AGENDA

CITY COUNCIL BUDGET RETREAT
TUESDAY, MARCH 26, 2024
CITY HALL, THIRD FLOOR
8:30 A.M.

I. CALL TO ORDER – MAYOR GIBBONS

II. PROPOSED FY2024-25 BUDGET CALENDAR **(ACTION ITEM)**

III. FY2024-25 COUNCIL GOALS REVIEW

IV. UTILITY FUND CIP, DEBT, FINANCIAL MODEL & RATES

A. FY2024-25 DRAFT W&S CAPITAL IMPROVEMENTS PLAN – TABLE 1
B. DEBT SERVICE SCHEDULE – TABLE 2
C. FINANCIAL ANALYSIS SUMMARY – TABLE 3
D. FY2024-25 PROPOSED WATER/SEWER RATES – TABLE 4 **(ACTION ITEM)**
E. WATER/SEWER RATES COMPARISON

V. GENERAL FUND UPDATE & CIP

A. CURRENT FY2023-24 BUDGET UPDATE
B. HISTORICAL BUDGET INFORMATION:
Tax Rates, Solid Waste Fees, Health Insurance Rates, W/S Rates, Fund Balance, CPI
C. GENERAL FUND PROJECTIONS
D. FY2024-25 DRAFT CAPITAL IMPROVEMENTS PLAN
E. PROJECTS SUMMARY

VI. ONGOING BUDGET CONSIDERATIONS

A. ECONOMIC CONDITIONS/INFLATION
B. OUTSTANDING ITEMS/CURRENT COMMITMENTS/FUTURE

VII. ADDITIONAL GUIDANCE/RECOMMENDATIONS FOR FY2024-25

VIII. OTHER ITEMS (**ACTION ITEMS**):
1) Resolution - Comprehensive Plan Consultant Selection
2) Job Descriptions - Director of Special Projects & Grants Position
Main Street Community Engagement Coordinator - Update
3) Construction Manager at Risk (The Campus) - RFQ Authorization

IX. ADJOURN

CITY OF LENOIR

BUDGET CALENDAR

FY2024-2025

May 21, 2024	City Manager presents recommended budget to City Council. (City Clerk will have a copy of the proposed budget available for the public after presentation.)
May 23, 2024	Budget Work Session – 6:00 p.m., Third Floor, City Hall
May 28, 2024	Committee of the Whole – 8:30 a.m., Third Floor, City Hall (Budget Work Session if necessary)
May 30, 2024	Budget Work Session – 6:00 p.m., Third Floor, City Hall (if necessary)
June 4, 2024	Public Hearing for recommended FY2024-25 Budget at City Council Meeting at 6:00 p.m. Earliest possible date to adopt the budget. (City Clerk will have a copy of the final budget available for the public within five business days.)
June 18, 2024	City Council Meeting
June 25, 2024	Committee of the Whole Meeting

2024 City Council Priorities

1. Continue efforts to offer competitive compensation and benefits for employees to improve recruitment and retention.
2. Develop options to increase code enforcement and improve beautification in three primary areas:
    - Abandoned/neglected housing
    - Dilapidated commercial properties
    - Appearance of downtown buildings
3. Continue to develop strategies to support affordable, workforce, and market-rate housing.
4. Continue to fund and support the Water/Sewer Capital Improvements Plan.
5. Continue to evaluate organizational staffing needs, and encourage succession planning and professional development.

2/23/2024

Table 1
City of Lenoir
Water and Sewer Fund
Capital Improvements Plan - 2024

Water Improvements

Project Number	Project Description	10-Yr CIP Cost	Current 2024	Year 1 2025	Year 2 2026	Year 3 2027	Year 4 2028	Year 5 2029	Year 6 2030	Year 7 2031	Year 8 2032	Year 9 2033	Year 10 2034	Years 11-15 2035
Vehicles and Equipment														
	Distribution System Vehicles and Equipment	548,500	175,000	227,500	56,000			62,000	64,000		68,000	71,000		
	Water Treatment Vehicles and Equipment	941,900	82,000	318,900	57,000	139,000	166,000	49,000	50,000	52,000	54,000	56,000		
	Water Resources Vehicles and Equipment	25,500	120,000	25,500										
Subtotal - Water Vehicles and Equipment		**1,515,900**	**377,000**	**571,900**	**113,000**	**139,000**	**166,000**	**111,000**	**114,000**	**52,000**	**122,000**	**127,000**	**-**	**-**
Distribution System														
1	Finley Water System Improvements	8,300,000		6,300,000	2,000,000									
2	Major Pressure Reducing Valve Vaults	710,000			350,000	360,000								
3	Joyceton Water Improvements	170,000				170,000								
4	Valdese System Interconnect	17,000,000			17,000,000									
5	Morganton Blvd Water Line - Phase 1	1,000,000			1,000,000									
6	Morganton Blvd Water Line - Phase 2	2,470,000			2,470,000									
7	US 321 Utility Relocations	780,000				780,000								
8	Whitnel Transmission Line Replacement - to Sawmills	6,060,000					6,060,000							
9	Walt Arney Road Water Line Replacement	640,000					640,000							
10	Hudson Tank Pump Upgrades	590,000					590,000							
11	Pleasant Hill Road Water Improvements	750,000						750,000						
12	Whitnel-Cajahs Water Pump Station	2,370,000								2,370,000				
13	Water System Interconnect #1	3,940,000										3,940,000		
14	Zacks Fork to Cottrell Hill Water Supply Loop	-												1,650,000
15	Whitnel Transmission Line Replacement - to Whitnel	-												13,010,000
16	Divisional Valve Replacements	564,000		100,000	130,000		110,000	110,000		114,000				
17	Water Line Replacements	2,800,000					600,000		700,000		700,000		800,000	
Water Treatment														
18	AWIA Compliance Projects	-	100,000											
19	Flash Mix Basin Repairs	450,000	500,000	450,000										
20	Residual Systems Upgrade	2,340,000					2,340,000							
21	Retrofit all Cajah Pumps and Switchgear	250,000						250,000						
22	Add 3rd Whitnel Finished Water Pump and VFD	1,040,000						1,040,000						
23	Add 3rd Raw Water Pump and VFD	1,250,000						1,250,000						
24	Filter Valve Upgrades	1,770,000						1,770,000						
25	Finished Water Pump Station Upgrades	1,250,000						1,250,000						
26	Backwash Supply Improvements	350,000						350,000						
27	Operations Building Upgrades	2,010,000						2,010,000						
28	Sedimentation Basin Repairs	1,980,000									1,980,000			
29	Clearwell Replacement	4,020,000									4,020,000			
30	Generator and Electrical System Loop	-												3,400,000
Subtotal - Water Infrastructure Improvements		**64,854,000**	**600,000**	**6,850,000**	**22,950,000**	**1,310,000**	**10,340,000**	**8,780,000**	**700,000**	**2,484,000**	**6,700,000**	**3,940,000**	**800,000**	**18,060,000**
Total - Water Improvements		**66,369,900**		**7,421,900**	**23,063,000**	**1,449,000**	**10,506,000**	**8,891,000**	**814,000**	**2,536,000**	**6,822,000**	**4,067,000**	**800,000**	**18,060,000**
	Current Year (FY24) CIP: Water Improvements		**977,000**											
10-Yr CIP: Water Improvements FY25-34		**66,369,900**		**7,421,900**	**23,063,000**	**1,449,000**	**10,506,000**	**8,891,000**	**814,000**	**2,536,000**	**6,822,000**	**4,067,000**	**800,000**	**18,060,000**

Capital Project funded or patially funded using external source(s). ARPA, Direct Allocation, etc.
Capital Project funded or patially funded using debt issue(s)

Table 1
City of Lenoir
Water and Sewer Fund
Capital Improvements Plan - 2024

Wastewater Improvements

Project Number	Project Description	10-Yr CIP Cost	Current 2024	Year 1 2025	Year 2 2026	Year 3 2027	Year 4 2028	Year 5 2029	Year 6 2030	Year 7 2031	Year 8 2032	Year 9 2033	Year 10 2034	Years 11-15 2035
Vehicles and Equipment														
	Collection System Vehicles and Equipment	1,563,000	153,000	115,000	744,000	104,000		112,000	116,000	120,000	124,000	128,000		
	Wastewater Treatment Vehicles and Equipment	135,250	40,000	135,250										
Subtotal - Wastewater Vehicles and Equipment		**1,698,250**	**193,000**	**250,250**	**744,000**	**104,000**	**-**	**112,000**	**116,000**	**120,000**	**124,000**	**128,000**	**-**	**-**
Collection System														
1	East Harper Avenue Sewer Replacement	550,000		550,000										
2	Boxwood St Sewer Relocation	390,000				390,000								
3	Pennton to Hwy 18 Sewer	1,100,000					1,100,000							
4	Main Street (Valway to 321) Sewer Replacement	1,100,000					1,100,000							
5	Rehab Blairs Fork Outfall	860,000					860,000							
6	Gunpowder Creek Interceptor Replacement	3,340,000					3,340,000							
7	Zacks Fork Sewer Replacement	2,270,000					2,270,000							
8	Meadowood Upstream Sewer Replacement	1,780,000								1,780,000				
9	Meadowood Lift Station Improvements	520,000								520,000				
10	Golf Course Sewer Replacement	4,290,000											4,290,000	
11	Manhole Improvements	670,000	180,000			210,000		220,000		240,000				
12	Sewer Line Replacements	5,000,000						1,000,000		2,000,000		2,000,000		
Wastewater Treatment														
13	LCWWTP Recycle Water Pump/Lines	-	20,000											
14	Bar Screen Replace at GPWWTP	-	200,000											
15	Influent Repairs at LCWWTP	-	20,000											
16	Lower Creek WWTP Bypass Screen	550,000				550,000								
17	Lower Creek WWTP Mixers	1,610,000			1,610,000									
18	Lower Creek WWTP Diffusers and Concrete Repairs	2,460,000			2,460,000									
19	Septage Receiving Station / Vactor Dump	640,000					640,000							
20	Lower Creek WWTP Equalization Basin	3,780,000					3,780,000							
21	Lower Creek WWTP Treatment Improvements	7,630,000							7,630,000					
Subtotal - Wastewater Improvements Infrastructure		**37,600,000**	**420,000**	**550,000**	**4,070,000**	**1,150,000**	**13,090,000**	**1,220,000**	**7,630,000**	**4,540,000**	**-**	**2,000,000**	**4,290,000**	**-**
Total - Wastewater Improvements		**39,298,250**		**800,250**	**4,814,000**	**1,254,000**	**13,090,000**	**1,332,000**	**7,746,000**	**4,660,000**	**124,000**	**2,128,000**	**4,290,000**	**-**
	Current Year (FY23) CIP: Wastewater Improvements		**613,000**											
10-Yr CIP: Wastewater Improvements FY25-34		**40,238,250**		**800,250**	**4,814,000**	**1,254,000**	**13,090,000**	**1,332,000**	**7,746,000**	**4,660,000**	**124,000**	**2,128,000**	**4,290,000**	**-**

