

**Lenoir Planning Retreat
February 21, 2020
Blue Ridge Electric Community Room
Breakfast at 8:00am and Discussion Begins at 8:30am
Agenda**

Call to Order, Introductions and Opening Comments by Mayor Joe Gibbons [8:30am]

Customer Service Team Update [8:35am]

Mission Statement & Vision Review - Review current mission statement and vision and affirm with any noted changes. [9:00am]

State of the City Presentation [9:15am] – Mayor Gibbons/City Manager Hildebran

Break [10:15am]

Review of 2019-20 Strategic Priorities/Other Areas of Focus Discussion [10:30am]

Lunch Break [around 11:45pm]

Presentations [12:15pm]

- A. Greenways, Trails, Sidewalks Update [30 minutes]
- B. Housing Update [30 minutes]

Facilitated Discussion – Priorities [1:15pm]

- A. What issues/projects from the 2019-20 Strategic Priorities stand out to you?
- B. What current issues/projects should be continued as priorities for 2020-21 and what new issues/projects should be included for future consideration?
- C. Which of these issues are the most important for the City invest effort and resources during 2020-21?
- D. Ranking Exercise

Review of continued priorities and newly identified issues [1:40pm]

Wrap-up and take-away discussion [1:50pm]

Adjournment [2:00pm]

Budget Planning Retreat – March 24, 2020. 8:30 a.m.

Enclosures

- 2020 Customer Service Update
- Customer Service Keys
- City of Lenoir Mission/Vision Statement
- 2019 Department Updates/2020 Department Focus Areas
 - o Communications
 - o Finance/Administration
 - o Fire Department
 - o Main Street
 - o Parks & Recreation
 - o Planning & Community Development
 - o Police Department
 - o Public Utilities
 - o Public Works
- 2019-20 Strategic Priorities
- Other Areas of Focus

Future Enclosures (to be forwarded)

- State of City Slide Show
- Greenways, Trails, Sidewalks Update
- Housing Update

Customer Service Team 2019 Report



In 2019, the Customer Service Team continued to boost employee morale and equip City staff to provide “Service Beyond Measure.”

- CST held regular monthly meetings to discuss ways to improve customer service.
- CST transitioned to the “Take a Break on Us” program to honor and reward departments with a snack and a break, thanking them for serving the City well. So far in this fiscal year, CST has taken a break with the staffs of Parks and Recreation, Public Works, Public Utilities, and City Hall departments (Planning, Downtown, Finance, and Administration).
- CST held new employee Customer Service Training by department. Customer Service Representatives led trainings for new employees in their respective departments. During training, CST reviews the customer service keys, sets expectations for new employees, and gives an overview of city departments and services.
- With the assistance of CST and department heads, Public Information Officer Joshua Harris coordinated an Employee Litter Sweep in April and September. Employees from Administration, Finance, Fire, Main Street, Parks and Recreation, Police, Public Utilities and Public Works tackled several streets in the city including Broadway, German, Norwood, Hospital, Virginia, Westbrook, Greenhaven, Finley, Powell, Harper, and West.
- CST hosted the annual employee Appreciation Night at BO's Bodacious Entertainment in August. Employees and their immediate families were treated to free food, games, bowling, fellowship, and fun.
- CST manned a City of Lenoir information tent at the following City events: Gravity Games, Blackberry Festival, and Smoking in the Foothills BBQ Festival. Team members use the opportunity to share information about city services, answer questions, and promote the City of Lenoir.
- With the help of CST, Joshua Harris published 12 Team Talk employee newsletters. Team Talk is an opportunity for employees to share good news with one another. The newsletter includes upcoming birthdays, announcements, promotions, employee

*The mission of the City of Lenoir Customer Service Team is to encourage and equip all city employees to work together to exceed the expectations of our residents, businesses, and visitors, and to motivate our coworkers through support and recognition of a job well done.
– Adopted December 2018*

profiles, and more. CST members nominate employees for spotlights, help gather photos, and share story ideas.

- City employees gave out 28 Golden Ticket nominations to their coworkers. Golden Tickets are given to employees who go above and beyond to provide service beyond measure. The CST team voted on quarterly winners, who receive a half day of PTO. The annual winner will be announced at the Service Awards Banquet in March.
- In 2020, CST plans to carry on these activities throughout the year:
 - Take a Break On Us
 - Golden Tickets
 - New Hire Customer Service Training
 - Employee Appreciation Night
 - Information Tent at City Festivals
- In 2020, CST will explore methods to develop current employee training and other community service initiatives to improve Team Lenoir.

Lenoir's Customer Service Keys

Key #1 Personable

- Be approachable and make a positive first impression
- Demonstrate caring and patience
- Be friendly and outgoing
- Provide polite and helpful service

Key #2 Pro-Active

- Anticipate customer needs
- Make customers feel important
- Go above and beyond – exceed expectations

Key #3 Effective Communication

- Demonstrate positive body language
- Be a good listener
- Keep people updated and informed

Key #4 Professionalism

- Know your job
- Create and maintain a customer friendly atmosphere
- Pay attention to detail
- Be knowledgeable about city services
- Take time and show interest in our customers
- Treat others as you would like to be treated

Key #5 Timely and Efficient

- Be consistent
- Fulfill commitments in a timely manner
- Respond to phone calls and emails promptly

Key #6 Teamwork

- Develop and know your community partnerships
- Provide seamless service between departments
- Deliver good value

Key #7 Equitable Service

- Treat everyone with respect
- Apply policy evenly and fairly
- Be sensitive to the situation

Key #8 Successful Service Recovery

- Listen effectively
- Show empathy and concern
- Take responsibility
- Try to resolve customer concerns
- Follow up promptly



CITY OF LENOIR MISSION STATEMENT

The mission of the City of Lenoir is:

- to serve our citizens and the community by providing a clean, safe, healthy, attractive living and business environment, through the efficient delivery of essential city services in a fiscally responsible manner
- to identify, plan and act on opportunities for preserving and improving the quality of life of all of our citizens and co-workers.

VISION FOR THE CITY OF LENOIR

We aspire to be the city of choice in western North Carolina for current and future generations—beautiful, clean and safe.

We will achieve our vision through:

- *a healthy economy*
- *strong businesses*
- *vital neighborhoods*
- *a vibrant downtown*
- *extensive recreational and cultural opportunities*

We will preserve Lenoir's friendly, small town atmosphere and celebrate the diversity of our people.

We require a city government that is:

- *accessible and engaged with the public*
- *accountable*
- *efficient & responsive*
- *an employer of choice*
- *forward thinking*
- *inclusive, innovative, collaborative*
- *transparent*
- *fiscally responsible*

with funding that is fair, affordable, and stable.



Communication & Public Information Report, 2019



Joshua Harris, Communication & Public Information Director, Feb. 7, 2020

We made some major improvements in City communication in 2019. We launched a new website, increased direct messages to the public, and grew our social media reach. We are getting information to more people than ever before and keeping them up-to-date about what's happening in City of Lenoir Local Government.

Accomplishments in 2019

- We launched a new City website in July 2019. I, along with then Councilmember T.J. Rohr, Finance Director Donna Bean, Planning and Community Development Director Jenny Wheelock, and Main Street Program Coordinator Kyle Case worked with CivicPlus to design a new website that would make communication easier. The site is mobile-friendly, ADA-accessible, and looks fantastic.

Our goals for the website were to create a user-focused design, update the look, put more relevant content on the front page, and help users access the content they want faster. We also used the CivicPlus notification module to increase the number of direct messages sent to our users.

The CivicPlus software came with a built-in messaging system that lets us send direct messages via text and email. It is much easier to send alerts, and it's much easier for users to subscribe to alerts. As of June 2019, we had 277 subscribers to our old alert system. By Dec. 31, 2019, our subscriber count had increased to 541. That's a 95% increase in voluntary subscribers in six months!

- We added radio public service announcements (PSAs) to our communication toolbox in 2019. We partnered with Foothills Radio to record and broadcast 28 PSAs on Kicks 103.3, Classic Hits 104.5, and Just Right Radio 1005.5. The PSAs informed residents

about various City events, services, and programs.

- We created A LOT of content in 2019 including:
 - 77 news releases
 - 1,600 photos
 - 63 videos that received 65,000 views (255% increase in views)
 - 23 Radio Public Service Announcements
 - 294 alerts about meetings, news, trash pickup, activities, and more (740% increase in alerts)
 - 43 messages on the electronic sign at the LFD Station 1
 - 12 employee newsletters

- We shared that content on all our social media accounts and our followers increased throughout the year. We operate accounts on Facebook (5), Twitter (2), Instagram (2), YouTube (1), and Nextdoor (1). We also publish the "Connect Lenoir eNews" and the "Downtown Lenoir Newsletter."
 - Staff made 2,539 posts across our social media accounts.
 - Our total followers increased from 22,042 at the end of January to 28,036 at the end of December (27% increase).
 - 16 newsletters sent to about 1,000 subscribers

- The content we published throughout the year helped drive media coverage about the city. Local media published more than 170 articles about the City. (News-Topic, Caldwell Journal, WBTV, WHKY, WSOC)

- We averaged 31,000 page views a month at www.cityoflenoir.com, with 58% of those views on mobile devices. Our top 10 pages for the year (excluding the home page) were:
 1. /payonline (Payment Options)
 2. /jobs
 3. /lafc (Lenoir Aquatic & Fitness Center)
 4. /police
 5. /waterservice (Water & Sewer Service)
 6. /parksrecreation (Parks & Recreation)
 7. /july4th (July 4th Celebration)
 8. /mulberryrec (Mulberry Recreation Center)
 9. /parks_facilities (Parks & Recreation Centers)
 10. /trashpickup

- We continued various Public Engagement efforts in 2019.

- o I updated our Lenoir in Review presentation for the Mayor and City Manager who spoke to local civic groups.
 - o I responded to 178 questions from the public gathered via our website, social media accounts, and phone.
 - o I gave a presentation to Lenoir Rotary in January titled "Informing Lenoir" about what my department does throughout the year to keep the public informed city programs, services, and events.
- We launched the "More In Lenoir" TV show last year. More In Lenoir is a general information show about City programs and services. The show is recorded and produced by the Caldwell County Government Studio and aired on CCGTV (Charter Ch. 190). We also post the show to our website and social media accounts. www.cityoflenoir.com/moreinlenoir

Goals in 2020

I plan to build on our current communications efforts and public outreach in 2020 with more radio PSAs, short videos, and More In Lenoir episodes.

- I plan to continue our partnership with Foothills Radio to produce more radio public service announcements throughout the year. I'm also considering reaching out to stations in neighboring counties.
- I plan to produce more short and informative videos about our various services. I would like to highlight at least one or two services from each department.
- I plan to continue producing More In Lenoir episodes for the local government channel and online.

Keep up with our content online at:

- CityofLenoir.com
- DowntownLenoirNC.com
- [P2C Police 2 Citizen](#)
-  [City of Lenoir, NC Government](#)
-  [Downtown Lenoir](#)

-  City of Lenoir Fire Department
-  Lenoir Parks & Recreation
-  Lenoir Police Department
-  City of Lenoir, NC
-  Downtown Lenoir, NC
-  cityoflenoirnc
-  downtownlenoir
-  City of Lenoir, NC Government
-  City of Lenoir



CITY OF LENOIR FINANCE DEPARTMENT
801 West Avenue
Lenoir, NC 28645

Donna Bean
Finance Director
828-757-2180

Below is a list of goals and objectives the Finance Department was able to accomplish in 2019:

- During 2019, the Collections Department processed over 115,000 transactions totaling over \$24,600,000. The largest percentage of the transactions was water and tax payments. The majority of the transactions were in the form of checks (88%) with cash making up 4% and credit cards being 7%. In 2019, we installed credit card machines at the Aquatic Center and Mulberry Recreation Center in response to customer requests. During the past year, over \$30,000 in transactions took place at these locations combined.
- In early 2019, the Collections area and HR were re-organized. This reorganization improved efficiency and allowed for work to be more equitably divided.
- The IT Department continued installing security cameras throughout the city. New locations include the following facilities; Public Works, Police Department, Fire Station III, JE Broyhill Park, and the Wastewater Treatment Plant. The installation of the cameras have increased security for our facilities as well as the public and has been beneficial in identifying and resolving problem situations numerous times since their installation.
- With the help of the Public Works Department, a plan for the renovation of the Collections area of City Hall has been finalized. Renovations will begin in

February of 2020. Once renovation is complete, the 1st floor will meet ADA compliance criteria and provide visitors with an inviting space that will include a view of the historic vault at the rear of City Hall.

- The need to evaluate security in the area of IT is a constant and the IT Director continually looks for new ways to improve our systems. Almost every day, the City gets three to ten serious virus threats and an average of 500 phishing attempts. To defend the City from unwanted threats, Geo Blocking was updated on the firewalls to block those areas of the world where the largest percentage of the threats originate. Cyber threats are on the rise for all municipal governments. This past year, additional cyber insurance was purchased to protect the City should there be a breach.
- Renovations to improve the security of the IT Department began in 2019, which made it possible for the City's IT server equipment to be housed on one floor in a secured area. A back-up generator was installed to prevent system outages due to a power failure. Measures were also taken to improve the security of IT's workspace. Prior to renovations, IT did not have the ability to limit access to the department, which made us vulnerable. To improve security, additional renovations were made to the IT Department's work space. These renovations improve the efficiency of the work space and allows all equipment to be under lock and key while being repaired or upgraded.
- The IT staff has continued to work on redundancy and updating the infrastructure. Over the past year, the back-up system at the Police Department was reviewed and improvements were made to insure all data is backed at multiple intervals. The Mobile Data Terminals (MDTs) used by the Police Department all had to be upgraded to a newer version of Windows. This mammoth undertaking was completed by the target date, and avoided issues when the software reached its end of life.

