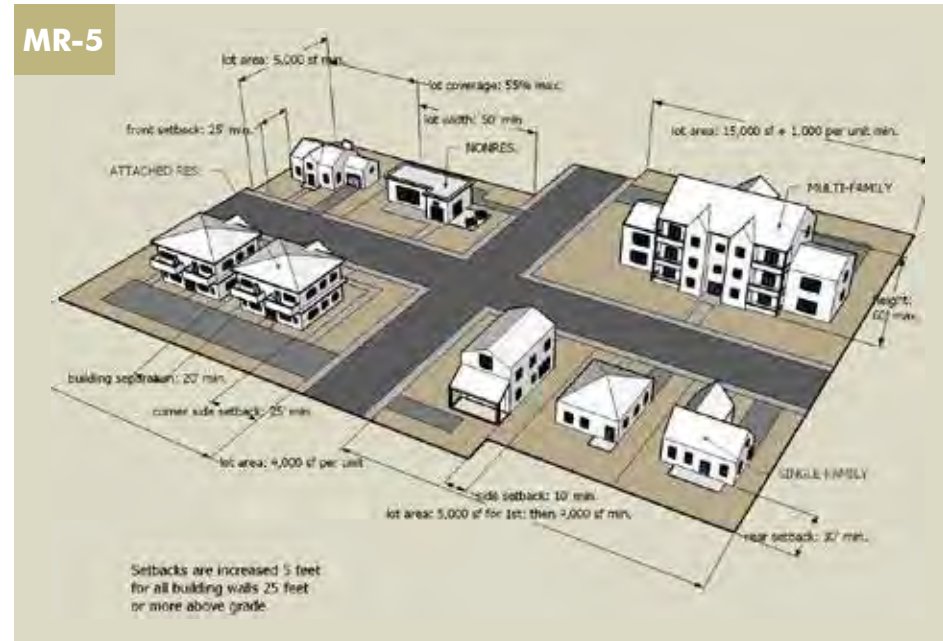
- Legend**
- MR-5 Mixed Residential 5
 - LC Limited Commercial
 - CC Community commercial
 - OI Office & Institutional
 - HI Heavy Industrial



Zoning Standards

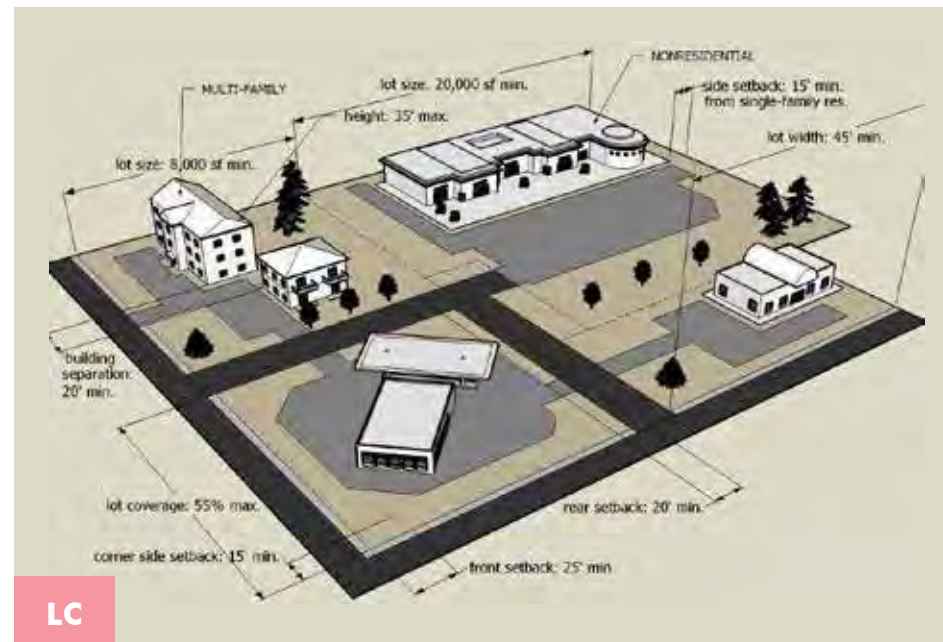
MR-5 - Mixed Residential 5

- **Objective:** intended to meet the diverse housing needs of City residents by accommodating a wide variety of residential housing types and arrangements at moderate to high densities
- **Main uses:** single-family detached dwellings, two- to four-family dwellings, multi-family dwellings, and other residential development that may include single-family attached dwellings, and zero lot line development
- **Others:** May also include centrally-located open space, complementary institutional uses (e.g., religious institutions, post offices, police sub-stations), day care facilities, and limited small scale neighborhood-serving convenience retail uses.



LC - Limited Commercial

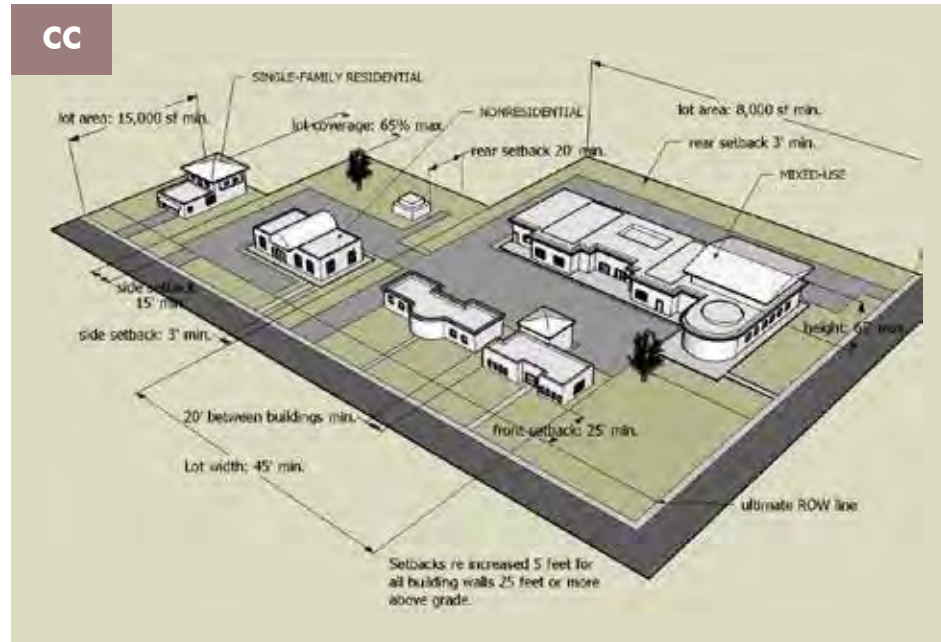
- **Objective:** accommodate a wider range of moderate-intensity general retail, business, and service uses that serve groups of neighborhoods instead of just an individual neighborhood
- **Main uses:** e.g., grocery stores, drugstores, large restaurants, gas stations, and higher order retail uses like specialty stores.
- **Others:** the district is not intended to accommodate intensive commercial or other business uses. Residential uses are encouraged on the upper floors of nonresidential establishments.



Zoning Standards

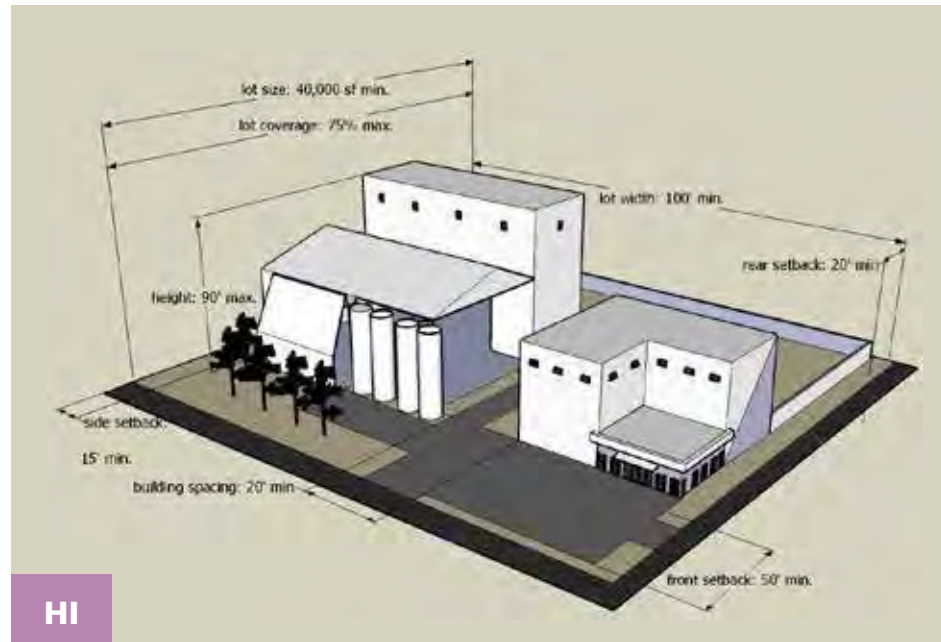
CC - Community Commercial

- **Objective:** accommodate a diverse range of medium- to high-intensity retail, service, and office uses that provide goods and services serving the residents and businesses in the community at large
- **Main uses:** e.g., shopping centers, convenience stores, retail sales establishments, and heavier commercial.
- **Location:** the district is typically located along major arterials, at the intersection of arterials, and along growth corridors identified in City plans.
- **Others:** higher-density residential uses are encouraged on the upper floors of nonresidential establishments, and may exist as stand-alone buildings as part of a larger horizontal mixed-use development.

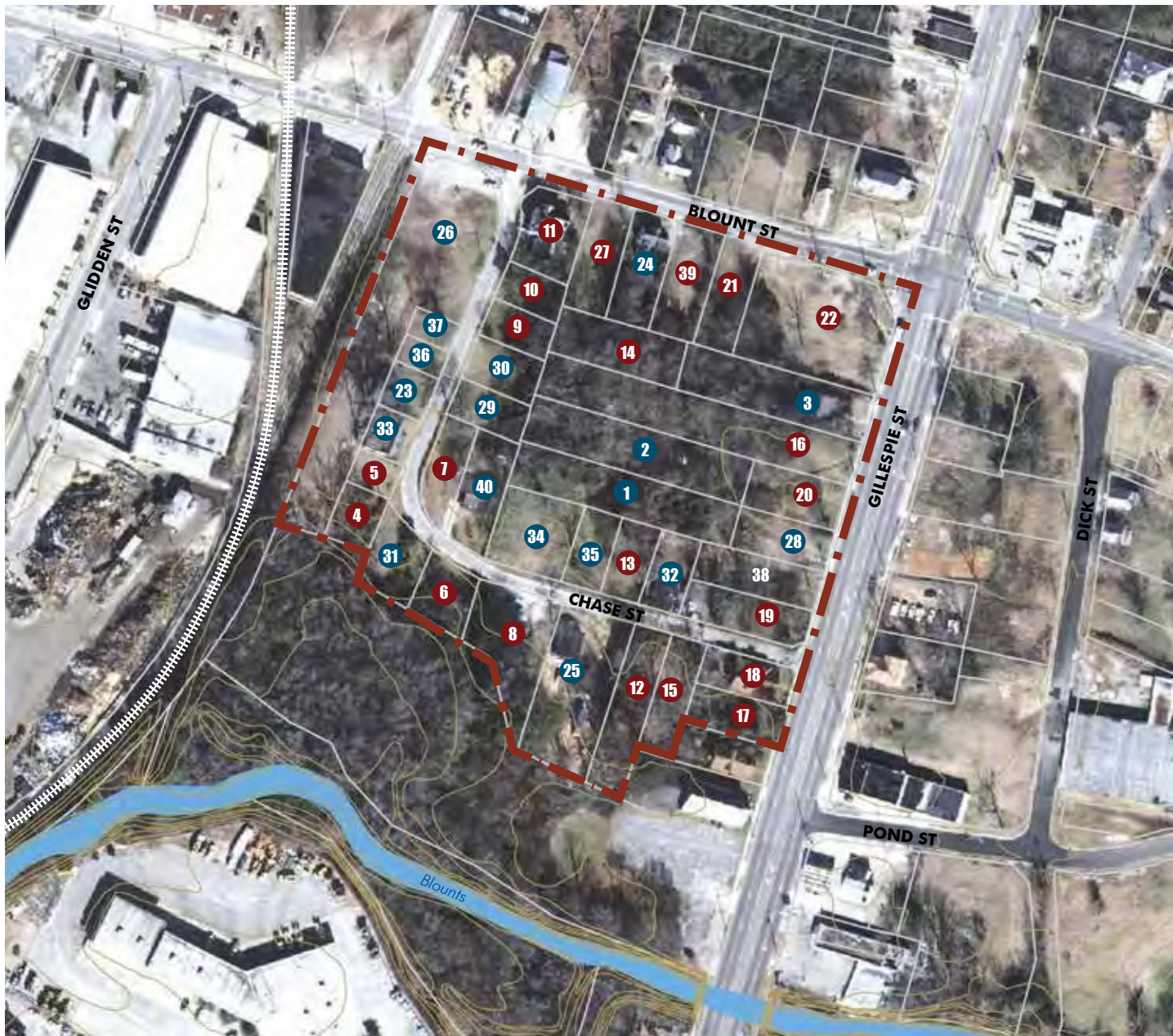


HI - Heavy Industrial

- **Objective and main uses:** accommodate heavy manufacturing, assembly, fabrication, processing, distribution, storage, research and development
- **Others:** industrial uses that may be large-scale or otherwise have extensive exterior movement of vehicle, materials, and goods, and greater potential for adverse environmental and visual impacts.



Property Ownership



#	Area	Owner
1	0.40	Allen, Mary Perry
2	0.40	Allen, Mary Perry
3	0.34	City Of Fayetteville
4	0.10	City Of Fayetteville
5	0.06	City Of Fayetteville
6	0.14	City Of Fayetteville
7	0.21	City Of Fayetteville
8	0.33	City Of Fayetteville
9	0.09	City Of Fayetteville
10	0.10	City Of Fayetteville
11	0.19	City Of Fayetteville
12	0.24	City Of Fayetteville
13	0.12	City Of Fayetteville
14	0.24	City Of Fayetteville
15	0.16	City Of Fayetteville
16	0.58	City Of Fayetteville
17	0.14	City Of Fayetteville
18	0.14	City Of Fayetteville
19	0.17	City Of Fayetteville
20	0.18	City Of Fayetteville
21	0.20	City Of Fayetteville
22	0.58	City Of Fayetteville
23	0.08	Cromartie, John Heirs
24	0.19	Evans, Mary Mc Allister
25	0.44	Gause, David J L
26	0.96	Gilbert, Frankie L
27	0.19	City Of Fayetteville
28	0.18	Harvey, Ethel B Heirs C/O J Ha
29	0.12	Malloy, Archie
30	0.11	Malloy, Archie Hector Jr
31	0.17	Mckoy, James W & Wife
32	0.12	Mcmillan, Katie Heirs
33	0.08	Mcneill, David Earl
34	0.23	Mullins, David & Wife
35	0.12	Mullins, David & Wife
36	0.05	Smith, Louis P & Stanley
37	0.05	Smith, Louis P & Stanley
38	0.18	City Of Fayetteville
39	0.20	City Of Fayetteville
40	0.18	Young, Valerie Therisa
Total	8.76	

Parking Standards

Required Off-street Loading Spaces

Use or Activity	Gross Floor Area (GFA)	Minimum Number of Loading Spaces
Offices	6,000sf or more	1
Wholesale & Manufacturing Uses	Up to 15,000sf	1
All other Commercial & Industrial Uses	Up to 40,000sf	1

Note: Redevelopment of the HOPE VI Business Park site will require re-evaluation of the overall parking requirements. Service areas for certain uses will require designated loading spaces in addition to customer and worker parking.

Minimum Off-street Parking Standards

Use or Activity	Minimum Number of Parking Spaces
Offices	1 per every 300sf
Indoor storage/warehousing/assembly/ vehicular service/manufacturing:	
1 - 3,000sf	1 per every 240sf
3,001 - 5,000sf	1 per every 500sf
5,001 - 10,000sf	1 per every 750sf
10,001sf or more	1 per every 1,250sf

Market Analysis Conclusions

1 The use of the site as a business park presents challenges.

The Hope VI site has the advantage of the proximity to the downtown, a central location in the region and the HUBZone designation. Typically business parks are much larger than 9.2 acres. Consequently it would be difficult to promote the site as a business park.

2 The market basis for development of retail space is weak.

It is clear from our figures and other information on the market that there is a strong case to be made against a retail concept, even including food. The main issue is the lack of calculated demand (“opportunity gap”) that would make it very difficult to attract a retail tenant, even if the City were to provide incentives. The level of population and the demographic profile of the consumers within a 10 minute drive time of the site are less than optimum to support prime retailers.

3 The location does not offer a good opportunity for development of office space.

New office space in the Fayetteville area appears to be either military-related or the replacement of older space by relocating tenants. The near downtown location is not an asset for the site due to the residential and industrial character of adjacent areas. There is plenty of space in the downtown, and at attractive lease rates. The pull of suburban locations is much stronger for office tenants. Moreover, the industrial neighborhood is not an attractive office setting.

4 While the area to the west of the site is industrial in character, the site is not appropriate for speculative industrial space.

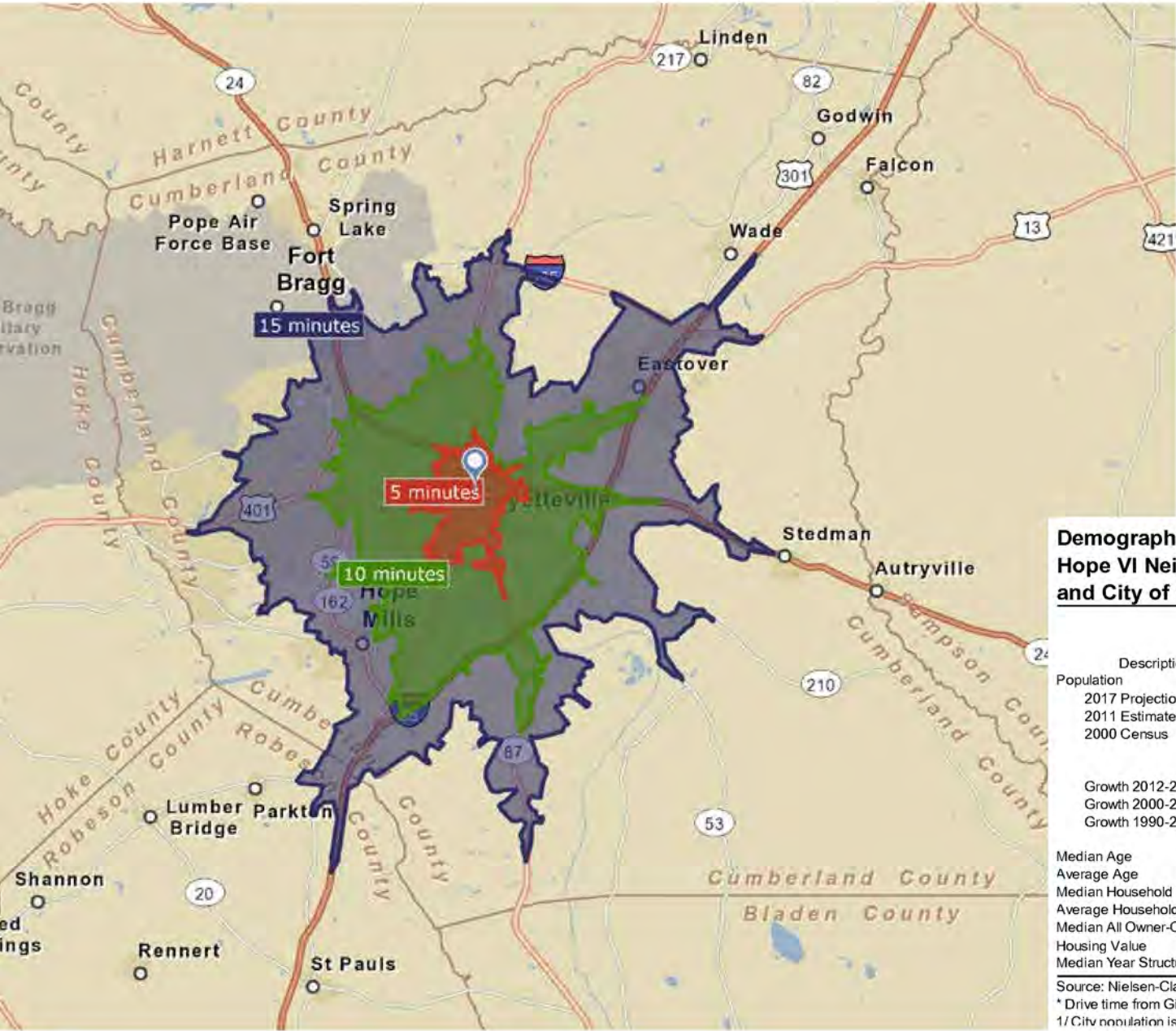
The situation is similar in the industrial sector. There are large amounts of industrial property and space in both manufacturing and warehouse space, and plenty of industrial property available for development throughout the metro area.

5 This is a good location for flex space that could include a mix of commercial uses.

There is demand for this type of space in a central location. With relatively low development costs and variability in building sizes, design and siting, this product could be easily adapted to the Hope VI property.

While hardly represented in the region, it offers the potential for phased development that reduces risk with relatively low front-end costs. New space at this location has the potential to create a new gateway to the downtown and the central industrial area. The City could take this opportunity to make a new investment in the larger industrial area, with circulation improvements, pedestrian and bike trails, drainage corrections and landscaping related to the creek. Flex space would also be able to accommodate a modest amount of other complimentary uses such as office space.

Demographics



This map shows the extent of the 5- and 10-minute drive. The 10-minute drive is the more likely definition of the market area for commercial development of the site. This is a large area that extends east to I-95, north beyond the 401 corridor and west to State Route 59.

The 10-minute drive market area includes an estimated 2011 population of 74,945, approximately 36.1% of the City population. Population declined by 6% from 2000 to 2012, and a continued loss of population is projected over the next 5 years. Households in this market area had a median household income (\$37,587) that is 87% of the citywide figure. The population is slightly older than the city population, 35.3 vs. 31.3 years. The median value of owner-occupied housing is almost the same as the value citywide.

The current (2011) and projected (2017) populations in the Hope VI area, in the 5- and 10-minute drive times and in the City of Fayetteville are summarized below.

Demographic Characteristics of Population, 2011: Hope VI Neighborhood, 5- and 10-minute Drive,* and City of Fayetteville

Description	Hope 6 Area	5-Minute Drive	10-Minute Drive	City 1/
Population				
2017 Projection	1,218	14,218	73,479	219,121
2011 Estimate	833	14,966	74,945	207,600
2000 Census	n/a	17,209	79,687	121,015
Growth 2012-2017	46.20%	-5.00%	-1.96%	5.55%
Growth 2000-2012	-21.15%	-13.03%	-5.95%	71.5%
Growth 1990-2000	-14.71%	-11.17%	0.21%	2.34%
Median Age	30.6	36.4	35.3	31.3
Average Age	35.7	39.1	37.9	34.3
Median Household Income	\$14,999	\$24,763	\$37,587	\$43,520
Average Household Size	2.2	2.0	2.2	2.4
Median All Owner-Occ.	\$63,470	\$104,080	\$124,238	\$132,424
Housing Value				
Median Year Structure Built	1970	1959	1973	1982

Source: Nielsen-Claritas, Inc., 2012; Thomas Point Associates; UDC, Hope VI area.
* Drive time from Gillespie and Blount St. intersection.
1/ City population is 2013, projected to 2017.

The Hope VI Neighborhood & Economy

The current Hope VI neighborhood is much smaller than the area of the 10-minute drive. It is bounded by Gillespie St., Grove St., Eastern Boulevard, Buxton Boulevard and Elementary Drive. The project location, the southwest corner of Gillespie and Blount Streets., is on the western side of the Hope VI area.

This area has the following characteristics:

- The population in 2011 was estimated at 833. The residential redevelopment program that is a key element of the Hope VI program will result in significant growth in this area (46.2%) over the next several years.
- Median age is 30.6 years, significantly younger than the City population.
- Median household income is \$14,999, significantly below the city figure (\$43,520).
- Median value of owner-occupied housing is \$63,500, almost half the city figure (\$132,424).

The racial composition of the population in the market area and in Fayetteville as a whole is different from that of the US, in that the African American population is much greater and the Hispanic population is much less in Fayetteville than in the nation. Work force participation is high in the area. The proportion of the local population that is over 16 and employed is 45.9% in the City compared to 46.6% in the nation.

Employment and Number of Establishments Fayetteville MSA, 1999, 2004 and 2009

NAICS Code	Category	1999		2004		2009		Change, 1999-2009	
		Empl.	Ests.	Empl.	Ests.	Empl.	Ests.	Empl.	Ests.
11	Forestry/Fishing/Hunting/Aq. Support	62	12	n/d	14	n/d	9	113	-3
21	Mining	n/d	2	n/d	7	35	6	-25	4
22	Utilities	n/d	8	n/d	10	328	14	153	6
23	Construction	4,810	557	4,511	529	4,420	564	-390	7
24	Manufacturing	13,252	118	13,476	127	9,636	118	-3,616	0
42	Wholesale Trade	2,562	197	2,292	191	2,380	182	-182	-15
44	Retail Trade	15,699	1,070	16,851	1,118	16,192	1,096	493	26
48	Transportation and Warehousing	2,309	149	4,097	173	4,598	159	2,289	10
51	Information	1,788	63	2,495	74	2,130	66	342	3
52	Finance and Insurance	3,040	397	2,778	414	2,302	359	-738	-38
53	Real Estate	1,235	266	1,586	326	1,801	340	566	74
54	Professional/Scientific/Technical	2,833	368	4,241	457	5,228	567	2,395	199
55	Management	318	25	294	31	805	34	487	9
56	Admin/Waste Management	7,431	279	5,629	257	6,752	275	-679	-4
61	Educational Services	1,718	37	n/d	54	1,638	72	-80	35
62	Health Care/Social Assistance	13,328	486	16,484	726	20,008	860	6,680	374
71	Arts/Entertainment/Recreation	n/d	52	802	62	870	67	120	15
72	Accommodations/Food Svcs	11,336	520	11,805	528	12,749	617	1,413	97
81	Other Services	4,646	664	4,645	671	4,786	681	140	17
95	Auxiliaries	1,679	14						
99	Unclassified	n/d	56	n/d	32	n/d	6	-50	-50
Total		89,199	5,340	93,883	5,801	96,769	6,092	7,570	752

Source: County Business Patterns

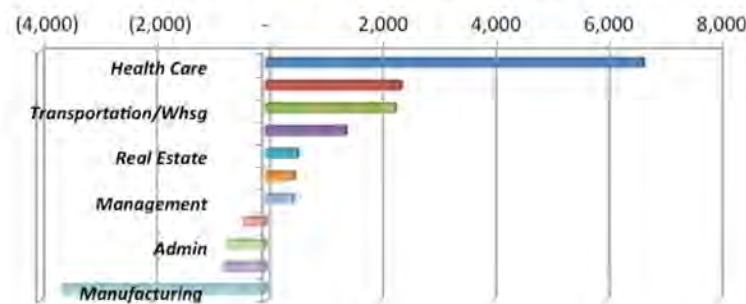
Employment figures for the Fayetteville MSA suggest that there is significant economic growth in the region. From 1999 to 2009 the number of jobs increased by 7,600, and 752 new businesses were created.

The biggest change was in the increase of jobs in health care and social assistance. There was growth in professional/scientific and technical jobs, and in transportation and warehousing. The largest decline was in the manufacturing sector, and there were also significant loss of jobs in finance/insurance and construction sectors.

The other table summarizes projected growth in employment, 2006-2016. The number of jobs in the occupations shown is projected to increase by 2,600 jobs per year on average.

Figure 2-4 (in the Appendix) shows the top occupational groups in terms of growth potential over the ten-year period. Nine general occupational groups account for 86% of total projected jobs. Projected growth is consistent with recent changes, and occupations related to health care and food preparation account for almost a third of the projected changes.

Projected Change in No. of Employees, Fayetteville MSA, 1999-2009



Transportation

The road network suggest a hierarchy that significantly affects the economic development potential of the project site.