Capital Project funded or patially funded using external source(s). ARPA, Direct Allocation, etc.
Capital Project funded or patially funded using debt issue(s)

Total Water and Wastewater Capital Improvements Plan

	Current Year (FY24) CIP: Total Water/Wastewater		**1,590,000**										
10-Yr CIP: Total Water and Wastewater	**106,608,150**		**8,222,150**	**27,877,000**	**2,703,000**	**23,596,000**	**10,223,000**	**8,560,000**	**7,196,000**	**6,946,000**	**6,195,000**	**5,090,000**	**18,060,000**

Table 2
City of Lenoir
Water and Sewer Fund
Debt Service Summary - 2024

Current Debt Schedule:

Type	Description	Issue Date	Issue Amount	Current Yr 2024	Year 1 2025	Year 2 2026	Year 3 2027	Year 4 2028	Year 5 2029	Year 6 2030	Year 7 2031	Year 8 2032	Year 9 2033	Year 10 2034
Water	H-LRX-F-07-1058: Whitnel Pump Station S	12/31/2009	2,977,285	174,707	171,015	167,323	163,632	159,940	156,248	152,556				
Water	H-LRX-F-08-1065: Raw Water Intake	8/4/2011	3,652,714	219,126	215,072	211,017	206,963	202,908	198,854	194,799	190,745	186,690		
Water	H-LRX-F-15-1875: WTP Improvements	6/3/2018	5,243,453	262,173	262,173	262,173	262,173	262,173	262,173	262,173	262,173	262,173	262,173	262,173
Water	Meter Replacements	2019	4,400,000	514,003	501,133	488,263	475,393	462,523	449,653					
Sewer	CS370393-04: Gunpowder WWTP	10/28/2015	4,093,662	204,683	204,683	204,683	204,683	204,683	204,683	204,683	204,683	204,683	204,683	204,683
Sewer	CS370393-05: Powell Rd Sewer	2/3/2015	289,250	14,463	14,463	14,463	14,463	14,463	14,463	14,463	14,463	14,463	14,463	14,463
Sewer	CS370393-06: Meadowood Sewer	3/21/2016	1,541,984	77,099	77,099	77,099	77,099	77,099	77,099	77,099	77,099	77,099	77,099	77,099
Sewer	CS370393-07, SEWER	11/1/2019	2,530,000	143,340	153,660	152,230	150,801	149,371	147,942	146,512	145,083	143,653	142,224	140,795
Sewer	E-SRP-W-17-044	3/3/2020	6,781,992	430,978	425,808	420,638	415,468	410,298	405,128	399,958	394,788	389,617	384,447	379,277
Total Current Debt Service				**2,040,572**	**2,025,106**	**1,997,889**	**1,970,675**	**1,943,458**	**1,916,243**	**1,452,243**	**1,289,033**	**1,278,379**	**1,085,089**	**1,078,490**

Water Subtotal	1,170,009	1,149,393	1,128,776	1,108,161	1,087,544	1,066,928	609,528	452,918	448,863	262,173	262,173
Sewer Subtotal	870,563	875,713	869,113	862,514	855,914	849,315	842,715	836,115	829,516	822,916	816,317
WATER %	57.3%	56.8%	56.5%	56.2%	56.0%	55.7%	42.0%	35.1%	35.1%	24.2%	24.3%
SEWER %	42.7%	43.2%	43.5%	43.8%	44.0%	44.3%	58.0%	64.9%	64.9%	75.8%	75.7%
Total Debt Service	**2,040,572**	**2,025,106**	**1,997,889**	**1,970,675**	**1,943,458**	**1,916,243**	**1,452,243**	**1,289,033**	**1,278,379**	**1,085,089**	**1,078,490**

Table 3
City of Lenoir
Water and Sewer Fund
Financial Analysis - Cash Flow Summary

Cash-Flow Summary:

Description	Audit 2019	Audit 2020	Audit 2021	Audit 2022	Audit 2023	Budget 2024	Year 1 2025	Year 2 2026	Year 3 2027	Year 4 2028	Year 5 2029	Year 6 2030	Year 7 2031	Year 8 2032	Year 9 2033	Year 10 2034
Water Annual Operating Revenue	6,226,767	6,336,628	6,494,271	6,548,397	6,995,565	7,172,907	7,352,230	7,536,035	7,724,436	7,917,547	8,115,486	8,318,373	8,526,332	8,739,491	8,957,978	9,181,927
Sewer Annual Operating Revenue	3,109,873	3,189,242	3,140,122	3,127,773	3,444,903	3,494,073	3,581,425	3,670,960	3,762,734	3,856,803	3,953,223	4,052,053	4,153,355	4,257,189	4,363,618	4,472,709
System Growth: Customers + Meter Replacement							*2.5%*	*2.5%*	*2.5%*	*2.5%*	*2.5%*	*2.5%*	*2.5%*	*2.5%*	*2.5%*	*2.5%*
Water and Sewer: Annual Non-Operating Revenue	95,284	67,426	26,747	13,533	249,370	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Water: Revenue Increase from rates							*3.2%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*
Water: New Revenue from Rates							235,271	461,352	693,086	930,612	1,174,076	1,423,628	1,679,418	1,941,602	2,210,342	2,485,800
Sewer: Revenue Increase from rates							*3.2%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*
Sewer: New Revenue from rates**							114,606	224,734	337,616	453,321	571,917	693,479	818,079	945,795	1,076,704	1,210,885
Capital Reserve Appropriation							600,000	1,600,000	900,000	400,000	600,000	500,000	-	-	-	200,000
Total Revenue	**9,431,924**	**9,593,295**	**9,661,140**	**9,689,703**	**10,689,837**	**10,726,980**	**11,943,531**	**13,553,083**	**13,477,873**	**13,618,282**	**14,474,702**	**15,047,533**	**15,237,184**	**15,944,077**	**16,668,642**	**17,611,321**
Water: Operating Expenses	3,150,132	3,095,080	3,251,886	3,519,314	4,009,546	3,786,872	3,919,413	4,044,834	4,166,179	4,291,164	4,419,899	4,552,496	4,689,071	4,829,743	4,974,635	5,123,874
*Water Expenses Increase**							*3.5%*	*3.2%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*
Sewer: Operating Expenses	2,820,602	2,734,027	2,750,274	2,665,363	2,938,696	3,644,122	3,771,666	3,892,360	4,009,130	4,129,404	4,253,286	4,380,885	4,512,312	4,647,681	4,787,111	4,930,725
*Sewer Expenses Increase**							*3.5%*	*3.2%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*	*3.0%*
Capital Outlay Contingency	647,245	436,187	344,757	375,997	302,601	1,230,000	180,000	185,760	191,333	197,073	202,985	209,075	215,347	221,807	228,461	235,315
Capital Outlay / Cash-Financed CIP							1,922,150	2,987,000	2,703,000	876,000	553,000	930,000	526,000	246,000	255,000	800,000
Debt Service Existing	1,294,959	1,769,112	1,628,265	1,724,182	1,938,292	2,065,986	2,025,106	1,997,889	1,970,675	1,943,458	1,916,243	1,452,243	1,289,033	1,278,379	1,085,089	1,078,490
Debt Service Proposed							-	301,920	301,920	1,987,329	2,720,507	3,299,012	3,804,731	4,312,723	4,763,093	5,088,360
Debt Service Reserve																
Transfers Out	*78,260*	*139,900*	*55,550*	*100,000*												
Total Expenses	**7,991,198**	**8,174,306**	**8,030,732**	**8,384,856**	**9,189,135**	**10,726,980**	**11,818,335**	**13,409,762**	**13,342,236**	**13,424,428**	**14,065,920**	**14,823,711**	**15,036,493**	**15,536,333**	**16,093,390**	**17,256,764**
Accrual Adjustments	**684,191**	**9,104**	**253,049**													
Net Income	**2,124,917**	**1,428,093**	**1,883,457**	**1,304,847**	**1,500,702**	**-**	**125,197**	**143,320**	**135,636**	**193,854**	**408,783**	**223,822**	**200,691**	**407,744**	**575,251**	**354,556**
Unrestricted Net Assets	**14,407,381**	**10,647,335**	**12,530,792**	**10,840,064**	**12,052,601**	**11,552,601**	**9,643,211**	**8,786,532**	**7,922,168**	**7,016,022**	**7,424,805**	**7,648,627**	**7,649,319**	**7,757,062**	**8,332,313**	**8,686,870**
Unrestricted Net Assets / Total Expenses					131%	108%	82%	66%	59%	52%	53%	52%	51%	50%	52%	50%
Days Cash on Hand					479	393	298	239	217	191	193	188	186	182	189	184
Operating Ratio					1.16	1.00	1.01	1.01	1.01	1.01	1.03	1.02	1.01	1.03	1.04	1.02
Capital Reserve																
Transfer to Capital Reserve							1,100,000	1,100,000	1,000,000	1,000,000	1,100,000	-	-	200,000	300,000	-
Transfer from Capital Reserve							600,000	1,600,000	900,000	400,000	600,000	500,000	-	-	-	200,000
Capital Reserve Balance							**500,000**	**-**	**100,000**	**700,000**	**1,200,000**	**700,000**	**700,000**	**900,000**	**1,200,000**	**1,000,000**
Residential Inside 5,000 gal Monthly Water Use Charges						$26.58	$27.44	$28.24	$29.09	$29.96	$30.88	$31.81	$32.75	$33.74	$34.75	$35.81
Residential Inside 5,000 gal Monthly Sewer Use Charges						$27.73	$28.62	$29.50	$30.39	$31.29	$32.24	$33.20	$34.21	$35.23	$36.30	$37.38
Combined Water and Sewer Use Charges						**$54.31**	**$56.06**	**$57.74**	**$59.48**	**$61.25**	**$63.12**	**$65.01**	**$66.96**	**$68.97**	**$71.05**	**$73.19**
						Monthly Increase	$1.75	$1.68	$1.74	$1.77	$1.87	$1.89	$1.95	$2.01	$2.08	$2.14