- We replaced two IT Technicians during 2019 and restructured the department. In the past, one technician was housed at City Hall and one at the Police Department. Now, both technicians are housed at City Hall and are better utilizing the work order system to distribute the workload. The Work Order system allows IT staff to better match skills with customer's requests, and allows for documenting and tracking trends.
- All the Council's minute books as well as Planning Board minutes were scanned into PDF documents, which make it possible for old minutes to be searched electronically and saves countless hours of reviewing old minute books for information.
- The work for the migration to O365 began in 2019. This move was in response to the City being constantly under attack from spam, malware, and phishing attempts. Our IT Director was able to stave off many of these attacks but only through many late hours of work. With the City's high visibility and ever increasing web presence, threats are on the rise. This migration was also imperative due to our software for the Exchange Server was reaching its end of life in January 2020. Some of the benefits of the change are:
 - Allows us to change our Internet Service Provider (ISP) services at any given time
 - Allows for failover options should our Internet services go down
 - Allows us to solidify our spam blocking services on our email domain
 - Allows for the implementation of a backup Internet connection
 - Allows for the temporary caching of our email in the cloud should we have to take down our email server for repair or maintenance
- We also completed the update of the phone system to be web hosted. The benefits of this change are:

- Allows for redundancy on every single number. Should our Internet fail, calls will immediately be routed to a secondary solution such as a backup PBX at public works or a cell phone.
 - Reduces our monthly phone bill by more than half, also no long distance charges are incurred. (approximately \$9,000 per year in saving total).
 - Allows for re-routing numbers in minutes to any part of the city or country.
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- During 2019, the City hired a new Risk Manager/Purchasing Agent. Immediately, work began on updating the City's Safety Policy. Over the past year, he has begun to evaluate our current safety practices in order to develop training and update policies. During his evaluation, many processes have been streamlined and efficiency has been improved which resulted in documented policies, reduced redundancy, and an increase in utilization of technology. There has been an increase emphasis on safety training and self and peer evaluation of work habits for safety. The following are some of the accomplishments/focuses to date:
 - Trained 14 employees in Forklift certification
 - Working with departments to focus on understanding and adhering to OSHA safety requirements
 - Wrote a basic safety policy for the City
 - Wrote a position statement for our ADA transition plan
 - Offered 13 employees training in various department, which lead to them obtaining their CDL license
 - Improved the processes and documentation of the Tucker's Gallery Sculpture program in partnership with the Arts Council
 - Purchased crowd control barriers to improve safety for citizens and employees at City sponsored events. These were first used at the Christmas Parade and were well received.

Below is a list of projects, concerns, and impacts the Finance Department plans to focus on in the calendar year 2020:

- The financial software used by the City of Lenoir needs to be upgraded. Due to the implementation of the new electronic meter reading system, plans for the upgrade have been postponed until after the new meter system is in place. The target upgrade date is spring of 2021.
- Finance plans to continue to provide department heads with additional financial information to help them manage their budgets. This will allow department heads the ability to see their budgets in real time. Training on these processes is scheduled for February of 2020.
- In 2020, IT will continue to look for ways to improve the data infrastructure and identify ways to be as cost efficient as possible. Off-site storage remains a high priority in the coming year.
- Finance plans to work with other departments to identify process improvements in the areas of billing, collections, and work flow.
- Work will continue with the Cost Savings and Fleet Management groups to identify additional opportunities for cost saving and cost avoidance.
- Compensation remains a priority. Salaries are still lagging compared to other municipalities in the region but the 3% COLA allowed some closing of the pay gap. Salaries have been ranked as a priority for several years by Council and the City Manager and improvements have been made towards making pay more competitive over recent years. Feedback from department heads continues to indicate that employees feel positive about the recent attention this item has received from Mr. Hildebran and City Council. Specifically, the bonuses given

over the past four years and the COLA percentage appear to have improved morale.

- The City, just like many local employers, is feeling the effects of workforce shrinkage and low unemployment rates which have led to recruitment and retention issues in most City departments. Paying competitive salaries is critical to recruiting and retaining quality employees. New hires seem to be more concerned with immediate return rather than the value of benefits. This is especially true for the Millennial generation. Being unable to compete with other municipalities' salaries coupled with low unemployment, has led to some issues filling vacant positions. City staff is continuing to review the City's current pay plan and hiring practices, with the goal of identifying opportunities to "rearrange" the starting pay and probationary raises to become more competitive while staying within the framework of the current pay plan.
- Revising and implementing the ADA Transition Plan will continue to be a major task in the coming year. Work has begun but there is still much to be done. We are in the process of inventorying the sidewalks and facilities and determining the costs associated with implementation.
- Balancing the ever increasing capital needs with fund availability is always a challenge.



Fire Chief
Kenneth W. Hair
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Lenoir Fire Department

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 Lenoir, North Carolina 28645



Deputy Fire Chief
Kenneth D. Nelson
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Below is a list of goals and objectives Lenoir Fire Department was able to accomplish in the physical year 2019:

- We were able to successfully purchase and up-fit an existing building and transition it into our new Fire Station #3. We placed a Fire Engine, four personnel, and our Battalion Chiefs at this new facility. The station is all one level and has five bedrooms, two offices, a classroom, a commercial kitchen, three bathrooms, a living room, and a lobby area. This facility also has an attached metal building for housing our engine, Battalion vehicle, gear, equipment storage, one bathroom, and a workout area. By transitioning into an existing building rather than building new, the City saved approximately \$900,000.00-\$1,000,000.00.
- With the acquisition of the Fire Station #3 facility, the personnel costs only had a minor impact on our operating budget as we did not add any personnel and had only promotional raises for those promoted. The current staffing level has allowed us to meet the needs of the department and citizens without adding additional personnel. We did promote three new Captains and three new Driver/Operators to meet the needs of moving apparatus and personnel to staff the new station. With these moves, we reduced the number of Lieutenants from nine to six. We also placed our reserve fire engine back to the front line so that our Headquarters station would maintain an Engine and a Ladder truck to meet the fire protection needs of the department and citizens. In the future, we explore purchasing a new apparatus so there is a reserve engine again in case of maintenance issues with our front line apparatus.
- We were able to continue our smoke alarm campaign. We install smoke alarms for citizens that could not provide their own to improve their chances of surviving at fire in their residence. The State currently provides the smoke alarms at no cost for distribution but the alarms are becoming scarce. In the future, to continue this service, it may be necessary to locate alternate funding.
- With the change in insurance providers, Med Cost began paying for our firefighter OSHA approved physicals. These physicals were approximately \$14,500.00 annually and with Med Cost paying for them, we are now able to save that amount on our budget annually. These physicals and blood work are performed every year for every firefighter, meeting OSHA and NFPA requirements, which are performed by North Greenville Cardiac Care and Rehabilitation out of South Carolina. The cost saving allowed funds to be allocated to other needed priorities without impacting the budget. These physicals have resulted in the early detection of some health conditions that could have been life threatening had they remained untreated.
- We were able to purchase additional Automated External Defibrillators (AED) and ensure that every fire apparatus now has a device. AEDs have shown to provide a high level of success for cardiac victims and it was imperative that all our suppression vehicles have one should they encounter a patient in cardiac arrest. Because of our price comparison, we were able to identify and purchase a model the local vendor was discontinuing at a reduced cost. All of our units will still be available for service and testing. These units typically cost between \$1,700.00 and \$2,400.00 per unit and we purchased the additional units for less than \$500.00 each.
- Station #2 received a new roof for the facility. The last time the roof at Station 2 had been replaced was in 1996 and it had begun to deteriorate and leak. The roof had been included in the

CIP for a few years but due to no issues until this year, we had not utilized the funds for a roof. Bids the new roof were combined with other City Buildings resulting in saving overall. Jared Wright was the lead in roof project ensured the most effective use of City funds. Our roofing projects amounted to approximately \$35,000.00.

- We were able to replace the HVAC system at Station #2. We had replaced this unit in 2011 and after several attempts to repair it; we could not make it sustainable. The new unit was installed and has been working efficiently ever since. The new HVAC unit costs \$12,000.00 for a total replacement. Original bids exceeded \$20,000.00 for the HVAC unit but through diligent price comparisons, we were able to save \$8,000.00
- We were able to purchase a new pieces of equipment utilized for rescue stabilization named “Rescue 42 Jr” and three additional Thermal Imaging Cameras. The rescue equipment is used to stabilize vehicles and allows varying rescue application in the scope of our work. We had previously purchased one for the Rescue Truck but this new one will allow Station #2 to get a good start for rescue operation before the Rescue Truck gets there from Station #1’s district. The three thermal imaging cameras make it possible for all our apparatus to help aide in the search of victims that may be in structure fires. These two pieces of equipment have greatly increased our operational capabilities of fire and rescue responses for our citizens. The total cost of the equipment was approximately \$4,500.00.
- This year also proved to be our busiest year to date for emergency responses. For the year 2019, our department responded to 3,115 calls for service and emergencies. This total exceeded our response volume last year by seven, which was set at 3,108 and the most calls we had responded to in our history. To put this trend into perspective, when the Fire Chief was hired in 1991, the department was responding to approximately 1,200 calls a year. Current response levels have increased by approximately 160% in 28 years. As stated last year and based on this year’s numbers, responses will steadily continue to increase due to our aging population and the probability for increased weather related emergencies.

Below is a list of concerns and impacts Lenoir Fire Department may incur in the physical year 2020:

- Employee recruitment and retention is a major concern for our organization. The Fire Department, loss of 29 people or 30% of our department over a four year span and only two of those were due to retirement. Some of the 27 that have left were replacements for others who resigned during that same period. Currently, the department has 18 employees that have been with the department less than three years, which has resulted in issues with inexperience. In the fire service, experience is very important. Our department takes great pride in working diligently to train our employees to our high standards and this makes them valuable for our citizens. Unfortunately, other departments know how prepared City of Lenoir people are and that makes them valuable in the job market. Our employees leave us because many other departments are able to offer them a higher wage and this seems to be our major retention problem. Recruitment is also an issue for our department. Over the last few years, we have only been at full staff a few short periods due to the low number of qualified applications for the positions of firefighter/EMTs. Currently, we have three openings and have only one qualified applicant to fill the positions. **NOTE:** The City has been diligent in efforts to reverse the recruitment and retention trends that we are seeing but it does not seem to be effective for whatever reason. I feel that the City will have to come up with something to offer employees and potential employees that no one else has offered to retain current employees and recruit new employees. I feel that the City of Lenoir offers a better benefit package than any other municipality but that does not seem to be enough in today’s job market. At our department, we have produced numerous non-financial efforts to aide in the retention of our employees but these efforts have not been able to reverse the trends we are witnessing in employee retention.

- Firefighting Personal Protective Equipment (PPE) Turnout Gear - We are extremely behind in upgrading our turnout gear for the firefighters. We typically try to purchase at least five coat and pants sets a year and due to other financial priorities have had to push this back for the last few years. The NFPA states that turnout gear now has a 10 year shelf life and then must be disposed of after that time. Even though we think this is unreasonable, we do not have a choice but to try and work within the confines of the recommendations. With other priorities, we have pushed this back and need to catch up. We will be applying for the AFG grant to procure gear replacements at a fraction of the normal cost. Since there is no guarantee that we will be awarded the grant, the department plans to purchase five sets this budget year as normal but will be seeking to purchase additional sets if the funds in our budget allow. The turnout gear is our staple for the safety of our firefighters and will have my outmost attention to catch up by saving money in other areas if feasible. **NOTE:** I will be getting the Finance Director to see about transitioning funds from another line item so that we may purchase additional sets this year and in the future until we are able to catch up the numbers of needed gear. If this option is available, we should catch rather quickly and return to regularly purchasing the five or six sets per year. The typical cost for gear now is as follows; coat and pants - \$2,000.00, helmets - \$350.00, boots - \$325.00, gloves - \$80.00, and hoods - \$45.00 for a total of \$2,800.00.

- As reflected in our reports, the type of call the fire department responds to is trending heavily toward medical calls. With the addition of Fire Station III and the trends in call, staff has begun to evaluate the equipment needs to best meet current and future demands. Based on data reviewed, the recommendations for major equipment purchases are as follows:
 - The rising number of medical response needs of our citizens has been a concern for some time now in the City. Our department has experienced a steadily increasing call volume of medical calls over the past several years. In the past five years, the calls year over year have increased, on average, 5% and have increased 25% comparing 2015 to 2019. The increased responses have resulted in the aging of our apparatus fleet earlier than anticipated. Currently, we respond to all calls using of one of our large apparatus. We have done this to maintain the crew's integrity for possible fire calls that may arise while we were deployed on medical calls. We have evaluated our processed and determined that our department would be more operationally and cost effective utilizing Quick Response Vehicles (QRVs). The recommendation is to purchase 3 QRVs, one for each station, to handle the over 1720 calls per year/5 medical calls per day our department responds to citywide. The QRVs would be ¾ ton crew cab pick-up trucks with all necessary medical supplies capable of handling medical responses within the City of Lenoir. An implementation plan has been developed and approved by our Officers should the budget to acquire three QRVs be approved.

Utilization of these vehicles will help preserve our large apparatus fleet, should prolong their operational expectancy, save money on maintenance, and prove quicker response times to patients. These vehicles would be much easier to maneuver and make responding on narrow dead-end roads safer. These vehicles will fill several other departmental needs as well. These QRVs would be utilized for out of town training transportation needs. Currently when staff attend these schools, an administrator must give up their vehicle so that they may attend safely and efficiently. These QRVs also allow the department to implement a new operational procedure for responding to rescue calls. These trucks will offer the ability to safely and legally pull our fleet of trailers with the response equipment to be utilized on calls and training. Two of the three trailers owned by our department exceed the weight limit for the ½ ton pick-up that is currently in use, to legally tow. The cost breakdown would be approximately \$117,330.00 or \$39,100 per QRV, which includes the cost of the vehicle and upfits. These vehicles would have to be built by the

manufacturer to meet our specifications and needs and would take approximately 3 months to build from date of purchase. Immediately, the department should see response times reduced and cost savings improve.