Most of the north-south traffic in and near the downtown flows on I-95 Business and Robeson Street. These and other roads constitute a “ring” around the downtown and the older city neighborhoods. Gillespie Street, which was a main north-south artery in the early days of the City, now has relatively light traffic, but still has the capacity of six travel lanes. The highest AADT in the area is on Robeson at Commerce St. East Russell is an important cross street.

The Hope VI site is centrally located near downtown Fayetteville. The 10-minute drive from the site defines a market area for commercial development. This area includes an estimated 2011 population of 74,945, approximately 36.1% of the City population. Population declined by 6% from 2000 to 2012, and a continued loss of population is projected over the next 5 years. Households in this market area have a median household income (\$37,587) that is 87% of the citywide figure. The Hope VI neighborhood is much smaller, and had a population estimated at 833. The residential redevelopment program that is a key element of the Hope VI program is expected to bring a population increase of 46% over the next 5 years. Median household income is \$14,999, 37.2% below the city figure (\$40,366).

Employment figures for the Fayetteville MSA (Exhibit 2-2) suggest that significant economic growth in the region will continue, but the character of recent changes is important. Jobs increased from 1999 to 2009 by 7,600, and 752 new businesses were created. The biggest gains were in health care and social assistance, while the largest decline was in manufacturing. In the future, health care and food preparation occupations account for a third of projected growth, and manufacturing is expected to continue to decline.

There are significant traffic volumes near the site, most heavily in north-south traffic on I-95 Business and Robeson Street. These and other roads constitute a “ring” around the downtown and the older city neighborhoods. The Hope VI site enjoys excellent regional accessibility.

Traffic Counts, Selected Locations:		
AADT*, 2008		
On:	At:	Count:
Gillespie St.		
	Old Elizabethtown Rd.	8,800
	Southern Ave.	5,700
	Elementary Dr.	6,100
	Transportation Dr.	9,700
Robeson St.		
	Commerce St.	31,000
	Italy St.	17,000
I- 95 Business		
	Greer Ave.	18,000
	E Russell St.	18,000
Source: Chamber of Commerce		
*Average Annual Daily Traffic		

Commercial Market Analysis

This is an analysis of demand for major types of commercial development at the Hope VI Business Park site. Brokers and developers in Fayetteville focus on specific types of properties they represent, and there is no overall knowledge base on long-term trends. This picture of the commercial market is based on information from the Chamber of Commerce website (May, 2012) and interviews with local brokers and appraisers.

The Chamber maintains the data base on available properties summarized in exhibit to the right, taking information from realtors and brokers.

Commercial Market Summary Fayetteville, May, 2012					
	No	Size (Sq. Ft.)		Price	
		Total	Avg.	Sale	Lease
Office	18	241,463	13,415	\$ 435,000	\$ 13.28
Retail	12	122,118	10,177		\$ 8.35
Office/Retail	8	115,697	14,462		\$ 7.28
Manufacturing	10	1,763,747	176,315	\$ 2,013,000	\$ 2.85
Flex	5	57,405	11,481	\$ 2,000,000	\$ 6.65
Warehouse	14	219,628	15,688	\$ 1,289,000	\$ 5.27
Total	67	2,520,058			

Source: Fayetteville Chamber of Commerce; Thomas Point Associates, Inc.

Overall, figures indicated a total of 2.5 million square feet of commercial space on the market. The largest amount of available space was in the industrial sector, the smallest in the "flex" classification. The table above summarizes information from this data base on total amount of space available by commercial development sector. The large amount of manufacturing space reflects the loss of manufacturing jobs that occurred over the past decade. The lease terms also indicate the large amount of space available.

However, the Chamber does not maintain information on the total size of market, by sector. It maintains the real estate database as a service to realtors who choose to participate, and updates the information as realtors provide it.

Military Component of Market

The military has a special position and relevance to the Hope VI site since military contractors play such a major role in the local market.

The Hope VI Business Park site is located within a "HUBZone." The term stands for "historically underutilized business" and much of the City of Fayetteville is included in the designated area. The program's benefits for HUBZone-certified companies include:

- Competitive and sole source contracting.
- 10% price evaluation preference in contract competitions and subcontracting opportunities.

The federal government has a goal of awarding 3% of all federal contract dollars to HUBZone-certified small business concerns. To qualify, a company must be:

- a small business by SBA standards.
- owned and controlled at least 51% by U.S. citizens, or a Community Development Corporation, an agricultural cooperative, or an Indian tribe.
- principal office must be located within HUBZone and at least 35% of its employees must reside in a HUBZone.

Education Institutions

There are three post-secondary schools in the market area. These institutions may be relevant in developing and marketing the Hope VI site.

Fayetteville State University (FSU) is immediately relevant since Howard School, which was founded in 1869 and evolved into FSU, was located on Gillespie Street, in this neighborhood. Moreover, Dr. E.E. Smith, President of FSU from 1899 to 1930, lived in the structure that still stands at the corner of Blount and Chase Sts. FSU operates an incubator, the Fayetteville Business Center. It was formed to assist start-up businesses with office space and shared office resources. It also operates a Small Business Technology Development Center ("SBTDC"), an extension service for small businesses in the region. The SBTDC has working relationships with the seven regional economic development partnerships and with local economic development commissions and chambers of commerce.

Fayetteville Technical Community College provides vocational-technical, business and industry, general education, college transfer, and continuing education programs. FTCC prepare students for further workforce and educational experiences.



Commercial Development Potential - Retail

The distribution of retail space relative to the site includes the following:

- A large concentration of retail space in the downtown, about a mile north of the site.
- Concentrations of mall and other retail space in west Fayetteville and suburbs a few miles from the downtown.
- Scattered retail space around the downtown, including Cape Fear Plaza, on Eastern Ave. at Grove Street approximately 1 mile northeast of the Hope VI site. This retail center includes a Food Lion supermarket.

The 12 retail properties in the Chamber data base are a small component of total retail property available in the area. These properties range in lease rate from \$1/sf for the "Specialty Family Market" to \$16 for space in the Antique Mall. Many retail spaces that are not shown in this database. Exhibit 3-2 presents an overview of the "retail opportunity gap" in the Hope VI neighborhood and the 10-minute drive from the site (see Figures 2-1 and 2-2 for maps of these areas). The "gap/surplus" is the difference between actual sales in the area and demand based on household income. The figures indicate that there is no lack of retail space in the defined areas in almost every retail category.

The "surplus" figures in the exhibit to the right mean that the supply of retail space exceeds demand (i.e., shoppers are coming into the area from the suburbs). One of the two exceptions (i.e., "gaps," where demand exceeds supply) is in the category of "food and beverage." This occurs in the 10-minute drive market area, but not in the Hope VI neighborhood. The most likely explanation is the presence of the Food Lion at the edge of the neighborhood.

There is a perception in the neighborhood and in the City as a whole that there is a market-based need for an additional supermarket. The exhibit to the lower right provides more detailed information on the food and beverage category, and shows a \$36 million gap in supermarket sales in the 10-minute drive area.

It is clear from these figures and other information on the market that there is no market basis to propose development of retail space at the site, and there is a strong case to be made against the retail concept:

- The lack of calculated demand ("opportunity gap") would make it very difficult to attract a retail tenant, even if the City were to provide incentives.
- The site is on fringe of the residential area. Population is not sufficient in the area, and traffic on Gillespie Street is very light.
- Gillespie Street would be a barrier to pedestrian traffic to cross. While AADT is low, this is a 5-lane street that would be difficult for most residents, and especially the elderly, to cross on foot.
- Industrial neighbors on three sides make up the prevailing atmosphere. The noise from the recycling plant is significant factor.
- The site is not big enough for a supermarket.

Retail Opportunity Gap*, 2011: Hope 6 Neighborhood and 10-minute Drive**

Retail Stores	Gap/Surplus** by Area	
	Hope 6 Area	10-Minute Drive
Total Retail Sales Incl Eating and Drinking Places	(64,294,514)	(1,057,468,323)
Motor Vehicle and Parts Dealers	(4,895,441)	(300,649,157)
Furniture and Home Furnishings Stores	(1,793,285)	(68,072,734)
Electronics and Appliance Stores	(551,344)	(20,127,997)
Building Material, Garden Equip Stores	(24,762,153)	(149,570,247)
Food and Beverage Stores	(2,599,706)	45,531,113
Health and Personal Care Stores	(6,885,787)	(93,921,621)
Gasoline Stations	(6,542,047)	(80,908,349)
Clothing and Clothing Accessories Stores	(2,395,557)	(102,667,197)
Sporting Goods, Hobby, Book, Music Stores	(480,746)	(7,629,620)
General Merchandise Stores	(2,548,631)	(61,275,672)
Miscellaneous Store Retailers	(2,563,686)	(80,121,202)
Non-Store Retailers	(91,619)	9,917,872
Foodservice and Drinking Places	(8,184,511)	(147,973,513)
GAFO (Dept. Store merchandise)	(7,877,356)	(282,430,667)

Source: Nielsen-Claritas, Inc.; Thomas Point Associates, Inc.

*Difference between demand and supply is the opportunity gap or surplus available for each retail outlet in the specified area. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. E.g., a positive value signifies an opportunity gap, while a negative value signifies a surplus.

** Drive time from Gillespie and Blount St. intersection.

Food and Beverage Retail Opportunity Gap*, 2011: Hope 6 Neighborhood and 10-minute Drive**

Retail Stores	Gap/Surplus** by Area	
	Hope 6 Area	10-Minute Drive
Food and Beverage Stores	(2,599,706)	45,531,113
Grocery Stores	(2,557,768)	36,960,004
Supermarkets, Grocery (Ex Conv) Stores	(2,382,671)	36,130,551
Convenience Stores	(175,098)	829,454
Specialty Food Stores	(53,397)	1,374,114
Beer, Wine and Liquor Stores	11,459	7,196,995

Commercial Development Potential - Office

The distribution of office space in the Fayetteville area is similar to the retail pattern: a concentration of traditional office users in the downtown, a small scattering of professional space in various neighborhoods, and the largest share in concentrations to the north, west and south of the City.

Office space commands the highest price.

The table to the right summarizes available data on office space in the market area: There were some 18 office properties on the market, at an average asked lease rate of \$13.28. Total space available was 241,500 sf, and the average space was 13,400 sf.

New office space in the Fayetteville area appears to be either military-related or the replacement of older space by relocating tenants. With growth in the range of roughly 50,000-100,000 sf per year in the entire metro area, there is nothing to drive new demand for this type of space at the Hope VI location.

The arguments against office development are similar to the retail case, with some variations: The near downtown location is not an asset for the site. There is plenty of space in the downtown, and at attractive lease rates. The attraction of suburban locations is much stronger. The industrial neighborhood is not an attractive office setting. Demand for office space is weak, and there is no strong force driving new demand at this location.

Office Properties On Market, May 2012, Fayetteville, NC					
Name		Price		SF	Former Use
		Sales	Lease		
105 Person Street			\$9.60	1,000	Office space
109 Green Street Building			\$17.00	3,915	office space
114 Ridgeway Drive	\$ 675,000	\$12.00		5,580	Class B Office Space
117 Broadfoot Avenue				3,000	Law Offices
136 Bow Street Building		\$12.86		700	office
201 Hay Street Building		\$18.50		23,846	Class A Office Space
230 Green Street Building		\$14.00		4,460	Office Space
302-308 Hay Street Building		\$12.50		600	Office
Freedom Center		\$12.50		54,000	New Development
German Street Building		\$13.50		4,300	office space
Heritage Commons		\$17.00		5,538	Office Space
Huske Office Building		\$12.00		2,850	Office Space
Mason Street Building		\$14.00		26,900	Office Space
Self Help Building		\$13.50		2,755	Office Space
System Building		\$18.50		4,800	Office Space
The AIT Building		\$7.00		54,136	Office
The Palazzo Offices	195,000			32,523	None
Williams Office Building		\$8.00		10,560	office space
	No. of Bldgs.				18
	Total SF				241,463
	Average Size				13,415
	Avg. Sale Price				\$ 435,000
	Avg. Lease			\$212.46	\$ 13.28
Source: Fayetteville-Cumberland Co. Chamber of Commerce					

Commercial Development Potential - Industrial

The industrial market situation is complex. The vicinity of the project site, between Gillespie and Robeson Streets and South of Russell St., is industrial in character. This appears to date to early days of industrial development in Fayetteville when rail service was essential and a central location was critical. While the area was not developed in a coordinated fashion, it retains many traditional and some more recently arrived businesses.

Manufacturing space is the most common in availability in the Chamber inventory (Appendix Exh. A-4). There was a total of 10 properties available, with 1.8 million sf of manufacturing space. These are generally large spaces (average size 176,000 sf) and asking lease rates are low (\$2.84/sf on average).

There is also a significant amount of land designated for industrial use throughout the metro area (Exh. 3-4). Of the total 3,219 acres, 18.4% is in the City, 81.6% in the County. We estimate an average annual absorption of 20-30 acres per year.

Demand is weak and there is no basis for speculative development of this type of space. According to one of the leading appraisers in the City:

“Historically the Fayetteville area market will not support the construction of buildings for speculation either for sale or for rent due to the slow absorption rate. Typically industrial buildings are constructed for a particular tenant on a build-to-suit bases or sell-lease back basis. The absorption of new space varies from time to time and as of 2003 our industrial economy in the state is somewhat weak, as we have lost many textile and furniture manufacturing facilities and jobs.” (Tom Keith, Market Data and Occupancy Statistics for Distribution and Light Industrial properties in the Fayetteville SMA as of 2002)

This observation is still relevant, in 2012.

The situation is similar in the warehouse sector. The Chamber data indicates 14 properties on the market and a total of 220,000 sf of warehouse space, with an average asked lease of \$5.27. The loss of manufacturing jobs in the region in the last decade emptied a large amount of industrial space, much of which is now used for warehousing. Some additional manufacturing space could be added as warehouse if there were demand.

With large amounts of industrial property and space in both manufacturing and warehouse space, and plenty of industrial property available for development throughout the metro area, there is little point in adding speculative space of this type at the Hope VI location.

Industrial Parks and Properties, Cumberland County								
Property	Year Started	Size (acres)		Price		HUB Zone	Rail	Location
		Total	Avail.	Acre	Total			
Cumberland County								
Airport Commercial Park			37	\$ 100,000				Airport: SW Fayetteville
Aviation Parkway Center			26.5	\$ 75,000				Airport: SW Fayetteville
Cape Fear Industries			110		\$ 300,000		A&R	South Fayetteville
Cedar Creek Business Center			485	\$ 25,000				Southeast Fayetteville
CIC-Sand Hill Road Site			153	\$ 25,000				Southeast: Hope Mills
Corporation Drive/C&S Properties			167.5	tbd				Southwest Fayetteville
DAK Site D			20	tbd				Southwest Fayetteville
Dunn Road (Holmes Site)			57	\$ 25,000				Southeast Fayetteville
Exit 41 of I-95 Site			212	n/a				Southeast of Hope Mills
Frank Dawkins Site			17.1		\$ 700,000			I-95, Town of Godwin
Freedom Center			50	\$ 25,000				Spring Lake
Goodyear Site			140	\$ 25,000			N/S	Northeast Fayetteville
Holmes Site, NC-87			49	tbd				Southeast Fayetteville
Hwy 401 North Site			500	\$ 25,000				Northeast Fayetteville
Keith Site			293.8	\$ 25,000				Southwest Fayetteville
NC87 South			293	\$ 20,000				Southeast of City
Tyson			15	\$ 25,000				Airport
	Subtotal		2,626					
City of Fayetteville								
AIT Site			24		\$ 800,000		A&R	Southeast Fayetteville
Gillespie St. Site			40.3	\$ 50,000		☒	A&R	Gillespie St., at NC-87
Military Business Park			215	tbd			N/S	Near Fort Bragg
PWC Ops Center			43	\$ 40,000				1.5 mi. from downtown
PWC Rockfish Site			97	\$ 25,000				Southeast City
1452 S. Reilley Rd			50	\$ 39,000				City
1219 Reilley Rd.			28	\$ 55,000				Near Fort Bragg
Reilley Rd. Rail Site			11.5		\$ 595,000		☒	Southwest Fayetteville
1428 S. Reilley Rd.			45	\$ 39,000			A&R	Southwest Fayetteville
Scarborough			7.3	\$ 50,000			A&R	Southeast, on Business 95
TLC Business Center			16		\$ 300,000			Andrews Road
US 301 South			16.3	tbd				South Fayetteville
	Subtotal		593.4					
	Total		3,219					
Source: Fayetteville-Cumberland Co. Chamber of Commerce; Thomas Point Associates, Inc.								

Source: Fayetteville-Cumberland Co. Chamber of Commerce; Thomas Point Associates, Inc.

Commercial Development Potential - Flex

Flex space is the least represented in this market area, and there is no concentration of this type of space in Fayetteville. This may be the result of lack of new non-retail development in recent years. The exhibit to the right summarizes flex space buildings in the Chamber data base. The total amount of space listed is just 57,000 sf (five buildings) and the average lease rate is \$6.65.

In fact the older spaces that are called “flex” in Fayetteville are mostly industrial and warehouse properties scattered throughout the area, not truly “flex” space as the term is used in other market areas. The term “flex” itself may be confusing and its use in the Chamber data base is inconsistent.

Here are some examples of the spaces, all within a mile of the Hope VI location, that are listed as flex space but do not belong in that category:

- There are several advantages of flex space in general and at the Hope VI location in Fayetteville: There is apparent demand for this type of space in a central location; most projected growth in the area will come from small service businesses that will need this type of space.
- Development cost is relatively low, and space can be built in phases, in order to reduce risk.
- The modular nature of the space means that buildings can be configured to the specific site and access requirements.
- The developer can introduce new elements as the project moves ahead. Access to the regional road network is excellent.
- Local expertise is available to develop this project; it should not be necessary to find interested developers from outside Fayetteville.

Flex Space on Market, May 2012, Fayetteville, NC				
Name	Sales	Price		Former Use
		Lease	SF	
101 Eastern Blvd.		\$1.00	4,300	Warehouse/Flex Space
450 W. Russell Street		\$15.08	7,892	warehouse/retail
639-641 Gillespie Street		\$6.17	6,550	warehouse/flex
816 S. Eastern Blvd. Building 2		\$3.00	4,500	Warehouse/Flex
Harris Wholesale Distribution Warehouse		\$8.00	34,163	Distribution Warehouse
	No. of Flex Bldgs.		5	
	Total SF		57,405	
	Average Size		11,481	
	Avg. Sale Price		\$ 2,000,000	
	Avg. Lease	\$33.25	\$ 6.65	
Source: Fayetteville-Cumberland Co. Chamber of Commerce				

Public Engagement

The public open house attracted over 50 participants who participated in the event. Attendees provided valuable input to the consulting team through conversation and submission of written thoughts and ideas for the target area.

Information about the process and project was provided to the attendees through a brief presentation by Victor Sharpe, Community Development Director City of Fayetteville, Russ Rogerson, The Economic Development Alliance of Fayetteville & Cumberland County, NC, Tom Flynn, Thomas Point Associates and Craig Gossman, MKSK.

The following are responses received by attendees of the HOPE VI Business Park open house held on September 6, 2012. Each of the responses listed below are from separate people and are not submitted by the same person.

"We would like your comments, suggestions and recommendations for uses in the HOPE VI Business Park development"

Submissions were anonymous.

- I believe that **this development should cater to the development of the people that live in the community as far as job opportunities.** Tenants may have skills but need training and certifications to work. I suggest a continuing education facility be built. This way we can train people that know trades such as hair school training, mechanic certifications, plumbing, barber shops, etc. then the flex space can be used for community members to work in, using their certification. Grocery stores with a nice name like Food Lion or Carlie C's or just "Grocery" – not "Economy" for example. Childcare is also another option. **Grants should also be in place to help the community members to start businesses according to what the city/government can provide.**
- I feel that **the Hope VI Business Park development needs businesses that can help the Old Wilmington Road community with jobs and resources.** This community needs:

Grocery Store, Hair school and salon, Child care center, Laundromat, Pharmacy
- I am concerned that it sounds like decisions were already made about what is going to be provided. What about these things.
 - There should be a grocery store
 - Laundromat
 - Drug store
 - Child care
 - Hair school (beauty & barber)

- Do not readily dismiss limited retail guidance.
 - Grocery
 - Hardware
 - Office supplies
 - Vocational education/job training
 - Café/grill
 - Bakery/flower shop
 - Roller rink
 - Green space/park
- I may be coming to this development with the wrong sense of intended direction but, I feel as if this project will in no way help the specified community. Already, this area of Fayetteville is not a district which many people venture into. The parameters of "downtown" (i.e. shops, restaurants, factors that bring in clientele) ends just past the Market House, to the left to Grove Street, and to the right to Russell Street. **Wouldn't it be nice to make this an area people want to come to?** I know that I don't want to leave my neighborhood and see the backs of utility and/or cargo vans. That simply stated is unappealing. Those flex properties are in no way benefiting the residents in this specific area. There needs to be a grocery store within walking distance because a lot of the residents don't have cars! Put a small satellite college where **people can walk to learn a trade**, a beauty school as well would do fantastic. A lot of the residents are convicted criminals, so put a place of community service within walking distance. A child care center would also be something worth looking into. Use additional space as a park to extend the many festivals of Fayetteville to. I feel as if you're using this space as a place to put eye sore businesses because "no one comes down here anyway".

- I feel that the flex space and ideal of entrepreneurs will not provide jobs for people within this community. These people don't have the means to start businesses therefore job training is needed. There is not a grocery store within walking distance and many of the surrounding people don't have cars. **We need businesses that will provide jobs for the people already in the community;** Laundromats, childcare, hair school/barber school and salon.
- We have **front retail, middle manufacturing/assembly and shipping/receiving in back.** Specialty advertising plaques/trophies/screen printing and embroidery – raw goods in the back and retail front.
- 1. Flex Space?? Neighborhood needs IGA type supermarket
 2. Accelerator/Incubator – good idea
 3. Library would be better
 4. Biz Park is closer to Market House than to core Wilmington Road neighborhood
 5. Intersection at Gillespie and Campbell is not user friendly
 6. Why not empower new residents to walk to retail stores rather than drive???



This market research indicates that there is support for “flex” space at the Hope VI Business Park site. “Flex” is a type of product that typically includes a combination of retail, office and warehouse/distribution space in a single building. There may be three or more distinct tenants in one structure.

- Size: tenant units from 5,000-15,000 SF typically in buildings of 80,000-120,000 SF.
- Loading capabilities: Buildings typically load from docks and drive-in doors; facilities may be shared; buildings sometimes have loading in front and back.
- Ceilings: ceiling heights range from 16-24 feet.

The product is best in this situation because it provides for flexibility in terms of use of the site, types of tenants that could be attracted, and the phasing of development, and it offers a return on a relatively low-cost development.

Site Development

This is a preliminary concept for development of the site. The exact program will depend on findings from the site planning analysis, as well as other considerations. The detailed site plan will address the full range of development issues, including: Roads, circulation. Landscaping, amenities. Parking. Storm water management. Preservation of historic structure(s).

The requirements associated with these considerations will take a majority of the property. Assuming that there are 2-3 acres available for building footprints, this would allow a building program of approximately 100,000 square feet. We would recommend a three-phased development program, of roughly 30,000-40,000 square feet per phase, extending over a total period of 5-10 years. Market absorption would be one of the determining factors.

We see the development of the site as being closely linked with the redevelopment of the Gillespie-Blount Street intersection, and with improvements to the industrial area. The development program should include the following actions on the part of the City:

- Redesign the Gillespie-Blount St. intersection as a “gateway” to the downtown for travelers from the south, and to the center city industrial area for travelers from the east. This could mean the construction of a traffic circle at this location. There appears to be sufficient space for this improvement.
- Work with property owners at this intersection to improve the properties on all corners. There are significant opportunities for private investment that the City’s efforts could leverage. The City should promote the improvement of properties on the east side of Gillespie for convenient retail and services. This location is closer to the population, and there would be no need for pedestrians to cross Gillespie Street.
- Build strong connections with bike and pedestrian trails to the downtown, and east-west between the Hope VI area and Robeson St. There is sufficient right-of-way on Gillespie Street for a bikeway. Blount Street will require detailed design analysis to address street issues including utilities, sidewalks, curb cuts, drainage, vegetation and all the other

Opportunities



Legend

- HOPE VI Redevelopment Site
- Rivers, Streams
- Street Network
- Buildings
- Potential Roundabout
- Potential Trail
- High Traffic Street Presence
- "Green" Views
- Industrial/Commercial
- Residential
- Green/Open Space
- Additional Opportunity Sites

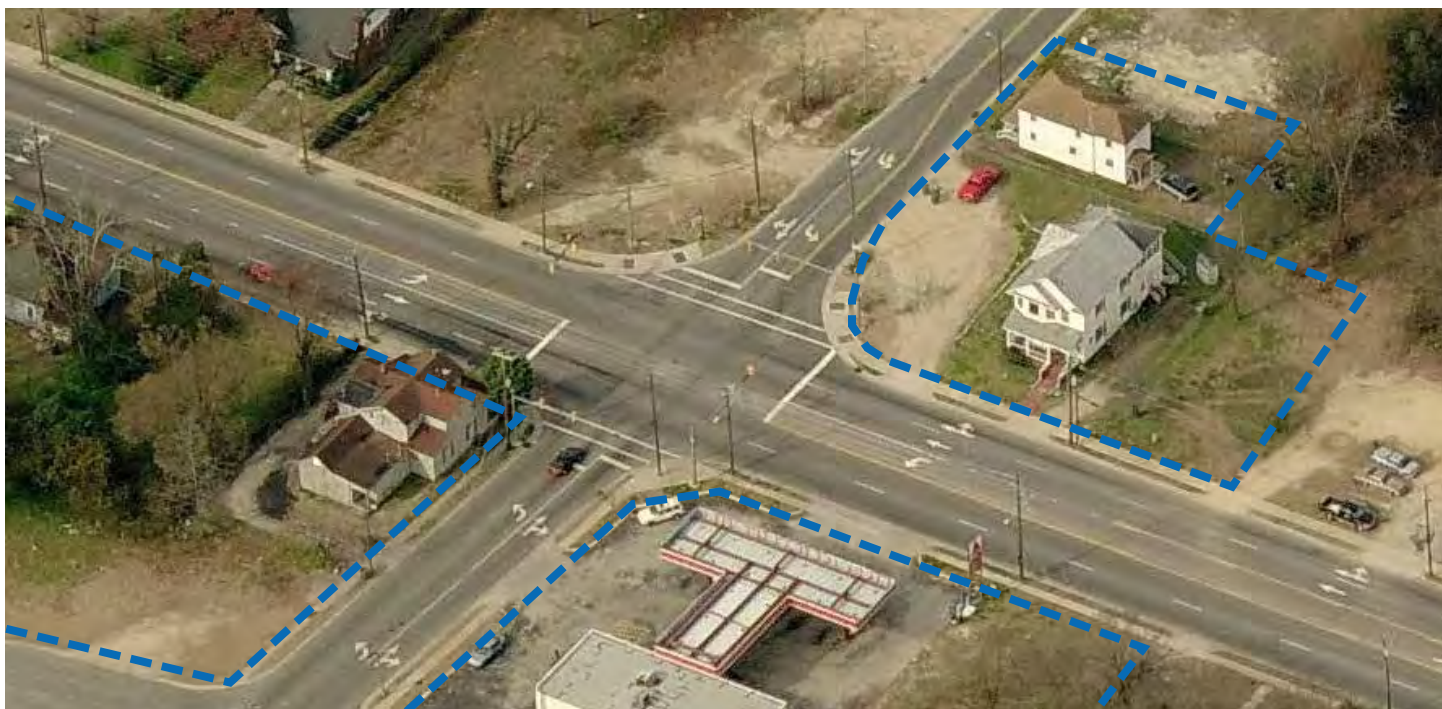
- 1 Mattock Memorial AME Church
- 2 Former home of Dr. E.E. Smith
- 3 Citgo Gas Station
- 4 Cumberland County Jail



Gateway

We see the development of the site as being closely linked with the redevelopment of the Gillespie-Blount Street intersection, and with improvements to the industrial area. The development program should include the following actions on the part of the City:

- Redesign the Gillespie-Blount St. intersection as a “gateway” to the downtown for travelers from the south, and to the center city industrial area for travelers from the east. This could include the construction of a traffic circle at this location. There appears to be sufficient space for this improvement.
- Industrial truck traffic currently using Gillespie and Blount to access industrial businesses to the west would have to be rerouted if a traffic circle was considered.
- Work with property owners at this intersection to improve the properties on all corners. There are significant opportunities for private investment that the City’s efforts could leverage. The City should promote the improvement of properties on the east side of Gillespie for convenient retail and services. This location is closer to the HOPE VI population, and there would be no need for pedestrians to cross Gillespie Street.
- Build strong connections with bike and pedestrian trails to the downtown, and east-west between the Hope VI area and Robeson St. There is sufficient right-of-way on Gillespie Street for a bikeway. Blount Street will require detailed design analysis to address street cuts, drainage, vegetation and all the other components of a streetscape program.