* February 2024 Urban South CPI 12 Month Increase = 3.7%

** New Sewer Revenue includes increased fees received from Septage Haulers

Table 4
City of Lenoir
Water and Sewer Fund
Projected Water and Sewer Rates

Customer Classes	Current FY24	Year 1 FY25	Year 2 FY26	Year 3 FY27	Year 4 FY28	Year 5 FY29
Water Inside						
Base Charge; Includes 1,000 gal	$11.74	$12.12	$12.48	$12.85	$13.24	$13.64
Volume per 1,000 gal; 1,001 gal +	$3.71	$3.83	$3.94	$4.06	$4.18	$4.31
Water Outside						
Base Charge; Includes 1,000 gal	$23.48	$24.23	$24.96	$25.71	$26.48	$27.27
Volume per 1,000 gal; 1,001 gal +	$7.43	$7.67	$7.90	$8.14	$8.38	$8.63
Resale Water						
Volume per 1,000 gal	$2.48	$2.56	$2.64	$2.72	$2.80	$2.88
Sewer Inside						
Base Charge; Includes 1,000 gal	$10.29	$10.62	$10.94	$11.27	$11.61	$11.96
Volume per 1,000 gal; 1,001 gal +	$4.36	$4.50	$4.64	$4.78	$4.92	$5.07
Sewer Outside						
Base Charge; Includes 1,000 gal	$20.59	$21.25	$21.89	$22.55	$23.23	$23.93
Volume per 1,000 gal; 1,001 gal +	$8.73	$9.01	$9.28	$9.56	$9.85	$10.15
Resale Sewer						
Volume per 1,000 gal	$4.31	$4.45	$4.58	$4.72	$4.86	$5.01

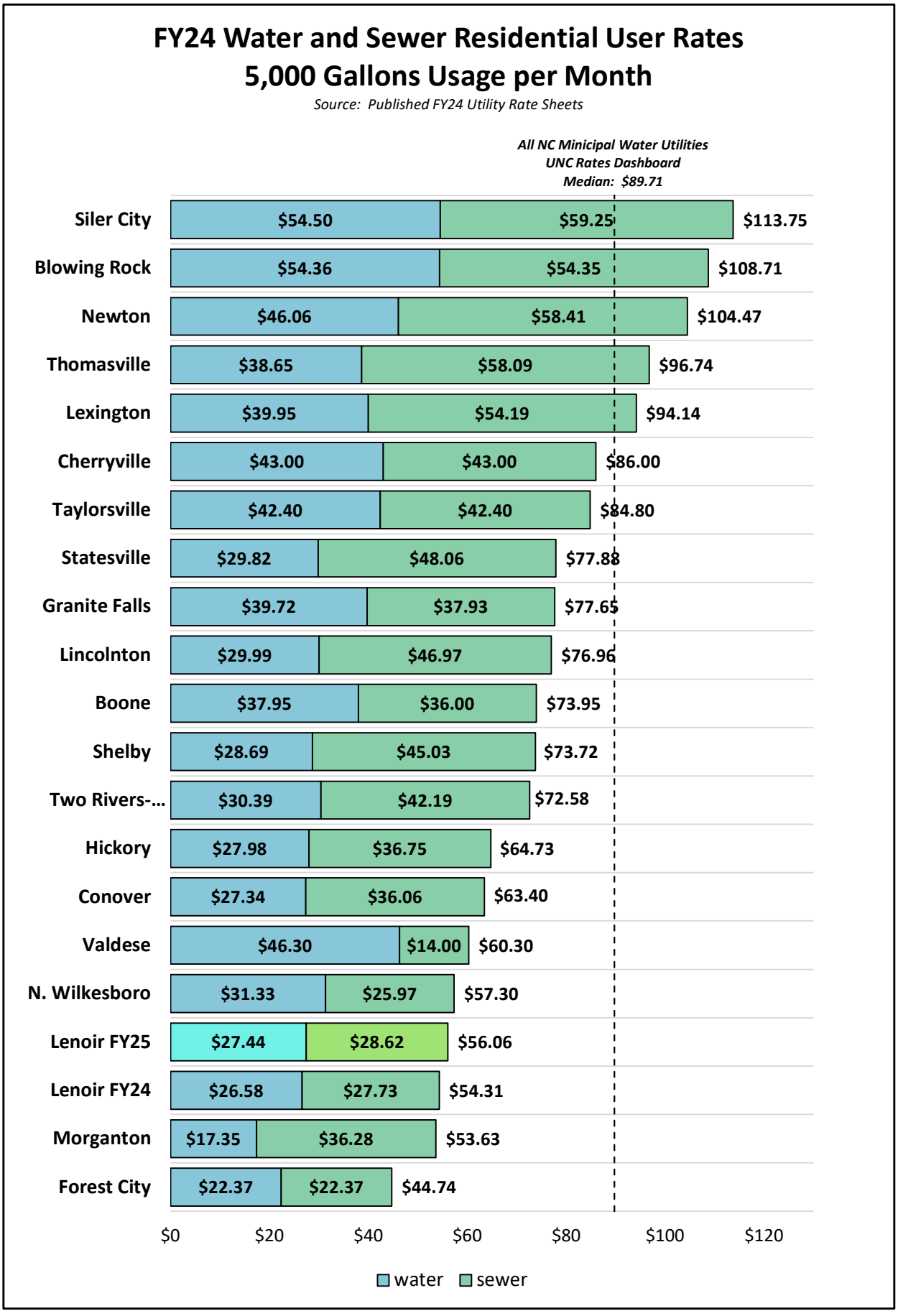
Sample Monthly Charges: Water and Sewer

Inside 5,000 gal	$54.31	$56.06	$57.74	$59.48	$61.25	$63.12
Inside 10,000 gal	$94.66	$97.71	$100.64	$103.68	$106.75	$110.02
inside 50,000 gal	$417.46	$430.91	$443.84	$457.28	$470.75	$485.22
Inside 100,000 gal	$820.96	$847.41	$872.84	$899.28	$925.75	$954.22
Outside 5,000 gal	$108.71	$112.20	$115.57	$119.06	$122.63	$126.32
Outside 10,000 gal	$189.51	$195.60	$201.47	$207.56	$213.78	$220.22
Outside 50,000 gal	$835.91	$862.80	$888.67	$915.56	$942.98	$971.42
Outside 100,000 gal	$1,643.91	$1,696.80	$1,747.67	$1,800.56	$1,854.48	$1,910.42

Residential Inside						
5,000 gal water	$26.58	$27.44	$28.24	$29.09	$29.96	$30.88
5,000 gal sewer	$27.73	$28.62	$29.50	$30.39	$31.29	$32.24
Combined	$54.31	$56.06	$57.74	$59.48	$61.25	$63.12
Residential Outside						
5,000 gal water	$53.20	$54.91	$56.56	$58.27	$60.00	$61.79
5,000 gal sewer	$55.51	$57.29	$59.01	$60.79	$62.63	$64.53
Combined	$108.71	$112.20	$115.57	$119.06	$122.63	$126.32

Printed 3/20/2024

Comparable Municipal Water Utilities



Water Rate Comparisons
5,000 Gallons Usage Per Month
February 1, 2024

https://dashboards.efc.sog.unc.edu/nc

System	Water	Sewer	Total
Siler City	$54.50	$59.25	$113.75
Blowing Rock	$54.36	$54.35	$108.71
Newton	$46.06	$58.41	$104.47
Thomasville	$38.65	$58.09	$96.74
Lexington	$39.95	$54.19	$94.14
Cherryville	$43.00	$43.00	$86.00
Taylorsville	$42.40	$42.40	$84.80
Statesville	$29.82	$48.06	$77.88
Granite Falls	$39.72	$37.93	$77.65
Lincolnton	$29.99	$46.97	$76.96
Boone	$37.95	$36.00	$73.95
Shelby	$28.69	$45.03	$73.72
Two Rivers Utilities **(Gastonia)	$30.39	$42.19	$72.58
Hickory	$27.98	$36.75	$64.73
Conover	$27.34	$36.06	$63.40
Valdese	$46.30	$14.00	$60.30
North Wilkesboro	$31.33	$25.97	$57.30
Lenoir	$26.58	$27.73	$54.31
Morganton	$17.35	$36.28	$53.63
Forest City	$22.37	$22.37	$44.74

Water Rate Comparisons
5,000 Gallons Usage Per Month
February 1, 2024

https://dashboards.efc.sog.unc.edu/nc

Local Unifour Area Utilities

System	Water	Sewer	Total
Catawba County	$68.96	$82.23	$151.19
Burke County	$57.50	$57.50	$115.00
Sawmills	$42.60	$56.19	$98.79
Alexander County	$27.98	$36.75	$64.73
Lenoir	$26.58	$27.73	$54.31
Cajah's Mountain		$46.90	$46.90
Gamewell		$42.50	$42.50
Caldwell County	$37.61		$37.61
Baton Water Corp.	$32.00		$32.00

City of Lenoir
Financial Summary
As of 2/29/2024

General Fund					
	2023-2024 Budget	2/29/2024	% of Budget	Change from Previous Year	2/28/2023
Total Revenue	$ 22,066,505.00	$ 17,506,760.01	79%	$ 159,636.99	$ 17,347,123.02
Expenditures	$ 22,066,505.00	$ 14,083,270.05	64%	$ 534,559.58	$ 13,548,710.47
Over/Under	$ -	$ 3,423,489.96		$ (374,922.59)	$ 3,798,412.55

Downtown District					
	2023-2024 Budget	2/29/2024	% of Budget	Change from Previous Year	2/28/2023
Revenues	$ 236,900.00	$ 47,565.64	20%	$ 9,148.67	$ 38,416.97
Expenditures	$ 236,900.00	$ 189,856.26	80%	$ (62,307.47)	$ 252,163.73
Over/Under	$ -	$ (142,290.62)		$ 71,456.14	$ (213,746.76)