- In accordance with the CIP, we are schedule for a new apparatus to replace an aging fleet. In the prior year's CIP, based on trends and demands, we revised our plan from purchasing another Quint apparatus and recommended purchasing two Rescue/Pumpers. Through cost/benefit analysis it was determined this would better meet the current and future demand for our citizens. Further evaluation will continue to ensure the citizens' and our infrastructure needs are met and sustained for years to come. It should be noted that putting these two apparatus into service would allow Station #1 and Station #2 to respond independent of one another and should provide cost saving for operations and maintenance needs in the future. Purchasing these apparatus this budget year would save money as apparatus prices usually increase 6 - 9% annually. During the past year, the prices increased \$30,000.00 for each apparatus. The cost of the original Quint apparatus, included in the CIP in prior years, was approximately \$850,000.00 and the price projection for the two apparatus would be approximately \$1,100,000.00. If this purchase is approved, the department should not need to purchase another apparatus until the year 2026-2027, which should also be the time these trucks would be paid off. It takes approximately 12 to 18 months to build and deliver these apparatus and they would not be placed into service until 2021.

Submitted by:

Kenneth W. Hair
Fire Chief, City of Lenoir



Downtown Lenoir & Main Street Revitalization

Below please find a list of goals and objectives the COL Main Street Program (LMStP) and Economic Development Department was able to accomplish in 2019

Downtown Main Street Revitalization

- The Economic Development Department Main Street Coordinator position continues to enhance the activities of the Lenoir Main Street program. The department continues to expand our Downtown Lenoir website and increase social media presence further informing the public about Downtown and our initiatives. We use numerous social media platforms and our E-newsletter reaches thousands. The talents of additional staff has also helped to elevate the quality and efficiency of our Downtown events, several of which are now award winning.
- During 2019, The Economic Development staff made a conscious effort to raise awareness and expose the initiatives of the downtown district on a local, regional and state level through marketing efforts and participating in award/recognition programs. Our staff continues to accept invitations to present at NC Main Street State and Regional meetings and the Downtown Lenoir Main Street Program (LMStP) was honored in 2019 to be the recipient of four NC Dept. of Commerce Main Street State Awards for :
 - Best Volunteer Recruitment, Training and Recognition Development Program ~ Be A Part of What Makes This Work Volunteer
 - Best Downtown Special Event or Event Series ~ Carolina & Arts Tattoo Gathering
 - Best Branding & Image-Building Campaign ~ TOGETHER WE CREATE Downtown Lenoir Branding
 - Best Innovation ~ Moving Lenoir to the Second Floor

We are pleased to have been notified that there is a very good chance we will be honored by the NC Dept. of Commerce Main Street Center again in 2020. We are the recent recipients of the Business NC Daily Digest 2019 Best Motto in the State for Downtown Lenoir TOGETHER WE CREATE. In collaboration with COL Communications Department, we are the recipients of 2019 Best Rebranding and Website Design from the NC Festival and Events Association for the Smoking in the Foothills BBQ Event. In cooperation with the COL Planning Department and the Caldwell Arts Council, Downtown Lenoir is proudly the recent recipient of the American Planning Association NC Great Places Award for Downtown Lenoir Outdoor Public Art.

- The Lenoir Main Street Program (LMStP) continues to expand the award winning branding campaign. We are in the process of identifying and producing four new 2020 Downtown Ambassador Vignettes in

the upcoming weeks. This year, working in collaboration with the LTDA we launched a billboard campaign on Hwy 321 and Hwy 18 showcasing the downtown district and our new branding.

- Our marketing and branding campaign continues to expose Downtown Lenoir as a unique destination. The LMStP collaborated with various media partners, both public and private, to create podcasts, YouTube videos and television productions to increase program awareness. With support from LTDA, the production team at *Life in the Carolinas with Carl White* created a series of commercial spots to highlight the Downtown commercial district and the LMStP director was featured in a *Life in the Carolinas* podcast. The LMStP staff participated in a NC Weekend TV segment about Downtown Lenoir produced by UNC TV and a segment with COL's *More in Lenoir* program.
- The LMStP continues to host the annual *I HEART Main Street Gathering* held in February to communicate the goals and accomplishments of the Lenoir Main Street Program, highlight the new happenings in Downtown, celebrate the Downtown Main Street Volunteer efforts, and further promote the award winning *Be a Part of What Makes THIS WORKS Volunteer Recruitment Program*. Efforts to increase the number of Main Street Volunteers continue. Numbers are now over 100 and this number is expected to continue to grow in the coming year. With additional staff in the department, a greater focus has been made regarding electronic communications and website promotion which aided in this increase.
- Our department continues to take a significant role in assisting with the expansion and advancement of the *NC Gravity Games* and organizing new events within the festival and in the rebranding and advancement of the *Smoking in the Foothills KCBS BBQ Competition and Festival– Smoking Up Great BBQ in the Furniture Capital of the South*. WOOD. FIRE. SMOKE. By doing so, we were able to bring to the table major corporate community sponsors, volunteers, new activities within the festival that we had never enjoyed before.
- With support from LTDA and in collaboration with COL Public Works, the LMStP staff guided the implementation of a new Downtown audio/speaker system to be utilized during events and on a daily basis. Additional power outlet grids were also added to facilitate festival growth. This audio system will also be incorporated in the Downtown Lenoir Event Safety and Improvement program currently being discussed by COL Department staff. One of the issues associated with Main Street's event success is the need for special event security. Police, Parks & Rec, Public Works and the Fire Department assist not only in staffing certain details, but also in providing heavy equipment to block vehicular access when streets are closed and occupied by pedestrians. Security has become a high priority and must be considered when budgeting for these events, especially in terms of traffic control, equipment, design, and personnel. A task force has been created to address these concerns.
- Main Street program continues to support other Downtown events sponsored &/or co-sponsored by the City such as the *NC Tattoo and Arts Gathering*, the *Rotary Christmas Tree Festival*, *Light Up Lenoir*, *NC Blackberry Festival*, *Lenoir Cruisers* and several others. Our Downtown events continue to grow and expand. Main Street program will continue to evaluate the feasibility and sustainability of Downtown events and how to best support them. We will continually strive to maintain a balance of support and consideration for Downtown businesses regarding Downtown events. In addition, the Main Street & Parks and Rec Music Madness Summer Concert Series will continue to celebrate all genres of music and

talented artists within Caldwell County. With the additional staff in the department, Main Street is committed to solidifying and supporting the growth of our Downtown events.

- The LMStP partnered with the NC Agriculture Extension Office of Caldwell County to help facilitate the relocation of the Caldwell Market in Downtown and worked with the Public Works Dept. to coordinate the effort. Markets will begin in May and will be held on Saturdays in the City owned section of the City/County lot behind the County offices.
- In collaboration with the COL Parks and Recreation Department and with support from the LTDA, two ADA bathrooms were built adjacent to the auditorium in the Historic Lenoir High School. This specific project was completed as part of the initiative to allow greater use of the auditorium and adjacent buildings for much needed event spaces in the Downtown core. In addition to the bathrooms, theater/stage and audio upgrades to the auditorium would provide us with an ideal setting to host a variety of events and meetings. Discussions are underway evaluating the use of adjacent buildings in order to maximize the use of these City owned properties.
- The LMStP continues to collaborate with other COL Departments to utilize tools that help spur development within the district. The LMStP has collaborated with the Parks and Rec department to help facilitate improvements and rehabilitation to the City owned areas of the Historic Lenoir High School to provide Downtown Lenoir with a thriving event venue asset in the core. The LMStP has collaborated with The COL Public Utilities Department to employ such tools as the EPA Assessment Grant to help facilitate the property sale and future rehabilitation of the Dry Cleaners property within the Downtown district.
- To date, with the implementation of *Moving Lenoir to the 2nd Floor initiative*, Main Street has toured 26 properties and initiated conversations with numerous Downtown property owners interested in renovating their properties. Three more walk-throughs are being scheduled at this time. This year we have seen our first Historic Tax Credit Projects take place within the district with others schedule to occur this coming year. Continued efforts will be made to update the property inventory and evaluate the current condition of the Downtown buildings. With the addition of several new property owners and new businesses, as well as anticipated additions, staff believes we could see several additional businesses open and business expansions in the coming year. Staff continues to collaborate with Planning and Code Enforcement to educate and help property owners get their historic structures placed back into service. Staff continues to engage with developers whose focus is providing market-rate apartments in the Fairfield South Area which borders the Downtown Core.

Since 2015, Downtown Lenoir has attracted *approximately* \$4.7 million in private investment and improvements and 25 properties acquisitions.

RECENT PROPERTY ACQUISITIONS:

GREER, LLC - JESSE PLASTER	1001 WEST AVE
LLJENSEN, LLC - CARTER BANK	127 MAIN STREET
RHYTHM & BOOZE, LLC - ALESSIO	1016 HARPER AVE
	1036 HARPER AVE - DRY
RHYTHM & BOOZE, LLC -ALESSIO	CLEANER
DAVID MAURER	818 HARPER AVE

PATEL MANISHA DESAI	107 NORWOOD ST
BAMP FIDELITY - DR. DUCKETT	918 WEST AVE
916 WEST, LLC - DR. DUCKETT	THRIFT SHOP BUILDING
TAYLOR BRUMMETT	1048 HARPER AVE
A&R MOUNTAIN PROPERTIES	215 CHURCH ST

RECENT BUSINESS OPENINGS / EXPANSIONS / RELOCATIONS

The Salad Bar	819 West Ave
The Salad Bar Sandwich Shop	819 B West Ave
Natural Elements of NC	221 Main St NW
Doodlebugs Children's Clothing	106 Main St NW
Piesmith Pizza	819 B West Ave
The Taste of Havana	104 Main Street

Below please find a list of initiatives/projects the Economic Development Department plans to address in 2020:

- Through invitations to present at conferences, recognition programs, and marketing efforts, the LMStP and the Economic Development Staff will continue with efforts to raise the awareness locally and across the State about the Lenoir Main Street Program and Downtown Lenoir accomplishments and growth.
- To continue to enhance and grow our festivals, the LMStP and the Economic Development Department will work with community partners and COL Departments to ensure the quality of our events.
- Efforts to re-establish the nonprofit arm of Main Street are underway.
- After the successful internship experience in 2019, the LMStP and the Economic Development Dept. continue conversations with the program administration at the ASU Government and Justice Studies Graduate Dept. regarding establishing the COL Economic Development Dept. as an ongoing internship site.
- The Lenoir Main Street Program, COL Police, Parks & Rec, Public Works and the Fire Department continue with discussion on Downtown Lenoir Safety and Event Improvement plans focused on potential security and safety issues addressing Downtown during events and on a daily basis. Safety and security has become a high priority and must be considered when budgeting for these events, especially in terms of traffic control, equipment, design, and personnel.
- The Lenoir Main Street Program staff will continue to be actively involved in the City-wide branding and vehicular wayfinding system project currently underway.
- The Lenoir Main Street Program staff will continue to encourage participation in the *Moving Lenoir to the Second Floor* program and help to facilitate the rehabilitation and productive use of our Downtown Historic buildings.
- In collaboration with the COL Parks and Recreation Department and with support from the LTDA, discussions will continue in 2020 that focus on the potential use of the Historic Lenoir High School auditorium and adjacent buildings as potential event spaces in order to maximize the use of these City owned properties.

Citywide Branding and Vehicular Wayfinding

Lenoir is a great place to live, work and play. New companies are moving in and current businesses are expanding. The City is building more trails and improving parks. We also host many great events. Wayfinding is an excellent way to create a sense of place and tell residents and visitors about our amenities. Investing in wayfinding would demonstrate the City's commitment to public investment, create a stronger sense of place in Lenoir, and encourage travelers on 321 to make a turn at Smiths Crossroads and head downtown.

The City is currently engaged in a wayfinding and City branding campaign and Destination by Design is the consulting firm charged with coordinating this effort. A branding team of citizens and COL staff has been established and is currently in the process of determining a City brand and exploring the layouts and location of a vehicular wayfinding system provided by DbD. It is the goal of this effort to support and build upon the successful Downtown branding effort. Once the plan is complete, we will have a better idea of cost to implement and seek funding for fabrication and installation.

This City-wide branding and entail vehicular wayfinding sign system could be expanded in the future, with subsequent phases being pedestrian-scale wayfinding in the Downtown, signage along our Greenways, gateway features at key entrances such as Smith Crossroads, and neighborhood "street topper" signs for neighborhood branding.

Sister Cities

Our Sister Cities program has languished for several years. Also, the Western Piedmont Sister Cities Association, which was organized in the early nineties as an area non-profit organization, has struggled in maintaining a viable program as well. The original intent of the program was to exchange ideas and develop friendships with other cultures. There has been discussion to dissolve the program and the board is currently still suspended.

Retire NC

As part of Lenoir's participation in the Retire NC program, staff has access to excellent demographic data and marketing trend data which is being utilized by our Communications Director and the LTDA. The Caldwell Chamber of Commerce is assisting in this endeavor.