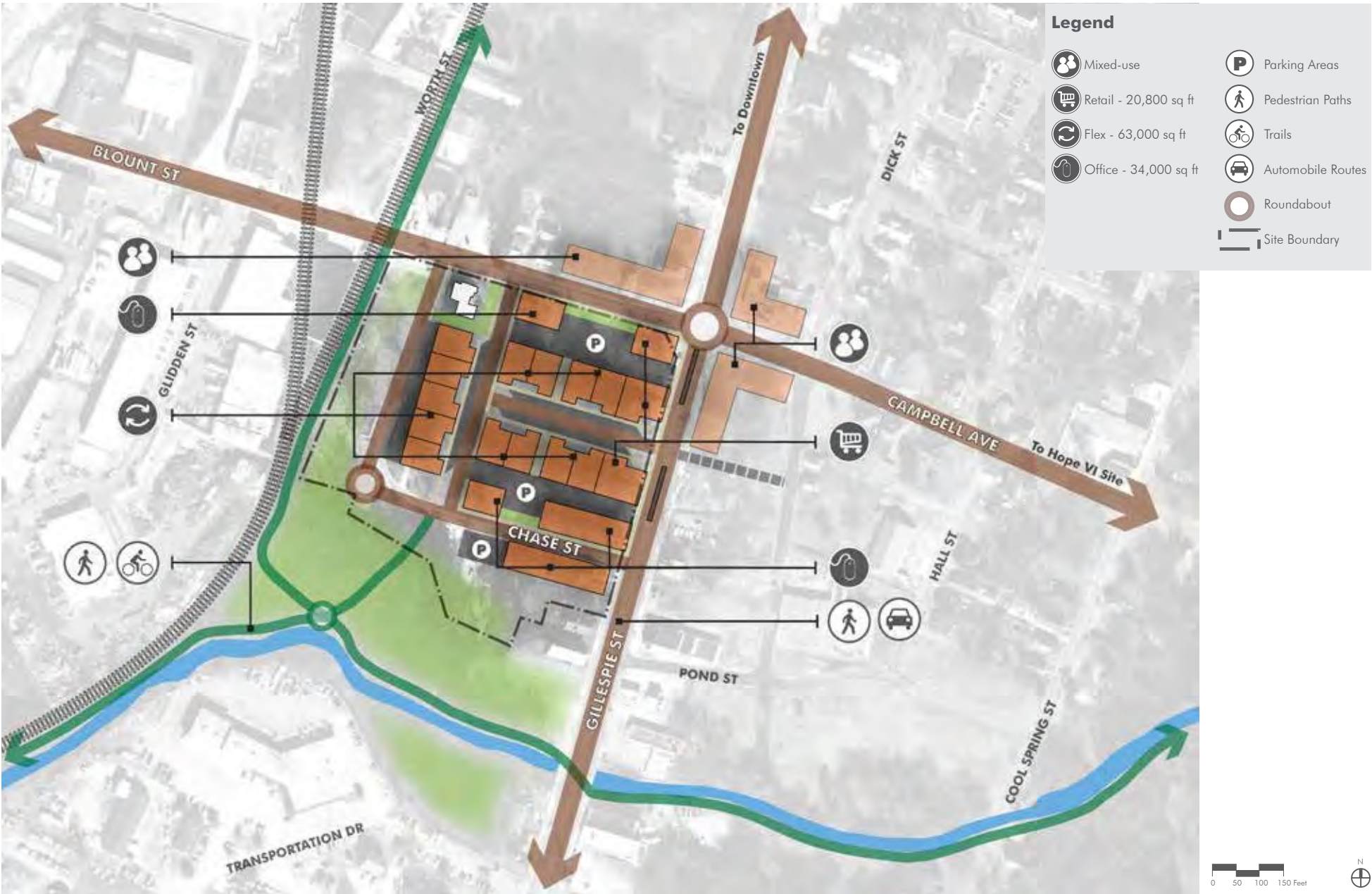


Consider four corner development to strengthen the gateway concept at Gillespie Street and Blount Street Intersection

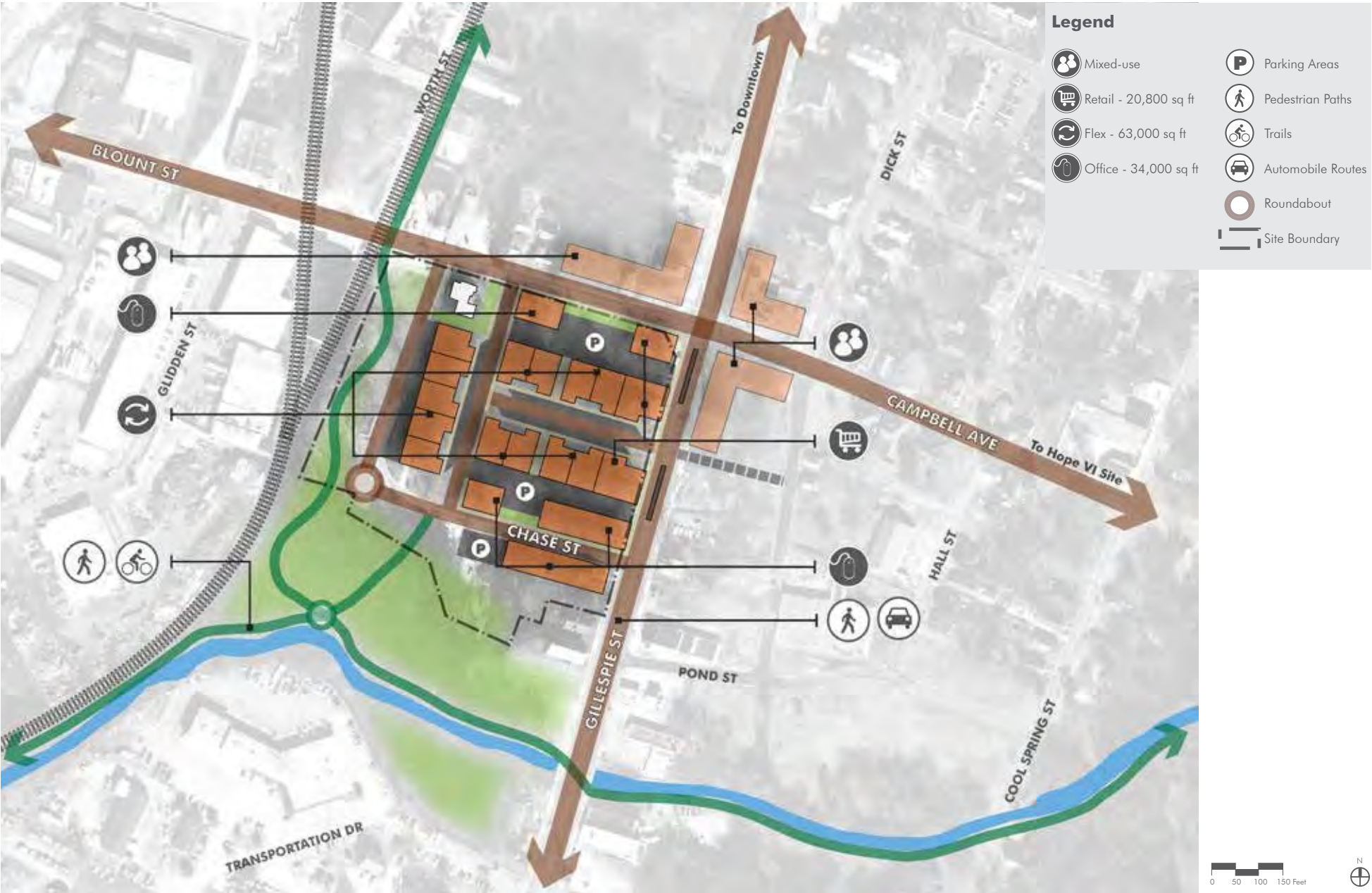
Best Practices



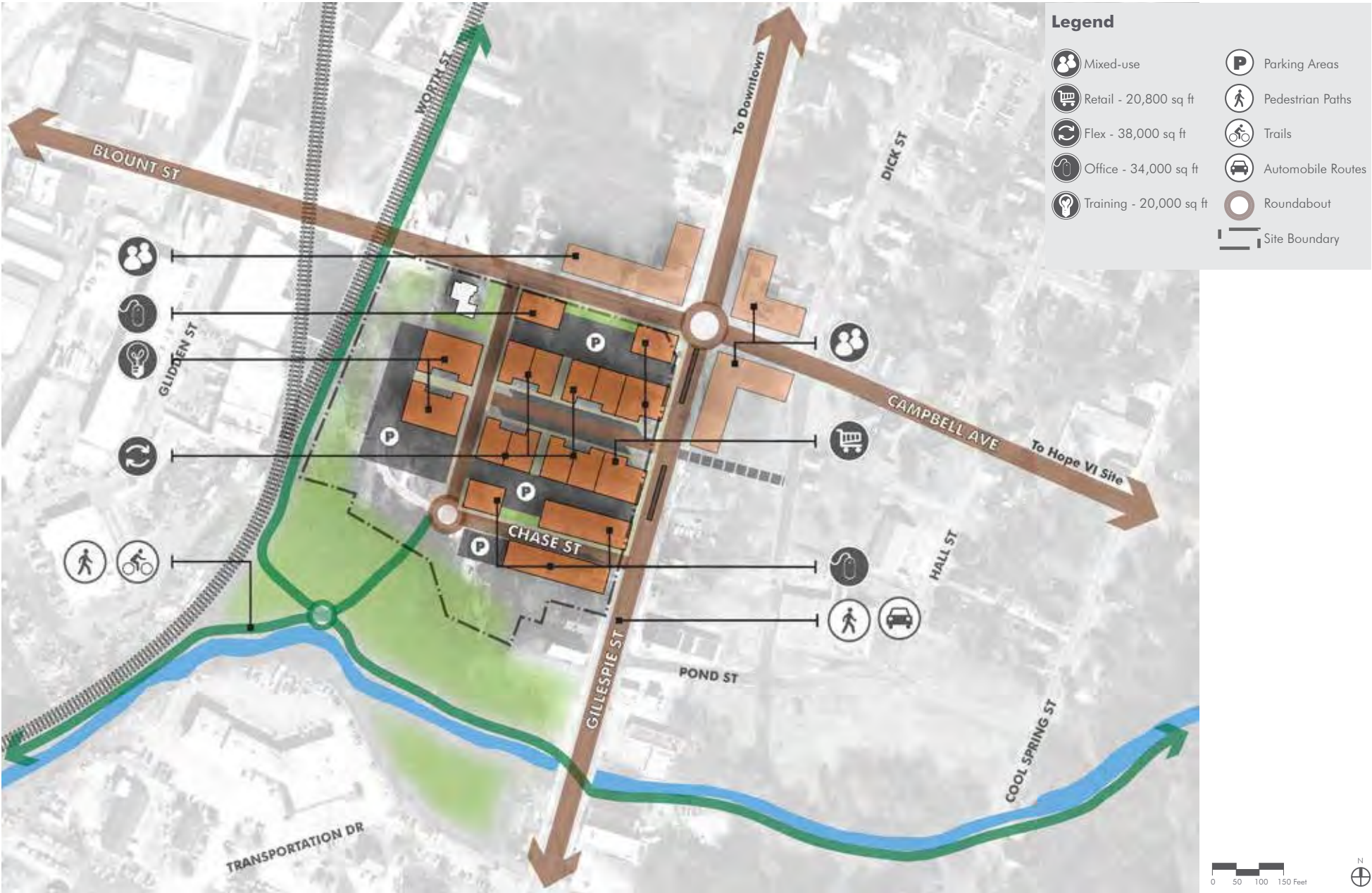
Conceptual Plan Details - Option 1



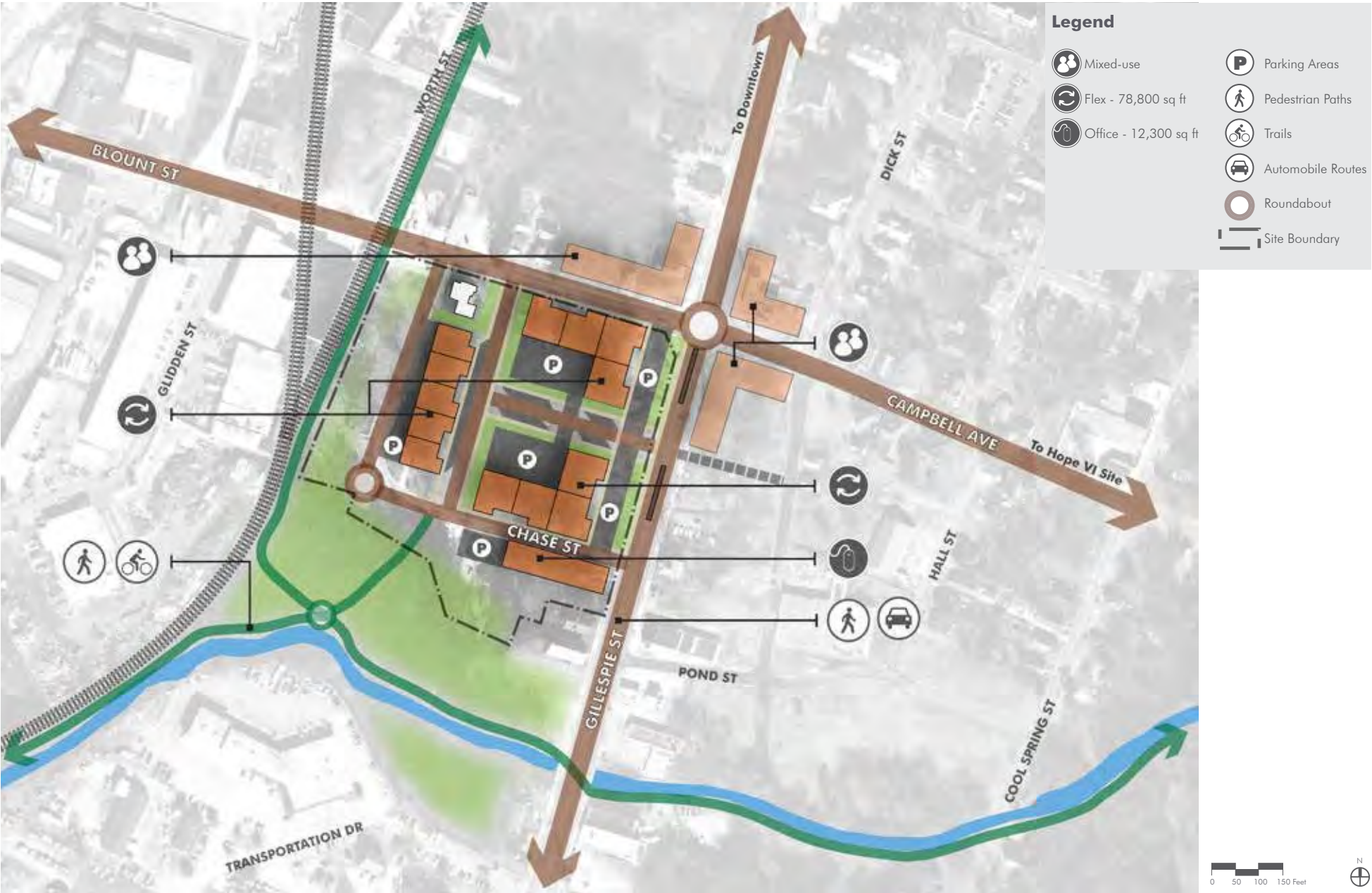
Conceptual Plan Details - Option 1a



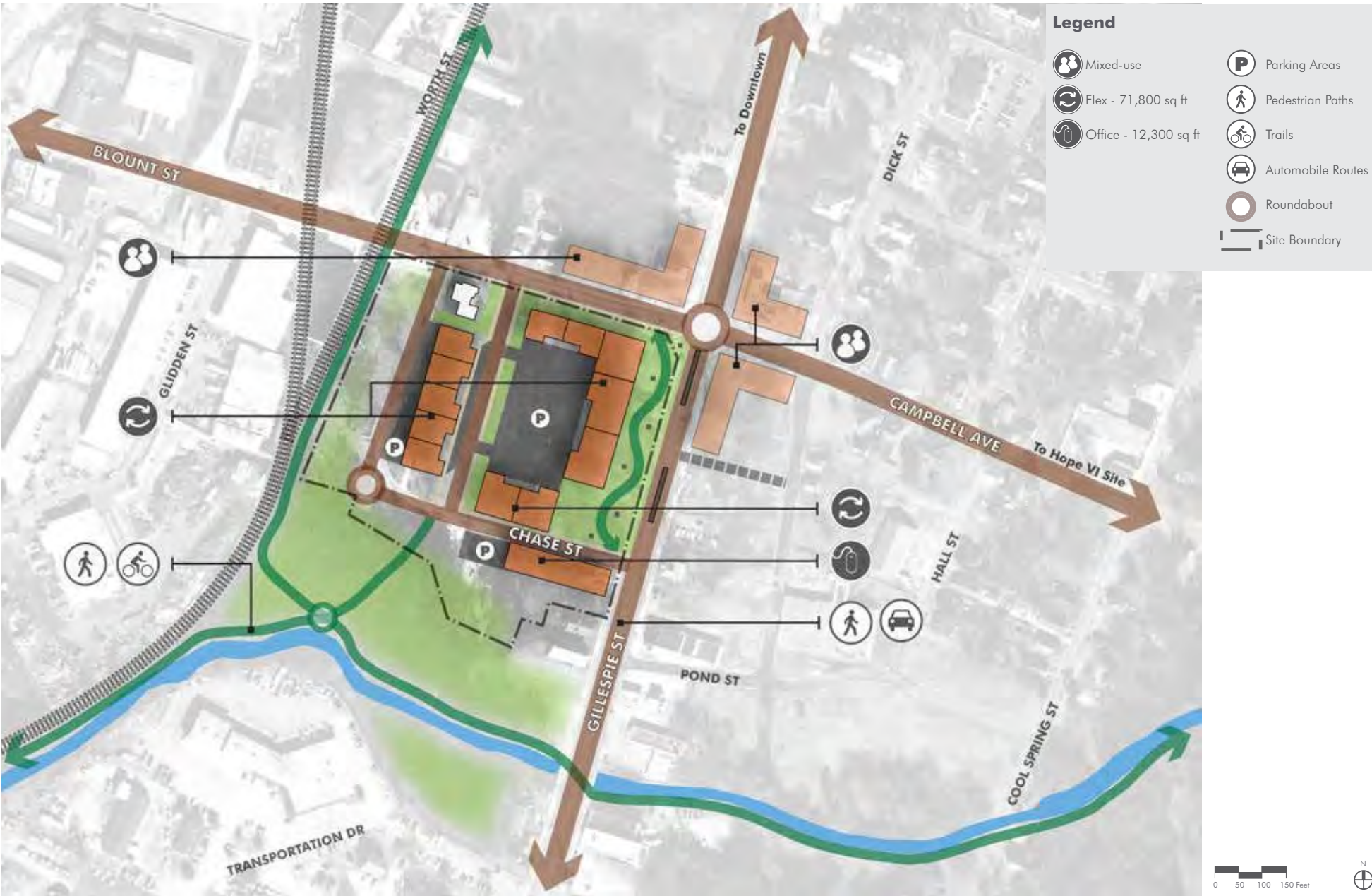
Conceptual Plan Details - Option 1b



Conceptual Plan Details - Option 2



Conceptual Plan Details - Option 3



Best Practices



Recommendations

The preferred design option described on the following pages, introduces a street network and a mix of uses to compliment the area based on the market analysis in this document.

We have outlined recommendations for the City to champion the development process to complete this overall vision for the community.

1

Acquire the remaining properties in the target area.

2

Consider expanding acquisition territory to include property to the south of the target area.

3

Extend trail network west along Blount Creek and consider branching along railroad tracks to Worth Avenue for linkage to the downtown.

4

Promote a gateway enhancement focus on the Blount Street / Gillespie Street intersection.

5

Promote “four corners” mixed-use development @ the Blount Street / Gillespie Street intersection.

6

Consider branding the project/development process that eliminates the “Business Park” moniker and recognizes the “flex-space” / mixed use development potential of the target area.

7

Identify options for rezoning of the target area in alignment with redevelopment goals and in anticipation of private development involvement.

8

Seek community partners who would be interested in the restoration and celebration of the former E.E. Smith home.

9

Seek local education / training institutions to consider locating an off-campus facility within the project.

10

Prepare a Request for Qualifications package for private developer interest in the Hope VI Business Park redevelopment opportunity that references this study and articulates the potential role for the Fayetteville Economic Development Alliance and/or City of Fayetteville in the redevelopment.

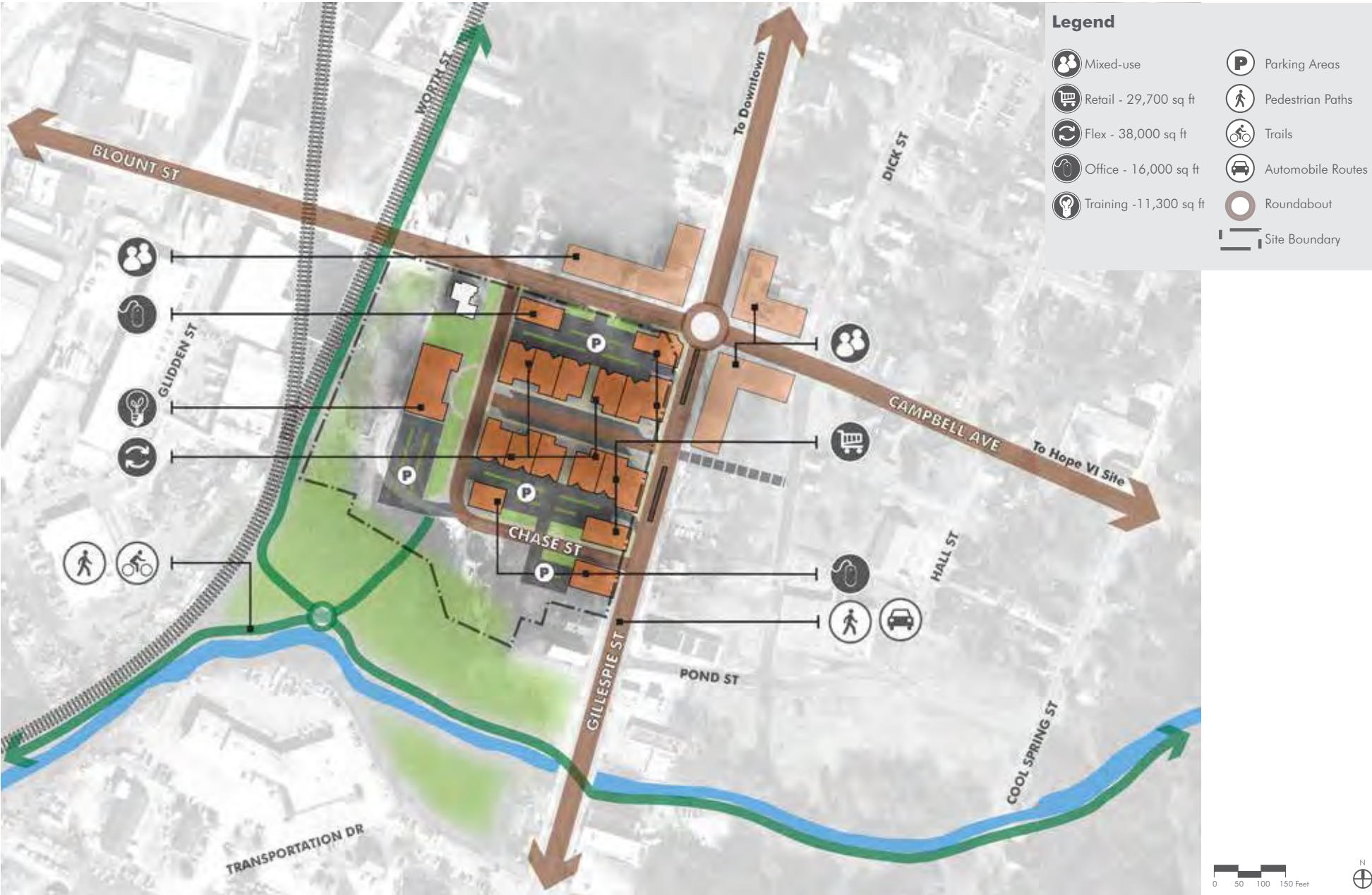
11

Solicit Request for Qualifications from real estate developers for the target site to gain an understanding of the developers background and capacity to perform the project as described in the conceptual portion of the Hope VI Business Park study.

12

Consider a transportation study for Gillespie Street to respond to changing level of service and Complete Street design model. Road diet, sustainable storm water management features, and pedestrian design amenities could help reposition the corridor for additional neighborhood serving mixed use development.

Conceptual Plan Details - Preferred Option



Preferred Option - Aerial Rendering

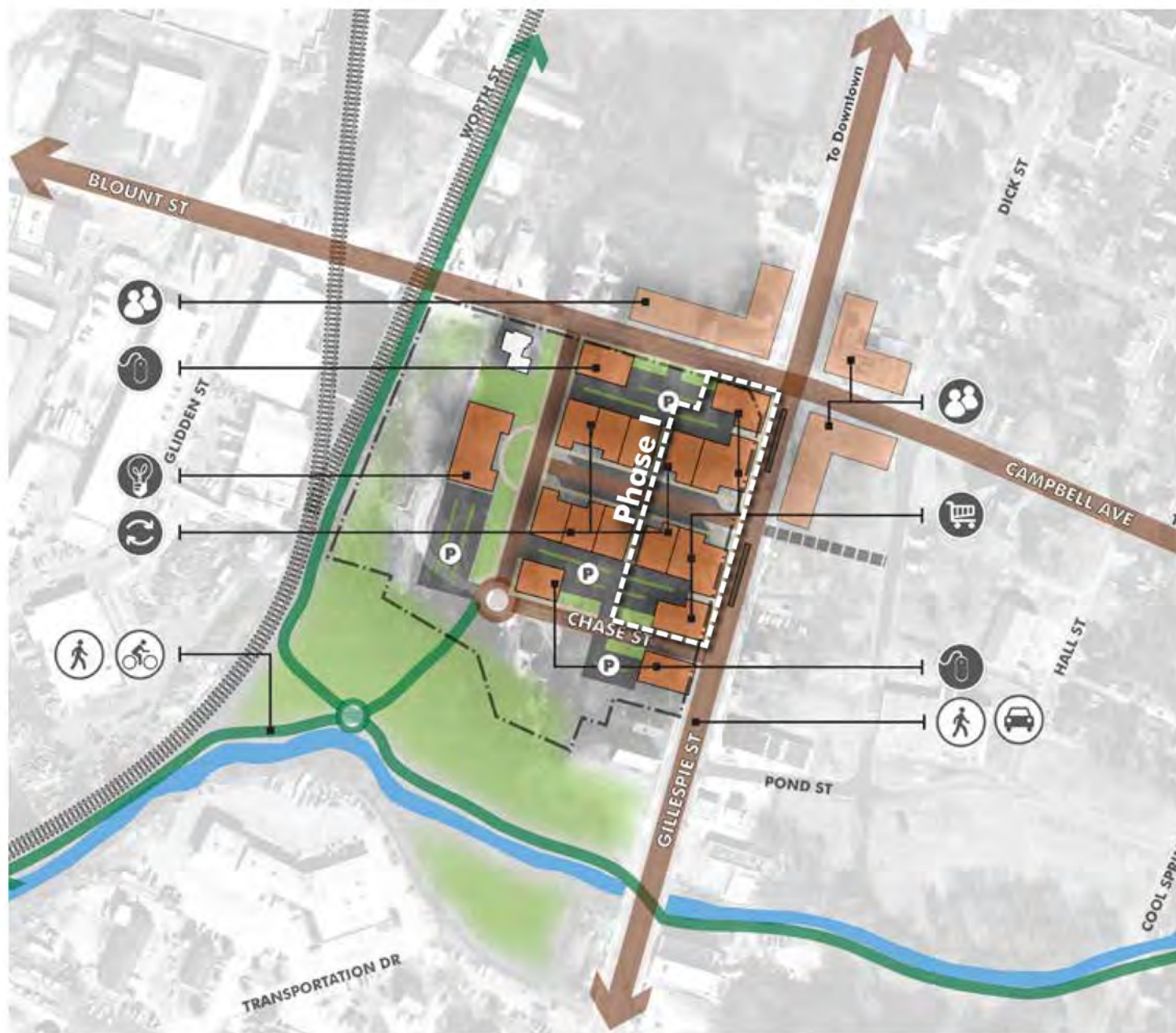


Potential Phasing

We would recommend a three-phased development program, of roughly 30,000-40,000 square feet per phase, extending over a total period of 5-10 years. Market absorption would be one of the determining factors.