Water/Sewer Fund					
	2023-2024 Budget	2/29/2024	% of Budget	Change from Previous Year	2/28/2023
Revenues	$ 10,726,980.00	$ 7,578,037.90	71%	$ 651,706.39	$ 6,926,331.51
Expenditures	$ 10,726,980.00	$ 6,153,729.64	57%	$ 1,523,776.73	$ 4,629,952.91
Over/Under	$ -	$ 1,424,308.26		$ (872,070.34)	$ 2,296,378.60

City of Lenoir, North Carolina
Direct and Overlapping Property Tax Rates
Last 25 Years
(rate per $100 of assessed value)

	City Direct Rates			Overlapping Rates	
Fiscal Year	City of Lenoir	Downtown Service District	Rescue Readiness	Caldwell County	Rescue Squad
2024-25					
2023-24	0.57	0.20	0.0085	0.63	-
2022-23	0.57	0.20	0.0085	0.63	-
2021-22 *	0.57	0.20	0.0085	0.63	-
2020-21	0.58	0.25	0.0085	0.63	-
2019-20	0.58	0.25	0.0085	0.63	-
2018-19	0.58	0.25	0.0085	0.63	-
2017-18	0.58	0.25	0.0085	0.63	-
2016-17	0.58	0.25	-	0.63	0.0085
2015-16	0.58	0.25	-	0.60	0.0085
2014-15	0.58	0.25	-	0.60	0.0085
2013-14 *	0.58	0.25	-	0.60	0.0085
2012-13	0.56	0.25	-	0.6299	0.0085
2011-12	0.54	0.25	-	0.6599	0.0085
2010-11	0.54	0.25	-	0.6599	0.0085
2009-10	0.54	0.25	-	0.6599	0.0085
2008-09	0.54	0.25	-	0.6599	0.0085
2007-08	0.54	0.25	-	0.6599	0.0085
2006-07	0.54	0.25	-	0.5399	0.0085
2005-06 *	0.54	0.25	-	0.5399	0.0085
2004-05	0.54	0.25	-	0.5839	0.0071
2003-04	0.50	0.25	-	0.5839	0.0071
2002-03	0.50	0.25	-	0.5561	0.0071
2001-02 *	0.47	0.25	-	0.5561	0.0071
2000-01	0.49	0.19	-	0.5829	0.0071
1999-00	0.49	0.19	-	0.5829	0.0071

* revaluation year

City of Lenoir, North Carolina		
Solid Waste Fees		
Fiscal Year	**Solid Waste Fees**	**Solid Waste Collections**
2023-24	12.00	TBD
2022-23	11.00	938,138.00
2021-22	10.00	856,385.00
2020-21	10.00	847,783.00
2019-20	10.00	793,464.00
2018-19	9.00	712,381.00
2017-18	9.00	707,721.00
2016-17	9.00	699,283.00
2015-16	9.00	703,382.00
2014-15	8.00	628,144.00
2013-14	8.00	622,819.00
2012-13	8.00	627,002.00
2011-12	8.00	626,743.00
2010-11	7.00	553,866.00
2009-10	7.00	560,940.00
2008-09	7.00	525,142.00
2007-08	7.00	515,359.00
2006-07	6.00	454,131.00
2005-06	6.00	438,734.00
2004-05	-	-

Health Insurance Rates			
FY	% Change		
2007-08	9.20%		BCBS
2008-09	1.90%		BCBS
2009-10	-3.10%		BCBS
2010-11	4.60%		BCBS
2011-12	-0.10%		BCBS
2012-13	6.70%		BCBS
2013-14	3.30%		BCBS
2014-15	15.00%		BCBS
2015-16	4.20%		BCBS
2016-17	7.90%		BCBS
2017-18	8.50%		BCBS
2018-19	-7.50%		MIT-Medcost
2019-20	0.00%		MIT-Medcost
2020-21	6.00%	*	MIT-Medcost
2021-22	6.00%		MIT-Medcost
2022-23	3.00%		MIT-Medcost
2023-24	5.00%		MIT-Medcost
2024-25	9.00%		MIT-Aetna

* elimination of broker fee reduced to 4%

Average	4.42%

10-Year CPI/COLA/Water/Sewer

Fiscal Year	SE CPI (February)	COLA	Water	Sewer	
2014-15	1.20%	4.50%	1.20%	2.00%	
2015-16	-0.30%	3.00%	0.00%	3.00%	
2016-17	0.70%	2.00%	0.00%	3.00%	
2017-18	2.80%	3.25%	2.50%	1.00%	
2018-19	2.10%	4.80%	1.50%	0.00%	
2019-20	1.10%	3.00%	1.10%	2.50%	
2020-21	1.90%	3.00%	0.00%	0.00%	
2021-22	2.00%	3.00%	2.00%	2.00%	
2022-23	8.40%	5.00%	5.00%	5.00%	*COLA 5-8%
2023-24	6.40%	4.50%	4.00%	4.00%	
10-Year Totals	26.30%	36.05%	17.30%	22.50%	

Fiscal Year	SE CPI (February)	COLA	Water	Sewer
2024-25	3.70%			

City Of Lenoir
Fund Balances

	2020	2021	2022	2023
Unreserved Fund Balances	$10,483,369	$12,613,832	$14,872,480	$17,032,351
Fund Balance Percent	58.23%	70.67%	79.03%	79.37%
Water Fund Transfers	$0	$0	$0	$0
	2019	**2018**	**2017**	**2016**
Unreserved Fund Balances	$9,829,330	$8,421,722	$7,222,443	$4,554,559
Fund Balance Percent	56.77%	51.56%	43.14%	25.33%
Water Fund Transfers	$0	$0	$0	$0
	2015	**2014**	**2013**	**2012**
Unreserved Fund Balances	$4,061,603	$3,574,740	$3,211,745	$3,028,662
Fund Balance Percent	23.14%	21.90%	19.80%	18.75%
Water Fund Transfers	$0	$0	$0	$0
	2011	**2010**	**2009**	**2008**
Unreserved Fund Balances	$2,896,417	$3,760,253	$3,653,831	$3,319,100
Fund Balance Percent	17.72%	23.59%	20.42%	21.18%
Water Fund Transfers	$0	$0	$0	$0
	2007	**2006**	**2005**	**2004**
Unreserved Fund Balances	$3,188,151	$2,285,977	$2,024,965	$1,797,042
Fund Balance Percent	20.48%	15.96%	12.62%	12.59%
Water Fund Transfers	$0	$0	$86,371	$582,020

Consumer Price Index, South Region — February 2024

Table A. South region CPI-U 1-month and 12-month percent changes, all items index, not seasonally adjusted

Month	2020		2021		2022		2023		2024	
	1-month	12-month	1-month	12-month	1-month	12-month	1-month	12-month	1-month	12-month
January	0.3	2.3	0.5	1.6	0.9	7.8	0.8	6.9	0.6	3.4
February	0.2	1.9	0.5	2.0	1.1	8.4	0.6	6.4	0.9	3.7
March	-0.1	1.1	0.8	2.9	1.4	9.1	0.4	5.3		
April	-0.8	-0.2	0.7	4.4	0.5	8.8	0.7	5.5		
May	-0.2	-0.4	0.8	5.6	1.2	9.2	0.2	4.4		
June	0.6	0.3	0.9	5.8	1.5	9.8	0.3	3.3		
July	0.6	0.6	0.5	5.8	0.1	9.4	0.2	3.4		
August	0.4	1.1	0.3	5.6	-0.2	8.9	0.6	4.1		
September	0.2	1.3	0.3	5.8	0.2	8.7	0.2	4.2		
October	0.1	1.3	1.0	6.6	0.4	8.1	-0.1	3.7		
November	-0.1	1.2	0.4	7.2	0.1	7.7	-0.2	3.4		
December	0.2	1.4	0.3	7.4	-0.3	7.0	-0.1	3.7		

CITY OF LENOIR
GENERAL FUND PROJECTIONS

	2024-2025 ($1 SW)	2025-2026 Re-Evaluation ($1 SW)	2026-2027	2027-2028 ($1 SW)	2028-2029	2029-2030 Re-Evaluation ($1 SW)	2030-2031	2031-2032 ($1 SW)	2032-2033	2033-2034 Re-Evaluation ($1 SW)
Property Taxes	$ 9,204,690	$ 9,526,856	$ 9,717,393	$ 9,911,745	$ 10,109,984	$ 10,463,834	$ 10,777,751	$ 10,993,306	$ 11,213,172	$ 11,605,636
Sales Taxes & Hold Harmless	$ 6,100,000	$ 6,221,996	$ 6,408,656	$ 6,536,828	$ 6,667,568	$ 6,834,257	$ 7,005,114	$ 7,145,217	$ 7,323,849	$ 7,506,946
Franchise Taxes	$ 2,410,000	$ 2,410,000	$ 2,410,000	$ 2,410,000	$ 2,410,000	$ 2,410,000	$ 2,410,000	$ 2,410,000	$ 2,410,000	$ 2,410,000
Solid Waste	$ 1,111,000	$ 1,196,000	$ 1,196,000	$ 1,281,000	$ 1,281,000	$ 1,366,000	$ 1,366,000	$ 1,451,000	$ 1,451,000	$ 1,536,000
Other (Including Financing Sources)	$ 4,871,390	$ 4,920,105	$ 4,881,132	$ 4,929,939	$ 4,979,234	$ 5,029,025	$ 5,079,316	$ 5,130,110	$ 5,181,413	$ 5,233,228
Total Revenues	$ 23,697,079	$ 24,274,957	$ 24,613,181	$ 25,069,512	$ 25,447,786	$ 26,103,116	$ 26,638,181	$ 27,129,634	$ 27,579,434	$ 28,291,809
Legislative/Main Street	$ 414,640	$ 422,932	$ 427,161	$ 431,432	$ 437,905	$ 446,664	$ 453,363	$ 460,164	$ 467,066	$ 478,743
Administrative	$ 766,440	$ 789,433	$ 797,328	$ 805,301	$ 817,381	$ 833,729	$ 846,235	$ 860,318	$ 873,223	$ 895,054
Finance	$ 983,011	$ 992,841	$ 1,002,769	$ 1,014,802	$ 1,030,025	$ 1,050,626	$ 1,066,385	$ 1,086,647	$ 1,102,946	$ 1,140,520
Planning	$ 552,793	$ 513,849	$ 533,987	$ 540,395	$ 548,502	$ 559,472	$ 567,864	$ 576,382	$ 585,028	$ 609,654
Police	$ 7,658,021	$ 7,887,762	$ 8,000,960	$ 8,153,126	$ 8,274,100	$ 8,522,323	$ 8,701,835	$ 8,867,127	$ 9,005,134	$ 9,240,263
Fire	$ 5,419,690	$ 5,582,280	$ 5,669,392	$ 5,787,840	$ 5,874,657	$ 6,050,794	$ 6,179,299	$ 6,296,706	$ 6,407,345	$ 6,571,918
Public Works	$ 5,138,568	$ 5,275,065	$ 5,333,056	$ 5,439,717	$ 5,521,313	$ 5,645,528	$ 5,765,585	$ 5,875,131	$ 5,980,258	$ 6,129,765
Recreation	$ 2,343,916	$ 2,390,794	$ 2,418,527	$ 2,466,898	$ 2,503,901	$ 2,553,979	$ 2,607,614	$ 2,657,158	$ 2,698,433	$ 2,765,894
Resurfacing	$ 420,000	$ 420,000	$ 430,000	$ 430,000	$ 440,000	$ 440,000	$ 450,000	$ 450,000	$ 460,000	$ 460,000
New Debt Service (Net)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Expenditures	$ 23,697,079	$ 24,274,957	$ 24,613,181	$ 25,069,512	$ 25,447,786	$ 26,103,116	$ 26,638,181	$ 27,129,634	$ 27,579,434	$ 28,291,809
Debt Service	$ 129,685	$ 129,685	$ 129,685	$ 129,685	$ 129,685	$ 64,843	$ -	$ -	$ -	$ -
Change in Debt Service Year to Year	$ -	$ -	$ -	$ -	$ -	$ (64,843)	$ (64,843)	$ -	$ -	$ -
Debt 2018-2019	$129,685	$129,685	$129,685	$129,685	$129,685	$64,843				
New Debt 2023-2024										
New Debt 2024-2025										
New Debt 2025-2026										
New Debt 2026-2027										
	$129,685	$129,685	$129,685	$129,685	$129,685	$64,843	$0	$0	$0	$0