Recreation Administrative Offices (828)757-2165 - Fax (828)758-1315
W.B. Stronach Lenoir Aquatic & Fitness Center (828)757-2196
Mulberry Recreation Center (828)757-2165
Martin Luther King Center (828)757-2170
www.cityoflenoir.com



Below is a list of goals and objectives Lenoir Parks & Recreation accomplished in 2019:

- Installed a new HAVC unit at the Martin Luther King Center.
- Installed new gutters on the gymnasium at the Martin Luther King Center.
- Repaired and resurfaced the tennis courts at the Martin Luther King Center.
- Replace the Facility sign out front of the Martin Luther King Center.
- Installed a new HAVC system at the Lenoir Aquatic & Fitness Center.
- Installed new wiring throughout the building at the Aquatic Center for cameras and computers. This upgrade will help the overall performance of the cameras and computers throughout the facility.
- Replaced the outdoor pool slides intake drain system and the grates at the Aquatic Center where the water is taken out of the pool for the slides. The Caldwell County Health Department made us shut the slides down last summer because of this issue. They said it was a safety issue.
- Installed a new Chlorinator Control Box/2 Level Switches, and a Float Meter in the outdoor pump house at the Lenoir Aquatic & Fitness.
- Installed 2 new backboards, rims and padding on the main goals at Mulberry Recreation Center. By installing these it allows us to host basketball tournament for our younger age groups.
- Replaced one slide on the playground at Mulberry Recreation Center. The slide was broken and was a safety issue.
- Paved a section of the Greenway from Wilson Park to the exiting Greenway. By paving this section, it has allowed users to park in the parking lot and get right onto the Greenway.
- Built two new restrooms on the second floor at the Lenoir High School Auditorium. Lenoir Tourism Development Authority helped with the cost of this project.
- Two staff members certified in Mental Health First Aid Awareness. This class was held at CCC&TI. This helps our department in dealing with mental health.
- Started two new Parks & Recreation programs this year. The End of School Blast was held at the Mulberry Recreation Center and the Back to School Bash was held at the Lenoir Aquatic & Fitness Center. These two programs were a huge success and we look to continue them in the coming years.

Optimist Park Improvements (PARTF Grant)

The Optimist Park Project is 95% completed. We are working on getting the trails around the park completed and this should be done within a couple of weeks. The weather has hampered the paving of the trails. Also we will be doing some beautifications around the park. Amenities that have been completed for the project include: two new shelters with picnic tables, grills and trash receptacles, playground equipment, restrooms and concession building, parking lot, sidewalks, fencing, ballfield lighting, two corn hole boards, tennis courts at Mulberry, ballfield lighting on field #1 at Mulberry. This is a great addition to our department and the facility is being used on a daily basis.

JE Broyhill Park Improvements: (CDBG)

Phase 1 of the JE Broyhill Park Improvements plan has been completed.

Phase 2 of the JE Broyhill Park Improvement plan should start this coming fall. NC State University is working on a design for the storm water conveyance system. Once they have a design in place the project will begin.

Disc Golf:

Staff is continuing to explore areas within the city to place a course.

Dog Park:

Staff is continuing to look at areas to place a dog park within the city. Locating a desirable site and lack of interest from private groups to help with the park have been issues.

Below is a list of concerns and impacts Lenoir Parks & Recreation may incur in 2020:

- LAFC Building Maintenance Issues: The facility is in need of some repairs that include: replacing the rotten wood on the outside of the building, some of the showers in the locker rooms need to be replaced, floor tile needs to be replaced in the lobby and shower areas, doors and door frame, etc... This facility is in need of numerous upgrades in the near future.
- Parks & Grounds Division Issues: With the additions to the Greenway that run through downtown to Google the Park & Grounds Division will have to keep it maintained. This means that we will need more equipment to keep this maintained in an efficient manner.
- The road leading into the Lenoir Aquatic & Fitness Center is in need of repairs. One side of the road is deteriorating and has been repaired once this year. The bank is washing out and this is causing the road to fall in. Also the whole road going up to the center needs to be paved at some point.
- Replacing facility signs at Wilson Park and the Rotary Soccer complex.
- Renovations to MLK Center (Paint the Exterior of the facility)

Highlights for future projects:

- Lighting Mack Cook Stadium as well as the Rotary Soccer Complex.
- Replace and upgrade lights on the tennis courts at Mulberry Recreation Center.
- Interior/Exterior Renovations to the Optimist Park Clubhouse.
- Renovations to Mulberry Recreation Center (Replace tile flooring, Sand/Paint & Refinish gym floor).
- Update Shelter and Basketball court at West End Park (Paint shelter, add new picnic tables, resurface the basketball court, add new backboard and rim on basketball court).
- New Basketball goals at LHS gym.
- Resurface gym floor at LHS gym.
- Interior Renovations at LHS Auditorium (Paint, New Carpet, Stage Curtains, Refinish Stage area)



2019 Strategic Planning Retreat Planning & Community Development Initiatives & Projects

Accomplishments in 2019

- Adopted a Historic Preservation Ordinance, which created a local Historic Preservation Commission, and adopted three “Local Landmark” ordinances for historic industrial properties (Steele Cotton, Blue Bell, and Freight Depot).
- Adopted an ordinance that modernized the Lenoir Zoning Ordinance, streamlining regulations and creating new allowances for “missing middle” housing types and “by right” multi-family sites, in order to facilitate infill development and encourage new apartment construction.
- Stormwater: Adopted a compliant Phase 2 Stormwater Ordinance for Lenoir (previously we had been using the Caldwell County ordinance), as well as developed a draft Stormwater Management Plan as required by DEQ. Transitioned the City’s Phase 2 stormwater program to the WPCOG.
- Adopted an ordinance allowing additional height for cell towers, and adopting standards for small cell applications consistent with state statutes.
- Adopted an ordinance revising the parking standards for multi-family developments, requiring less overall parking and basing parking on the number of bedrooms instead of a flat ratio based on number of units. This change makes it easier to build apartments on infill sites.
- Created “development opportunity” maps highlighting sites for apartment development, based on the new allowances under the zoning code changes, as well as subdivisions with available lots and infill/redevelopment sites in the Downtown and immediate surrounding areas.
-
- Mill Properties City Support/Progress: Adopted “Local Landmark” ordinances for Blue Bell, Steele Cotton, and the Freight Depot, re-zoned all three properties, and abandoned/closed Steele Street.

Ongoing/Updates to Current Projects/Next Steps

- **Stormwater Utility Fee/Stormwater CIP:** Freese and Nichols has created an inventory of SW needs, a tracking system/database to compile new issues, and provided information on the adoption of a SW utility fee to fund capital needs. This project was completed at the same the City transitioned SW management duties to the WPCOG. However, the City remains responsible for the maintenance of the municipal storm sewer system, as well as the cost for contracting with the WPCOG to handle the administrative tasks (education, outreach, enforcement, permitting) related to compliance with the Clean Water Act. Should the City choose to move forward on the adoption of a Stormwater Utility Fee, the funding could be used to pay for WPCOG services as well as fund capital projects. Next steps for this project (if any) will likely be implemented by the Public Works and/or Finance Departments.

- **EPA Audit/Phase 2 Stormwater Program:** We have met all of the deadlines imposed on us by the DEQ related to their audit of our Phase 2 stormwater program and subsequent enforcement action in late 2018. We have developed and submitted the required Stormwater Management Plan (SWMP) to DEQ, adopted a compliant stormwater ordinance, and transitioned the administration of the program to the WPCOG. The SWMP is still being reviewed by DEQ and we expect to get their comments in late February. Then, the SWMP has to go through a public comment period and EPA review, before ultimately being adopted by City Council. The WPCOG is performing the duties under the SW ordinance, and we are moving forward with permitting new projects. The final step will be a new NPDES permit based on the SWMP, once adopted. We anticipate that all items related to non-compliance will be resolved by the end of 2020.
- **NCDOT Transportation projects:** NCDOT completed a feasibility analysis for congestion in the Smith-Crossroads and Wilkesboro Blvd. areas. Meeting on Feb. 6 with MPO and NCDOT representatives to discuss next steps.
- **Watershed Property:** This property, while annexed, still has no city zoning. At one time, we had contemplated a Conditional Zoning district on this property that would basically implement the conditions of the conservation easement as the only zoning standards for the property. (No change since 2019)
- **Comprehensive Plan Updates/Implementation:** A new planning requirement was adopted by the NC Legislature in 2019, which requires a “reasonably recent” comprehensive plan to be adopted by any jurisdiction enforcing a zoning ordinance by Jan. 1, 2022. Lenoir’s Comprehensive Plan was adopted in 2007, and is in need of updating. This could be done as an in-house update by existing staff, or we could do a more major overhaul and adopt a new comprehensive plan with consultant support. Staff recommends finishing the West End Small Area Plan, and then updating the Comprehensive Plan in the Spring of 2021 to be compliant with this rule.
 - **Moderate-Income Housing Demand/“Missing Middle Market”** : Much has been accomplished on this in 2019 (new zoning standards, more “by right” housing types, maps highlighting development opportunities, strategic foreclosure of platted lots served by existing infrastructure, DFI housing studying through Caldwell EDC, discussions with community partners on new housing projects, etc.) Through the Comprehensive Plan updates, staff anticipates opportunities to identify and proactively “up-zone” sites well suited to higher density housing. Staff continues to meet with interested developers. Potential new housing projects include: workforce housing apartments on Lower Creek Drive, affordable senior housing on Greenhaven Drive, teacher apartments on Ashe Avenue (under construction), 2nd story apartments in Downtown (“Moving Lenoir to the Second Floor” projects), infill small lot housing in Summerhill, Rocky Top, Park View, and Park Ridge Estates, and the Mill housing projects. Planning staff is having an increase in requests for single family home permits on existing lots, conversion of non-residential structures into living units and/or work/live units, and minor/exempt subdivision requests to create infill lots on existing vacant tracts. (We issued 10 permits for new single family construction on existing lots in 2019 – normally this has been 1-2 permits a year for the past 7 years.)

- **Minimum Housing Enforcement:** The need for city abatement of dilapidated houses continues to exceed the budgeted amount for demos each year. This need will increase with the in-depth planning efforts in West End. We continue to send properties to tax foreclosure as well as push for owner abatement, and we have essentially cleared the “back log” of cases that built up prior to implementing the Minimum Housing Priority Formula. Planning staff continues to coordinate with the Police Department, successfully using the minimum housing ordinance to enforce against and achieve abatement of four criminal nuisance properties that were the sources of ongoing complaints from the neighborhoods due to drug activity. (**Sign Enforcement/Zoning Administration:** We continue to work on a compliant-driven basis for most zoning enforcement, although we do proactive sign sweeps once or twice a year. Permit volume is up, and we would like to purchase the code enforcement/zoning administration package from iWorq in order to help us keep up with the growing demand with our existing staff.)
- **Neighborhood Branding/Signs:** Lenoir, like all cities, is a city of neighborhoods, and many times neighborhoods are more cohesive and inspire more loyalty than the city as a whole. However, the historic names of many neighborhoods are not a part of the collective conscious of many residents, especially as new residents are attracted to the City. Using the recently created neighborhood map and input from the public at the neighborhood map meeting, staff proposes an inexpensive project to add historic neighborhood markers to the street signs around the downtown neighborhoods (at least as a “phase 1”. These are little “love notes” that help communicate that these neighborhoods are unique and special places within Lenoir, and can stand alone or as a part of a larger branding effort. (No change since 2019 – would like to make progress on this in 2020.)
- **Creation of Two National Register Districts:** A high level of community interest in finalizing the two National Register Districts that were study-listed as a result of SHPO’s survey in Lenoir. This would make homeowners in two neighborhoods – Fairfield (west of Downtown) and Maehill Park/Oak View (south/east of Downtown) – eligible for historic preservation tax credits. (No changes since 2019 – finding a “champion” for the project has been difficult. We need to do “fundraising” if it is not going to be funded through the City directly, and no one has emerged to lead this effort. We will have to return the \$5,000 grant we received to use towards this project if we are unable to complete it.)
- **Strategic Property Acquisition (No change since 2019):** In addition to continuing to use strategic tax foreclosure to get properties back into private hands, staff also has several properties that would be strategic for the City to acquire:
 - Former Knotty Pine Grill property and neighboring property in Freedman (340/342 Finley Avenue) – Currently going through foreclosure for delinquent taxes
 - Current Perez Tire site in Fairfield (two parcels; south of Gibbon’s Electric) adjacent to OVT rail trail
 - Former (recently demolished) service station on N. Main adjacent to OVT rail trail (709 N. Main Street)
- **Small Area Plan Updates:**
 - North Main: 2nd phase JE Broyhill park improvements (SW grant) currently underway. Several properties along Finley Avenue have been renovated by private owners. Former Knotty Pine Grill property is still in foreclosure – title issues have held up progress. Renovations of the

former Williams Grocery store at the entrance to N. Main Street are underway for a church. The first segment of the Rail Trail was paved, from N. Main Street to the Habitat Restore. Staff anticipates an opportunity for a sculpture or pocket park/memorial of some kind to serve as a “love note” for this community on the now vacant Knotty Pine Grill property, once the property is owned by the City.

- Fairfield South/Funky Town: City was awarded an ARC grant to clean up the College Avenue site, and work has begun through the WPCOG on the administration of that grant. City acquired a dilapidated property at the intersection of College Avenue and Spainhour Street through tax foreclosure; structure will be demolished in 2020. Work has begun on the Rail Trail segment from College Avenue to Hwy 18, and will be completed in 2020. Re-zoned three properties from I-2 (Heavy Industrial) to R-C (Residential-Commercial) to allow for residential and mixed-use redevelopment of these sites, and adopted all three sites as “Local Landmarks” through the HPC. Abandoned Steele Street, in order to provide more flexibility for the development of parking to serve Steele Cotton Mill when redeveloped.
- **New Small Area Plan: West End**: We have conducted in-depth GIS analysis on the parcels in West End, and begun reaching out to stakeholders. We will hold a community input meeting in late March 2020 to “kick off” the public portion of the planning process. We anticipate the plan will focus mainly on housing, the re-use of existing non-residential properties, and infill of vacant lots. Initial analysis revealed a high rate of tax delinquent properties, which will be addressed through the plan recommendations.
- **Greenway Planning/OVT**: Currently negotiating easements across the Water Life Church property, to connect the “google greenway” piece with Mulberry Rec. Next steps for the OVT will be to design and build the road crossings and missing segments of the rail trail between Habitat for Humanity ReStore and the Freight Depot, and to work with NCDOT to design and permit a crossing of Hwy 18 in order to connect the Rail Trail with the “google” section of Greenway. OVT plans call for extending the greenway west to the Caldwell County Government Center. We have a few property owners that may delay those efforts.