This type of development lends itself to a phased approach. The City could:

- Conduct detailed site planning for the property.
- Prepare a “request for proposals” and select a qualified developer.
- Conduct planning for the industrial area.
- Construct projects in phases: three or four 4-tenant structures (avg. 30,000-40,000 sf) over a 5- to 10-year period, depending on absorption.
- Develop the Gillespie and Blount intersection, to create a sense of entry.
- Work with other property owners in the area to improve properties at this intersection.
- Address preservation and recognition of historic sites in the area. There are at least two significant places in the immediate area that could be integrated into the redevelopment process.



Site Development Program

Conceptual Development Cost Estimate			
HopeVI Business Park Site, Fayetteville			
Component	Note		Budget
Site preparation:	8 acres	\$	800,000
Construction			
Flex Buildings	100,000 sf	\$	8,000,000
Infrastructure		\$	2,000,000
Subtotal		\$	10,800,000
Soft Costs	30%	\$	3,240,000
Total		\$	14,040,000
Source: Thomas Point Associates, Inc.			

Costs

There are many factors that will define the cost of this project, and it is too early in the process to prepare detailed estimates. However, for initial planning purposes, we would estimate costs as shown to the right.

Construction costs for the flex space of \$70-80 per square foot reflect local experience.

Rents would be relatively low in early years (\$8-10/sf), increasing to \$10-12/sf as the project gains momentum and the entire area improves.

Marketing

This is an opportunity for small contractors and subcontractors that provide specialized products and services. Some are already in the Fayetteville marketplace and others may be expanding into it from Raleigh and other metro areas. Marketing should begin in the predevelopment stage, communicating the advantages of this location. The key advantage of the site is its central location in the market area. It enjoys excellent access to I-95, SR 87 and Hwy 301. There may also be some military connection, due to the HUBZone designation, for contractors who can serve both military and non-military markets.

Tenants

The kinds of tenants that are already represented in the area are the best prospects. While some tenants may be attracted from older structures in the area, this is not an objective. From a drive-thru of the area, these would include:

Parts distributors. Service businesses. Manufacturers' reps. Repair shops. Business suppliers. Construction contractors and suppliers. Specialty wholesalers.

Fiscal Impact

The project will have a positive economic impact on the City, from a financial perspective.

Applying the municipal tax rate of \$.456 per \$100 valuation to the development cost of \$14 million would yield annual income to the City of \$64,000.

Exhibit 2-1

**Demographic Characteristics of Population, 2011:
Hope VI Neighborhood, 5- and 10-minute Drive,*
and City of Fayetteville**

Description	Hope 6 Area	5-Minute Drive	10-Minute Drive	City 1/
Population				
2017 Projection	1,218	14,218	73,479	219,121
2011 Estimate	833	14,966	74,945	207,600
2000 Census	n/a	17,209	79,687	121,015
1990 Census	n/a	19,372	79,518	118,247
Growth 2012-2017	46.20%	-5.00%	-1.96%	5.55%
Growth 2000-2012	-21.15%	-13.03%	-5.95%	71.5%
Growth 1990-2000	-14.71%	-11.17%	0.21%	2.34%
Median Age	30.6	36.4	35.3	31.3
Average Age	35.7	39.1	37.9	34.3
Median Household Income	\$14,999	\$24,763	\$37,587	\$43,520
Average Household Size	2.2	2.0	2.2	2.4
Median All Owner-Occ. Housing Value	\$63,470	\$104,080	\$124,238	\$132,424
Median Year Structure Built	1970	1959	1973	1982

Source: Nielsen-Claritas, Inc., 2012; Thomas Point Associates; UDC, Hope VI area.

* Drive time from Gillespie and Blount St. intersection.

1/ City population is 2013, projected to 2017.

Exhibit 2-3

**Occupational Trends, Cumberland Co.: Job Openings
By Occupational Group in 2006 and Projected to 2016**

	Year			
	2006	2016	Change	Perc. Of Total ch.
Architecture and Engineering	1,530	1,740	210	0.8%
Arts, Design, Entertainment, Sports, and Media	1,480	1,670	190	0.7%
Building & Grounds Cleaning & Maintenance	4,490	5,900	1,410	5.4%
Business and Financial Operations	5,420	6,260	840	3.2%
Community and Social Services	2,160	3,140	980	3.7%
Computer and Mathematical	2,030	2,530	500	1.9%
Construction and Extraction	6,400	8,640	2,240	8.5%
Education, Training, and Library	8,650	11,210	2,560	9.8%
Farming, Fishing, and Forestry	230	240	10	0.0%
Food Preparation and Serving Related	11,890	15,060	3,170	12.1%
Healthcare Practitioners and Technical	7,290	9,830	2,540	9.7%
Healthcare Support	4,490	6,810	2,320	8.8%
Installation, Maintenance, and Repair Occupations	6,120	7,070	950	3.6%
Legal	690	790	100	0.4%
Life, Physical, and Social Science	1,570	1,860	290	1.1%
Management	6,500	7,390	890	3.4%
Office and Administrative Support	18,500	21,080	2,580	9.8%
Personal Care and Service	3,390	4,880	1,490	5.7%
Production	7,770	7,610	-160	-0.6%
Protective Service	3,160	4,000	840	3.2%
Sales and Related	14,640	16,150	1,510	5.8%
Transportation and Material Moving	9,170	9,930	760	2.9%
Total, All Occupations	127,570	153,790	26,220	100.0%

Source: Cumberland Co. Workforce Development Board

Figure 2-4
Job Growth by Occupation,
Fayetteville MSA. 2006-2016



Fig. 3-1
Space (SF) for Sale/
Lease, by Type



Exhibit A-1

Demographic Characteristics of Population, 2011:
Hope VI Neighborhood, 5- and 10-minute Drive* and City of Fayetteville

Description	Hope VI Area		5-Minute Drive		10-Minute Drive		City	
	No.	%	No.	%	No.	%	No.	%
Population								
2017 Projection	1,218		14,218		73,479		219,121	
2011 Estimate	833		14,966		74,945		207,600	
2000 Census	1,357		17,209		79,687		121,015	
1990 Census	1,591		19,372		79,518		189,541	
Growth 2012-2017	46.20%		-5.00%		-1.96%		5.55%	
Growth 2000-2012	-21.15%		-13.03%		-5.95%		71.5%	
Growth 1990-2000	-14.71%		-11.17%		0.21%		5.85%	
Pop by Single Race Class	1,070		14,966		74,945		207,600	
White Alone	260	24.3	6,199	41.4	37,789	50.4	93,633	45.1
Black or African American Alone	726	67.9	7,874	52.6	31,003	41.4	86,890	41.9
Population by Sex	1,070		14,966		74,945		207,600	
Male	542	50.7	6,669	44.6	33,873	45.2	100,544	48.4
Female	528	49.3	8,297	55.4	41,072	54.8	107,056	51.6
Median Age	30.58		36.43		35.35		31.30	
Average Age	35.70		39.10		37.90		34.30	
Pop. Age 25+ by Edu. Attainment	621		9,573		47,626		126,252	
Less than 9th grade	53	8.5	865	9.0	2,566	5.4	4,366	3.5
Some High School, no diploma	155	25.0	1,525	15.9	5,164	10.8	8,308	6.6
High School Graduate (or GED)	183	29.5	2,506	26.2	12,918	27.1	31,360	24.8
Some College, no degree	128	20.6	2,082	21.7	11,853	24.9	36,568	29.0
Associate Degree	34	5.5	504	5.3	3,725	7.8	13,660	10.8
Bachelor's Degree	33	5.3	1,311	13.7	6,921	14.5	20,978	16.6
Master's Degree	33	5.3	583	6.1	3,019	6.3	7,715	6.1
Professional School Degree	0	0.0	121	1.3	993	2.1	2,212	1.8
Doctorate Degree	1	0.2	78	0.8	466	1.0	1,085	0.9
Average Household Income	\$21,980		\$42,310		\$52,602		\$57,535	
Median Household Income	\$14,999		\$24,763		\$37,587		\$43,520	
Per Capita Income	\$9,174		\$19,349		\$22,897			
Average Household Size	2.17		2.04		2.23		2.42	
Average Number of Vehicles	0.87		1.28		1.58		1.74	
Civ Pop 16+ by Occupation	273		5,098		29,120		72,901	822.0
Architect/Engineer	0	0.0	18	0.4	287	1.0	5,783	7.7
Arts/Entertain/Sports	10	3.7	103	2.0	504	1.7	76	0.1
Building Grounds Maint	20	7.3	281	5.5	1,095	3.8		
Business/Financial Ops	3	1.1	134	2.6	925	3.2	75,542	
Community/Soc Svcs	11	4.0	168	3.3	878	3.0	697	0.9
Computer/Mathematical	6	2.2	69	1.4	291	1.0	804	1.1
Construction/Extraction	13	4.8	235	4.6	999	3.4	2,731	3.6
Edu/Training/Library	20	7.3	406	8.0	2,583	8.9	2,917	3.9
Farm/Fish/Forestry	0	0.0	11	0.2	64	0.2	1,812	2.4
Food Prep/Serving	21	7.7	397	7.8	1,909	6.6	985	1.3
Health Practitioner/Tec	5	1.8	235	4.6	1,957	6.7	2,182	2.9
Healthcare Support	11	4.0	181	3.6	962	3.3	6,836	9.0
Maintenance Repair	5	1.8	137	2.7	866	3.0	348	0.5
Legal	1	0.4	23	0.5	238	0.8	5,713	7.6
Life/Phys/Soc Science	2	0.7	36	0.7	144	0.5	5,051	6.7
Management	8	2.9	419	8.2	2,588	8.9	2,649	3.5
Office/Admin Support	27	9.9	602	11.8	4,039	13.9	2,926	3.9
Production	17	6.2	367	7.2	1,819	6.2	618	0.8
Protective Svcs	2	0.7	70	1.4	643	2.2	514	0.7
Sales/Related	63	23.1	538	10.6	3,396	11.7	5,083	6.7
Personal Care/Svc	5	1.8	315	6.2	1,189	4.1	10,352	13.7
Transportation/Moving	26	9.5	355	7.0	1,744	6.0	3,803	5.0
Tenure of Occupied Housing Units	368		6,601		32,147		82,043	
Owner Occupied	107	29.1	2,837	43.0	17,035	53.0	40,969	49.9
Renter Occupied	261	70.9	3,765	57.0	15,112	47.0	41,074	50.1
Median Owner-Occ. Housing Value	\$63,470		\$104,080		\$124,238		\$132,424	
Median Year Structure Built **	1970		1959		1973		1982	

Source: Nielsen-Claritas, Inc., May 2012; Thomas Point Associates, Inc.; Hope VI population projections, UDC.

* Drive time from Gillespie and Blount St. intersection.

Exhibit Retail-2

Retail Opportunity Gap*, 2011:

Hope VI Neighborhood, 5- and 10-minute Drive,** and City

Retail Stores	Gap/Surplus** by Area			
	Hope VI Area	5-Minute Drive	10-Minute Drive	City
Total Retail Sales Incl Eating and Drinking Places	(64,294,514)	(399,946,566)	(1,057,468,323)	(1,622,869,894)
Motor Vehicle and Parts Dealers	(4,895,441)	(56,226,518)	(300,649,157)	(602,497,640)
Furniture and Home Furnishings Stores	(1,793,285)	(14,896,237)	(68,072,734)	(75,654,748)
Furniture Stores	(404,757)	(2,212,944)	(23,041,858)	(30,805,088)
Home Furnishing Stores	(1,388,528)	(12,683,294)	(45,030,876)	(44,849,660)
Electronics and Appliance Stores	(551,344)	(8,257,233)	(20,127,997)	(35,431,489)
Appliances, TVs, Electronics Stores	(352,646)	(5,190,684)	(15,949,923)	(25,473,298)
Computer and Software Stores	(203,951)	(3,236,422)	(5,177,285)	(10,114,073)
Camera and Photographic Equipment Stores	5,254	169,873	999,211	155,882
Building Material, Garden Equip Stores	(24,762,153)	(107,642,950)	(149,570,247)	(145,919,504)
Building Material and Supply Dealers	(23,992,114)	(102,507,562)	(148,702,878)	(144,700,004)
Lawn, Garden Equipment, Supplies Stores	(770,040)	(5,135,388)	(867,369)	(1,219,500)
Food and Beverage Stores	(2,599,706)	316,198	45,531,113	86,335,955
Grocery Stores	(2,557,768)	(632,165)	36,960,004	71,093,279
Supermarkets, Grocery (Ex Conv) Stores	(2,382,671)	(298,778)	36,130,551	68,545,386
Convenience Stores	(175,098)	(333,388)	829,454	2,547,893
Specialty Food Stores	(53,397)	(741,200)	1,374,114	3,200,824
Beer, Wine and Liquor Stores	11,459	1,689,562	7,196,995	12,041,852
Health and Personal Care Stores	(6,885,787)	(42,876,637)	(93,921,621)	(88,056,591)
Pharmacies and Drug Store	(6,051,408)	(39,694,285)	(71,320,630)	(58,500,770)
Cosmetics, Beauty Supplies, Perfume Stores	21,166	250,915	(4,371,022)	(6,831,971)
Optical Goods Stores	12,283	103,176	(8,864,179)	(12,176,746)
Other Health and Personal Care Stores	(867,829)	(3,536,444)	(9,365,790)	(10,547,104)
Gasoline Stations	(6,542,047)	(71,458,870)	(80,908,349)	(56,860,982)
Gasoline Stations With Conv Stores	(2,824,976)	(21,455,677)	(28,730,303)	(13,212,741)
Other Gasoline Stations	(3,717,071)	(50,003,192)	(52,178,046)	(43,648,241)
Clothing and Clothing Accessories Stores	(2,395,557)	(6,950,226)	(102,667,197)	(153,426,041)
Clothing Store	(2,017,337)	(8,034,641)	(89,280,593)	(135,670,248)
Shoe Stores	(354,856)	7,336	(19,190,396)	(26,737,654)
Jewelry, Luggage, Leather Goods Stores	(23,364)	1,077,080	5,803,792	8,981,861
Sporting Goods, Hobby, Book, Music Stores	(480,746)	(3,364,237)	(7,629,620)	(20,521,453)
Sporting Goods, Hobby, Musical Inst Stores	(519,912)	(4,362,865)	(2,020,836)	(6,485,741)
Book, Periodical and Music Stores	39,166	998,627	(5,608,783)	(14,035,712)
General Merchandise Stores	(2,548,631)	(406,780)	(61,275,672)	(315,556,430)
Miscellaneous Store Retailers	(2,563,686)	(25,269,626)	(80,121,202)	(108,336,029)
Florists	(51,541)	(656,453)	(2,053,939)	(1,415,674)
Office Supplies, Stationery, Gift Stores	(107,793)	(5,553,778)	(22,657,448)	(30,559,443)
Used Merchandise Stores	(805,811)	(3,904,941)	(14,174,656)	(15,356,876)
Other Miscellaneous Store Retailers	(1,598,540)	(15,154,455)	(41,235,159)	(61,004,036)
Non-Store Retailers	(91,619)	(27,328,334)	9,917,872	55,768,659
Foodservice and Drinking Places	(8,184,511)	(35,585,115)	(147,973,513)	(162,713,601)
Full-Service Restaurants	(3,341,761)	(10,999,338)	(35,554,810)	(46,873,181)
Limited-Service Eating Places	(4,559,417)	(18,839,687)	(109,494,314)	(118,753,860)
Special Foodservices	(184,571)	(2,700,398)	3,386,051	7,806,446
Drinking Places -Alcoholic Beverages	(98,763)	(3,045,692)	(6,310,440)	(4,893,006)
GAFO (Dept. Store merchandise)	(7,877,356)	(39,428,491)	(282,430,667)	(631,149,604)
General Merchandise Stores	(2,548,631)	(406,780)	(61,275,672)	(315,556,430)
Clothing and Clothing Accessories Stores	(2,395,557)	(6,950,226)	(102,667,197)	(153,426,041)
Furniture and Home Furnishings Stores	(1,793,285)	(14,896,237)	(68,072,734)	(75,654,748)
Electronics and Appliance Stores	(551,344)	(8,257,233)	(20,127,997)	(35,431,489)
Sporting Goods, Hobby, Book, Music Stores	(480,746)	(3,364,237)	(7,629,620)	(20,521,453)
Office Supplies, Stationery, Gift Stores	(107,793)	(5,553,778)	(22,657,448)	(30,559,443)

Source: Nielsen-Claritas, Inc.; Thomas Point Associates, Inc.

*Difference betw.demand and supply is the opportunity gap or surplus available for each retail outlet in the specified area. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. E.g., a positive value signifies an opportunity gap, while a negative value signifies a surplus.

** Drive time from Gillespie and Blount St. intersection.

Exhibit A-4

Warehouse Properties On Market, May 2012, Fayetteville, NC

	Name	Price		SF	Former Use
		Sales	Lease		
110 Drake Street			\$1.00	2,991	J. P. Enterprises
379 Winslow Street			\$4.36	5,500	Warehouse
393 Winslow Street	\$ 384,900			10,000	Warehouse
485 Robeson Street			\$12.00	1,500	Class C Warehouse
Black and Decker Road Bldg			\$4.88	18,720	Class C Warehouse
Blount Street Warehouse			\$3.57	12,500	Warehouse
Gillespie Street Warehouse			\$5.00	30,000	Warehouse
Hondros Building			\$6.00	13,400	Warehouse/Commercial
JSMB Warehouse	\$ 500,000		\$3.63	12,000	Distribution
King Street Warehouse			\$3.00	51,817	Warehouse
Lake	\$ 1,060,000		\$4.20	12,000	Warehouse
Matthews Warehouse			\$5.50	12,000	Warehouse
Rankin Street Warehouse	\$ 2,500,000			11,200	Warehouse
USA Tires Building	\$ 2,000,000	\$10.15		26,000	Class B Warehouse
	No. of Bldgs.			14	
	Total SF			219,628	
	Average Size			15,688	
	Avge. Sale Price	\$ 6,444,900	\$1,288,980		
	Avge. Lease	\$ 63	\$ 5.27		



Market Based Redevelopment Plan Hope VI Business Park

Fayetteville, NC

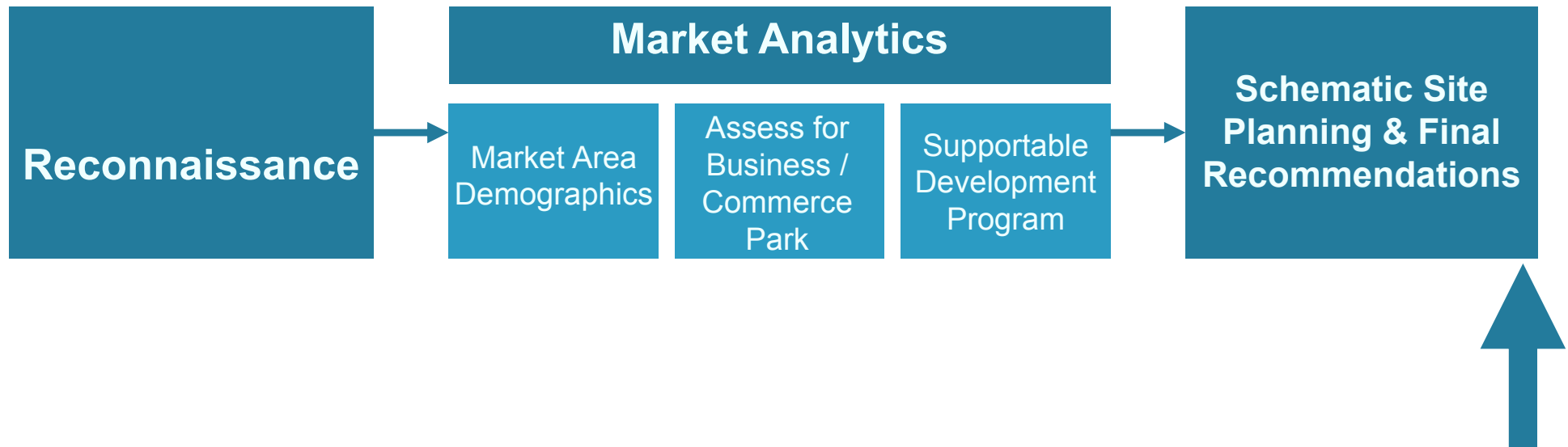
City Council Update
January 7, 2013



Agenda

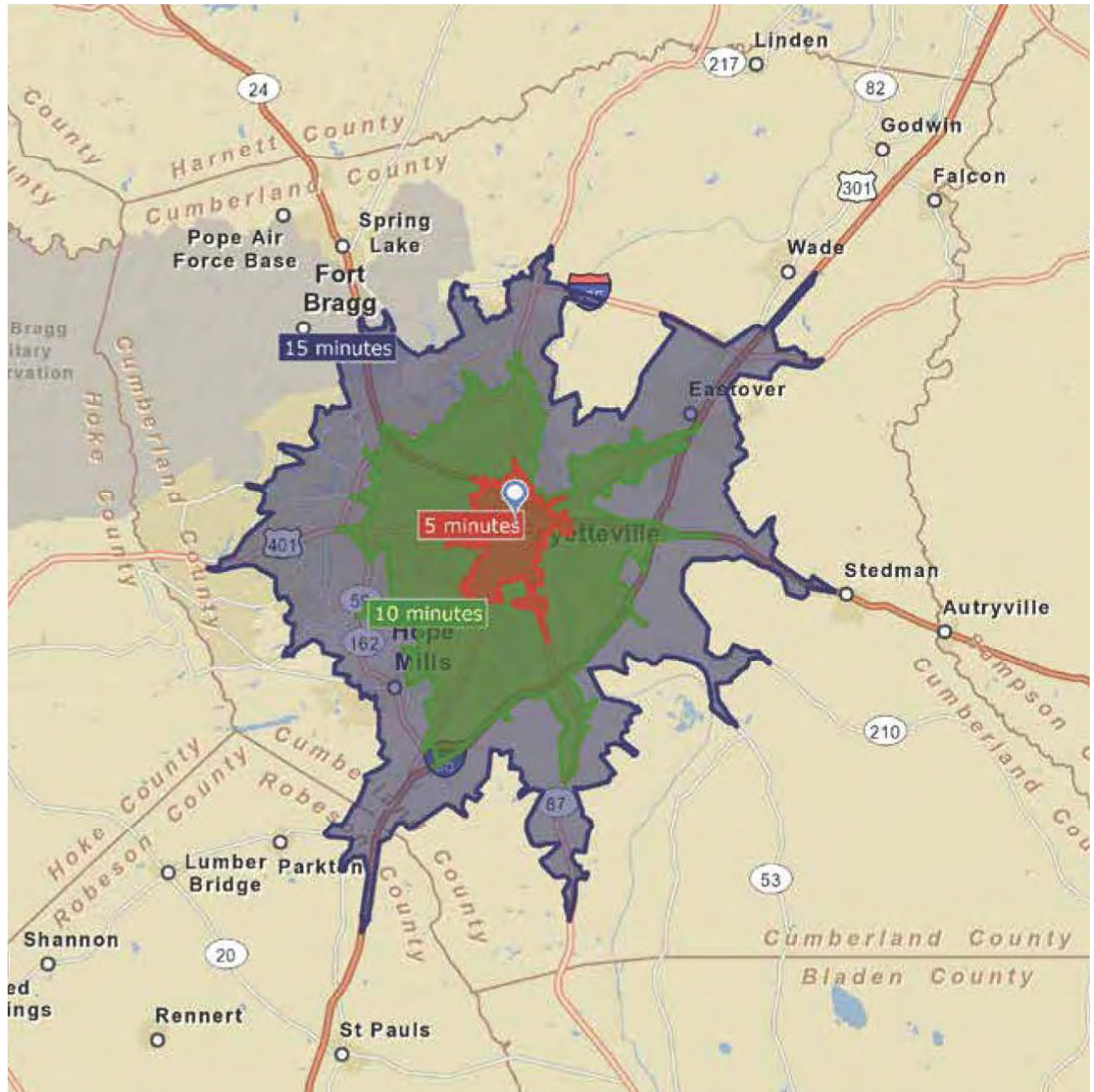
- Market Analysis Overview
- Physical Framework
- Open House Summary
- Concepts
- Recommendations

Where are we in the Process



Market Analysis Overview

- Drive Time
- Demographics
- Markets
 - Commercial
 - Office
 - Industrial
 - Flex



Market Analysis Overview | Demographics

Demographic Characteristics of Population, 2011: Hope VI Neighborhood, 5- and 10-minute Drive, * And City of Fayetteville

Description	Hope VI Area	5-Minute Drive	10-Minute Drive	City 1/
Population				
2017 Projection	1,218	14,218	73,479	219,121
2011 Estimate	833	14,966	74,945	207,600
2000 Census	n/a	17,209	79,687	121,015
Growth 2012-2017	46.20%	-5.00%	-1.96%	5.55%
Growth 2000-2012	-21.15%	-13.03%	-5.95%	71.5%
Growth 1990-2000	-14.71%	-11.17%	0.21%	2.34%
Median Age	30.6	36.4	35.3	31.3
Average Age	35.7	39.1	37.9	34.3
Median Household Income	\$14,999	\$24,763	\$37,587	\$43,520
Average Household Size	2.2	2.0	2.2	2.4
Median All Owner-Occ.				
Housing Value	\$63,470	\$104,080	\$124,238	\$132,424
Median Year Structure Built	1970	1959	1973	1982

Source: Nielsen-Claritas, Inc., 2012; Thomas Point Associates; UDC, Hope VI area.

* Drive time from Gillespie and Blount St. intersection.

1/ City population is 2013. projected to 2017.