CITY OF LENOIR
GENERAL FUND CIP
2024-2025 BUDGET YEAR

	Total Project Cost	Funding from Other Source	Remaining	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
PUBLIC WORKS								
OPERATING BUDGET								
Greenway	$ 250,000.00	$ -	$ 250,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00
Resurfacing	$ 2,140,000.00	$ -	$ 2,140,000.00	$ 420,000.00	$ 420,000.00	$ 430,000.00	$ 430,000.00	$ 440,000.00
Strategic Paving - Hospital Ave.	$ 116,000.00	$ -	$ 116,000.00	$ 116,000.00	$ -	$ -	$ -	$ -
Strategic Paving - Subdivisions - 2" Base - Heritage Hill	$ 25,000.00	$ -	$ 25,000.00	$ 25,000.00	$ -	$ -	$ -	$ -
Strategic Paving - Subdivisions - 2" Base - Parkview	$ 75,500.00	$ -	$ 75,500.00	$ -	$ 37,750.00	$ 37,750.00	$ -	$ -
Strategic Paving - Subdivisions - 2" Base -Summerhill	$ 93,750.00	$ -	$ 93,750.00		$ 93,750.00	$ -	$ -	$ -
Total Operating Funds Public Works	$ 2,700,250.00	$ -	$ 2,700,250.00	$ 611,000.00	$ 601,500.00	$ 517,750.00	$ 480,000.00	$ 490,000.00
CAPITAL BUDGET								
Brake Lathe	$ 13,000.00	$ -	$ 13,000.00	$ -	$ 13,000.00	$ -	$ -	$ -
Epoxy Floor in Garage	$ 66,000.00	$ -	$ 66,000.00	$ -	$ -	$ 66,000.00	$ -	$ -
Headlight Adjuster	$ 4,200.00	$ -	$ 4,200.00	$ -	$ 4,200.00	$ -	$ -	$ -
Light Duty Truck 1/2 ton 4 WD - Streets	$ 45,000.00	$ -	$ 45,000.00	$ -	$ 45,000.00	$ -	$ -	$ -
Light Duty Truck 1/2 ton 4 WD - Vehicle Services	$ 45,000.00	$ -	$ 45,000.00	$ -	$ -	$ 45,000.00	$ -	$ -
Tire Balancer	$ 15,000.00	$ -	$ 15,000.00	$ 15,000.00	$ -	$ -	$ -	$ -
HVAC Vehicle Services (6)	$ 16,000.00	$ -	$ 16,000.00	$ -	$ -	$ 16,000.00	$ -	$ -
Vehicle Service Addition/Enclosure	$ 20,000.00	$ -	$ 20,000.00	$ -	$ 20,000.00	$ -	$ -	$ -
Backhoe	$ 162,500.00	$ -	$ 162,500.00	$ -	$ -	$ 162,500.00	$ -	$ -
Scissor/Boom Lift -Building Maintenance	$ 80,000.00	$ -	$ 80,000.00	$ 80,000.00	$ -	$ -	$ -	$ -
Bucket Truck	$ 145,000.00	$ -	$ 145,000.00	$ -	$ -	$ 145,000.00	$ -	$ -
Forklift	$ 26,000.00	$ -	$ 26,000.00	$ -	$ 26,000.00	$ -	$ -	$ -
Service Truck- Build. Maint. (3)	$ 198,000.00	$ -	$ 198,000.00	$ -	$ 66,000.00	$ 66,000.00	$ 66,000.00	$ -
Tractor w/Cab and Loader - Building Maintenance	$ 50,000.00	$ -	$ 50,000.00	$ -	$ 50,000.00	$ -	$ -	$ -
Asphalt Trak Truck	$ -	$ -	$ -	$ 300,000.00	$ -		$ -	$ -
Service Truck/Sign Truck w/Crane	$ 110,000.00	$ -	$ 110,000.00	$ 110,000.00	$ -	$ -	$ -	$ -
Single Axle Dump Truck - Streets (4)	$ 660,000.00	$ -	$ 660,000.00	$ -	$ 165,000.00	$ 165,000.00	$ 165,000.00	$ 165,000.00
Skid Steer Loader	$ 98,000.00	$ -	$ 98,000.00		$ 98,000.00	$ -	$ -	$ -

CITY OF LENOIR
GENERAL FUND CIP
2024-2025 BUDGET YEAR

	Total Project Cost	Funding from Other Source	Remaining	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Tractor/Mower Side Arm Flail ROW- Street	$ 350,000.00	$ -	$ 350,000.00	$ -	$ 350,000.00	$ -	$ -	$ -
Vehicles/Equipment - Street	$ 725,000.00	$ -	$ 725,000.00	$ -	$ -	$ 75,000.00	$ 325,000.00	$ 325,000.00
Wheeled Loader	$ 210,000.00	$ -	$ 210,000.00	$ -	$ 210,000.00	$ -	$ -	$ -
Automated Garbage Truck (2)	$ 739,978.00	$ -	$ 739,978.00	$ -	$ 369,989.00	$ -	$ 369,989.00	$ -
Automated Leaf Collection Truck Non-CDL	$ 185,000.00	$ -	$ 185,000.00	$ -	$ 185,000.00	$ -	$ -	$ -
Pak-Rat Small Garbage Truck/ Truck 309	$ 148,000.00	$ -	$ 148,000.00	$ -	$ -	$ 148,000.00	$ -	$ -
Pre-Fab Greenhouse 10'x16' -Horticulture	$ 8,000.00	$ -	$ 8,000.00	$ -	$ 8,000.00	$ -	$ -	$ -
Horticulture UTV	$ 36,000.00	$ -	$ 36,000.00	$ -	$ 36,000.00	$ -	$ -	$ -
54" Standup Mower -Horticulture	$ 13,000.00	$ -	$ 13,000.00	$ -	$ -	$ 13,000.00	$ -	$ -
60" Standup Mower- Horticulture	$ 13,000.00	$ -	$ 13,000.00	$ -	$ 13,000.00	$ -	$ -	$ -
Downtown Planters- Horticulture (16)	$ 10,000.00	$ -	$ 10,000.00	$ 10,000.00	$ -	$ -	$ -	$ -
Cemetery UTV	$ 15,500.00	$ -	$ 15,500.00	$ 15,500.00		$ -	$ -	$ -
Cemetery Vehicle Replacements	$ 180,000.00	$ -	$ 180,000.00	$ -	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00
Cemetery Master Plan & Expansion (TBD)	$ 312,500.00	$ -	$ 312,500.00	$ 156,250.00	$ 156,250.00	$ -	$ -	$ -
Columbarium	$ 40,000.00	$ -	$ 40,000.00	$ -	$ -	$ 20,000.00	$ 20,000.00	$ -
Vehicles/Equipment - Cemeteries	$ 45,000.00	$ -	$ 45,000.00	$ -	$ 30,000.00	$ 15,000.00	$ -	$ -
Zero-Turn Mower 60" Cemeteries (5)	$ 48,000.00	$ -	$ 48,000.00	$ -	$ 12,000.00	$ 12,000.00	$ 12,000.00	$ 12,000.00
Public Works- Flooring Replacement / Hallways and Breakroom (split with Public Utilities)	$ 15,000.00	$ -	$ 15,000.00	$ 15,000.00	$ -	$ -	$ -	$ -
Public Works - Painting Interior/ Hallways and Breakroom (split with Public Utilities)	$ 10,500.00	$ -	$ 10,500.00	$ 10,500.00	$ -	$ -	$ -	$ -
Total Capital Budget Public Works	$ 4,858,178.00	$ -	$ 4,858,178.00	$ 712,250.00	$ 1,902,439.00	$ 993,500.00	$ 1,002,989.00	$ 547,000.00
OTHER FUNDING SOURCES								
RTP Grant - Greenway OVNHT	$ 250,000.00	$ 250,000.00	$ 250,000.00	$ 250,000.00	$ -	$ -	$ -	$ -
Arrowood St. Bridge	$ 834,000.00	$ 834,000.00	$ 834,000.00	$ -	$ -	$ 525,000.00	$ 309,000.00	$ -
Greenway Expansions & Upgrades - State Allocation & APR Funds	$ 950,000.00	$ 950,000.00	$ 950,000.00	$ 450,000.00	$ 500,000.00	$ -	$ -	$ -
Greenway LAPP Project	$ 2,167,750.00	$ 2,167,750.00	$ 2,167,750.00	$ -	$ 1,083,875.00	$ 1,083,875.00	$ -	$ -
Total Other Funding Sources Public Works	$ 4,201,750.00	$ 4,201,750.00	$ 4,201,750.00	$ 700,000.00	$ 1,583,875.00	$ 1,608,875.00	$ 309,000.00	$ -
Grand Total Public Works	$ 11,760,178.00	$ 4,201,750.00	$ 11,760,178.00	$ 2,023,250.00	$ 4,087,814.00	$ 3,120,125.00	$ 1,791,989.00	$ 1,037,000.00