Challenges/Upcoming Projects

- **Chapter 160D updates**: This will be a major project for the Planning Department in 2020. The State Legislature adopted a new chapter to cover all of the development-related statutes. The laws previously were found in Chapter 160A for cities, with some exceptions elsewhere in the statutes. The new law is effective January 1, 2021. We will need to update all references to GS160A in our ordinances – which goes beyond the zoning ordinance into general administration, housing, nuisance, subdivision, and flood damage prevention. There are minor technical updates required that go beyond statutory references; however many of the ordinance changes we’ve done over the past few years anticipated Chapter 160D and are already in line with the new rules. We also need technical updates to our Board of Adjustment procedures, and noticing requirements for Planning Board. One major change is that “Conditional Use Permits” will now be referred to as “Special Use Permits” across the state, and will need to change in our ordinance. Additionally, the School of Government strongly recommends against sending SUPs to an advisory board prior to Council, if Council is the one authorized to make the quasi-

judicial decision. This means that they recommend that the Planning Board NOT review these cases. They've also directed that Council **may not consider** the recommendation from the advisory board in their decision on the case.

- **Technical Review Committee:** We are exploring using the Code Enforcement/Zoning Admin suite offered through iWorq in order to enhance the coordination for permit review. We have had internal discussions on how to better coordinate our review of projects, but all coordination is still happen on a project-by-project basis without a standard procedure in place. Items that need to be routed through the TRC:
 - Driveway permits/cross-access standards (COL street dept, NCDOT, driveway separation zoning standards)
 - New subdivisions (roads, fire, utilities, zoning)
 - Conditional Use Permits (roads, fire, utilities, zoning, CPTED/LPD)
 - Projects needing site plan reviews (mostly new “by right” commercial and multi-family development)

- **Business Friendly/Transparency/“One Stop Shop”:** Using enhanced online presence, updated websites, interactive maps, and printed materials, Planning Staff would like to increase our ability to provide coordinated information in enhance customer service. This includes a “one stop shop” to walk new business owners/developers through the various approvals and codes they will need to be aware of. The implementation of the iWorq tracking system would be a good first step to freeing staff time to develop these materials.

- **Future Small Area Plans:**
 - Whitnel: I would like to look at Whitnel within the next 5 years, in particular related to design standards and the re-use of properties that have been severely impacted by DOT ROW acquisition (that may or may not ever actually be used). Sidewalk connections to Whitnel Elementary, as well as looking at leveraging the investment in the Whitnel interchange are also important to explore. Street name changes may also be proposed, related to the re-alignment of Connelly Springs Rd and Hibriten Dr for the interchange, which has created some confusing duplicates.
 - Lower Creek Drive/Historic Lower Creek: The older sections of Lower Creek are facing development pressure, as well as issues from delayed maintenance on some homes. This area is one of the most desirable residential areas; however, some of the older sections show some signs of decline. Zoning rules present frustrations to long-established neighbors. With the construction of FS3, the approval of the new apartment complex on Silvio Martinot’s property, and the boom of development on 18, this area may need a closer analysis in order to promote development in a context-sensitive manner. Currently, Lower Creek Drive has a mixture of residential and non-residential uses, with some properties in great condition and others that appear vacant or suffer from delayed maintenance needs.

Department Budget Requests

- **Historic Preservation Consultant for NR District Nominations:** The estimated cost of preparing the necessary research and reports to finalize these districts is approximately \$30,000 – this assumes doing both districts at once to realize efficiencies in consultant travel expenses. Planning staff applied for a grant to help fund this project through the Covington Foundation, and have had some promising conversations with local charitable organizations. The Covington Foundation has given us \$5,000 towards this project. A few years ago, some initial conversations with Fairfield Chair, Broyhill, and Bernhardt were favorable in those entities contributing 5,000 each, however the City has since made other requests for higher priority projects and there have been some leadership changes. The project still has a funding gap of about 10,000.
- **Building Demolition/Legal Fees for Foreclosures:** Continue to fund at current levels or ideally increase funding for demolishing structures as well as legal fees related to foreclosing on abandoned houses that are still salvageable. West End demolition needs estimated at 30,000 to demolish at least 6 structures.
- **iWorq planning module:** Permit applications have increased and planning staff needs a better way to coordinate the tracking and review of these cases. Additionally, our code enforcement work would benefit from a mobile app to track cases. Software packages that can accomplish this also ease in sharing information between departments, communicating comments and conditions back to the applicant, and automatically generate enforcement letters and permit documents. Currently, we track everything in excel spreadsheets, and have to manually write each individual permit. This process is tedious and adds to the time required to process each permit. iWorq, a cloud-based system currently used by the Public Works and Public Utilities departments, offers a low-cost module to track permitting and code enforcement. The price of this is \$5,200, with no limits on the number of users that can log on and view the information (meaning that in addition to Planning, key employees in other departments such as the streets superintendent, fire Marshall, nuisance abatement officer, and utilities department can log on and see information related to their review of various types of permits or enforcement cases).
- **Neighborhood Branding Signs:** We can do these in-house, with some equipment upgrades. This was ranked as a high priority last year, I'd like to see an actual budget line item for these so that we can determine which neighborhoods we can implement these in first. We've done the neighborhood maps so we are ready now to implement this item if it is funded. (No change since 2019 – I think we can do this, but we need to develop a plan around where to start and how to involve the community in the design of signs.)

Technology Upgrades: The Planning Department has two computers, a lap top and a desk top, that will need to be replaced in the upcoming year. The Planning Department HP plotter printer stopped functioning in early November. One company, United Lasers replaced the Service Station Assembly and ran new firmware on the printer for \$830.38. The service did not make the printer functional. We contracted with another company, Technocom. Technocom replaced the ink station for \$685 and agreed to place it under a service contract with the company at \$55 per month. Technocom's repairs made the printer functional again. However, the printer is considered is at it's "end of life" and we will need to budget to either replace or lease a new plotter (cost new is ~\$15,000).



*Brent Phelps
Chief*

CITY OF LENOIR POLICE

*1035 West Avenue NW
Lenoir, NC 28645
828-757-2100*



*Scott Hildebran
City Manager*

The following are items for Manager Hildebran's review for the upcoming Council Retreat and budget planning process.

Accomplishments for our Department during 2019

Patrol Division:

In 2019, we implemented the re-structure of the department's Traffic Unit. The 3-man unit was able to more efficiently focus on some areas of traffic concern. Our 2019 data shows that more traffic citations and warning citations were issued than in the previous 5 years. Our total number of reported accidents was the lowest in 5 years. More importantly, our fatalities dropped from 6 to 1. One fatality is too many, but we feel that there is a correlation due to our increased efforts in the area of traffic enforcement.

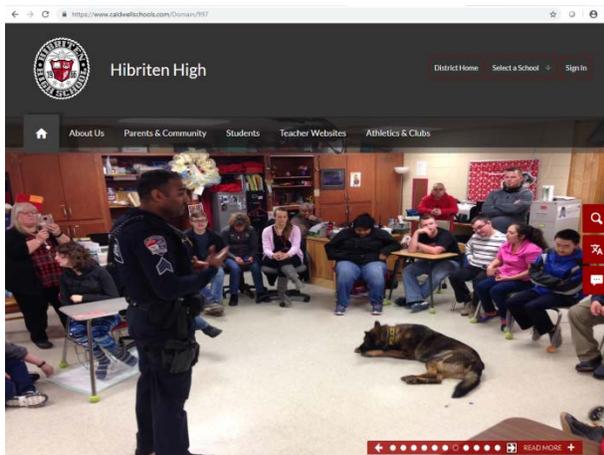
In 2019, Captain Wilson strategically looked at the allotted funds for department vehicles. Due to his diligence, we were able to acquire 3 trucks for the Patrol Division. This allowed us to obtain 6 vehicles instead of 5, with budgeted funds. We have heard very positive comments from the public. The pictured truck (see below) led the 2019 Christmas parade and goes to all city elementary schools with CRO Kanupp.



In 2019, our department was able to get all UAV (drone) pilots certified and the UAV program fully functional. There are three 2-man teams with pilot certifications. This tool has been used for several traffic crash investigations, a missing juvenile incident, and various traffic projects. This was a controversial tool to be used in Law Enforcement several years ago; but with the proper policy and management, can be positive tool for officers and the public.



In the fall of 2019, we retired 2 of our K9's and purchased 2 replacements. The funds used for the purchase of the new K9's came from drug forfeiture money, which resulted in no city funds being used for the initial purchase. The city will fund the maintenance and care for the animals during their service career.



Sgt. Blache with students at HHS



Retiring Mato & Cerik with Council

During 2019, we implemented the Ready Response Unit. This is a group of officers that are on call, ready to respond to incidents where additional manpower is needed in the patrol division. They will respond to such things as weather incidents requiring additional officers, as well as helping with power outages and other special circumstances.

Investigation Division:

In 2019, the Investigations Division implemented quarterly meetings of Code Enforcement and Planning. These meetings have been very useful in working together between the 2 departments of Police and Planning. Focused efforts resulted in 4 residences being abated. These residences were either cleaned up or torn down and had a significant impact on our community. One neighbor told me that this would be the best Christmas in 11 years on his street, and that his grandchildren would be able to play outside when they are there for Christmas this year.



One of the city abated problem locations

During the year, our Investigations Division has worked diligently with the community and inside our neighborhoods to push out illegal activity. The Investigations Division has conducted 86 search warrants and 108 consent searches in the division alone.

Our investigators, as well as investigators from the Caldwell County Sheriff's Office, we were the first to take an overdose death conspiracy case to trial in our judicial district. The investigation contributed to 7 total arrests. 2 conspirators went into the Federal system and plead guilty. The charges consisted of 2nd Degree Murder, Obstruction of Justice, Conspiracy to Traffic Heroin, Conspiracy to Traffic Meth, Conspiracy to Sell/Deliver Schedule I narcotics. The investigation resulted in 20 interviews and totaled approximately 1,500 hours involved in the investigations between May 1, 2018 and June 3, 2019. Sgt. Howard has been asked by the State Narcotics Association to give a case debrief at the summer conference.

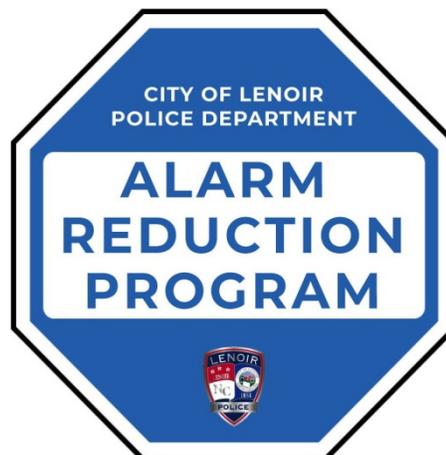
Support Services:

In December of 2018, the department switched to National Incident Based Reporting System (NIBRS). The department currently has reported for the entire 12 months of 2019 with 100% reporting accuracy and 0 reports/incidents rejected. Switching from UCR to NIBRS completely changed our crime index for our reportable crime stats. 2019 will be the new base line for our reportable crimes for the future years.

Captain Smith switched to an electronic software program to handle off-duty postings in May of 2019. This made the process more evenly distributed for officers wishing to sign up for the off duty assignment. The department is satisfied with this switch but continues to look into other options to make this process better for the city and the officers.

The department completed an agency audit for Training and Standards in March of 2019 with no deficiencies. This consists of reviews of all training, hiring, employment records, and medical files.

Captain Stilwell and Crime Analyst Danielle Gainey worked to get the Alarm Reduction Program off the ground this fall. This is a program to monitor and evaluate the efficiency with our businesses and private residences in the reduction of the number of false alarms.



Facility Improvements:

One of the priorities from the Council Retreat last year was for departments to focus on building and facility infrastructure. We accomplished several items that resulted in improvements in this area. With the help of city grounds personnel, we were able to make repairs on the Firing Range access road of bank

erosion. This had to be done; and with the help of Director Wright and his staff, we were able to save the city a substantial amount of money by allowing them to perform the work.

The department also fixed a metal ramp on the handicap entryway on the front of the building. This greatly reduced the trip hazard on the ramp and will work until the ramp can be re-constructed to come into ADA compliance.



We were able to repair the asphalt pad where our armored vehicle sits in the rear parking lot. The weight of this vehicle was causing the asphalt to break and the vehicle to sink into the ground. This issue was repaired and a re-enforced concrete pad was installed for the specialty vehicle. We hope this last for many years to come.



The department also installed mirrored tint on all of the exterior building windows. This adds a layer of security for the employees inside the building and helps to reduce the energy cost for the building.

In looking at facility upgrades that has improved and had a positive impact on employees, we have upgraded 2 pieces of equipment for the last couple of years in our weight room. The majority of the department employees use this facility to focus on their individual wellness.



In addition, the roof on our building was leaking in several areas. Of greatest concern was our Communications Center. This room houses several hundred thousand dollars' worth of radio and computer equipment that is used for dispatching emergency 911 calls, all calls for police service and administrative calls. Our roof and 3 other important buildings in the city have been reroofed this year.