Market Analysis Overview

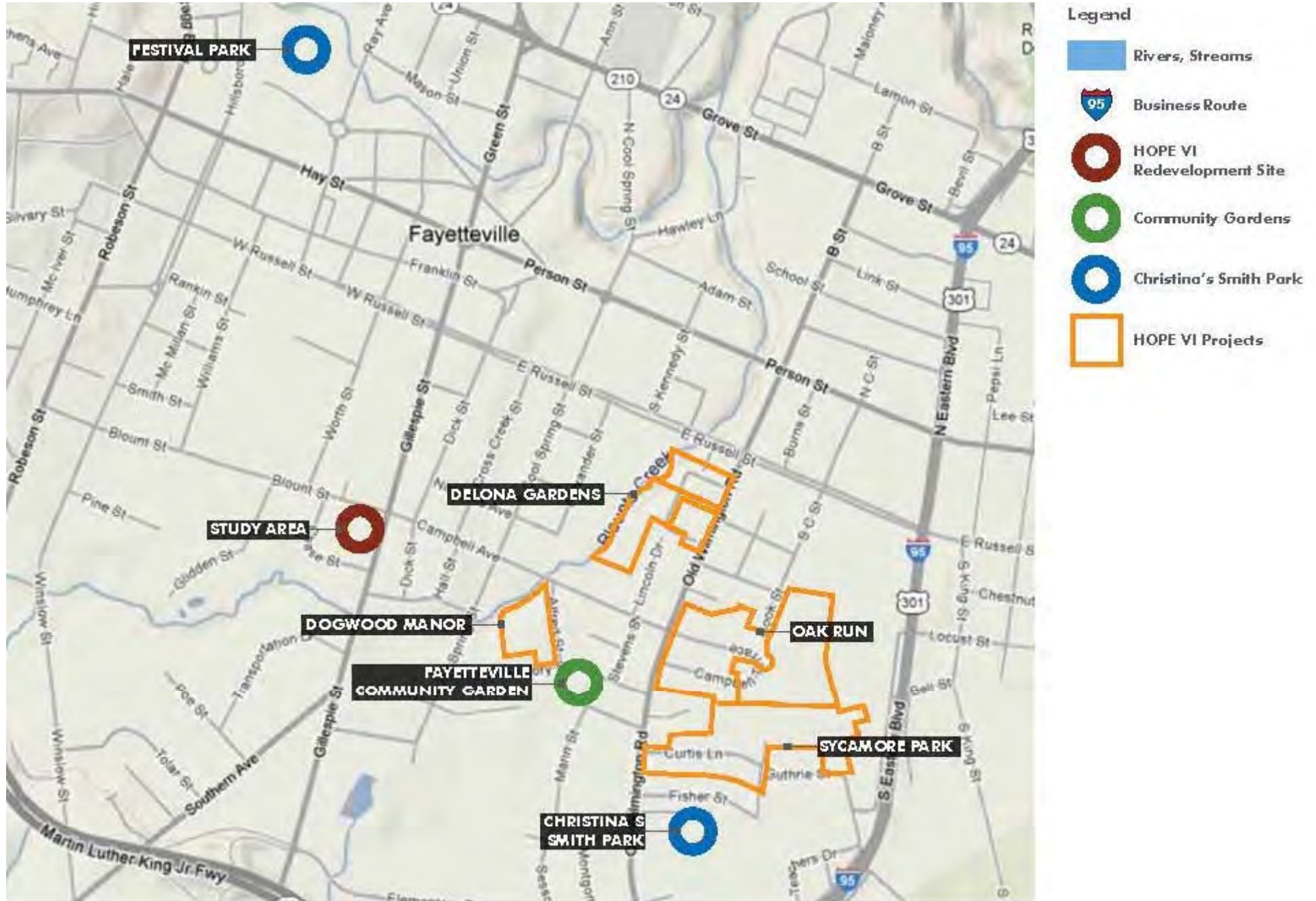
- 2.5 Million commercial space in the market
 - Largest amount – industrial sector
 - Smallest amount – ‘Flex’
- Large manufacturing space – loss of jobs in the past decade
- HUBZone
- Educational Institutions
 - 3 Post-Secondary Schools
 - Fayetteville State University (FSU)
 - Methodist University
 - Fayetteville Technical Community College

Commercial Market Summary Fayetteville, May, 2012					
		Size (Sq. Ft.)		Price	
	No	Total	Avg.	Sale	Lease
Office	18	241,463	13,415	\$ 435,000	\$ 13.28
Retail	12	122,118	10,177		\$ 8.35
Office/Retail	8	115,697	14,462		\$ 7.28
Manufacturing	10	1,763,747	176,315	\$ 2,013,000	\$ 2.85
Flex	5	57,405	11,481	\$ 2,000,000	\$ 6.65
Warehouse	14	219,628	15,688	\$ 1,289,000	\$ 5.27
Total	67	2,520,058			
Source: Fayetteville Chamber of Commerce; Thomas Point Associates, Inc.					

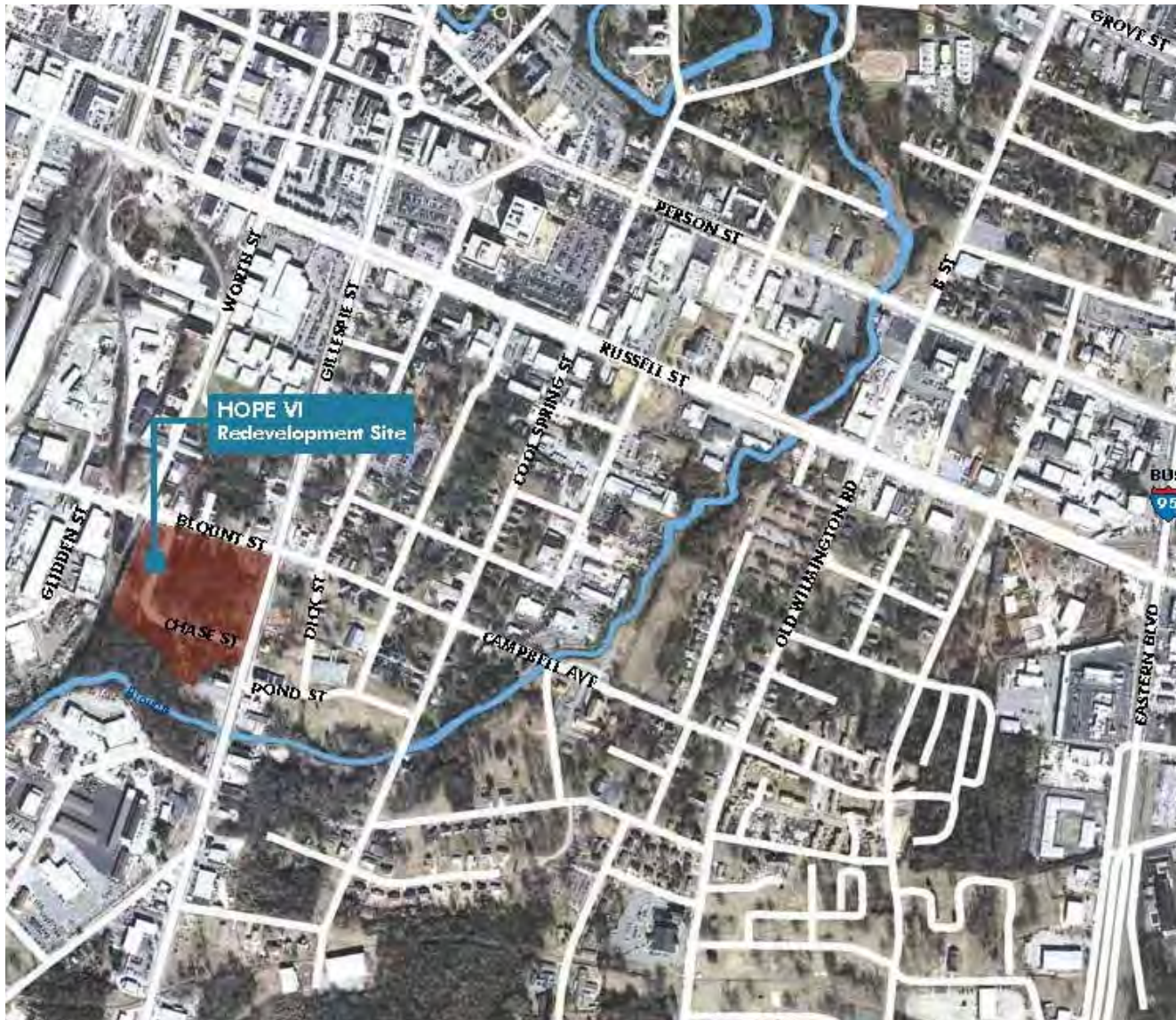
Market Potential

	Retail	Office	Industrial	Flex
Current Market	<ul style="list-style-type: none"> •Large concentration in downtown •Mall and retail in west Fayetteville •12 retail properties (Chamber database) •Lease rates - \$1/SF - \$16/SF 	<ul style="list-style-type: none"> •Similar to retail pattern •Concentration of traditional office in downtown •18 properties in market area •Average lease rate - \$13.28 •Total space = 241,500 SF •Average Space = 13,400 SF 	<ul style="list-style-type: none"> •Industrial in character in the vicinity •10 properties available in the market area •Total space = 1/8 Mil SF of manufacturing •Average lease rate = \$2.84/SF •220,000 SF of warehouse space •Avg lease = \$5.27/SF 	<ul style="list-style-type: none"> •Least represented in market •5 buildings listed = 57,000 SF •Avg lease rate = \$6.65/SF
Gap / Surplus	Surplus	Surplus	Surplus	Gap

Physical Framework



Physical Framework



Physical Framework



View at the Gillespie Street and Chase Street Intersection



View at the Blount Street and Gillespie Street Intersection



View at the Blount Street and Chase Street Intersection



View down Chase Street

Physical Framework



Zoning Map

Legend

- MR-5 Mixed Residential 5
- LC Limited Commercial
- CC Community commercial
- OI Office & Institutional
- HI Heavy Industrial

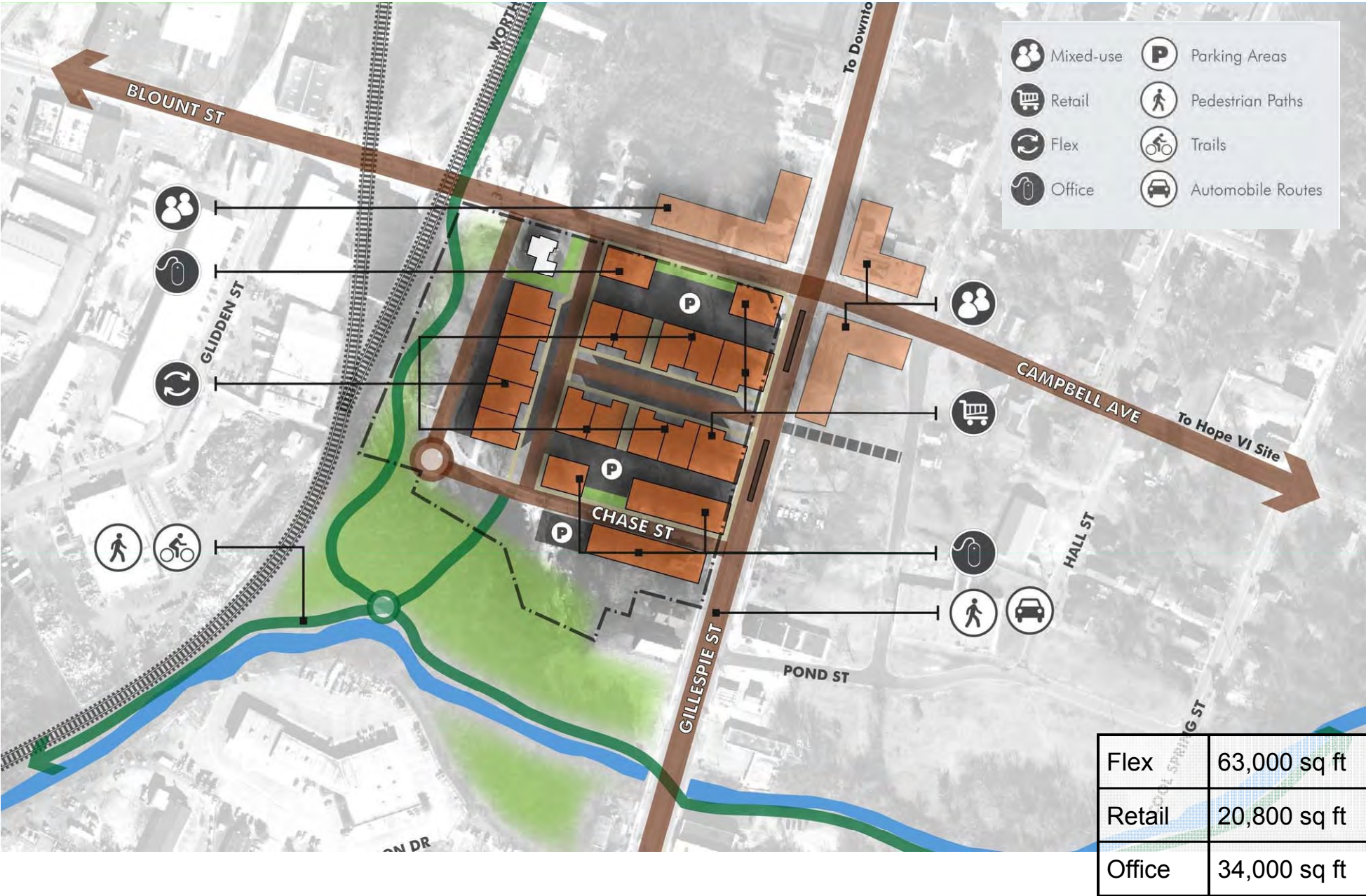
Physical Framework



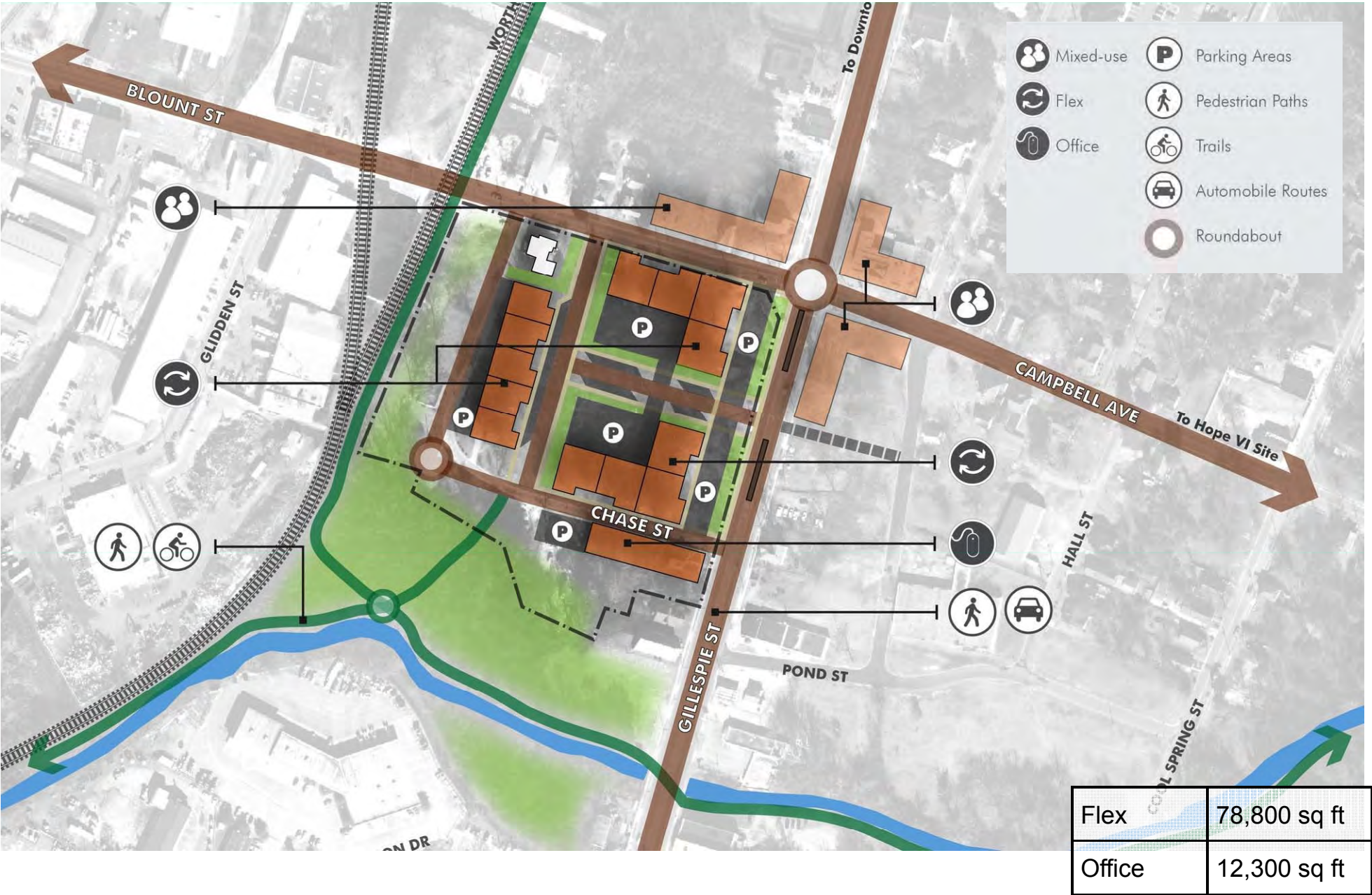
Open House Comments

- Continuing education facility
- Businesses that help the Old Wilmington Road community
- Flex spaces will not benefit the residents in the specific area
 - Won't provide enough jobs for the residents
- Businesses the Community wants
 - Hair school and salon
 - Child care center
 - Pharmacy
 - Laundromat
 - Hair school (beauty & barber)
 - Grocery
 - Hardware
 - Office supplies
 - Vocational education/job training
 - Café/grill
 - Bakery/flower shop
 - Roller rink
 - Green space/park
 - Accelerator/Incubator
 - Library
- People can walk here to learn a trade
- Need businesses that provide jobs!