CITY OF LENOIR
GENERAL FUND CIP
2024-2025 BUDGET YEAR

	Total Project Cost	Funding from Other Source	Remaining	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
FIRE								
CAPITAL BUDGET								
Rescue Pumper Replacement	$ 850,000.00	$ -	$ 850,000.00	$ -	$ 425,000.00	$ 425,000.00	$ -	$ -
Equipment Replacement	$ 150,000.00	$ -	$ 150,000.00	$ 50,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00
UTV Upgrade	$ 40,000.00	$ -	$ 40,000.00	$ 40,000.00	$ -	$ -	$ -	$ -
Portable Light Upgrades	$ 25,000.00	$ -	$ 25,000.00	$ 25,000.00	$ -	$ -	$ -	$ -
Station Upgrades (Station 1 and 2)	$ 135,000.00	$ -	$ 135,000.00	$ -	$ 60,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00
P25 Communication Radio Upgrades	$ 75,000.00	$ -	$ 75,000.00	$ 75,000.00	$ -	$ -	$ -	$ -
QRV	$ 90,000.00	$ -	$ 90,000.00	$ -	$ 45,000.00	$ -	$ 45,000.00	$ -
SCBA/ PPE	$ 390,000.00	$ -	$ 390,000.00	$ 75,000.00	$ 75,000.00	$ 80,000.00	$ 80,000.00	$ 80,000.00
Total Capital Budget Fire	$ 1,755,000.00	$ -	$ 1,755,000.00	$ 265,000.00	$ 630,000.00	$ 555,000.00	$ 175,000.00	$ 130,000.00
OTHER FUNDING SOURCES								
Fire Truck Replacement	$ 1,650,000.00	$ -	$ 1,650,000.00	$ -	$ 425,000.00	$ 425,000.00	$ -	$ 800,000.00
Sink hole	$ 3,100,000.00	$ 1,082,343.00	$ 3,100,000.00	$ 1,550,000.00	$ 1,550,000.00	$ -	$ -	$ -
Rescue Pumpers	$ 850,000.00	$ -	$ 850,000.00	$ -	$ -	$ 425,000.00	$ 425,000.00	$ -
Total Other Funding Sources Fire	$ 5,600,000.00	$ 1,082,343.00	$ 5,600,000.00	$ 1,550,000.00	$ 1,975,000.00	$ 850,000.00	$ 425,000.00	$ 800,000.00
Grand Total Fire	$ 7,355,000.00	$ 1,082,343.00	$ 7,355,000.00	$ 1,815,000.00	$ 2,605,000.00	$ 1,405,000.00	$ 600,000.00	$ 930,000.00
POLICE								
CAPITAL BUDGET								
Weapon Replacement (P365)	$ 15,600.00	$ -	$ 15,600.00	$ 7,800.00	$ 7,800.00	$ -	$ -	$ -
Departmental Vehicles	$ 1,610,000.00	$ -	$ 1,610,000.00	$ 210,000.00	$ 350,000.00	$ 350,000.00	$ 350,000.00	$ 350,000.00
Patrol Plate Carriers	$ 45,000.00	$ -	$ 45,000.00	$ 45,000.00	$ -	$ -	$ -	$ -
Body Camera Replacement	$ 190,000.00	$ -	$ 190,000.00	$ -	$ 190,000.00	$ -	$ -	$ -
Patrol Ballistic Helmets	$ 25,000.00	$ -	$ 25,000.00	$ 25,000.00	$ -	$ -	$ -	$ -
Downtown Parking Enforcement Vehicle	$ 25,000.00	$ -	$ 25,000.00	$ 25,000.00	$ -	$ -	$ -	$ -
Lounge Remodel	$ 50,000.00	$ -	$ 50,000.00	$ 50,000.00	$ -	$ -	$ -	$ -
Conference Room Remodel	$ 10,000.00	$ -	$ 10,000.00	$ 10,000.00	$ -	$ -	$ -	$ -
Hallway Floor Renovations - Upstairs/Downstairs	$ 52,000.00	$ -	$ 52,000.00	$ -	$ -	$ 52,000.00	$ -	$ -

CITY OF LENOIR
GENERAL FUND CIP
2024-2025 BUDGET YEAR

	Total Project Cost	Funding from Other Source	Remaining	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Parking Lot Resealing	$ 15,000.00	$ -	$ 15,000.00	$ -	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ -
Firing Range Management	$ 6,000.00	$ -	$ 6,000.00	$ -	$ 3,000.00	$ -	$ 3,000.00	$ -
HVAC/Building Repairs/Remodeling	$ 90,000.00	$ -	$ 90,000.00	$ -	$ 90,000.00	$ -	$ -	$ -
Evidence Tracking System	$ 25,000.00	$ -	$ 25,000.00	$ -	$ 25,000.00	$ -	$ -	$ -
Crime Mapping Software	$ 15,000.00	$ -	$ 15,000.00	$ -	$ -	$ 15,000.00	$ -	$ -
Personnel Transport Vehicle	$ 63,000.00	$ -	$ 63,000.00	$ -	$ -	$ 63,000.00	$ -	$ -
Video Enhancement System	$ 10,000.00	$ -	$ 10,000.00	$ -	$ -	$ 10,000.00	$ -	$ -
Spare MDTS	$ 30,000.00	$ -	$ 30,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 10,000.00
Mobile In-Car Radios	$ 80,000.00	$ -	$ 80,000.00	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ -
Dual Purpose Patrol K-9	$ 9,000.00	$ -	$ 9,000.00	$ -	$ -	$ 9,000.00	$ -	$ -
SRT Ballistic Entry Vest	$ 72,000.00	$ -	$ 72,000.00	$ 72,000.00	$ -	$ -	$ -	$ -
Fencing at Firing Range	$ 100,000.00	$ -	$ 100,000.00	$ -	$ -	$ -	$ 100,000.00	$ -
Total Capital Budget Police	$ 2,537,600.00	$ -	$ 2,537,600.00	$ 469,800.00	$ 695,800.00	$ 529,000.00	$ 483,000.00	$ 360,000.00
Grand Total Police	$ 2,537,600.00	$ -	$ 2,537,600.00	$ 469,800.00	$ 695,800.00	$ 529,000.00	$ 483,000.00	$ 360,000.00
ADMINISTRATION								
OPERATING BUDGET								
ADA Transition Plan Implementation	$ 125,000.00	$ -	$ 125,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00
Total Operating Budget Administration	$ 125,000.00	$ -	$ 125,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00
TECHNOLOGY INFRASTRUCTURE								
OPERATING BUDGET								
Computers, Telephone Upgrades & Software	$ 225,000.00	$ -	$ 225,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00
Servers	$ 50,000.00	$ -	$ 50,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00
Total Operating Budget Technology Infrastructure	$ 275,000.00		$ 275,000.00	$ 55,000.00	$ 55,000.00	$ 55,000.00	$ 55,000.00	$ 55,000.00
OTHER FUNDING SOURCES								
Cybersecurity and Software Upgrade - ARP Funds	$ 41,000.00	$ 41,000.00	$ 41,000.00	$ 20,500.00	$ 20,500.00	$ -	$ -	$ -
Total Other Funding Sources Technology Infrastructure	$ 41,000.00	$ 41,000.00	$ 41,000.00	$ 20,500.00	$ 20,500.00	$ -	$ -	$ -
Grand Total Technology Infrastructure	$ 316,000.00	$ 41,000.00	$ 316,000.00	$ 75,500.00	$ 75,500.00	$ 55,000.00	$ 55,000.00	$ 55,000.00
PARKS AND RECREATION								
CAPITAL BUDGET								