Personnel items:

This past year, our department had 4 officers receive their Intermediate Training Certificate: Landon Annas (3-18-19), Matt Spears (8/6/19), Joe Lo (8-12-19), and Chris Smith (10-1-19). 3 officers obtained their Advanced Training Certificate through NC Training and Standards: Sgt. John Gibson (8/16/19), Cpl. Justin Reid (8/16/19), and Joe Lo (11-22-19). The Advanced Certificate is the highest training certificate that is awarded to officers by our State.

The department hired 5 officers and 3 dispatchers in 2019. Hiring is a constant focus for our agency, as well as the majority of law enforcement agencies across our state.

Community engagement:

Along with all of our daily required duties, employees were also involved in all of the following activities:

Citizens Police Academy, K-9 Academy, Coffee with a Cop, Take a Kid Fishing, Touch a Truck, Gravity Games, Blackberry Festival, NNO, Smoking in the Foothills, July 4th Celebration, Harambee Festival, Employee Litter Sweeps, Senior Easter Basket program with FOP Lodge 83, Medicine Take-Back events, School Safety Meetings (before the school year in August with each school administrator), Backpack Program, Turkey Tuesday, Toys for Tots and various other events.

Potential obstacles for the department this year**Recruitment and Retention of employees:**

This is a problem facing many Law Enforcement agencies across the state. There are a lot of factors that make this unique to every agency. A common theme is that fewer people are choosing to pick this profession. This makes fewer good candidates coming out of BLET; and thus harder to recruit, as all surrounding agencies are working on recruiting the same individuals. This is our biggest concern for our department and for many of the departments within the city. In speaking with other department heads, several are struggling with losing employees to higher paying departments and are not able to get enough applicants to fill open positions. This past year, city leadership rose the department's starting pay, as well as adjusted the pay level from PO I to the rank of Lieutenant. The biggest thing this accomplished was communicating to the officers that the city leadership was aware of the issue and was trying to work on our pay concerns. As we increased our pay, so did the majority of the surrounding agencies. We have worked on step increases which have helped with increasing current employees pay levels. Starting pay and compression is a concern for many departments and law enforcement across the state. The exact numbers for agencies' starting salaries are attached with this document. I realize that it is hard for any city to make a large salary adjustment in one year's time, but this will be continue to be an issue requiring our city leaderships' priority or staffing levels may continue to suffer.

The professional men and women of the police department and all our departments are our biggest resource.

Vehicles for Department

One of our biggest expenditures in the area of equipment is our yearly fleet vehicle cost. We typically need 6-7 vehicles a year. These would be standard patrol units and administrative vehicles for investigators. The last 2 years, we have not purchased any vehicles for investigations due to the numbers we were able to get. In 2019, we were only budgeted for 4 vehicles which went to the Patrol Division. We may have to look into purchasing used vehicles for administrative positions; there are some draw backs to this. Other concerns with the vehicles are that Dodge has suspended the production of the Charger; they are only allotting a small amount for the year 2020. Many departments were called after placing an initial order and advised that the Chargers were not available.

Departmental facility concerns

Our front handicap ramp on the building is not at the current slope and grade for ADA compliance. We did make some minor improvements to help with an existing trip hazard, but the issue still needs to be addressed. As the City Wide ADA Transition Plan is developed, the replacement of the ramp will be accessed and placed on a priority list. When the ramp is renovated, there are several other updates needed to the front of the building that will be included in the project. These update will make the front of the building look more professional.

The pavement for our department's employee parking lot needs to be repaired and/or replaced. The last quote for this project was \$80,000 several years ago. The Public Utilities Director and I have discussed having the patching completed this spring utilizing the "hot box" to recycle the existing pavement. We are requesting quotes for having the parking lot sealed once the patching is complete. This will give us approximately five additional years of life, reduce tripping hazards, and help with the overall lot's appearance.



There are several smaller projects to be addressed. The other 3 areas of the building that are in need of remodeling are the lounge, training room, and records. These locations are functioning at the current time, but are outdated and used every day by employees and visitors. Many of the desks in the individual offices are the original ones from when the building was built. The annual money for building maintenance normally has to be spent on computers for the offices.

Departmental evidence room concern:

The evidence room has been a focus for the department for the last couple of years. We have had growing concerns with the amount of evidence reaching an overflowing point. This past year at 2 separate times, we brought in another employee to help with the backlog and filing of paperwork for the room. We did destroy over 1,000 pieces of evidence this past year, but the inventoried amount still grows. We are looking at several items this year to continue our focus in this area. One item is a new bagging system which will make all future evidence more secure in the system and speed up the time spent on each piece of evidence.

Code Enforcement concerns:

I believe we are operating Code Enforcement as efficiently as it probably ever has been. Police and Planning meet quarterly and work together on a constant basis. The concern is that we are going over the allotted funds every year for both Police and planning, we are both working on maintaining and enhancing funding for projects as needed. We have made some very positive improvements in various neighborhoods; we are going to have to put more resources in these areas to be able to continue improvement. The department heads for Police, Planning, and Finance have met to discuss options and timelines for increased funding, as well as possibly additional staffing in future years.

Community Opiate concerns:

This is an area of concern nationwide for law enforcement. We have been focusing on the enforcement piece of this issue for our community. However, one of our troubling stats from 2019 is the continued number of overdoses in our community. Overdoses increased from 32 in 2018 to 51 in 2019; 23 of the 51 were attributed to opiates. The number attributed to opiates in 2018 was 4; this is more than 5 times from 1 year to the next. Responding officers were able to reverse the fatal drug overdoses for 18 individuals with the administration of Narcan. Even that number is doubled from the number of reversals reported in 2018, which was a total of 9. In talking with other Chiefs and law enforcement leaders across our state, this is not a problem we can arrest our way out of. We will have to partner with surrounding agencies to try and look for non-traditional methods to help combat this nationwide concern.



Brent Phelps
Chief

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Scott Hildebran
City Manager

Salary Numbers

<u>LE Salaries October 2017 – No Experience</u>		<u>Current Jan. 2019</u>	<u>Jan. 2020</u>	
1.	Hickory PD	\$35,068	\$35,593 Increase	\$40,120
2.	Boone PD	\$37,410	\$38,346 Increase	\$39,400
3.	Morganton DPS	\$35,179	Unk.	\$38,784
4.	Conover PD	\$34,623	\$34,623 Increase	\$38,699
5.	Catawba Co SO	\$36,476	\$38,294 No Change	\$38,294
6.	Lincolnton PD	\$34,282	\$37,796 No Change	\$37,796
7.	Valdese PD	\$31,343	\$31,968 Increase	\$37,007
8.	Burke Co SO	\$31,905	\$31,905 Increase	\$36,806
9.	Caldwell Co SO	\$30,526	\$35,962/\$39,046 No Change	\$35,962/\$39,046
10.	Newton PD	\$33,429	\$35,101 No Change	\$35,101
11.	Blowing Rock PD	\$31,100	\$33,999 Increase	\$35,050
12.	Claremont PD	\$34,792	\$34,792 Increase	\$35,000
13.	Lenoir PD	\$29,946	\$31,383 Increase	\$33,947
14.	Granite Falls PD	\$31,000	\$32,800 Increase	\$33,174
15.	Hudson PD	\$32,250	\$33,024 Increase	\$33,153

- In August of 2019 we lost an employee to the private sector for a several thousand dollar a year pay increase.
- In November of 2019 we lost an employee to Kernersville PD that received a several thousand dollar a year pay increase. Per employee just below \$40,000 a year.

Memorandum

To: Mayor, City Council Members and City Manager

From: Radford L. Thomas – Director of Public Utilities

Date: January 30, 2020

Re: Public Utilities Department Projects Update

Water

Water Treatment Plant Rehabilitation Project # 1 – (Completed) The Bernhardt Water Treatment Plant Project # 1 was completed in the Spring of 2019. The major components of the project include the renovation of the filters with new controls, lab renovations, replacement of the vacuum system in the settling basins, construction of a building to house the chemical storage tanks and improvements to the chemical feed system. These items have been completed. Improvements to the Cahah's Mountain pump station are another major component of this project. The project was funded with a 0% interest loan from the Clean Water State Revolving Fund (CWSRF) in the amount of \$6.5 million. The project was scheduled to be substantially complete in May 2018 however issues with the Cahah's pump station, equipment delivery times and other construction delays have us still working on final punch list items at this time. Plans are to have these remaining items complete by mid-February 2019.

Water Treatment Plant Rehabilitation Project # 2 – The Bernhardt Water Treatment Plant Project # 2 began in February 2018. It involves adding two new filters, the construction of a mechanical pre-treatment facility and other appurtenances to facilitate the addition of the two filters and mechanical pre-treatment. These structures have been constructed and the equipment for the facilities is now being installed. The cost of the construction is approximately \$8.1 million, with a total project budget of just over \$10 million. This project is substantially complete and all of the improvements are currently operating and producing water. We are currently finalizing the final adjusting change order and finishing minor punch list items. The remaining item associated with this project is the completion of the sludge removal from the lagoon located next to the lake. This work will be completed outside of the construction contract. The plant is currently operating at a firm capacity of 12 MGD year-round.

Joyceton Water System – Inquiries have been received concerning the City acquiring the Joyceton Waterworks distribution system. There are no current discussions underway at this time. We have engaged Joyceton in discussions regarding the City of Lenoir contracting with Joyceton to provide meter reading along with billing and

collections services. We will continue evaluation of this arrangement and hopefully be ready to move forward with an agreement during the coming year.

Metering Practices Study – (Completed) The Utilities Department engaged the services of MeterSys to undertake an evaluation of our meter reading practices and procedures.

Water Meter Replacement Project – As a result of the Metering Practices Study conducted by MeterSys, the City awarded the Meter Replacement Project to Mueller Systems for the development an AMI meter reading network and the installation of new residential water meters with remote disconnects and all commercial and industrial water meters. The project is currently underway with the completion of the network with the next month and the ramping up of the meter replacements over the next two months. The new network is functional and city staff has already begun to use the analytical data transmitted from the meters to address customer concerns. The project is scheduled for full deployment in 2021.

Collections and Utility Service Policy and Fees Review – With the implementation of the new metering system, staff will begin a review of our current policies and fees related to service applications, cut on and cut off procedures and policies. Billing and collection policies will also be reviewed during this time. The technology in the new smart meters is much more expensive than the analog meters we have traditionally used. Fees for tampering with or damaging a meter will need to be increased to reflect the increased cost of the meters and the transmitters associated with the AMI network. We will also review the current water and sewer tap fees to make sure they are adequately covering our cost for a new service installation.

Water Plant Capacity Expansion Study – (Completed) There is currently study underway with McGill Associates to evaluate the requirements for expanding the treatment capacity of the water treatment plant. Current capacity is 12 MGD. The study is looking at the construction, permitting and site requirements for expanding to 14 MGD and in the future to up to 18 MGD. Project #2 currently being completed, will improve the treatment capabilities at the plant with the addition of the mechanical pretreatment and the two new filters. This study evaluated the needed improvements for the next step to 14 MGD and develop a site masterplan to accommodate those improvements.

Water Distribution System Evaluation – (Completed) This evaluation performed an analysis of the distribution system for improvements that may be needed to accommodate the potential new flow being distributed as a result of the improvements/expansion at the water plant and increased customer demands. The study evaluated pumping capacity, pipe sizes, storage capabilities and potential pressure restrictions/ medium pressure zones. The analysis also investigated options for additional water availability including future plant expansion, partnering with other utilities and interconnections with neighboring utility systems. The results have been beneficial in planning future system improvements and provide information that will address projects that are currently on the CIP or may need to be included in future CIP development..

Sewer

Bio-solids System Improvements - The City received an SRF loan in the amount of \$6.6 million for the design and construction of a new bio-solids treatment process and facility. The interest rate on the loan is 1.53%. This project was scheduled to begin construction around February 2019. However in order to allow more time to review the sludge drying technologies that are available, the City received a 10 month extension of the project time line from NC DEQ. During this time, city staff has had the opportunity to make site visits to learn more about the various drying

systems available. Council received a report from McGill Associates recommending the Gryphon Drying system. Council approved the dryer purchase in February of 2019. The notice to proceed with the construction project was issued in January 2020 and the contractor is on site and beginning the project. The manufacturing of the dryer is complete and it is ready to ship once the contractor is ready to have the dryer unit installed.

Smith Crossroads Sewer Line Project – An application was submitted to NC Division of Water Infrastructure in October of 2018 for an SRF loan to fund the sewer line replacement and rehabilitation from the manhole behind Kimbrells to the golf course. As we continue to have manholes in this location that will overflow during heavy and extended rain events, this project is a portion of a larger project in the CIP along Harper Avenue. Due to the continued problems, it was decided to move more quickly with a project to address the concerns associated with the overflows. NC DWI approved the loan application in late February 2019. The design of the sewer line relocation or replacement will take into consideration options to accommodate the extension of the greenway through Smith Crossroads towards the golf course. The bridge area brings into question whether or not the line location will complicate being able to extend the path under the bridge or even if the line can be relocated at all due to the bridge structure. NC DWI has approved our loan package in the amount of \$2.7 million. The amount was increased due to the addition of additional work to eliminate a sewer line that runs under the major intersection of US 321 and Hwy 18/64 at Smith Crossroads.

Water/Sewer

Asset Inventory Assessments – **(completed)** The City has received grant funding from NCDEQ to undertake an asset inventory assessment of the utilities department. The Water Assessment (\$80,000) and Wastewater Assessment (\$140,000) will identify the current assets of the department including the age of the facilities (this includes water and sewer piping), inspection of facilities to determine replacement schedules and cost. It will help us identify valves, fire hydrants, manholes, and equipment needed to maintain the collection and distribution systems. The completion of the assessments will be valuable to the development of future Capital Improvement Programs and in seeking funding for future projects. The AIA assessments will be completed the spring of 2019.