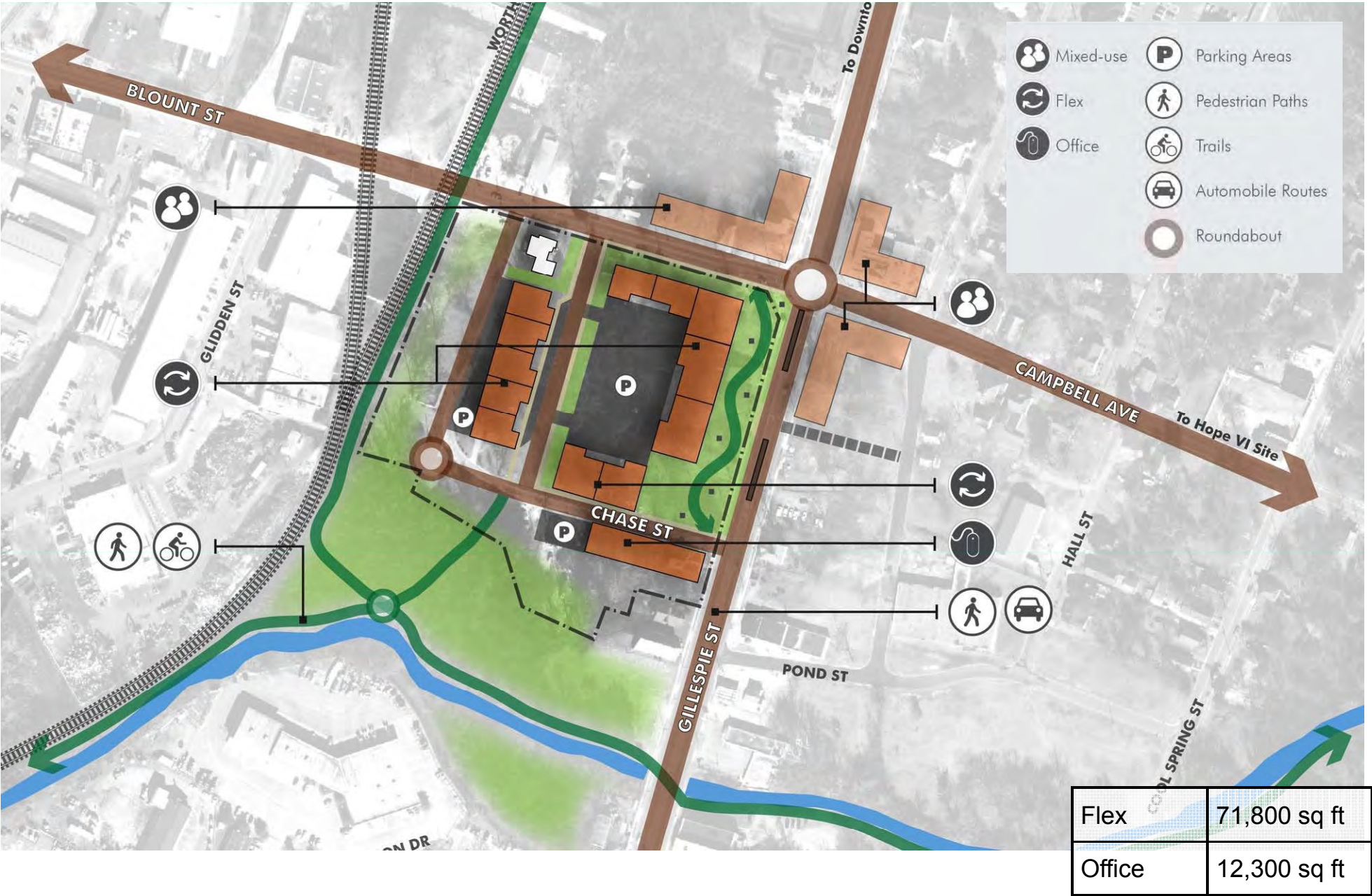
Conceptual Site Plan/Diagram – Option 1



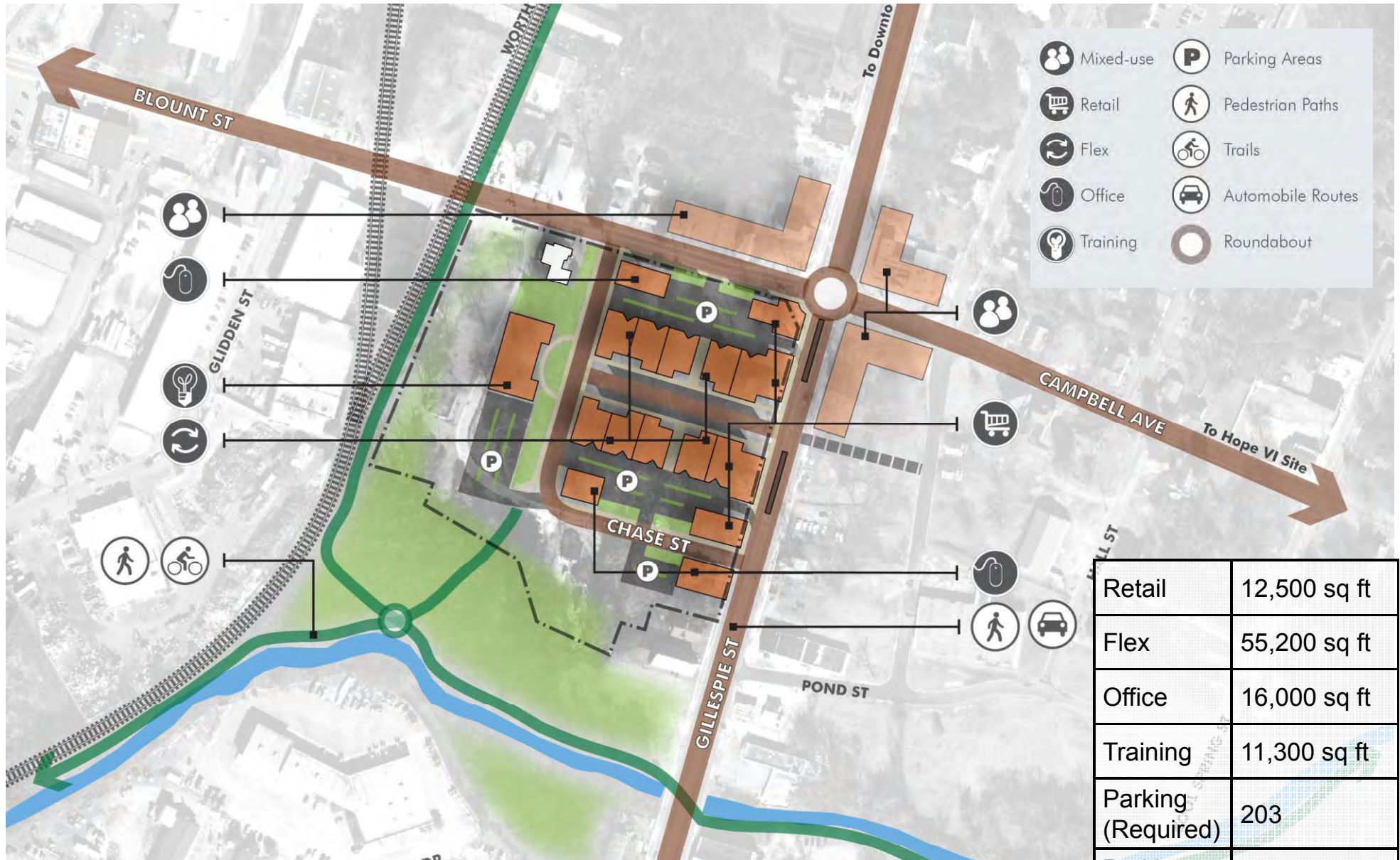
Conceptual Site Plan/Diagram – Option 2



Conceptual Site Plan/Diagram – Option 3



Preferred Option



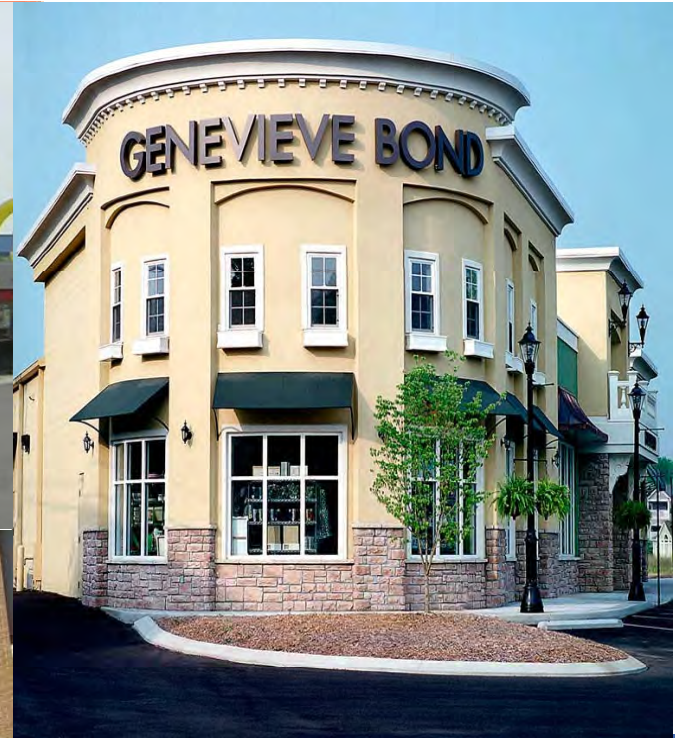
Preferred Option | View



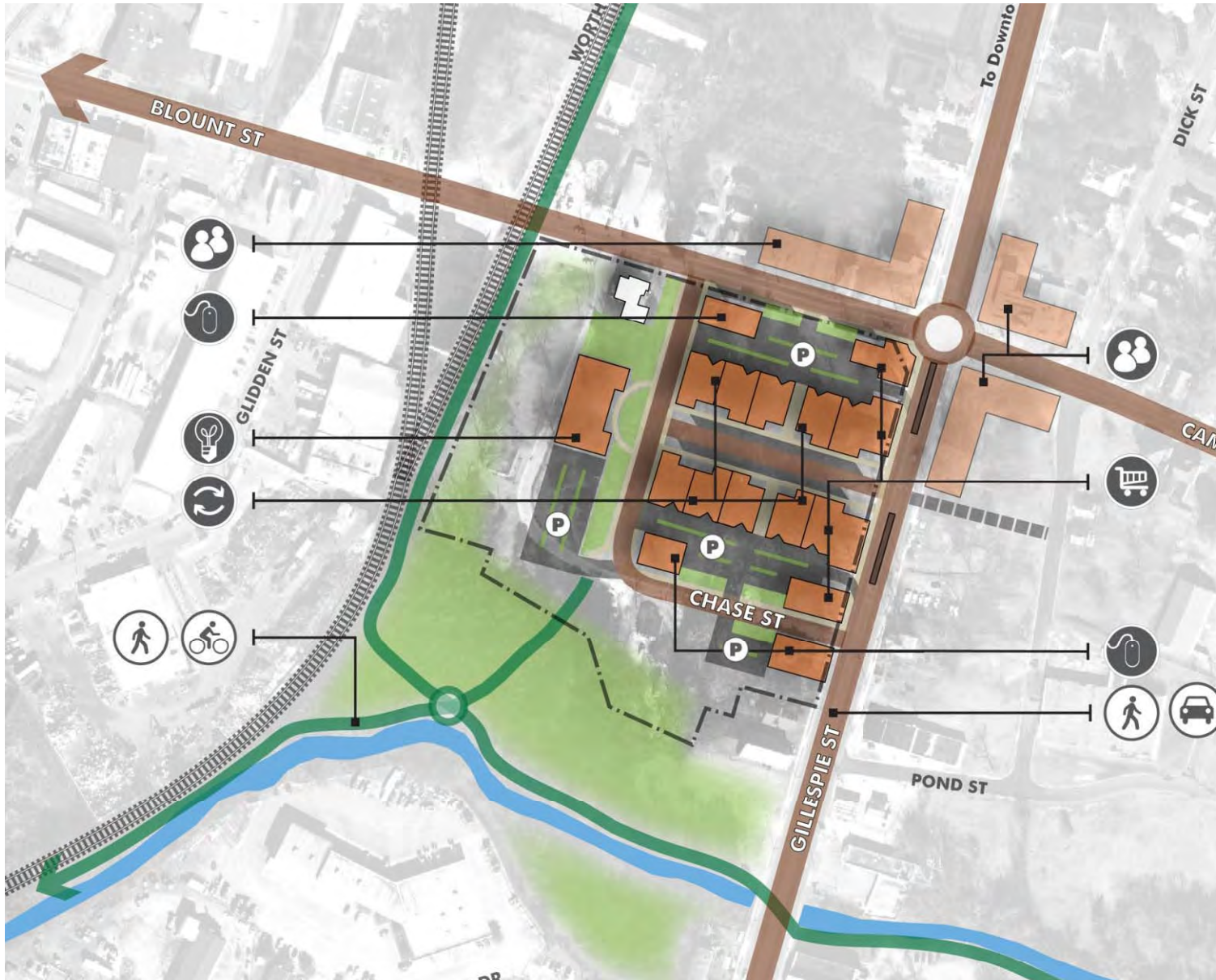
Best Practices – Flex Space



Best Practices – Retail



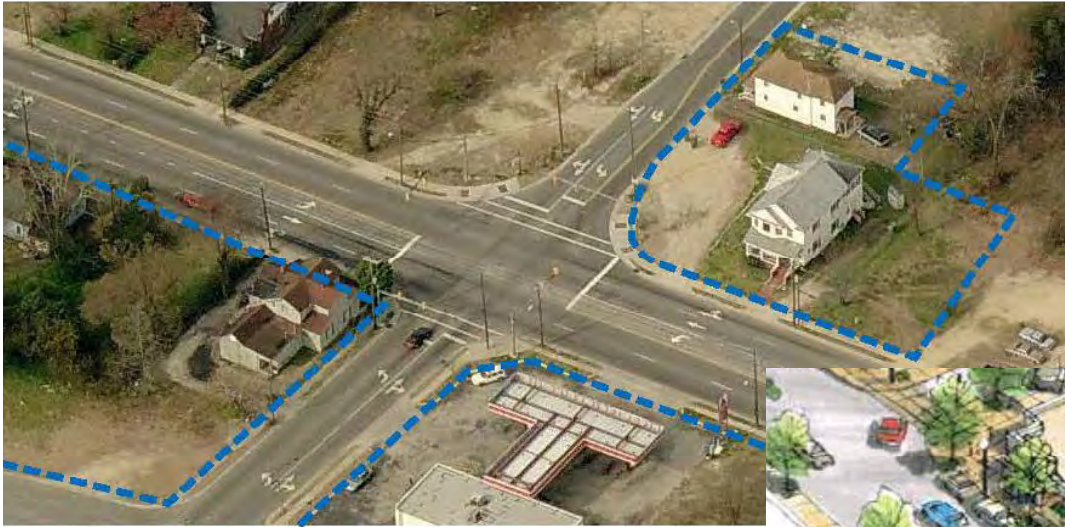
Preferred Option | Phasing



- 3-phased development
- Roughly 30K-40K per phase
- 5-10 years

Recommendations

- Gateway Opportunities



Recommendations

- **Acquire remaining properties**
- Consider expanding acquisition territory to include property to the south of the target area.
- **Extend trail network** west along Blount Creek and consider branching along railroad tracks to Worth Avenue for linkage to the downtown.
- **Promote a gateway enhancement** focus on the Blount Street / Gillespie Street intersection.
- Promote “four corners” mixed-use development at the Blount Street / Gillespie Street intersection.
- Consider branding the project/development process that eliminates the “Business Park” moniker and recognizes the “flex-space” / mixed use development potential of the target area.
- Identify options for rezoning of the target area in alignment with redevelopment goals
- Seek community partners interested in the **restoration and celebration of the former E.E. Smith home**.
- Seek local education / training institutions to consider **locating an off-campus facility within the project**
- **Prepare a Request for Qualifications package** for private developer interest in the Hope VI Business Park redevelopment
- Solicit Request for Qualifications from real estate developers
- **Consider a transportation study for Gillespie Street** to respond to changing level of service and Complete Street design model



Market Based Redevelopment Plan Hope VI Business Park

Fayetteville, NC

City Council Update
January 7, 2013



CITY COUNCIL ACTION MEMO

TO: Mayor and Members of City Council
FROM: Katherine Bryant, Interim Chief of Police
DATE: January 7, 2013
RE: **Annual Update on Community Wellness Plan**

THE QUESTION:

Introduction/Explanation of new initiatives to be added, and removal of completed initiatives, to the Community Wellness Plan.

RELATIONSHIP TO STRATEGIC PLAN:

- Growing City, Liveable Neighborhoods - A Great Place to Live
- More Attractive City - Clean and Beautiful
- Greater Community Unity - Pride in Fayetteville
- Revitalized Downtown - A Community Focal Point

BACKGROUND:

The Community Wellness Plan was presented to City Council and citizens in April 2009. The plan is a broad range Community Policing plan based on our guiding principles: Operational Efficiency, Community Partnerships, Crime Prevention and Information Technology. A spreadsheet is provided to the City Manager each month to report progresses within the various initiatives of the Community Wellness Plan. An update was last presented to City Council in September 2011.

ISSUES:

Annual update - introduce new initiatives to the plan.

BUDGET IMPACT:

N/A

OPTIONS:

N/A

RECOMMENDED ACTION:

- Continue to provide progress updates to the City Manager on the 2013 Community Wellness Plan. These updates will be provided on a quarterly reporting cycle.

ATTACHMENTS:

2013 Community Wellness Plan

433 Hay Street
Fayetteville, NC 28301
www.cityoffayetteville.org
facebook.com/cityoffayetteville
Twitter @CityOfFayNC

Fayetteville Police Department 2013 Wellness Plan

01-07-13



City of
Fayetteville
North Carolina

Wellness Plan Update



- In 2009 the Fayetteville Police Department implemented a Community Wellness Plan.
- The 2013 Wellness Plan has been updated to include previous initiatives that are still in place as well as identify those initiatives that are in progress or planned.





Guiding Principles

The Wellness Plan is based on four guiding principles:

- Intelligence Led Policing
- Community Partnerships
- Crime Prevention
- Operational Efficiency



Intelligence Led Policing



- ***Data-Driven Approach to Crime and Traffic Safety (DDACTS)***
- ***Risk Terrain Modeling Beta Program (RTM)***
- ***Carfax Partnership***
- ***Crime Stoppers TipSoft Program***
- ***QR Codes***
- ***FPD Mobile.com***



Community Partnerships



- *Fayetteville Family Justice Center (FFJC)*
- *Fort Bragg Military Police Liaison Program*
- *Community Wellness & Public Safety Council (CWPSC)*
- *Monthly Community Forums*
- *Greater Fayetteville United*



Crime Prevention



- ***Rental Action Management Program (RAMP)***
- ***Bank Watch and Bank Alert Programs***
- ***Community Watch Expansion***



Operational Efficiency



- ***Gun Violence Intervention and Education Unit (GVIEU)***
- ***Repeat Offender Initiative***
- ***Electronic Felony Files***
- ***Crisis Intervention Team Expansion (CIT)***



Operational Efficiency



- ***Mandatory Phone Reporting***
- ***Department Reorganization***
- ***Recruitment and Retention
(Recruitment Team Initiative)***
- ***Joint 911/Communications Center***
- ***Project Blue Team***



Measurements for Success



- Increase in community participation through the formation of new community watch groups or the reestablishment of older groups.
- Building relationships in the community and developing community partnerships in the neighborhoods.





Measurements for Success

- Reduction in overall crime.
- Reduction in violent crime.
- Reduction in crime committed by youth offenders.
- Reduction in traffic related deaths and injuries.
- Increase in recruiting and retaining qualified applicants for the position of police officer.



Progress Reports



Quarterly progress reports will be provided to the City Manager.



CITY COUNCIL ACTION MEMO

TO: Mayor and City Council
FROM: Bradley Whited, Airport Director
DATE: January 7, 2013
RE: **Airport Updates on Air Service and Economic Impact Study**

THE QUESTION:

Informational Update only

RELATIONSHIP TO STRATEGIC PLAN:

Strong Local Economy

BACKGROUND:

Present information to Mayor and City Council regarding the addition of United flights to Dulles hub, beginning February 14, 2013.

The NCDOT Division of Aviation and NC Commerce Department conducted an economic impact study of aviation in NC in 2006. Now, in 2012, these departments have updated the Study. I will present the new information compared to the 2006 study.

I will also review passenger statistics with you for the past several years and answer any general airport questions.

ISSUES:

BUDGET IMPACT:

OPTIONS:

RECOMMENDED ACTION:

No action needed, informational only.

ATTACHMENTS:

City Council Brief 2013

Airport City Council Brief January 7, 2013



City of
Fayetteville
North Carolina

Economic Impact to NC

2006 Impact

- \$11.8 billion impact/yr.
- 88,423 aviation jobs
- Revenue not calculated

2012 Impact

- \$26 billion impact/yr.
- 108,850 aviation jobs
- \$771 million in direct government revenue

Economic Impact to FAY

2006 Impact

- \$148.4 mil /yr... total
- 456 direct jobs
- \$14.1 mil direct pay
- Rev not calculated

2012 Impact

- \$318.8 mil /yr. total
- 380 direct jobs
- \$14.4 mil direct pay
- \$6.9 mil State & Local taxes generated



United Service to Washington-Dulles

Three round trip direct flights to
Washington-Dulles (IAD)
Bombardier Q200 – 37 Passengers
Begins 2-14-2013



New United Service to Dulles

- Leaves FAY
 - 10:05am-11:37pm IAD
 - 2:30pm-4:00pm IAD
 - 7:15pm-8:47pm IAD
- Returns to FAY
 - 8:15am-9:39am FAY
 - 12:20pm-1:44pm FAY
 - 5:20pm-6:44pm FAY



US Airways to Washington-Regan

One round trip direct flight to
Washington-Regan (DCA)

CRJ 50 passenger

Began 3-15-2012



Passenger Levels

Year	Enplanements	Total Passengers
2009	229,480	459,473
2010	259,454	514,345
2011	258,134	516,853
2012 (Est.)	252,970	506,575



City of
Fayetteville
North Carolina

The City of Fayetteville, North Carolina does not discriminate on the basis of race, sex, color, age, national origin, religion, or disability in its employment opportunities, programs, services, or activities.

www.cityoffayetteville.org

www.facebook.com/cityoffayettevillegovernment

Twitter @CityOfFayNC



CITY COUNCIL ACTION MEMO

TO: Mayor and Members of Council
FROM: Rusty Thompson, PE, Engineering and Infrastructure Director
DATE: January 7, 2013
RE: **General Development Review Information and Recent Development Review Process Enhancements**

THE QUESTION:

Can staff present two separate presentations involving general development review information and recent development review process enhancements.

RELATIONSHIP TO STRATEGIC PLAN:

Great Place to Live - A location of choice for business and people
More Efficient City Government – Cost-Effective Service Delivery

BACKGROUND:

General development review information

Staff has prepared a presentation which covers general development review information, including people and processes, along with some suggested changes to current public hearing processes involving development review applications, such as rezonings and special use permits.

Recent development review process enhancements

Staff had two meetings since October to listen to developer concerns regarding the Stormwater Ordinance and the Development Ordinances. Staff responded by reviewing the concerns and identifying processes and ordinance inconsistencies that could be improved. Staff has shared the results of this effort with the development community and has advised them that we are receptive to our development review process being continuously improved. A staff presentation describing these development review process enhancements has been prepared to share with City Council.

ISSUES:

General development review information

This presentation provides information on:

- The roles of the City Council, Zoning Commission, Planning Commission, Board of Adjustment and Historic Resources Commission with regard to development review.
- The roles of various administrative staff, including the City Manager and the Technical Review Committee, with regard to development review.
- Development review processes, from building permits to zoning permits, including flowcharts of three common project types.
- Particular attention is given to quasi-judicial applications (special use permits and variances) and to annexation procedures.
- Suggested changes to standard and quasi-judicial hearing procedures.
- Information about an opportunity for additional learning on quasi-judicial proceedings and other development review processes through the School of Government.

Recent development review process enhancements

This presentation provides information on recent staff efforts to enhance our development review process to address issues identified by the development community, including:

- Bonding - changes to the timing and extent of our stormwater and street lighting bonding requirements.
- Pond Inspections - procedures to enhance communication with on-site contractor.
- Design and Construction Standards - adjustments to specific types of stormwater pipe installation requirements and procedures where made.
- Building and Stormwater Inspections - various adjustments to enhance consistency of review and field communication.

- Plan Review - adjustments to TRC review processes and communication and coordination with NCDOT to reduce number of site plan resubmittals and improve efficiency of traffic impact analysis and driveway permitting.
- Fire Protection Standards - discussion of concerns related to recently adopted fire protection standards (fire flow) and the administrative ability for practical flexibility.
- Development/Zoning Standards modifications - numerous amendments to the development ordinance and map to enhance flexibility and address practical issues, including landscaping and tree preservation, parking lot screening/building location, and errors in “translating” one zoning district to another.

BUDGET IMPACT:

N/A

OPTIONS:

N/A - for informational purposes.

RECOMMENDED ACTION:

N/A - for informational purposes.

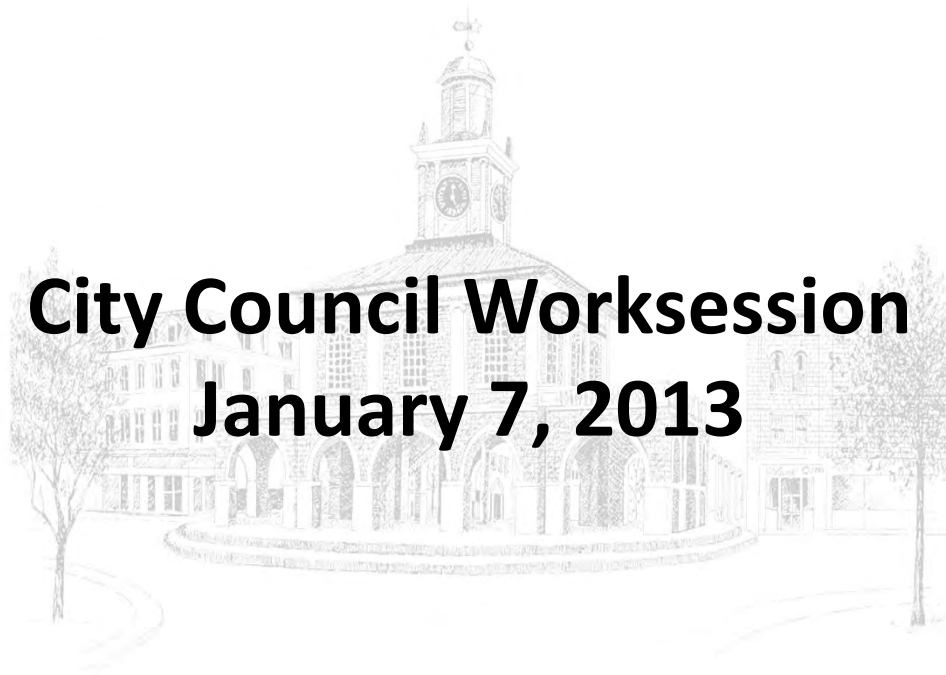
ATTACHMENTS:

General Development Review info
Development review enhancements

Development Review



**City Council Worksession
January 7, 2013**



City of
Fayetteville
North Carolina

Two Parts



- General Development Review:
 - People and Processes
 - Changes and Suggestions
- Recent Development Review Enhancements

City of
Fayetteville
North Carolina

Development Ordinance



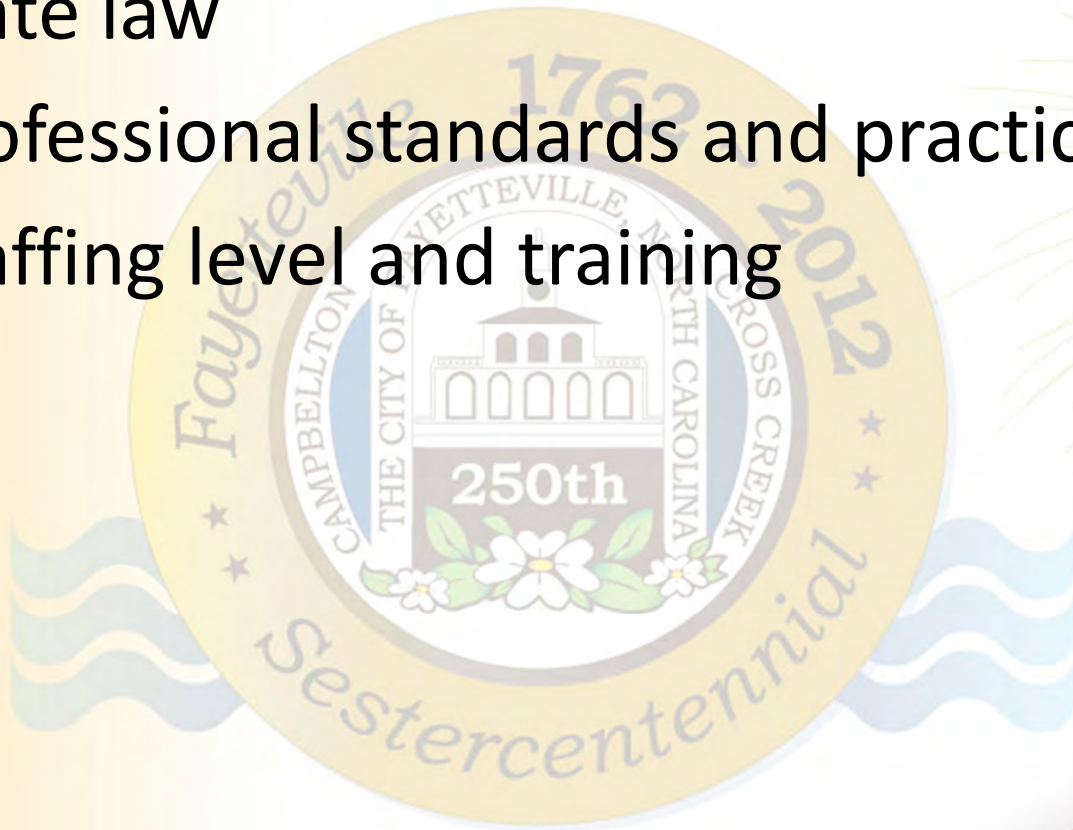
- Not the only code regulating development
- Purpose
 - Raise the bar for development – higher standards
 - Clarify processes, standards
 - Improve compatibility between land uses
 - Focus land uses in specific districts
- Adjustments
 - Map
 - Text



Limitations



- State law
- Professional standards and practices
- Staffing level and training



People – Boards & Commissions



- City Council
- Zoning Commission
- Planning Commission
- Board of Adjustment
- Historic Resources Commission



People - Administrative



- City Manager
- City Attorney
- City Staff
- Technical Review Committee
- Outside Agencies



General Development Review



- Zoning Permits
- Building Permits
- Driveway Permits
- Stormwater Permits
- Site Plan and Subdivision Reviews
- Rezoning
- Special Use Permits
- Variances
- Historic District Reviews

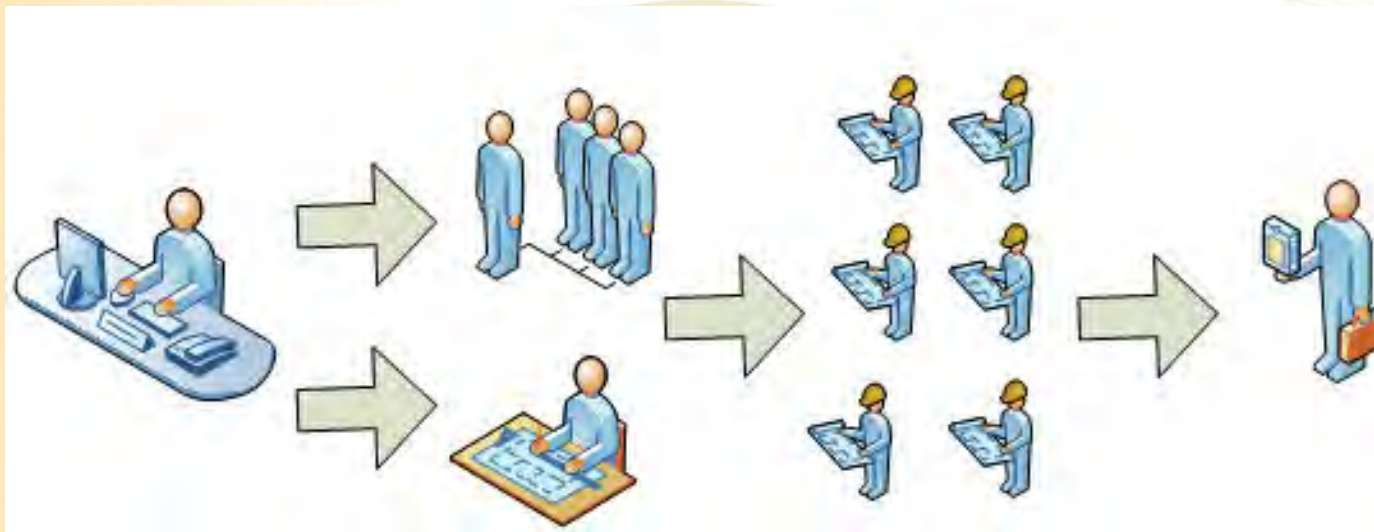


Trade Permit



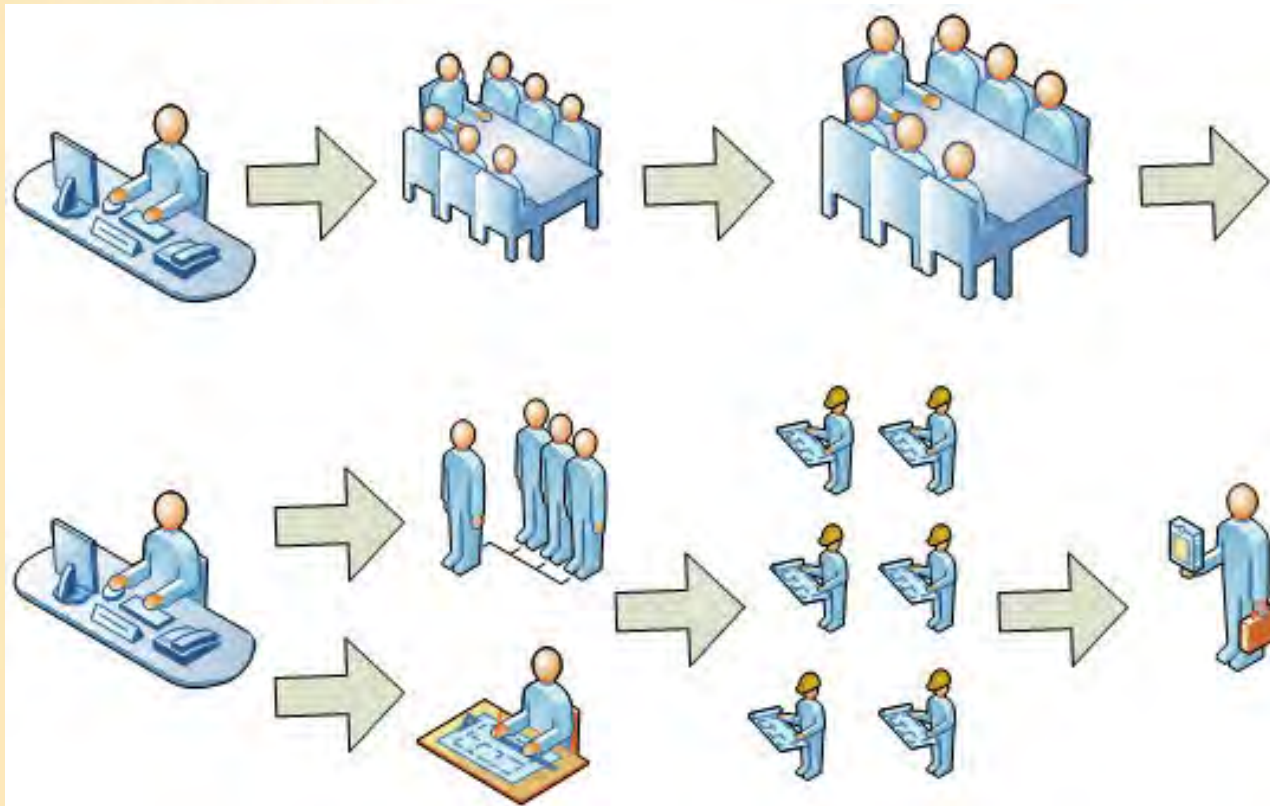
City of
Fayetteville
North Carolina

New Construction Permit



City of
Fayetteville
North Carolina

Rezoning, SUP to CO

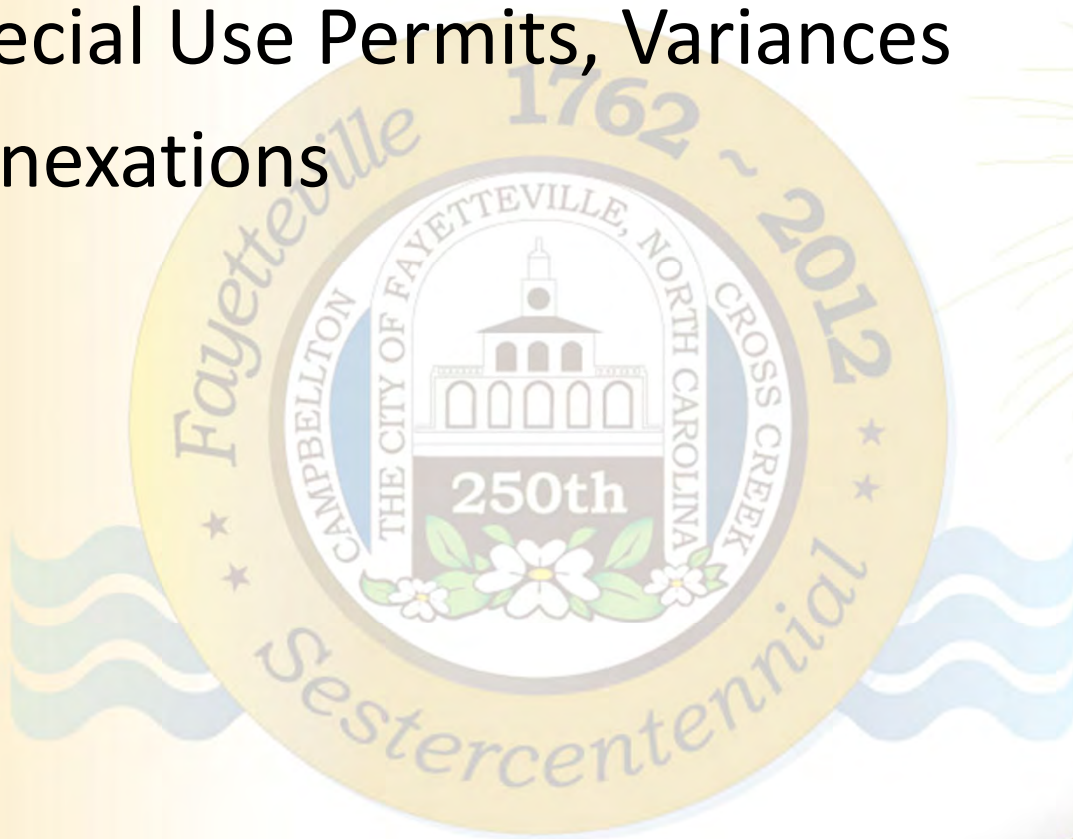


City of
Fayetteville
North Carolina

Some Particular Considerations



- Special Use Permits, Variances
- Annexations



City of
Fayetteville
North Carolina

Special Use Permits, Variances



- State law requires these processes to be conducted through quasi-judicial hearings.
 - **Sworn testimony**
 - **No pre-meeting contact** with applicants or the public
 - Information presented at the hearing is **evidence**
 - Persons providing testimony must be **qualified**
 - Different rules about time limits, rebuttals
 - Only information presented at hearing can be considered



Annexations



City of
Fayetteville
North Carolina

Annexations Before



- Largely involuntary – people expect an enhanced level of service
- Involved developed property or property being developed under MIA or County standards
- **Immediate** service impact



An aerial photograph of a residential neighborhood with a grid-like street pattern. A white rectangular text box is centered over the map. The text inside the box reads "Annexation Before". The map shows various streets with labels such as Pacific Ave, Brookshire St, Sunny Crest Dr, Mazarion Dr, Avila Dr, Pin Oak Ln, GALENA DR, SOUTH BEND DR, ROCKCLIFF DR, GLENBROOK DR, EASTMAN RD, BEAVER STONE RD, WICKERSHAM RD, MANGROVE DR, BLUFFVIEW DR, BAYSTONE RD, WILLOW CT, OMNICT, FELIX CT, NAVARRO'S, RIM RD, CALAGUAS DR, SANTIAO DR, PRESTIGE BLVD, CORDOBA CT, LARGO PL, SAN CARLOS PL, PORTO PL, TRES CT, BANIALP, CALAMAR DR, OLD CASTLE DR, SHADY GROVE LN, CLEARSPRING DR, REEDY CREEK DR, PEBBLEBROOK DR, BEAVER RUN DR, BUHMAN DR, and BLACKBIRD RD.