CITY OF LENOIR
GENERAL FUND CIP
2024-2025 BUDGET YEAR

	Total Project Cost	Funding from Other Source	Remaining	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Additional pickle ball courts outside- Mulberry (4)	$ 29,000.00	$ -	$ 29,000.00	$ 29,000.00	$ -	$ -	$ -	$ -
Aquatic Center Ceiling Replacement	$ 75,000.00	$ -	$ 75,000.00	$ -	$ 75,000.00	$ -	$ -	$ -
Disc Golf Course	$ 25,000.00	$ -	$ 25,000.00	$ -	$ 25,000.00	$ -	$ -	$ -
Dog Park	$ 35,000.00	$ -	$ 35,000.00	$ -	$ 35,000.00	$ -	$ -	$ -
Gym Floor Repair	$ 200,000.00	$ -	$ 200,000.00	$ 200,000.00	$ -	$ -	$ -	$ -
Hip Roof Shade Structure with post & 14' Entry	$ 20,000.00	$ -	$ 20,000.00	$ -	$ -	$ 20,000.00	$ -	$ -
IT Upgrades @ All Parks and Facilities	$ 25,000.00	$ -	$ 25,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00
MLK Center HVAC Replacement	$ 100,000.00	$ -	$ 100,000.00	$ -	$ -	$ -	$ -	$ 100,000.00
MLK Playground Improvements	$ 100,000.00	$ -	$ 100,000.00	$ -	$ -	$ -	$ -	$ 100,000.00
Mowers (4)	$ 48,000.00	$ -	$ 48,000.00	$ 12,000.00	$ 12,000.00	$ -	$ 12,000.00	$ 12,000.00
Parks Vehicle	$ 100,000.00	$ -	$ 100,000.00	$ -	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00
Replace Pool Filtration System	$ 45,000.00	$ -	$ 45,000.00	$ -	$ 45,000.00	$ -	$ -	$ -
Security Fence @Zack Fork	$ 52,000.00	$ -	$ 52,000.00	$ -	$ -	$ 52,000.00	$ -	$ -
Splash Play Area @ Mulberry	$ 200,000.00	$ -	$ 200,000.00	$ -	$ -	$ -	$ 200,000.00	$ -
Tempered glass backboards conversion package (4)	$ 6,200.00	$ -	$ 6,200.00	$ 6,200.00	$ -	$ -	$ -	$ -
Utility Vehicle for Greenway	$ 25,000.00	$ -	$ 25,000.00	$ -	$ 25,000.00	$ -	$ -	$ -
Vehicles - Admin vehicle	$ 36,860.00	$ -	$ 36,860.00	$ -	$ 36,860.00	$ -	$ -	$ -
Water Slide Restoration	$ 48,000.00	$ -	$ 48,000.00	$ -	$ 48,000.00	$ -	$ -	$ -
West End Park Improvements	$ 50,000.00	$ -	$ 50,000.00	$ 25,000.00	$ 25,000.00	$ -	$ -	$ -
Total Capital Funds Parks and Recreation	$ 1,220,060.00	$ -	$ 1,220,060.00	$ 277,200.00	$ 356,860.00	$ 102,000.00	$ 242,000.00	$ 242,000.00
OTHER FUNDING SOURCES								
LAFC Renovation - PARTF Grant	$ 1,090,375.00	$ 1,090,375.00	$ 1,090,375.00	$ 590,375.00	$ 500,000.00	$ -	$ -	$ -
LHS Campus Improvements	$ 1,630,000.00	$ 1,630,000.00	$ 1,630,000.00	$ 315,000.00	$ 815,000.00	$ 500,000.00	$ -	$ -
LHS Campus Renovations and Improvements - Band Bldg	$ 2,000,000.00	$ 1,000,000.00	$ 2,000,000.00	$ 500,000.00	$ 500,000.00	$ 500,000.00	$ 500,000.00	$ -
LHS Gym/Auditorium/Field Improvements CDBG	$ 575,000.00	$ 575,000.00	$ 575,000.00	$ 115,000.00	$ 115,000.00	$ 115,000.00	$ 115,000.00	$ 115,000.00
MLK Center Improvements	$ 300,000.00	$ 300,000.00	$ 300,000.00	$ 300,000.00	$ -	$ -	$ -	$ -
Community Gardens Teaching/Learning Pav.	$ 125,000.00	$ 125,000.00	$ 125,000.00	$ 125,000.00	$ -	$ -	$ -	$ -
Parks and Rec. Master Plan - ARP Funding	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ -	$ -	$ -	$ -

CITY OF LENOIR
GENERAL FUND CIP
2024-2025 BUDGET YEAR

	Total Project Cost	Funding from Other Source	Remaining	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Total Other Funding Sources Parks and Recreation	$ 5,770,375.00	$ 4,770,375.00	$ 5,770,375.00	$ 1,995,375.00	$ 1,930,000.00	$ 1,115,000.00	$ 615,000.00	$ 115,000.00
Grand Total Parks and Recreation	**$ 6,990,435.00**	**$ 4,770,375.00**	**$ 6,990,435.00**	**$ 2,272,575.00**	**$ 2,286,860.00**	**$ 1,217,000.00**	**$ 857,000.00**	**$ 357,000.00**
PLANNING								
OPERATING BUDGET								
Comp. Plan	$ 125,000.00	$ -	$ 125,000.00	$ 125,000.00	$ -	$ -	$ -	$ -
Total Operating Budget Planning	$ 125,000.00	$ -	$ 125,000.00	$ 125,000.00	$ -	$ -	$ -	$ -
MAIN STREET								
CAPITAL BUDGET								
Holiday/Christmas Decorations for Downtown	$ 108,675.00	$ -	$ 108,675.00	$ 40,000.00	$ 30,000.00	$ 38,675.00	$ -	$ -
Total Capital Budget Main Street	$ 108,675.00	$ -	$ 108,675.00	$ 40,000.00	$ 30,000.00	$ 38,675.00	$ -	$ -
OTHER FUNDING SOURCES								
City-wide Wayfinding Signs and Installation - TBD	$ 591,500.00	$ 591,500.00	$ 591,500.00	$ 295,750.00	$ 295,750.00	$ -	$ -	$ -
Downtown Signalization Improv. - Two Way Streets	$ 1,470,000.00	$ 300,000.00	$ 1,470,000.00	$ 500,000.00	$ 500,000.00	$ 470,000.00	$ -	$ -
Downtown Veterans Memorial Plaza Improvements	$ 200,000.00	$ 200,000.00	$ 200,000.00	$ 200,000.00	$ -	$ -	$ -	$ -
Pavilion and City Buildings - State Allocation	$ 500,000.00	$ 500,000.00	$ 500,000.00	$ 250,000.00	$ 250,000.00	$ -	$ -	$ -
Total Other Funding Sources Main Street	$ 2,761,500.00	$ 1,591,500.00	$ 2,761,500.00	$ 1,245,750.00	$ 1,045,750.00	$ 470,000.00	$ -	$ -
Grand Total Main Street	$ 2,870,175.00	$ 1,591,500.00	$ 2,870,175.00	$ 1,285,750.00	$ 1,075,750.00	$ 508,675.00	$ -	$ -
Grand Total Operating Budget	$ 3,225,250.00	$ -	$ 3,225,250.00	$ 816,000.00	$ 681,500.00	$ 597,750.00	$ 560,000.00	$ 570,000.00
Grand Total Capital Budget	$ 10,479,513.00	$ -	$ 10,479,513.00	$ 1,764,250.00	$ 3,615,099.00	$ 2,218,175.00	$ 1,902,989.00	$ 1,279,000.00
Grand Total Other Funding Sources	$ 18,374,625.00	$ 11,686,968.00	$ 18,374,625.00	$ 5,511,625.00	$ 6,555,125.00	$ 4,043,875.00	$ 1,349,000.00	$ 915,000.00
Grand Total CIP	$ 32,079,388.00	$ 11,686,968.00	$ 32,079,388.00	$ 8,091,875.00	$ 10,851,724.00	$ 6,859,800.00	$ 3,811,989.00	$ 2,764,000.00

City of Lenoir - Projects

Project	Funding Source	START/END DATE	TERMS	Description	Grant/ Loan Amount	City Match	ARPA/SCIF	LTDA/CDBG	Other	Total Cost
Project Funding Approved - 95% - 100% Completed										
AMI - MeterSys	US Bank Loan	2019/Anticipated 2024	First Payment October, 2019 - last payment April, 2029 (10 year loan) Interest Rate 2.925%	The Metersys Capital Project utilized loan funds for the implementation of the advanced metering system. The funding for this project was from a loan from US Bancorp. An estimated 10,000+ meters were replaced.	4,400,000.00					4,400,000.00
Automated Garbage Truck	ARP Funds	3-21/Encumbered by 12-24, Spent by 12-26	ARPA Revenue Replacement option - funds must be obligated by December 31, 2024 and spent by December 31, 2026.	Purchased one automated garbage truck to assist with the continued conversion to automated garbage pick-up as this can be utilized to replace aging equipment. Truck has been received and is in operation. Purchased a rear loader and a pac mac from operational budget.		320,584.00	285,000.00			605,584.00
Biosolids	DWI	11-19/3-23	First payment - Nov, 2021 - last payment May, 2041 (20 year loan) - Interest Rate - 1.53%	The City of Lenoir received State Revolving Funds through the Division of Water Infrastructure (DWI) to design and construct a new biosolids facility for the purpose of handling and disposing of the biosolids generated from the sludge at the Lower Creek WWTP, Gunpowder Creek WWTP, and the Bernhardt Water Treatment Plant. Other related improvements were made to the plant facilities. The total loan amount (at 1.53% interest) was approved for $6,995,000.00 which includes the dryer purchase, construction cost, all engineering and professional services and the 4.5% contingency. The final loan amount was 6,781,931.39. The project was completed 6-23.	6,781,931.39				139,900.00	6,921,831.39
City Hall Improvements	State Allocated Funds	4-1-22/4-1-24	Funds were appropriated in the General Assembly. Deadline for spending funds is 4-1-24	Grant for City Hall Building Improvements by installing energy efficient windows and repairing the stucco and painting the outside of the building. Completed 1/24			200,000.00			200,000.00
Crossroads Sewer Project	NCDEQ	2020/2024	First Payment Nov., 2023 - Last Payment Nov., 2042 (20 year loan) Interest Rate 1.13%	Funding from NC Division of Water Infrastructure SRF loan is being used to fund 3,800 feet of sewer line replacement and rehabilitation from the manhole behind Mayflower Seafood Restaurant to the golf course. The project eliminates sewer lines going under the Smiths Crossroads Intersection as well as a section at Wilkesboro Blvd and Lower Creek Drive. The project is complete.	2,530,000.00	50,600.00				2,580,600.00
Downtown/Campus Master Plan	ARP Funds	3-21/Encumbered by 12-24, Spent by 12-26	ARPA Revenue Replacement option - funds must be obligated by December 31, 2024 and spent by December 31, 2026	Funding will be used for the develop master plans for the historic Campus at Lenoir High School, and Downtown Lenoir. This was adopted 2-24			160,000.00			160,000.00
EV Charging Station	VW Settlement/DEQ	Awarded 9-22	North Carolina DEQ will rebate up to $5,000 per port with a maximum of $10,000	This funding is for installation of fast charge EV stations for electric vehicles.	10,000.00					10,000.00
Fire Truck/Rescue Pumper	State Allocated Funds	State Allocation 2022/Encumbered by 12-24, Spent by 12-26, ARPA Allocation-3/2021	Office of State Budget and Management is administering the grant. Funds were appropriated in the General Assembly. (S.L. 2022-74), $500,000, ARPA Revenue Replacement option $200,000 - funds must be obligated by December 31, 2024 and spent by December 31, 2026.	Purchase a Fire Truck/Rescue apparatus to enhance the service capabilities and service delivery to the City's citizens. The new truck will have pumping capabilities to suppress fires as well as haul rescue equipment will replace the 2004 Rescue Truck that has no pumping capabilities. This truck was delivered 8/23.			700,000.00			700,000.00
Greenway Culvert - Former Red Roof	ARP FUNDS	Complete	ARPA Funding	The culvert located on the Greenway near the former Red Roof Inn is being evaluated to determine the best alternative for repair. It is anticipated that this will be funded from ARP Funds. Complete 2023.			62,000.00			62,000.00
Lenoir High School Campus	National Historic Trust	9-22/9-23 - Complete	Awarded 9-22 - 1 year to spend funds	The grant from the National Historic Trust will fund a Economic Feasibility and Reuse Study for The Campus.	5,000.00					5,000.00
Lenoir High School Campus	Marion Covington Grant	Awarded 5-22 - Complete	Quarterly reporting requirements until completion	The grant covers architectural CAD technical drawings need to be developed by a qualified firm. These plans will facilitate the development of an overall site master plan, strengthen grant funding applications, and position the project for potential public-private-partnerships and future investment.	18,500.00					18,500.00
Mack Cook Stadium Lights	State Allocated Funds/Donations	2022/Complete 2023	Funding from the General Assembly. Deadline for spending funds is 4-1-24. Donations have been received.	A grant and donations funded the Mack Cook Stadium Lighting @ The Campus. The total cost of the project is $213,522. Funding was received as follows: State Capital and Infrastructure Fund (SCIF) Grant $100,000, Blue Ridge Energy donation of $8,522, Lenoir Tourism Development Authority appropriation of $25,000 and other Private Donations amounting to $80,000.			100,000.00	25,000.00	88,522.00	213,522.00
Smith Crossroads - Signage	LTDA	2021/Complete	LTDA Allocation and ARP funding of $291,500	The LTDA allocated funding for a back-lit decorative gateway sign incorporating the City's logo/brand and tagline “CREATE WITH US,” and will be installed at Smith Crossroads. The project is currently awaiting NCDOT permitting. New estimated cost to complete construction is 382,325. Completed 2023.			291,500.00	215,000.00		506,500.00