IWorQ Work Order System – **(Completed)** The utilities department is currently in the process of implementing a new work order system called IWorQ. This is an automated system that will replace the current paper work order system currently being used. It should improve productivity and improve the accuracy of the data being gathered through our work orders. Through the use of tablets, desktop computers or smart phones, staff can receive or generate work orders for needed repairs to the water or sewer systems. The employee can view and asset like a fire hydrant on a location map on the tablet and create a work order or view maintenance history for that asset. It can also track the work assigned and whether or not a work order has been completed or is still pending. The system can assign labor cost, equipment cost and inventory cost to the work order to track the expenses in more detail. IworQ is currently being used by the Street Department and the Vehicle Services department. It is planned to have full deployment of the system by late winter or early spring 2019.

Risk and Resiliency Analysis, Source Water Planning and Emergency Response Plan Development – The Utilities Department entered into a service agreement with

Freese and Nichols, Inc. in January 2020 to assist with the compliance requirements for the American Water Infrastructure Act of 2018 (Sec. 2013 Community Water Risk and Resilience) as well as assistance to comply with North Carolina General Statute 130A-320, Source Water Protection Planning (15A NCAC 18C .1305). Their services will be utilized to develop a Drinking Water Risk and Resiliency Assessment, a Source Water Protection Plan and an Emergency Response Plan according to the requirements set forth in the federal and state legislation previously mentioned. The deadline for the completion of this work is June 30, 2021. A copy of the plan must be submitted to the state and EPA by that date.

R-5745 (Taylorsville Rd widening/turn lane plus intersection improvements to US64/NC90/NC18 intersection)

This NCDOT project consists of intersection improvements at the intersection of US 64/NC 90/NC 18 (Wilkesboro Boulevard) and US 64/NC 90 (Taylorsville Road). It is proposed as a “complete streets” project, because of the close proximity to the schools, and the opportunities to tie in with existing and planned sidewalk and greenway networks. Water and Sewer line relocation is estimated at \$54,294. This project is still under construction. **The utility relocation for this project was completed in November 2018.**

Brownfields/EPA Assessment Grant

The city was awarded an EPA Brownfield Assessment Grant in April of 2018. Work will continue with Greg Icenhour, our consultant with Mid Atlantic Engineering and Environmental Solutions, to implement the grant through the execution of Phase I and Phase II environmental assessments on identified sites. The evaluation of several sites has been completed including the old City Service Cleaners location on Harper Avenue as well as the old Bost Lumber site, the former Norfolk Southern depot and the former Blue Belle building. We also had the opportunity to assist with the environmental evaluation of the former JoJas building to facilitate a new business locating in that facility. The purpose of the funding is to conduct environmental assessments on locations that were once manufacturing facilities or properties such as the former dry cleaning service locations. The grant will enhance the city’s ability to market and reuse some of the existing properties located in Lenoir. This funding is a key strategy to the implementation of the Funkytown/Fairfield South small area plan. In addition, we have been able to leverage the EPA grant and receive ARC funding to assist with the cleanup of the old Broyhill site owned by the city at the corner of Virginia Street and College Avenue. Once the site is cleared of all the debris, a complete Phase 2 environmental analysis can be conducted that will facilitate the application for a Brownfield agreement for this property.



Public Works Department

510-B Greer Circle SW
Lenoir, North Carolina 28645



Public Works Director
Jared Wright
(828) 757-2183

Public Works Department – Summary of activities and accomplishments for Calendar Year 2019:

Engineering Division (2 FTE)

- Continued work on development of the Hospital Avenue Sidewalk project: The City's design consultant continued work with utility providers for utility relocation plans (currently submitted to the State for review); began work on right-of-way acquisition.
- Developed the bid package for the 2019 Roof Replacement Project (roof replacement of 4 City facilities); Solicited bids, awarded the contract, and provided project management during construction.
- Began work on the City's transition to automated refuse collection, including procurement of refuse trucks, consultant selection for the transition study, and transition planning.
- Provided the City's portion of project management during construction on the LNR/Harrisburg Greenway and pedestrian bridge project.
- Provided project management and cost-tracking for construction of the North Main/OVT Greenway currently under construction by City staff. This requires tracking and routing of all invoices to the CBDG funding administrator (WPCOG).
- Provided parking lot design and layout for the Optimist Park improvements project currently under construction for the Parks and Recreation Department.
- Assisted with coordination and staff planning for the Charters of Freedom setting. Also provided assistance with hardscape design and construction.
- Worked with private consultants engaged on historic mill property redevelopment to identify opportunities for public improvements that fit within larger area redevelopment goals.
- Participated with Unity Park Community Garden stakeholders as a project team member charged with working with the Architectural Design Studio class at Appalachian State University to plan and design an educational pavilion on the community garden property. Project implementation is anticipated to occur in Fall 2020.
- Continued work with Freese and Nichols to complete the city-wide stormwater study, infrastructure inventory, and database. This work was performed during the same timeframe that the City outsourced NPDES Phase II Stormwater Program management to WPCOG.
- Assisted Police Department, Downtown Economic Development Department, and Risk Management staff with the Downtown Safety and Security Plan and event security management.
- Filled vacancies and assisted with personnel transition of two (2) Division superintendents (Vehicle Services Division and Building Maintenance Division).

Street Division (15 FTE)

- Supervised resurfacing of twelve (12) streets in the City. Duties included monitoring and inspection of the work as it's performed, measuring asphalt temperature as the product arrives on-site, collecting and monitoring in-place tonnage, and reviewing contractor's applications for payment. ****NOTE**** The total number of streets paved in CY2019 is lower than CY2018 due to the tonnage of asphalt placed at each location in the CY2019 paving schedule. (Refer to Exhibit 1 for the FY2019-2020 Resurfacing Map)
- Performed site work and construction of the OVT Greenway Trail from North Main Street to Morganton Boulevard using CDBG funding. This work included rail bed drainage and grading improvements, removal of existing rail crossings at (3) locations, ABC stone base placement, and asphalt paving.
- Performed site work for the Charters of Freedom setting, including foundation excavation, site restoration, paver installation, and fine grading.
- Performed site work for the Optimist Park upgrades, including new entrance and parking lot grading, paved pathway grading, and parking lot sub-grade prep.
- Performed slope repairs for the Police Department's shooting range road. This project included undercut of the existing road bed, heavy ballast stone placement, backfilling, and fine grading and gravel placement for the finished surface. The project was estimated to cost approximately \$75,000.00 if it was contracted. The Street Division completed the project for under \$15,000.
- Extended the *Downtown Streetscape* west on Harper Avenue to include the sidewalk section from the Boundary Street/distillery parking lot to the former Williams Produce building. This work included removal of the existing concrete sidewalk, new concrete sidewalk placement, and paver installation.
- Assisted with Downtown events: placed barricades for street closures, provided staffing during events, performed street cleaning and refuse removal after events.
- Standard operations included the following:
 - Completed 2,684 work orders
 - Hauled 1,080 loads of brush
 - 127 uses of "Hot Box" asphalt recycling equipment
 - Completed 177 work orders for other City departments

Sanitation Division (13 FTE)

- Began the transition to *Automated Refuse Collection*. Tasks related to this operational change included the following:
 - Procurement of two (2) automated refuse trucks (third truck procurement currently underway). The cumulative purchase price of the three (3) trucks is \$288,000. Vendor estimates for a new automated refuse truck range from \$320,000 to \$350,000
 - Hired WPCOG to conduct transition study and assist with updating collection metrics, collection route re-design, solid waste ordinance revisions, coordination of a public education campaign, and rollout cart procurement
- Conducted two (2) trash bash events (Spring/Fall).
- Administered the roll-off dumpster rental program from February through October.
 - 50 dumpsters were rented to 37 unique addresses
- Developed a leaf collection schedule and quadrant map. ****NOTE**** The collection schedule worked well during the November collection period but was severely impacted by weather and persistent staffing issues throughout December and early January. (Refer to Exhibit 2 for the Leaf Collection Schedule Map)
- Assisted with Downtown events: provided staffing during events and performed street cleaning and refuse removal after events.

- Continued with standard operations: performed residential garbage collection, sold and delivered rollout carts, and operated the City's recycling drop-off facility.
- ****NOTE** The Sanitation Division experienced fourteen (14) staffing changes among drivers and laborers during CY2019.**

Building Maintenance Division (6 FTE)

- Completed the extension of electrical service on West Avenue from Boundary Street to the Police Department. This work was intended to accommodate additional vendor electrical connections during festivals and was funded by LTDA grants.
- Constructed two (2) additional picnic shelters at Optimist Park
- Assisted with construction of the Charters of Freedom setting, including foundation formwork, material receipt and delivery to the site, masonry, and internal lighting installation.
- Installed new basketball backboards and goals at Mulberry Recreation Center
- Completed renovation of the City Hall basement. This project included framing new partition walls, wall covering, cabinet/counter installation, and was intended to provide a secure workspace for the IT Division of the Finance Department.
- Provided project management for the 2019 Roof Replacement project at four (4) city facilities (Public Works, Fire Station 2, Water Treatment Plant, Police Department).
- Assisted the Sanitation Division with leaf collection (when possible).
- Worked extensively with staff for coordination of Downtown events: vendor location, electrical and water needs, event preparation, and staffing during events.
- Successfully completed forklift and scissor lift training and certification for all Division employees
- Standard operations included the following:
 - Completed 179 work orders
 - Performed monthly inspections of City buildings

Cemeteries Division (6 FTE)

- Contracted with a surveyor to layout a new cemetery section at Blue Ridge Memorial Park, including grave plot and access row location, in-ground pin-placement, and paper and electronic mapping deliverables (506 new gravesites)
- Designed and installed landscaping for the Charters of Freedom setting.
- Hosted the annual Luminary Display at Blue Ridge Memorial Park (approximately 8,000 bags)
- Performed custodial services for City Hall
- Assisted with Downtown events: provided staffing during events, performed street cleaning and refuse removal after events.
- Standard operations included the following:
 - Seasonal maintenance of City cemeteries (Blue Ridge, Bellview, Fairfield – approximately 30 acres total), managed grave site and monument sales, performed regular Downtown grounds maintenance, street and sidewalk cleaning, tree and shrub pruning, and refuse removal
 - Conducted gravesite sales – 79
 - Conducted marker, scroll plate, and vase sales – 72
 - Accepted full payment and recorded deeds for lots – 53
 - Assisted with grave layout for burials – 183 total (154 traditional, 29 cremation)

Vehicle Services Division (4 FTE)

- Continued implementation of a more structured preventative maintenance plan for all City-owned equipment and vehicles. Off-site service call trending reflects the success of this initiative:
 - 2016 – 111 calls; 2017 – 72 calls; 2018 – 47 calls; 2019 – 42 calls
- Performed actual inventory assessment for parts and equipment (this task had not been fully completed in the last 10+ years).
- Contracted for repairs of the City fueling station and bulk fuel storage equipment. This work included replacement of card reader hardware, bulk storage tank cleaning and siphon air-filter installation, and fuel distribution plumbing replacement.
- Completed the following large repairs:
 - Refurbishing 20-ton tag-along trailer, including new paint, wiring, decking, and wheels/tires.
 - Repacked and replaced numerous cylinders on JD backhoe
 - Performed an entire dump bed switch to a surplus cab and chassis. This provided a usable dump truck to the Cemeteries Division while avoiding entire vehicle procurement.
- Completed the following training efforts:
 - Two (2) employees received Class B CDL
 - All employees completed forklift operator certification
 - All employees completed NC Safety Inspection certification
 - All employees completed DPF emissions certification
 - One (1) employee completed 609 AC certification
- Standard operation included the following:
 - Completed 1273 work orders
 - During CY2019 the Vehicle Services Division had zero (0) lost-time accidents

Public Works Department – Calendar Year 2019 Concerns and considerations (update), and Calendar Year 2020 outlook:

- Implementation of Automated Refuse Collection: The conversion study that began in November, 2019, indicates that initial route re-design will be completed during February, 2020, with ordinance revisions and pilot area route assessment to follow in March, 2020. Launching the public education campaign and refuse cart procurement are intermediate activities that will begin in February, 2020. Depending on cart procurement and vehicle training efforts, we anticipate beginning automated collection in the pilot area(s) in April/May, 2020, with full implementation to occur later in the calendar year. ****NOTE**** We are meeting with cart providers and researching cart types, manufacturing schedules, and cart distribution/tracking methods. Our initial research is indicating that cart procurement will cost \$43 - \$48/cart.
- Capital purchases and equipment needs: The Public Works Department purchased a newer knuckle boom/grapple truck for brush collection during 2019. The new truck has performed very well during service, reducing downtime for breakdown maintenance and offering enhanced service by being able to use two (2) dedicated vehicles for brush collection when necessary. Collection times have been reduced by approximately 50%. We have also purchased refuse trucks for the transition to automated collection. Two (2) trucks were purchased in 2019, and another was purchased in early 2020. The total cost of these three (3) vehicles (Model years 2009, 2013, and 2018) was less than one (1) new automated refuse truck. We continue to have need for smaller, light duty vehicles in several Divisions, but many of the larger vehicle and equipment needs were addressed in 2019.

- Staffing (seasonal): A lack seasonal staffing continued to be a persistent issue in 2019. With organizational restructuring, the Public Works Department utilized full-time staff for seasonal (summer) mowing, thus negating the need for seasonal laborers in the Cemeteries Division. During the fall leaf collection season (October through January), however, the Sanitation Division experienced eight (8) position turnovers among drivers and laborers. Consequently, this Division was never adequately staffed with seasonal labor to perform leaf collection with the planned three (3) dedicated crews. In December in particular, these staffing issues severely impacted the collection schedule. Department administration is currently considering how to restructure or re-assign these duties to avoid relying on seasonal staff for future service provision.