Annexation Before

Annexations Today



- Largely voluntary – people understand and accept existing City service levels
- Generally involves undeveloped property
- **Incremental** service impact





City Council Process Suggestions



- Hearing conduct – standard hearings
 - Mayor introduces item
 - Staff presentation
 - Mayor opens public hearing
 - Applicant presentation
 - Public comments
 - Mayor closes public hearing
 - **Council questions**
 - Motion, discussion, and decision



City Council Process Suggestions



- Hearing conduct – quasi-judicial hearings
 - Mayor introduces item
 - Swearing-in of persons providing testimony
 - Staff presentation
 - Mayor opens public hearing
 - Applicant presentation
 - Public comments
 - **Rebuttals**
 - Mayor closes public hearing
 - **Council questions**
 - Motion, discussion, and decision



City Council Process Suggestions



Helpful Hints

- If information is presented by the applicant at the meeting, it must be specifically mentioned in the motion for it to be a condition of approval.
- Basic development requirements will be met without requiring any additional Council action (street design, setbacks, building height, buffers, etc.)



City Council Process Suggestions



Additional Learning Opportunity

- Rich Ducker of the School of Government will be in our area soon to conduct training for City and County boards.
- We will advise you of this opportunity once the date(s) are known.



Development Review Process Enhancements



- Bonding
- Pond Inspections
- Design and Construction Standards
- Building and Stormwater Inspections
- Plan Review
- Driveway Permits
- Fire Protection Standards
- Development Ordinance modifications

Development Review Process Enhancements



- Staff has met twice with the HBA to discuss these concerns.
- We have asked to be included to their meetings on a quarterly basis as an effort to stay in tune with the latest construction methods and processes.

Bonding



Concern:

- Stormwater and street light bonding requirements.

Staff Response:

- Remove the timing conflict;
- Reduce the bond amount and the time to secure the bond; and
- Revise development standards to remove the street light bonding requirement.

Design and Construction Standards



Concern:

- Stone pipe bedding required on all pipe installation

Staff Response:

- Revised the ordinance to provide to remove the requirement if the City Engineer inspects the soil and finds it to be suitable.

Concern:

- Waffle box versus pre-fab box under roadways

Staff Response:

- Staff continues to be consistent with NCDOT standards by not allowing waffle boxes under roadways

Concern:

- A requirement to mud joints on all pipe installations

Staff Response:

- It is not a requirement, staff offers this as an alternative to removing the pipe and reinstalling it when the pipe joint is not sealed.

Building and Stormwater Inspections



Concern:

- Inconsistent code interpretations Building inspections

Staff Response:

- Designated the Plans Examiner position as the single source for plan review.

Concern:

- Lack of field communications with Stormwater inspections

Staff Response:

- Inspectors have been encouraged to speak with the foreman in the field and provide an inspection checklist at the site.

Plan Reviews



Concern:

- Number of site plan review re-submittals

Staff Response:

- Modifications to Technical Review Committee (TRC) process to provide preliminary staff comments in advance of TRC meetings.

Concern:

- Driveway permitting and TIA processes

Staff Response:

- Improved coordination with City Engineering, City Traffic Services, NCDOT Traffic Services and NCDOT District office.

Fire Flow



Concern:

- Recent changes to implement minimum State fire flow standards

Staff Response:

- Fire Chief and Fire Marshal met with the HBA group to communicate flexibility in applying the standards in situations where system upgrades are scheduled or when practical difficulties exist.

UDO Map and Text Modifications



Concern:

- Map “translation” errors

Staff Response:

- Staff-initiated map amendments to reduce opportunities for error

Concern:

- Practical problems in applying the Development Ordinance

Staff Response:

- Many amendments, including:
 - Tree protection and open space standards
 - Adjustments to Downtown District standards
 - Setback and buffering changes
 - Private access easements

CITY COUNCIL ACTION MEMO

TO: Mayor and City Council Members
FROM: Council Member, Bobby Hurst, Appointment Committee Chair
DATE: January 7, 2013
RE: **Public Works Commission - Discussion of Term Limits**

THE QUESTION:

Does Council wish to change the term limits of the Public Works Commission members?

RELATIONSHIP TO STRATEGIC PLAN:

Greater Community Unity - Pride in Fayetteville.

Objectives - Better informed citizenry about City government; increase community dialogue on major issues; develop and maintain collaborative working relations among various governmental units; increase trust and confidence in City government; marketing the City.

BACKGROUND:

The City of Fayetteville has 23 active Boards and Commissions that aid the Mayor and City Council in governing effectively.

The Public Works Commission was created on March 4, 1905, through an act of the State Legislature, to manage, operate, and supervise the three utilities - electric, water and sanitary sewer as well as to be responsible for operating city market stalls, and to test weights and measures. The Act establishing the Public Works Commission specified that the Board of Aldermen (now the City Council) appoint three Commissioners for a period of three years each with staggered terms.

In 1981 a 4th Commissioner was added to the Membership and the term limit was extended to four year terms.

On December 2, 1996, Policy 110.2 - Appointments to Boards and Commissions, was revised to read: No appointment of the City Council to any board or commission shall be for a period greater than two (2) years".

On March 23, 2009, Council revised Council Policy 110.2 - Boards and Commission Terms which specified, "Members of the Public Works Commission who shall be eligible to serve up to three four-year terms".

Today, the Commission consists of four members, appointed by the City Council to serve four-year staggered terms. The Commissioners elect a Chairman, Vice Chairman, Secretary and a Treasurer. They meet on the second and fourth Wednesday of each month.

At the November 27, 2012, Appointment Committee meeting Council Member Crisp moved to discuss the term limits for members serving on the Public Works Commission at the January 7, 2013, City Council work session, Mayor Chavonne seconded the motion and the vote was unanimous (3-0).

ISSUES:

BUDGET IMPACT:

N/A

OPTIONS:

For Discussion.

RECOMMENDED ACTION:

Discussion and Provide Staff with Direction.

ATTACHMENTS:

City Council Policy 110.2

Charter, Chapter VI - PWC

PWC Commissioner Term Limits Memorandum

SUBJECT – BOARDS AND COMMISSIONS Terms	Number 110.2	Revised 8-16-99 3-23-09	Effective Date 5-26-87	Page 1 of 1
---	-------------------------	--	---------------------------------------	--------------------

(1) It shall be the policy of the City Council of the City of Fayetteville that unless regulated by a general statute, ordinance, interlocal agreement, or other enabling legislation or charter, no appointment of the City Council to any board or commission shall be for a period greater than two consecutive years, and no appointees shall be permitted to serve more than two consecutive full terms without an interval of one year between appointments. Any current appointment as of the effective date of this policy, which upon completion will have been for a period of more than two years, shall be considered a full term for purposes of reappointment. Any appointee who shall have previously served a total of four years, whether by one or more appointments, shall not be eligible for reappointment without an intervening period of one year between appointments. Any appointment to fill an unexpired portion of a term after the effective date of this policy shall not be considered a full term unless the unexpired portion is for a period of more than two years.

(2) The foregoing policy shall not apply to an appointee while serving on a national board of directors of a group which the board or commission on which the appointee currently serves is a member, or members of the Public Works Commission who shall be eligible to serve up to three four-year terms. Any appointment to fill an unexpired portion of a term on the Public Works Commission after the effective date of this policy shall not be considered a full term unless the unexpired portion is for a period of more than two years.

(3) This policy shall not apply to an individual who is appointed as an alternate to a board or commission, if that appointee does not get to participate in at least 50 percent of the meetings during the term of appointment.

Fayetteville, North Carolina, Code of Ordinances >> PART I - CHARTER >> CHAPTER VI. - PUBLIC WORKS COMMISSION >>

CHAPTER VI. - PUBLIC WORKS COMMISSION

- Sec. 6.1. - Commission continued; election and term of members; vacancy.
- Sec. 6.2. - Qualifications of commissioners.
- Sec. 6.3. - Duties of commission.
- Sec. 6.4. - Organization; chairman, secretary, and treasurer.
- Sec. 6.5. - Records and accounts.
- Sec. 6.6. - Receipts and disbursements.
- Sec. 6.7. - Supervision of electric light, water and sewerage plants.
- Sec. 6.8. - Contracts; title to property.
- Sec. 6.9. - Proceeds of bonds and special funds to be paid to treasurer; disbursement.
- Sec. 6.10. - Powers of commission in management of property.
- Sec. 6.11. - Rates and rents.
- Sec. 6.12. - Monthly reports; special reports.
- Sec. 6.13. - Annual report.
- Sec. 6.14. - Bonds of chairman, secretary and treasurer.
- Sec. 6.15. - Compensation.
- Sec. 6.16. - Audit of books and accounts.
- Sec. 6.17. - Neglect of duty by member.
- Sec. 6.18. - Budget.
- Sec. 6.19. - Sale of electricity, water and sewer [service] in Cumberland County.
- Sec. 6.20. - Retirement system.

Sec. 6.1. - Commission continued; election and term of members; vacancy.

A commission of the City of Fayetteville to be known as the "public works commission" as heretofore created, established and now existing, is hereby continued and the number of members shall increase, effective July 1, 1981, to four (4). The terms of office of the current members shall each be expanded for an additional year, with each term expiring four (4) years from the date which the appointment was originally made. A new appointment shall be made in June of 1981, and it shall be for a term of four (4) years. As each appointment expires, the city council shall, at its regular meeting in June of each year, elect a member of said commission for a term of four (4) years to replace the expiring member.

(Session Laws 1981, Ch. 756, § 2)

Sec. 6.2. - Qualifications of commissioners.

The members of said commission shall be resident freeholders and taxpayers of the City of Fayetteville, and shall be persons of recognized ability and good business judgment and standing who, in the opinion of the city council, can and will perform their official duties to the best interest of said city and its inhabitants.

Sec. 6.3. - Duties of commission.

Said commission shall have full charge and control and the general supervision and management of the electric utility plant, the waterworks and sewerage, and shall collect all rents and profits accruing therefrom and shall make all disbursements on account of the same.

Sec. 6.4. - Organization; chairman, secretary, and treasurer.

The members of the commission shall meet as soon after their election as possible, and shall elect out of their number a chairman, secretary, and treasurer, each of whom shall be a different person. The duties of each shall be such as is prescribed by said commission from time to time, not inconsistent with the provisions of this act.

Sec. 6.5. - Records and accounts.

Said commission shall keep a full and complete record of all meetings held and official action taken, and of all other transactions, items and facts, necessary to the proper and intelligent conduct of the business affairs, and shall keep a separate account of each item of property under their control, showing in detail the income from each, the disbursements on account of each, and the net income or loss on each of the same.

Sec. 6.6. - Receipts and disbursements.

All funds handled by said commission shall be paid over to the treasurer thereof, and all disbursements by said commission shall only be made by order upon the treasurer, signed by the secretary and countersigned by the chairman thereof, and all orders shall state for what object the same is drawn, and a record shall be kept of all such orders.

Sec. 6.7. - Supervision of electric light, water and sewerage plants.

Said commission shall have charge of and control over, and shall supervise the construction, repairing, alteration or enlargement of the electric light plant, the waterworks plant and the sewerage plant with power and authority to make all necessary contracts relating to the same, including the purchase of all necessary sites, machinery, supplies and other property and the employment of necessary labor and other help in said construction, repairing, alteration or enlargement but no appropriation of moneys or expenditures or contracts in excess of ten thousand dollars (\$10,000.00) shall be made by the said commission until the same shall have been approved by the city council provided no such appropriation, expenditure or contract shall be approved on the date on which it is submitted except by an affirmative vote equal to or greater than two-thirds of the members of the council.

Sec. 6.8. - Contracts; title to property.

No contract shall be entered into by said commission without the concurrence of at least two (2) members thereof, and all contracts made by said commission, required to be in writing, shall be in the name of the City of Fayetteville, signed by the chairman and attested by the secretary of the said commission and sealed with the corporate seal of the said city. The title to all property under the management and control of said commissioners shall be and remain in the City of Fayetteville, and the title to all property purchased or acquired by said commission shall vest in said city; provided, that nothing in this act shall be construed as conferring upon said commission any power

or authority to convey title to any public utilities, buildings, or other real property under their management and control.

Sec. 6.9. - Proceeds of bonds and special funds to be paid to treasurer; disbursement.

The proceeds from the sale of any bonds, and all other special funds to be used in the construction, repairing, alteration or enlargement of any public utilities, building or other property mentioned in Section 6.7, shall be paid over to the treasurer of said commission, who shall disburse the same as provided in this act.

Sec. 6.10. - Powers of commission in management of property.

Said commission is hereby fully authorized and empowered to make all necessary contracts in the property management of said public utilities and other property under its management and control, and to employ and discharge all necessary superintendents, clerks, accountants, laborers, artisans and other help in said management; to prescribe the duties and fix the salaries of each, and to require such bonds of each as said commission may deem proper to the successful management of said property.

Sec. 6.11. - Rates and rents.

Said commission is hereby fully authorized and empowered to fix all rates, rents for water, light and sewage, scales, and all other public property under their control, subject to the limitations fixed in any franchise heretofore granted or which may hereafter be granted for the same. All such rates and rents shall be established upon such terms and conditions as said commission shall deem for the best interest of the city.

Sec. 6.12. - Monthly reports; special reports.

Said commission shall render a full report to the city council of the City of Fayetteville, not later than the second Monday of each month, and shall pay over to the treasurer of said city all balances in excess of necessary expenses and disbursement to said date, as shown by said report. Said report shall show among other things:

- (1) The several items of public property under the control and charge of said commission, the value of same, and the floating and bonded indebtedness outstanding against the same;
- (2) The amount received from each item of public property, and the amount disbursed on account of same, separately;
- (3) All amounts received and disbursed on account of construction, repairing, alteration or enlargement of said property;
- (4) The physical condition of the property;
- (5) The amount of insurance carried upon said property;
- (6) The names of all delinquents to said city, three (3) months or more in arrears, and the amount of such delinquency; and
- (7) All other facts, items and information pertaining to the condition and management of said property.

Said commission shall also furnish to the city council of said city such additional and special reports as the said council may request from time to time.

Sec. 6.13. - Annual report.

At the end of each fiscal year said commission shall publish a complete report for the year, which shall include all financial operations of said commission during the year, and all items, facts and information required by the provisions of this chapter to be reported monthly to the said city council.

Sec. 6.14. - Bonds of chairman, secretary and treasurer.

The chairman and secretary of said commission shall each give bond to the City of Fayetteville in the sum of one thousand dollars (\$1,000.00) each, and the treasurer of said commission shall give bond in double the amount of any funds in his hands. All bonds required by this section shall be filed with the city clerk.

Sec. 6.15. - Compensation.

The members of said commission shall receive a salary as set by the council on an annual basis.

Sec. 6.16. - Audit of books and accounts.

At the end of each fiscal year the books, accounts and records of said commission shall be audited by the city council.

Sec. 6.17. - Neglect of duty by member.

If any member of said commission shall willfully neglect or fail to perform any duty required by the provisions of this chapter, or required by any rule or regulation made by said commission in pursuance of the authority contained in said act, he shall be guilty of a misdemeanor, and upon conviction shall be removed from office by the city council.

Sec. 6.18. - Budget.

Said commission shall cause to be prepared and published in a newspaper published in Cumberland County a budget in the same manner as is required of the city council.

Sec. 6.19. - Sale of electricity, water and sewer [service] in Cumberland County.

The public works commission of the City of Fayetteville is hereby authorized and empowered to extend its electric system, water system and sewerage system anywhere in Cumberland County, and to sell water, sewer service, and electricity anywhere in Cumberland County.

Sec. 6.20. - Retirement system.

The city council of the City of Fayetteville is authorized to establish by ordinance an actuarially sound retirement system for the payment of retirement benefits to the employees of the public works commission. The city council is authorized to appoint a board of trustees and to delegate to the board of trustees such powers and duties as may be deemed necessary to

administer the retirement fund; however, if a board of trustees is appointed, they shall employ an actuary and designate a trustee for the investment, care, or administration of the funds of the retirement system.

Any retirement system established by the city council for the employees of the Fayetteville Public Works Commission shall be jointly financed by employee contributions and appropriations from the funds of the public works commission and shall be maintained on a solvent actuarial reserve basis for all benefits at the date of the establishment of the fund, excepting the present value of benefits based on prior service. The contributions of the Fayetteville Public Works Commission shall be sufficient to fund the liability for such prior service in not more than thirty (30) years from the date of the establishment of such fund.

Any retirement system heretofore created for the employees of the Fayetteville Public Works System and in existence on the date of the ratification of this act shall continue in existence and remain in full force and effect after the date of the ratification of this act, the intent herein being to continue any existing retirement system under the same established requirements and criteria stated herein.



WILSON A. LACY, COMMISSIONER
TERRI UNION, COMMISSIONER
LUIS J. OLIVERA, COMMISSIONER
MICHAEL G. LALLIER, COMMISSIONER
STEVEN K. BLANCHARD, CEO/GENERAL MANAGER

PUBLIC WORKS COMMISSION
OF THE CITY OF FAYETTEVILLE

ELECTRIC & WATER UTILITIES

955 OLD WILMINGTON RD
P.O. BOX 1089
FAYETTEVILLE, NORTH CAROLINA 28302 1089
TELEPHONE (910) 483-1401
WWW.FAYPWC.COM

December 14, 2012

MEMO TO: Council Member Wade Fowler

FROM: Steven K. Blanchard, CEO/General Manager

SUBJECT: PWC Commissioner Term Limits

I understand the issue concerning the terms that a Commissioner may serve on the PWC Commission may be considered again. As the Liaison to the Commission, I wanted to share the points in that memo and a few other points and ask that you share them with the Council.

Please consider the following:

1. For most of its 107 year existence, PWC Board members had no term limits. This allowed the knowledge and experience they gained to be retained on the Commission at the City Council's discretion during the reappointment process every four years.
2. While other Boards and Commissions are advisory to the City Council, the PWC Board has substantial fiduciary duties and responsibilities as defined in the City Charter. These duties are equivalent to having oversight for a large multi-million dollar company. The decisions and recommendations of the Commission have a tremendous impact on the Fayetteville community and the City itself.
3. There are over 2,000 municipal electric systems in the United States. PWC is the 35th largest municipal electric utility in the country. It is a necessity for PWC to be involved at the State and National level. The present term limits preclude most participation on state and national boards by PWC Commissioners because of their limited tenure compared to other candidates. (Robert Williams, who served 20 years as a Commissioner, was the last Commissioner appointed without limited terms. Mr. Williams was elected to the American Public Power Association [APPA] Board and Executive Committee only after having 12-15 years experience in the electric utility industry and with expectations that he would continue in the utility business while serving on the Board.)

BUILDING COMMUNITY CONNECTIONS SINCE 1905

AN EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

Memo To: Council Member Fowler
December 14, 2012
Page 2

4. Laws, policies, regulations and procedures for the utility business are determined in large part at the state and national level. PWC must individually or through its trade organizations take an active part to protect the citizens of Fayetteville and the City's utility. While PWC staff can carry a lot of this load, it is extremely important for PWC Commissioners to be knowledgeable and active in these activities.
5. The utility business requires long term planning and many projects take years to plan and complete. Commissioners must make decisions that look beyond their current existing term limits but may not be around when the results of their decisions are implemented. Some examples include (1) Permitting, design, engineering and construction for expanding a water plant, wastewater plant or generation facility will take more than 5 years. (2) Power supply contracts take years to negotiate, are executed several years before they become effect and may last 10 to 20 years. (3) Phase V Annexation work is an agreement that covers 14 years of construction planning and over 40 years of financing strategy.
6. The utility industry is complicated and highly specialized. It takes a Commissioner several years to gain the knowledge and understanding necessary to make the long term decisions about operations, expansion and development of the system.
7. A person must volunteer to serve on the Commission, must be nominated and elected by the City Council and be reappointed every 4 years to continue as a PWC Commissioner.

I ask you to request the Council consider removing the term limits for PWC Commissioners so that the City does not arbitrarily loose an excellent PWC Commissioner due to term limits. The City Council still has the option to reappoint or not reappoint a Commissioner every four years. If the Council does not wish to allow unlimited re-appointment, maintaining three or more terms would be preferable.

Please feel free to share this memo with the Mayor and City Council. Thank you for your assistance in having the City Council consider this request. I will be glad to assist you any way I can.

cc: PWC Commissioners

CITY COUNCIL ACTION MEMO

TO: Mayor and Members of City Council
FROM: Lisa Smith, Chief Financial Officer
DATE: January 7, 2013
RE: **Overview of Distribution of Sales Tax Proceeds: State Statutes and Interlocal Agreement**

THE QUESTION:

Information Item Only.

RELATIONSHIP TO STRATEGIC PLAN:

Policy Agenda for Fiscal Year 2013 - Sales Tax Distribution: Interlocal Agreement

BACKGROUND:

- North Carolina cities and counties receive a portion of the sales tax proceeds generated from sales within each county and across the state.
- The governing body of each county determines how sales tax will be distributed among the county and its municipalities.
- There are two methods of distribution: 1) per capita method and 2) ad-valorem method.
- Sales tax has historically been distributed on a per capita basis in Cumberland County.
- As local municipal populations grew through annexation, the County's share of sales tax distributions declined.
- In 2003, local municipalities entered into an interlocal agreement with Cumberland County in order to maintain the per capita distribution method.
- The agreement requires municipalities that receive population increases due to annexation to make certain reimbursements to Cumberland County and other municipalities.
- The agreement is scheduled to expire on June 30, 2013.
- The purpose of the presentation is to provide City Council with an overview of the state statutes regarding sales tax distributions, the current interlocal agreement, and the potential financial impact of a change to the ad valorem distribution method.

ISSUES:

If the ad valorem distribution method is adopted, the net financial impact to the City will be significant.

BUDGET IMPACT:

The City's estimated net annual loss resulting from termination of the existing interlocal agreement and adoption of the ad valorem distribution method would be \$4.1 million based on fiscal year 2012 sales tax data.

OPTIONS:

- The County may choose to:
 - 1) Maintain the per capita method of distribution,
 - 2) Adopt the ad valorem method of distribution, or
 - 3) Choose either method and enter into an interlocal agreement with municipalities if the parties reach an agreement regarding distribution of sales tax

RECOMMENDED ACTION:

Information item only.