- Project expenditures:
 - **(CY2018 Report Item)** - The City is committed to spend \$200,000 (20% match) for the Hospital Avenue Sidewalk project **(2019-2020)**;
 - **(CY2018 Report Item)** - The biennial inspections for the City's seventeen (17) bridges were completed in 2018. One bridge, the Arrowood Street bridge, was cited as having a degrading substructure. Staff met with NCDOT and consultants from the inspection firm to ensure the load rating would remain current with the existing posting, but ultimately this bridge will need replacement in the near future. This is a timber-frame bridge with timber abutments, and each of these components is showing considerable wear **(No change for 2019)**;
 - **(CY2018 Report Item)** - Depending on Council's desire to proceed with phased construction of the Harper and West Avenue 2-way traffic conversion, funding will need to be allocated to begin work on this project **(No change for 2019, Phase 1A – Steel Street closure was completed in 2019)**;
 - **(CY2018 Report Item)** - Public Works and Public Utilities Facility - *General Industrial Stormwater Permit*. Staff has engaged NCDEQ staff for questions regarding moving forward on applying for the stormwater discharge permit for this facility. We anticipate the permitting process and next steps (Stormwater Management Plan adoption) to take place in Q1-Q2 of 2020;
 - **(CY2018 Report Item)** - Blue Ridge Memorial Park capacity concerns. During 2019, we hired a PLS to perform survey and layout work for the remaining two (2) sections currently included in the cemetery footprint. This work has been completed and these sections are now open to the public for gravesite sales. The additional capacity and lower than projected sales numbers in 2018 should allow master plan development for additional acreage to be pushed back for 2-3 years. Columbarium niche space continues to be a concern. We currently do not have niche space available. We have solicited quotes for columbarium construction.

- Facility Asset Inventory Development: No update on this goal for 2019 beyond completion of the 2019 Roof Replacement project. We hope to achieve progress during 2020. Work will include determining how to best conduct assessments, gather existing data currently stored with Facility personnel, and format the master document/record.

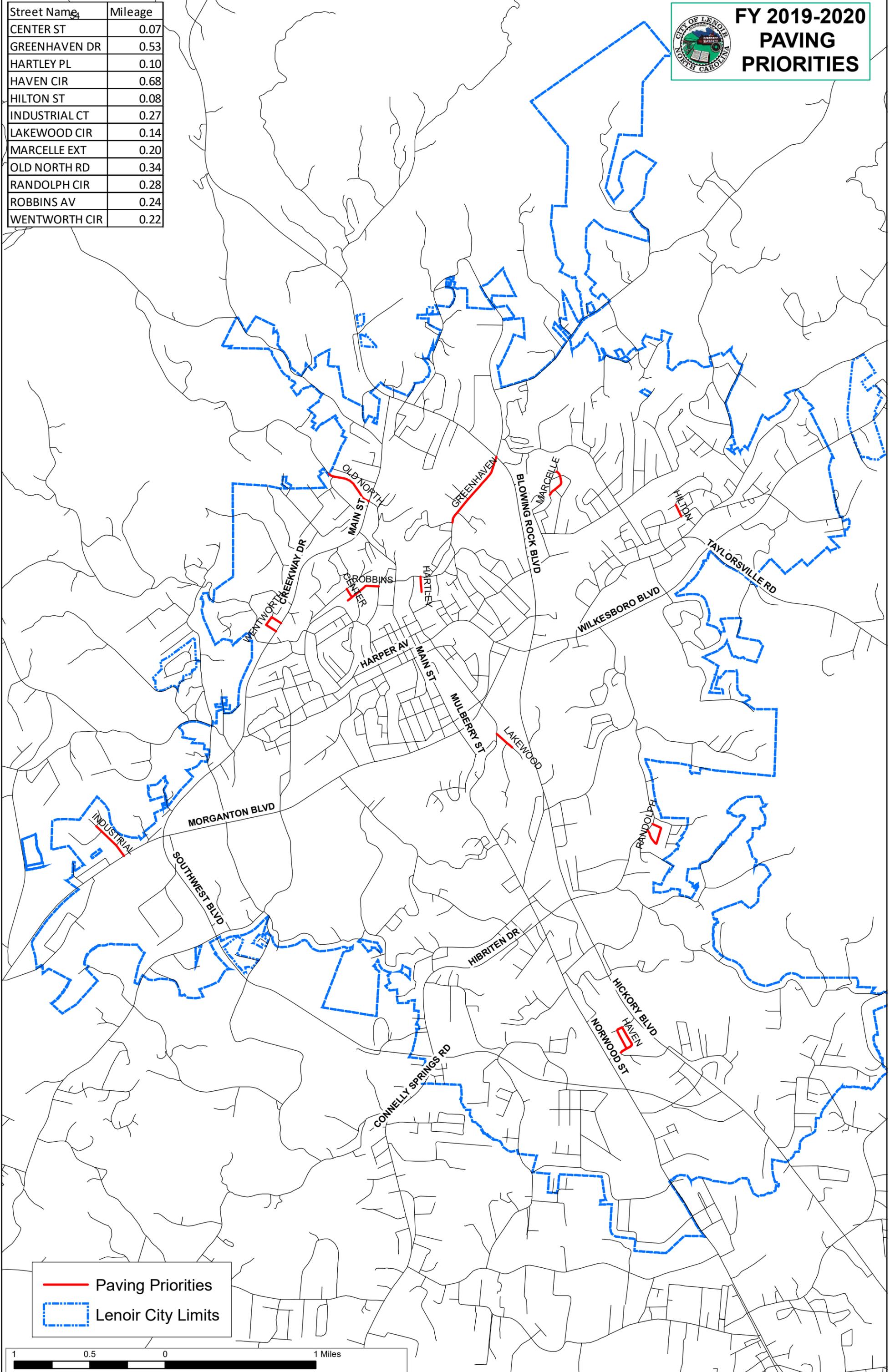
Submitted by:

Jared Wright
Public Works Director



FY 2019-2020 PAVING PRIORITIES

Street Name	Mileage
CENTER ST	0.07
GREENHAVEN DR	0.53
HARTLEY PL	0.10
HAVEN CIR	0.68
HILTON ST	0.08
INDUSTRIAL CT	0.27
LAKEWOOD CIR	0.14
MARCELLE EXT	0.20
OLD NORTH RD	0.34
RANDOLPH CIR	0.28
ROBBINS AV	0.24
WENTWORTH CIR	0.22

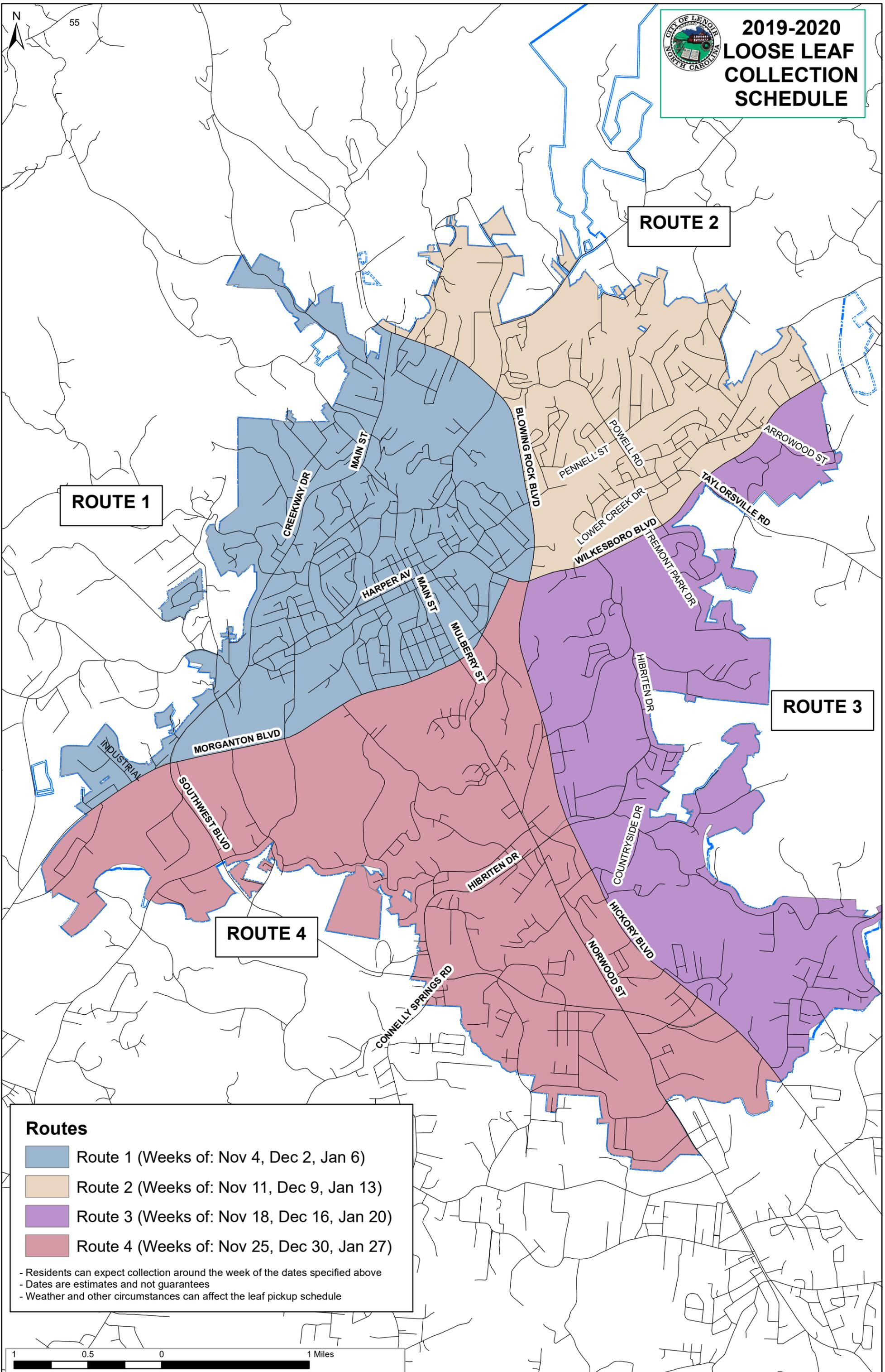


 Paving Priorities
 Lenoir City Limits






**2019-2020
LOOSE LEAF
COLLECTION
SCHEDULE**



Routes

-  Route 1 (Weeks of: Nov 4, Dec 2, Jan 6)
-  Route 2 (Weeks of: Nov 11, Dec 9, Jan 13)
-  Route 3 (Weeks of: Nov 18, Dec 16, Jan 20)
-  Route 4 (Weeks of: Nov 25, Dec 30, Jan 27)

- Residents can expect collection around the week of the dates specified above
 - Dates are estimates and not guarantees
 - Weather and other circumstances can affect the leaf pickup schedule



2019 Council Budget Priorities

1. Employee Compensation:

- Continue efforts to offer competitive compensation and benefits for employee recruitment and retention
- Incentives/Rewards for savings
- Satisfaction Surveys

2. Housing:

- Minimum Housing Enforcement
- Pursue Market Rate Housing (UNCSOG-DFI Study)
- Market City-owned Properties to Sell
- Encourage Downtown Living (Moving Lenoir to the 2nd Floor)
- Highlight shovel-ready areas such as Hibriten Mountain, Stonecroft, Huntington Woods, Summerhill, Parkview, Heritage Hills (Woodbine/Williamsburg) & Georgetown Estates
- Work with WPCOG Vacant & Substandard Housing Task Force

3. Healthy Infrastructure:

- Street Paving
- Downtown Traffic Study
- Bike Plan (Pennton Avenue)
- Maintain City Facilities
- Water/Sewer Improvements
- Stormwater
- City Hall
- Fire Station #3
- Sidewalks/Greenway/OVT (also downtown sidewalks)
- Optimist Park/Mulberry Improvements/JE Broyhill Park Improvements
- Information Technology

4. Economic Development:

- Explore what other local governments are doing with public/private partnerships
- Maintain Healthy Infrastructure
- Continue Work with EDC
- Market Quality of Life Amenities (Greenway, OVT, Bike Plan, etc.)

5. US 321 & Community Beautification

- Neighborhood Branding Signage
- City Wayfinding
- Work on Commercial Blight (city-wide & downtown)
- Address Major Visibility Issues (Smith Crossroad, Old Mall, etc.)
- Implement North Main Area Plan & Fairfield South Plan

6. Public Engagement

- Neighborhood Meetings
- Walk-through's
- State of the City Presentations
- Social Media/Website Redesign

Future Issues/Items (3-5 Year Timeframe) Priorities

1. **City Facilities**
2. **Employee Compensation**
Street Maintenance
Wayfinding Signage
5. **Pedestrian Access – Wilkesboro Boulevard Corridor**

Other Areas of Focus

- ADA Transition Plan
- City Branding (DbD Study)
- Automated Solid Waste Collection Implementation
- Downtown 2-way Conversion Implementation
- Strategic Paving (Mulberry Street, Greenhaven/Finley Avenue)
- Ongoing IT Security/Data Infrastructure
- City Facilities Security & Maintenance Items
- Financial/HR Software & Water Billing (w/ conclusion of MeterSys Project)
- Quick Response Vehicle (QRV) Implementation
- City Fleet Capital Needs
- Water/Sewer System Improvements (including possibly Permitting - Expansion)
- EPA Brownfield Program
- ARC Grant (City-owned College/Virginia property)
- LAFC Improvements
- Old Lenoir High School Enhancements (Auditorium, Gym, Mack Cook, etc.)
- City Facilities Maintenance
- Small Area Plans
- Planning Chapter NCGS 160 Update
- Code Enforcement/Housing Enforcement
- Opiate Issue
- OVT/Greenway Expansions