ATTACHMENTS:

January 7, 2013 - Sales Tax Presentation

Distribution of Sales Tax Proceeds



Overview of State Statutes and Local
Agreements

January 7, 2013

City of
Fayetteville
North Carolina

Sales Tax Distribution Methods



- County commissioners are authorized to choose between two methods to establish the division of sales tax proceeds among a county and its municipalities
 - Per Capita Distribution
 - The total of the county-wide population (in incorporated and unincorporated areas) and the populations of each municipality is used to calculate a proportional per capita distribution
 - Ad Valorem Distribution
 - The sum of ad valorem taxes levied by the county, each municipality and each taxing district in the immediately preceding fiscal year is used to calculate a proportional share of sales tax proceeds
 - Changes in each taxing authority's tax base and tax rate affect the shares
 - County commissioners may change the method for the next fiscal year by adopting a resolution in April

City of
Fayetteville
North Carolina

Cumberland County Distributions



- Taxable sales within Fayetteville accounted for 82.6% of the county-wide total sales for FY2009 (the last year for which data is available)
 - Under the state distribution methods, Fayetteville can only receive approximately 25% to 37% of the sales tax distributions
- Sales taxes in Cumberland County had historically been distributed using the population distribution method
- As municipal populations grew through annexation, the County's relative share of sales tax distributions declined
- In October 2003, an interlocal agreement was reached between the County and each of the municipalities
- The County agreed to maintain the per capita distribution method in exchange for specified reimbursements from municipalities with population increases through annexations

City of
Fayetteville
North Carolina

Original Interlocal Agreement



- Effective July 1, 2004 for a three-year term and renewed for two additional three-year terms
- Current agreement expires June 30, 2013
- For FY2005, Fayetteville agreed to pay Cumberland County \$2.1 million as reimbursement for sales tax revenue losses resulting from previous annexations
- For FY2006 and beyond, the reimbursement converted to 2.64% of county-wide sales taxes based upon the proportion of \$2.1 million to total FY2005 sales taxes
- In addition, each municipality that annexed population during the term of the agreement was required to reimburse the County and other municipalities 50% of sales tax distribution losses that resulted from the annexation for all subsequent fiscal years



Fort Bragg/Pope Supplement



- The agreement was modified effective upon the annexation of Bragg/Pope into Fayetteville and Spring Lake
- Fayetteville and Spring Lake agreed to reimburse Cumberland County for 100% of sales tax distribution losses that resulted from the annexations for all subsequent fiscal years
- Reimbursement percentages are adjusted annually to reflect population increases and decreases in Fayetteville and Spring Lake populations residing on the base

City of
Fayetteville
North Carolina

Reimbursement Payments



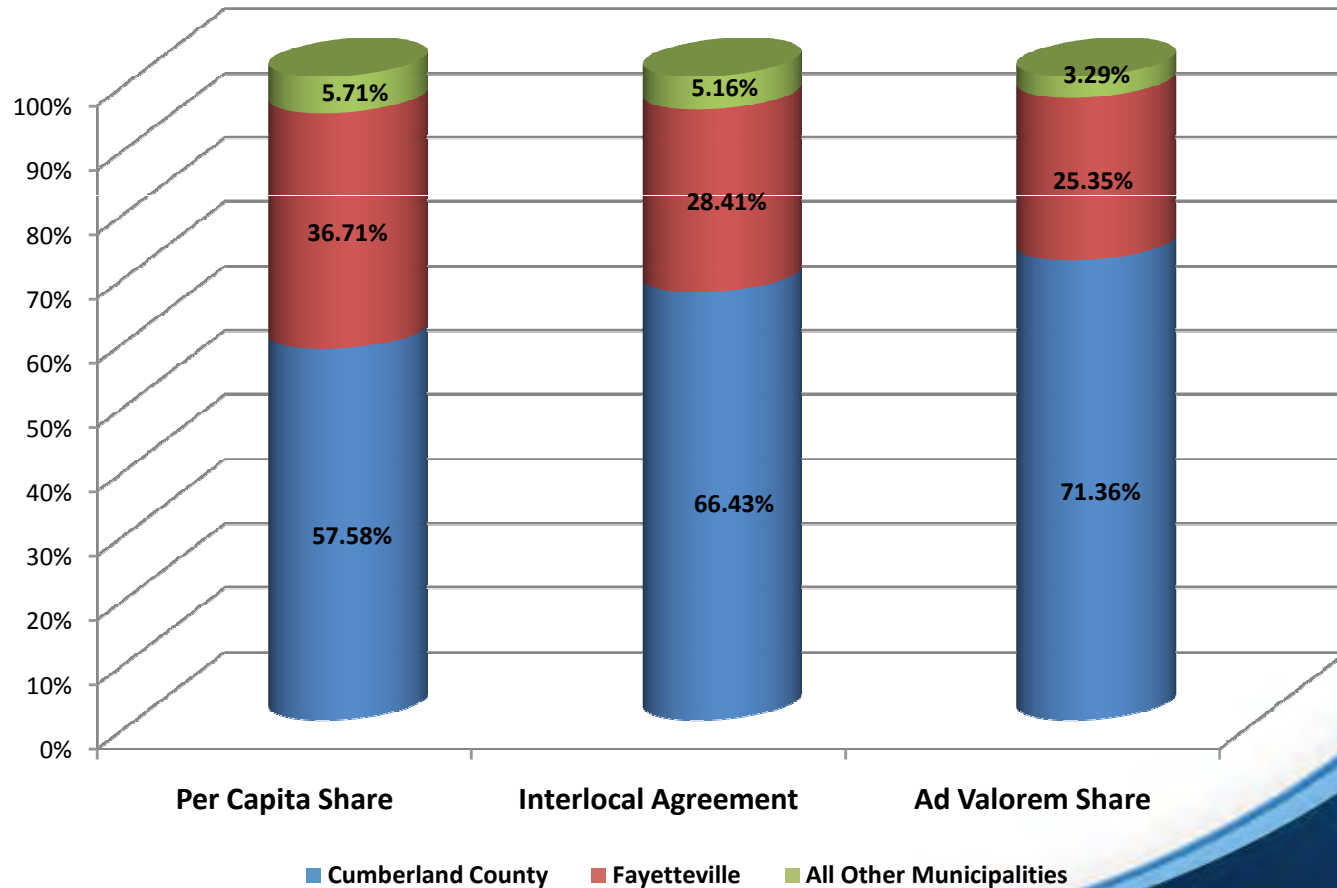
- FY2012 reimbursement percentages reflected the cumulative impact of:
 - the original reimbursement amount
 - Fayetteville's Phase V annexation and 7 minor annexations by Fayetteville (2), Spring Lake (1), Godwin (1), Stedman (1) and Wade (2)
 - the incorporation of Eastover
 - the annexations of Fort Bragg/Pope
- For FY2012, Cumberland County received \$6.7 million in reimbursements from all municipalities
- For FY2012, “net” reimbursements from Fayetteville to the County and other municipalities totaled \$6.3 million



Comparison of Distribution Methods



- The chart below illustrates FY2012 sales tax distribution percentages for Cumberland County under the per capita method, the interlocal agreement, and the ad valorem method



City of
Fayetteville
North Carolina

Net Financial Impact of Distribution Change



- The table below presents the estimated net impact for FY2012 of a change in distribution method, considering both the state distribution impacts and the current sales tax agreement reimbursements

	Per Capita Distribution	Ad Valorem Distribution	Distribution Change	Agreement Payments	Net Change
Cumberland County	45,358,068	54,321,790	8,963,721	(6,668,088)	2,295,633
County Districts	-	3,535,777	3,535,777	-	3,535,777
Fayetteville	33,283,642	22,926,183	(10,357,459)	6,256,182	(4,101,277)
Fayetteville District	-	52,972	52,972	-	52,972
All Other Municipalities	5,177,958	2,982,947	(2,195,012)	411,906	(1,783,106)
	83,819,668	83,819,668	-	-	-

Note: The distributions shown above also include Article 46 Sales Tax (only received by the County) and hold-harmless payments received by municipalities.

City of
Fayetteville
North Carolina

CITY COUNCIL ACTION MEMO

TO: Mayor & City Council
FROM: Kristoff Bauer, Asst. City Manager
DATE: January 7, 2013
RE: Hire Fayetteville First Budget Amendment Funding A Purchasing Program Review.

THE QUESTION:

Should the budget be amended to provide funding for a consultant to perform a purchasing program review in order to advise Council regarding the next steps to serve the policy interests expressed in Council Policy 135.02 Hire Fayetteville First.

RELATIONSHIP TO STRATEGIC PLAN:

Undefined.

BACKGROUND:

Council adopted policy 135.2, Hire Fayetteville First Jobs Creation Policy, on July 9, 2012. Staff presented a timeline and action plan for implementing that program during the September 4th Council Worksession. That timeline included the steps necessary to complete a disparity study as directed by that policy.

On October 1st, the Council discussed the definition of "Locally Owned Businesses" to be used in the adopted policy. Staff developed the following definition based on that conversation:

"Local Business shall be those that demonstrate they pay business personal or real property taxes to Cumberland County, hold a valid City of Fayetteville Privilege License if applicable, and have their principle place of business in Cumberland County or employ at least two Cumberland County residents at a place of business within Cumberland County."

At the Nov. 5th Council Worksession, Council discussed and confirmed the definition of "Locally Owned Business" above and staff presented a scope of work and cost estimate for the disparity study; recommending a \$300,000 budget amendment. The majority of Council present did not support moving forward with that budget amendment and asked staff instead to return at the December 3rd Worksession with:

- Recommended revisions to Policy 135.2 consistent with Council discussion; and,
- Identification of specific actions that can be taken in pursuit of improving accountability of City purchasing practices and easing and promoting participation of local businesses in that process.

During the December 3rd Worksession, Council agreed with City Manager Voorhees that it would be valuable to get some assistance to review the City's current purchasing practices and recommended programs and activities in furtherance of Council's interests in this matter.

ISSUES:

Staff has contacted three of the five or six national firms that work in the area of Historically Underutilized Businesses. They each recommend that the City hire a consultant to perform a Program Review. This would include examining current practices and then discussing with Council what is possible. One consultant stated that this is often an important precursor to a disparity study. Another commented that the City needs to get its tracking system in place before a disparity study could be implemented effectively.

Staff has taken action to initiate a vendor registration system. This system will utilize webforms and other resources to collect data on the vendors used by the City including PWC. I've discussed some of the challenges represented by the limitations of our current financial software. We have

met with a local vendor, and have another national contact regarding software specifically designed to track the vendor information we are attempting to capture. We are implementing a system to capture what we can with the existing system and will bring enhancements forward during the FY14 budget process.

The cost range for a Program Review is between \$20,000 and \$75,000 depending on vendor and scope. The attached budget amendment appropriates \$50,000 for this purpose. If consistent with Council discussion, staff will place the attached amendment on a Council meeting for consideration and if passed will issue a RFP for a Program Review and have a contractor on board in February. The review usually takes between two and four months to complete.

BUDGET IMPACT:

See the attached budget ordinance.

OPTIONS:

RECOMMENDED ACTION:

This is for discussion purposes.

ATTACHMENTS:

BOA

2012-2013 BUDGET ORDINANCE AMENDMENT
CHANGE 2013-9

BE IT ORDAINED BY THE CITY COUNCIL OF FAYETTEVILLE, NORTH CAROLINA:

That the City of Fayetteville Budget Ordinance adopted June 11, 2012 is hereby amended as follows:

Section 1. It is estimated that the following revenues and other financing sources will be available during the fiscal year beginning July 1, 2012, and ending June 30, 2013, to meet the appropriations listed in Section 2.

<u>Item</u>	<u>Listed As</u>	<u>Revision</u>	<u>Revised Amount</u>
<u>Schedule A: General Fund</u>			
Fund Balance Appropriation	\$ 7,356,309	\$ 50,000	\$ 7,406,309
All Other General Fund Revenues and OFS	141,112,812	-	141,112,812
Total Estimated General Fund Revenues and Other Financing Sources	<u>\$ 148,469,121</u>	<u>\$ 50,000</u>	<u>\$ 148,519,121</u>

Section 2. The following amounts are hereby appropriated for the operations of the City Government and its activities for the fiscal year beginning July 1, 2012, and ending June 30, 2013, according to the following schedules:

<u>Item</u>	<u>Listed As</u>	<u>Revision</u>	<u>Revised Amount</u>
<u>Schedule A: General Fund</u>			
Other Appropriations	\$ 24,848,764	\$ 50,000	\$ 24,898,764
All Other General Fund Departments	123,620,357	-	123,620,357
Total Estimated General Fund Expenditures	<u>\$ 148,469,121</u>	<u>\$ 50,000</u>	<u>\$ 148,519,121</u>

Adopted this 10th day of December, 2012.

CITY COUNCIL ACTION MEMO

TO: Mayor and Council Members

FROM: Pamela J. Megill, City Clerk

DATE: January 7, 2013

RE: **City Council Request(s): (In order of receipt date).**

(a) Council Member Bates - Code Enforcement Software

(b) Mayor Pro Tem Arp - Operating Protocols for Mayor and City Council

THE QUESTION:

As stated on attached City Council Agenda Item Request Form(s)

RELATIONSHIP TO STRATEGIC PLAN:

As stated on attached City Council Agenda Item Request Form(s)

BACKGROUND:

N/A

ISSUES:

N/A

BUDGET IMPACT:

N/A

OPTIONS:

N/A

RECOMMENDED ACTION:

Discussion.

ATTACHMENTS:

Council Member Bates - Code Enforcement Software

Mayor Pro Tem Arp - Operating Protocols for Mayor and City Council, 2013



City Council Agenda Item Request

Date of Request: 18 DEC 2012

Name of Requester: Keith Bates

Agenda Item Title: Code Enforcement Software

What do you want to accomplish with this item?

Easier tracking, greater homeowner responsibility, streamlined notification.

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

Neighborhood ownership, clean city and pride in neighborhoods.

Comments:

Ask staff to look into using a new program to track and notify property owners of code violations.

Quick Tips

There are three basic steps to begin your process of identifying the bank, servicer or lien holder. Each step is covered in detail in the following pages.

Step 1- Register with Compliance Connections (if already registered, skip to step 2)

Step 2- Enter Property Address

Step 3- Enter violation information or property condition concern

Step 1- Register

Signing Up

1. Access Compliance Connections site via the following secured URL:
<https://connect.complianceconnections.com>
2. Select "Sign-Up"



The screenshot shows the Compliance Connections website interface. At the top left is the logo "Compliance Connections". Below it, there are two input fields: "EMAIL ADDRESS:" and "PASSWORD:". To the right of the password field is a dark button labeled "SIGN IN". Below the "SIGN IN" button, there is a link that says "Forgot your password? Sign up." with a large white arrow pointing to the left towards the link text.

3. Enter Your Information

Registration

Step 1: Enter Your Information

All fields are required unless otherwise noted.

FIRST NAME

Once your user information has been inputted you will need to add your organization information or select your organization from the drop down menu if your organization has already registered.

Follow the 4 easy steps below to add your organization:

1. Select "Create a new organization" from the drop down menu if your organization has not already registered. Each organization can have multiple users. An example illustration is provided on the following page.
2. Select the correct organization type. (Municipality, Financial Institution, HOA...)
3. Save/submit when finished.
4. You will receive a confirmation email once your account has been approved.

Registration

Step 2: Enter Your Organization's Information

All fields are required unless otherwise noted.

SELECT AN ORGANIZATION

-Create an Organization-



ORGANIZATION TYPE

-Select an Organization Type-



Select an Organization Type-

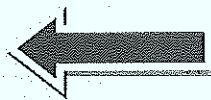
Home Owners Association

Bank or Financial Institution

Government or Municipality



NEXT > FINISH



Remember to hit "Next/Finish" before exiting

Once you receive your account confirmation email you will be asked to set-up a password. Password Requirements:

- Minimum of 8 characters
- Must include one capital letter
- Must include one special character (example- !, \$, *, etc...).

Step 2- Enter Property Address

Property Searches:

Compliance Connections
Contact: (972) 212-7223

You are signed in as James Smith (Jim@Smith.org)
My Account | My Organization | Logout

Perspective: Wood Ridget

Property Search

FIND PROPERTY

1. Enter property address in the "Find Property" search box as illustrated above.

Special note: including street number, street name and zip code is the most efficient way to begin a new property search.

2. Select **FIND PROPERTY** "Find Property"
3. In some cases the property address entered is not a valid address. If this occurs, the following screen will appear requesting additional information.

Property Search

MONDAY
June 6, 2011 9:51 AM

We were not able to identify the property that you are looking for with the address you specified. Please give us more information or review the properties listed below to see if your property is among our most popular.

ADDRESS 1: 555 Anywhere Street ADDRESS 2: CITY: Dallas

STATE: Texas COUNTY: -Select County ZIP:

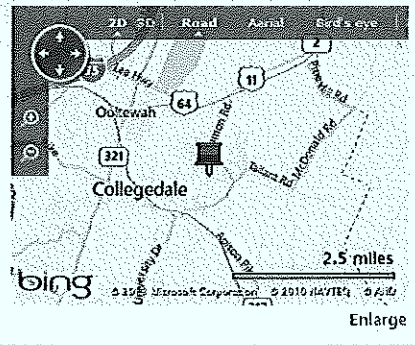
REFINE SEARCH

4. Refine your address search by amending the address attributes.
5. Select "Refine Search"

Once your property search has been matched, you will be navigated to the "Property Details" page as illustrated on the top of the next page.

Summary

5670 Tucker Rd Ooltewah, TN 37363



Property ID: 53280768
Record ID:
Street Address: 5670 Tucker Rd
City: Ooltewah
State: TN
Zip Code: 37363
County: Hamilton
Subdivision: *****
Account Number: *****
Submitted On: 11/1/2011 4:46 PM
Submitted By: James Smith
Wood Ridget Homes - (600)
656-1233

This property is not in your portfolio.

ADD TO FAVORITES

Property Assigned To:

No one is assigned to this property.

Please Select a User

ASSIGN NEW USER

Is this the property you were looking for?

To view the full details about this property and/or submit violations.

VIEW DETAILS

- If the property is the correct address, which can be verified using the map tool, then select "View Details". You will be prompted to "Confirm Property Association" as illustrated below.

Confirm Property Association

Do you want to associate this property with your organization and receive notifications of new violations to this property?

YES

NO

- Once "Yes" is selected you will be able to add violation or alert information by selecting the **CREATE NEW VIOLATION** "Create New Violation" button located on the Property Detail tab. It is very important that you enter the property condition alert or violation notice at this time.



Violation History

CREATE NEW VIOLATION

VIOLATION DATE	COMMENTS	TYPE
08/10/2011	All structures must be removed and lot graded to match. Permits required.	Demolition
11/02/2011	Lawn service required along with the removal of exterior debris and dead tree.	High grass and weeds

Step 3- Enter Violation Information

Entering Code Violation Information Detail

Entering your property concerns or violation information is easy and a critical part in communicating with the servicer and setting expectations. Without the violation details, the servicer will not be able to quickly address the property condition issues.

1. Select **CREATE NEW VIOLATION** "Create New Violation" under the Property Detail tab to navigate to the "Violation Notification Details" page wherein you can enter the information concerning the violation.
2. Enter code violation details. Use drop down boxes where needed. Add all of the information that is applicable including attachments and photos.
3. Selecting **ADD ATTACHMENT** "Add Attachments" enables you to quickly add photos and additional documentation to the case file.
4. The "Comments" section enables you to document any additional requirements or expectations.
5. Remember to hit **SAVE** "Save" before exiting.

< Back to Property Details

Violation Notification Details

1530 Coffeyville Trl Grand Prairie, TX 75052-2045 **VIEW PROPERTY**

Record ID:	New	Status:	New Referral
Date:	11/7/2011	Hearing Date Time:	
Entity Issuing Citation:	Wood Ridgert Homes	Hearing Place:	
Person Issuing Citation:	Smith, James	Resolution Type:	In Progress
Notification Type:	Boarding	Next Followup Date:	
Notification Number:		Latest Notification Date:	ADD VIEW ALL
Notification Create Date:	11/7/2011	Latest Notice of Hearing:	ADD VIEW ALL
Reference Number:			
Location on Property:			
Deadline to Resolve:	11/21/2011		
Description:			

Attachments



ADD ATTACHMENT

Comments



SAVE

CANCEL

Once the violation information has been entered an alert is sent to the bank, servicer or lien holder of record (if applicable), notifying them of the property violation or potential of violation and requesting they confirm that the property is indeed serviced by them. The bank, servicer or lien holder reviews the property address and confirms they have the property in their inventory.

Once completed, the servicer's contact information is updated under the Interested Parties section of the Properties Detail page. Compliance Connections will send an email notifying you of the information as well. Compliance Connections will also notify you if there is not a bank, servicer or lien holder for the property.




Interested Parties

ENTITY	TYPE	CONTACT	EMAIL	PHONE	ROLE	LOAN NUMBER	STATUS
Fannie Mae	Bank or Financial Institution	James, Jim	Jim@Smith.org	(987) 654-3210	Servicer		Active
Bank of America	Bank or Financial Institution	James, Jim	Jim@Smith.org	(987) 654-3210	Servicer		Active
Wood Ridget Homes Home Owners Association		Smith, James	Jim@Smith.org	(987) 654-3210	Servicer		Active

Navigating around Compliance Connections

The top of each page contains information on your login and organization as well as property search box and navigation tabs for "Dashboard", "Properties" and "Violations".



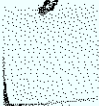


Contact: (972) 212-7223

You are signed in as **James Smith (Jim@Smith.org)**
[My Account](#) | [My Organization](#) | [Logout](#)

Perspective: **Wood Ridget** ▼

DASHBOARD
PROPERTIES
VIOLATIONS

Dashboard Tab is the most common navigation point when using the system. The Dashboard tab identifies cases that have recent updates for your quick review, listing of all of the active violations you are monitoring and a recap of the new violations submitted that have not yet been processed by the servicer.

		Latest Comments	
Comment			Posted
6406 Inlet St Inlet Hyattsville, MD 20784			10/7/2011
<i>Research indicates - loan originated on 8/25/11, borrower, Digna E. Joya,...</i>			
834 Baird Circle Aztec, NM 87410			10/6/2011
<i>Work order has been issued to repair the fence.</i>			
28290 Thackeray Ave Hayward, CA 94544			10/6/2011
<i>Pool needs to be brought into compliance by 10/20/11 or daily fines of \$200...</i>			
1530 Coffeyville Trl Grand Prairie, TX 75052-2045			
		Latest Active Violations	
Description			ID
834 Baird Circle Aztec, NM 87410			#48332801
<i>Fence along the property line has collapsed and is in need of repair...</i>			
109 Beery Drive Willowick, OH 44095			#32636929
<i>this place is vacant</i>			
1902 Dooridge Dr Twinsburg, OH 44087-1611			#3061521
		Latest New Violation	
Description			ID
109 Beery Drive Willowick, OH 44095			#54099968
<i>**No Notification Description Provided**</i>			
504 N 62nd St Waco, TX 76710-5609			#53837824
<i>**No Notification Description Provided**</i>			
1530 Coffeyville Trl Grand Prairie, TX 75052-2045			#53739520
<i>La service requiert avec la removal des debris and...</i>			

Properties Tab provides additional search and filtering functions including the ability to identify all of the properties that are pending servicer's acknowledgement that they are responsible for the property. This is referred to as "Pending Interest".

DASHBOARD
PROPERTIES
VIOLATIONS

Properties

ADDRESS:
CITY:
STATE:
COUNTY:
ZIP:

-Select State-
Select County

HAS VIOLATIONS: ☐
ASSIGNED TO: -Select User-
INTEREST STATUS: All

FILTER

Showing Results 1 – 10 of 154

ADDRESS	CITY	STATE	ZIP	COUNTY	MAP	VIOLATIONS	FAVORITES	PENDING INTEREST
1001 West St	Dayton	OH	45401	Montgomery	View Map			

Violations Tab provides additional search and filtering capabilities at the violation level. In addition this view provides a listing of all violations for your organization along with the current status.

DASHBOARD
PROPERTIES
VIOLATIONS

Violations

ADDRESS:
CITY:
STATE:
COUNTY:
ZIP:

-Select State-
Select County

STATUS: Active

FILTER

Showing Results 1 – 10 of 19

RECORD ID	ADDRESS	CITY	STATE	ZIP	FOLLOW-UP	REPORTED	STATUS	FAVORITES
48332801	834 Baird Circle	Aztec	NM	87410		10/06/2011	Lender Servicer Requested Fulfillment	✓
32636929	109 Beery Drive	Willowick	OH	44095		09/06/2011	Notification Sent To Lender Servicer	✓
2011-312	1902 Dooridge	Twinbrook	OH	44097	11	09/01/2011	08/27/2011 Fulfillment Investor	✓

Navigation around the system is easy due to the integrated links and easy to navigate Dashboard. Whenever an underline appears when your mouse cursor hovers over a section a hyper link is active which will redirect you to the corresponding information page.

Updating Case Comments

Case comments can be updated to reflect research notes, activity events or any other information you need to communicate or save to the case file. Comments can be market as "Private" which will only be viewable by the organization updating the case comments.

Comments

Gail, Brendan 8/15/2011

REPLY

Permits pulled. Construction crew will be at the property today.

Smith, James 8/15/2011 in reply to Gail, Brendan

DELETE

REPLY

Thank you

Gail, Brendan 8/15/2011

DELETE

REPLY

Demolition completed. After pictures uploaded. Case resolved.

Rustien, Amy 8/26/2011

REPLY

James, please confirm demolition, debris removal and grading meet your expectations.

Smith, James 8/26/2011 in reply to Rustien, Amy

DELETE

REPLY

Yes. Abatement met expectations. Violation resolved. Fine suspended provided no new violations are found.

Smith, James 8/29/2011

DELETE

REPLY

Thank you. Confirmed. Case Closed.

Smith, James 9/20/2011

DELETE

REPLY

Reinspection completed. Gates remain secured. Pool needs to be winterized.

Gail, Brendan 10/6/2011

DELETE

REPLY

Reinspection completed. Gate remains secure. Property under contract.

Leave a comment...

Private message? ☐ Yes, make this visible only to your company

SAVE COMMENT

Managing Portfolio Assignments and Perspective

When manually adding a new property into Compliance Connections the property is automatically associated to your user account and organization. To view your individual portfolio, select My Favorites under the Perspective filter located at the top of each page as illustrated below.

You are signed in as Joe Smith (Joe@CPC.com)
My Account | Logout

Perspective: **My Favorites** ▼

FIND PROPERTY

To view all properties assigned to your organization, change the perspective to the name of your organization.

To remove the property from your inventory navigate to the Property Details page and select **REMOVE FROM FAVORITES** as illustrated below.

1530 Coffeyville Trl Grand Prairie, TX 75052-2045

Edit Property

Ⓢ This property is in your portfolio.

REMOVE FROM FAVORITES

To assign the case/property to a new user select appropriate user from the available drop down menu and select "Assign New User".

Please Select a User ▼

ASSIGN NEW USER

This function can also be performed from the Violation Notification Details screen as illustrated below.

Property Assigned To:

James Smith, Wood Ridget Homes Jim@Smith.org (987) 654-3210	Brendan Gail, Bank of America boa@complianceconnections.com (909) 806-2525	Joe Smith, Compliance Connections Joe@CPC.com (440) 555-1212
---	--	--

Please Select a User ▼ **ASSIGN NEW USER**

Uploading Attachments

1. Selecting **ADD ATTACHMENT** "Add Attachments" enables you to quickly add photos and additional documentation to the case file. This is beneficial for investor reimbursement and violation resolution.

Attachments
→
ADD ATTACHMENT

[< Back to Violation 53739520](#)

Add Attachment for Violation

Description / Tag
Choose File

The following confirmation message will appear once the attachment has been successfully uploaded. Click on [< Back to Violation](#) to return to the **Violation Notification Details** screen to view the uploaded documents.

☒
Attached Pool secured.jpg Successfull

Need help or have a question?

Please email us at support@complianceconnections.com



City Council Agenda Item Request

Date of Request: 12/31/12

Name of Requester: Jim Arp

Agenda Item Title: Operating Protocols for Mayor and City Council, 2013

What do you want to accomplish with this item?

The goal is to review the current protocols and procedures in use by the Mayor and City Council.

The objective is to review our "House Rules" and review the process and procedures of request for actions from the Mayor and Council to the City Manager and Staff. Based on input from the new City Manager, we may want to consider amending the established process and procedures as necessary to ensure unity of effort and facilitate the maximum use of staff time.

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

It connects to our City of Fayetteville Mission Statement:

The City Government is FINACIALLY SOUND and provides FULL RANGE OF QUALITY MUNICIPAL SERVICES that are VALUED BY OUR CUSTOMERS and delivered by a DEDICATED WORKFORCE in a COST EFFECTIVE MANNER

Comments:

SECTION III

OPERATING PROTOCOLS FOR MAYOR AND COUNCIL

Mayor and City Council Protocol Operating Guidelines

Protocol 1

Simple Information (Readily Available)

- Appropriate Assistant City Manager/City Manager

Protocol 2

Complex Information (Requiring Staff Time)

- Contact appropriate Assistant City Manager or City Manager with Problem and Timeframe
- If going to take a significant amount of time, the request shall be taken to Council for direction from majority
- Appropriate Assistant City Manager, City Manager or Department Head responds within timeframe

Protocol 3

Research on a Topic

- Have item presented at City Council Work Session using City Council Request Form
- Present your item and how it links to the Strategic Plan
- Obtain Council direction from majority at end of City Council Work Session

Protocol 4

Citizen Service Request (Has Not Contacted the City)

INTENT:

- Help Citizens to understand the system and Council responsibility
- Provide a timely, accurate response
- Be accountable for City's actions
- Recognize that some citizens have special needs – limited capacity to learn or use the system

First Contact (No Prior Contact)

- Refer Citizen to 433-1FAY or www.1fay.com
- Link Citizen to appropriate person or department
- City tracks the request

Protocol 5	Citizen Service Request (Unresolved or Unsatisfactory Response to Issue)
-------------------	---

- Get the name and departments
- Contact appropriate Assistant City Manager or City Manager with information
- For Police matters, contact the City Manager or Acting City Manager

Protocol 6	Question on Printed Agenda Item
-------------------	--

- Contact appropriate Assistant City Manager, City Manager or City Attorney
- Respond with information to all – Mayor and Council Member
- “OK” to re-ask the question at the Council Meeting

Protocol 7	E-Mails to Manager and Staff
-------------------	-------------------------------------

- Emails to/from City Council are public record, with exceptions, and are subject to public disclosure
- Responses from staff will be provided to entire City Council

Protocol 8	Communications from City Manager and City Staff
-------------------	--

- Information provided to Mayor and Council Members at the same time

Protocol 9	Communications Among Mayor and Council Member
-------------------	--

- To be determined by City Council
- Written communications are subject to public disclosure

Protocol 10	Placing an Item on Agenda
--------------------	----------------------------------

- Contact the City Manager
 - Present Goal, Intent and Background
 - Must be submitted by 10 AM the Monday prior to Council Meeting

Protocol 11	Employee Contact
--------------------	-------------------------

A. Council Initiated

- Refrain from doing, as it is inconsistent with the Council-Manager form of government
- Instead discuss issue with City Manager

B. Employee Initiated

- Ask employee if they've followed their chain of command
- Refer issue to the City Manager

House Rules

Our Code of Conduct

- 1. Treat each other with trust and respect**
- 2. Communicate in an open, direct and truthful manner**
- 3. Do not speak for another councilmember**
- 4. If “I” have a problem, with another person, go to them directly**
- 5. Do not share information (conversation, email)**
- 6. Avoid criticism: Council or individual**
- 7. Focus on future, not past**
- 8. Decide, move onto the next issue; support the city decision**
- 9. Share information with all**
- 10. Leave as friends, ok to disagree, not personal**
- 11. Decide on what is “best for the city”**
- 12. Do not play another Council as a fool**