City of Lenoir - Projects

Project	Funding Source	START/END DATE	TERMS	Description	Grant/ Loan Amount	City Match	ARPA/SCIF	LTDA/CDBG	Other	Total Cost
TH Broyhill Walking Park - Lake Dredging	Broyhill Family Foundation	2022/2023 - Complete	Foundation donation	The City initially received $100,000 in funding from the Broyhill Family Foundation to dredge the lake at the TH Broyhill Walking Park. Estimates increased to $200,000 to complete. The foundation funded the additional $100,000.	200,000.00					200,000.00
Subtotal					13,945,431.39	371,184.00	1,798,500.00	240,000.00	228,422.00	16,583,537.39
Project Funding Approved - Underway										
AIA SEWER	DEQ	Awarded 2/21/23	Begin 8-21-23/End 8-21-25	This grant would pay for a detailed inventory and assessment of the entire sewer system.	200,000.00					200,000.00
AIA WATER	DEQ	Awarded 2/21/23	Begin 8-21-23/End 8-21-25	This grant would pay for a detailed inventory and assessment of the entire water system.	200,000.00					200,000.00
Brownfield Assessment Grant - #2	United States Environmental Protection Agency	7-22/9-26	$500,000 in grant funding for grant period of July 1, 2022 to September 30, 2026	The City was awarded a second EPA Brownfield assessment grant in the amount of $500,000.00 to complete the work at the old Broyhill site and several other sites in Lenoir including the former American and Efrid location, Steele Cotton Mill and the LHS Campus.	500,000.00					500,000.00
Clock Tower	Donation	In progress	Donor is working on designs with staff	The funds will cover a sculpture to hold the historic clock on the square. This project will be funded by a private donation of $60,000, tile sales of $13,725 and city in-kind contribution of $8,300.		8,300.00			73,725.00	82,025.00
Cyber Security and Software	ARP Funds	3-2021/2024	ARPA Revenue Replacement option - funds must be obligated by December 31, 2024 and spent by December 31, 2026	Funding to be used to improve the current IT infrastructure to address cyber security changes and upgrade the financial software system. Infrastructure upgrades are underway and the software upgrade is anticipated to begin Fall 2023.			40,950.00			40,950.00
Farmers Market	State Allocated Funds/LTDA Appropriation	4-1-22/4-1-24	State Funds were appropriated in the General Assembly. Deadline for spending funds is 4-1-24. LTDA funding allocated 2-23.	The City received a state grant for a OVT Farmer's Market Pavilion adjacent to the Campus in the amount of $450,000. The LTDA allocated $50,000 for this project as well. The City purchased the property for $70,000.			450,000.00	50,000.00		500,000.00
Greenway Expansion	State Allocated Funds	4-1-22/4-1-24	Funds were appropriated in the General Assembly. Deadline for spending funds is 4-1-24	The funds will be utilized to expand the City's greenway network with the goal of having a connected network of greenway trails and multiuse paths. The funding for this allocation will be used to expand the greenway by joining greenway sections across the City as well as connectivity to the Over Mountain Victory Trail.			750,000.00			750,000.00
Hospital Avenue Sidewalk	NCDOT	6-17/TBD	$800,000 Federal Highway Administration Funds and $200,000 of local funds already appropriated. NEW COST 2,050,000. ANTICIPATE 1,640,000 FUNDING AND TOTAL MATCH OF 410,000. THE ORIGINAL 200,000 HAS ALREADY BEEN PAID AND $10,000 WILL NEED TO COME FROM LOCAL FUNDS AND $200,000 FROM ARPA FUNDING	The Hospital Avenue Sidewalk Project was funded by a grant and local funds to engineer, design, acquire rights-of-way, relocate utilities, and construct sidewalks on Hospital Avenue. This project is ongoing. Cost estimated have increased and addition grant funding is being applied for currently. Originally the city received $800,000 (with a 20% local match of $200,000) in Transportation Alternative funding from the North Carolina Department of Transportation to assist in the construction of sidewalks along Hospital Avenue. The original estimate for this project in the State Transportation Improvement Program is seven years old and short of the current construction estimate of $ 2,050,000. The city applied for the supplemental LAPP funds for a total of $1,640,000 funding for the construction of this project. The City will need an additional $210,000 match - $10,000 in local funding and $200,000 in ARPA funding.	1,640,000.00	210,000.00	200,000.00			2,050,000.00
OVNHT Greenway Link	RTP Grant	12-20/TBD	Spring 2020 Recreational Trail Program Grant of $250,000 with $62,500 city match	The City of Lenoir received a $250,000 Recreational Trails Program grant to design and build three street crossings along the Overmountain Victory National Historic Trail (OVNHT) that runs through downtown. The total project cost to design and build the crossings is $312,500. The grant is $250,000 and the City is matching the grant with $62,500 in local, in-kind contributions.	250,000.00	62,500.00				312,500.00
Stormwater Mapping	Local Funds	3/1/2023/12/31/2025	City contracted with the WPCOG to pay $183,044.00 during the period beginning March 1, 2023, and ending December 31, 2025. Billing will begin July 1, 2023, and occur on a monthly basis of $6,101.46 .	In order to renew the NPDES permit by June 2026, the City will be required to provide a map of the entire stormwater system. The City's MS4 is partially mapped (approximately 20%), and there was no additional mapping of MS4 infrastructure this year. It is likely that the Lenoir area will be audited for permit compliance prior to the renewal of the permit, so the WPCOG has recommended that the majority of the MS4 should be mapped by June 2025. It is anticipated that this will be funded from the General Fund Operating Budget over the next three years.		183,044.00				183,044.00
The Campus Improvements	CDBG	Ongoing	CDBG Allocation	Funding from CDBG has been used for phased improvements to the auditorium in the Historic Lenoir High School. Funds are currently being used for Roof Replacements.				575,000.00		575,000.00
Wayfinding Signs	NC Commerce Tourism Grant/ARC	2023	GRANT, TBD, LTDA funding allocated 2-23	Grant funding for a wayfinding system to provide information regarding attractions, municipal amenities and local businesses. Signs will encourage travelers on 321 to visit downtown, the LHS Theater Auditorium and Recreational Fields, Mountain Bike Trails, OVT Trails, Greenway, MLK and Aquatic Center - to name just a few. LTDA allocated $50,000 on 2-23.	250,000.00		291,500.00	50,000.00		591,500.00
Subtotal					3,040,000.00	463,844.00	1,732,450.00	675,000.00	73,725.00	5,985,019.00

City of Lenoir - Projects

Project	Funding Source	START/END DATE	TERMS	Description	Grant/ Loan Amount	City Match	ARPA/SCIF	LTDA/CDBG	Other	Total Cost
Project Funding - Approved But Not Started Or in the Planning Phase										
Aquatics Center (LAFC)/Rotary Soccer Complex	PARTF Grant/ARP Match	11-22/10-25	Grant for $500,000 and City match using ARPA funds of $590,375. Grant period November 1, 2022 to October 21, 2025	This grant will fund much needed upgrades and renovations at the LAFC and the Rotary Soccer complex. Some of the updates include a splash pad at the Rotary Soccer Complex, a complete renovation of the locker rooms, new flooring throughout the building, including the pool deck, new LED lighting, and a new decktron system to reduce the moisture inside the building. There are also plans to build a picnic shelter and some playground equipment at the Rotary Soccer complex.	500,000.00		590,375.00			1,090,375.00
Community Garden Teaching/Learn Pavilion	OSBM	23-Oct	Funds appropriated by the General Assembly. The funds must be spent by 10-2025	The City received $125,000 in state allocated funding for this project for constructions of a Community Garden Teaching/Learn Pavilion partnership with Appalachian State University.			125,000.00			125,000.00
Comp Plan	City Funding	TBD	Funding from Operating funding.	Funding will need to allocated for a Comprehensive Plan Consultant to assist planning staff with visualizing development in Lenoir over the next 20 years. Estimated cost of $125,000.		125,000.00				125,000.00
Downtown Signalization Improvements - Two Way Streets	OSBM	23-Oct	Funds appropriated by the General Assembly. The funds must be spent by 10-2025	The City received $300,000 in state allocated funding for this project for Downtown Signalization Improvements and two-way streets in the downtown area.			300,000.00		1,170,000.00	1,470,000.00
Downtown Veterans Memorial Plaza Improvements	OSBM	23-Oct	Funds appropriated by the General Assembly. The funds must be spent by 10-2025	The City received $200,000 in state allocated funding for this project for improvements to the Downtown Veterans Memorial Plaza Improvements. Final cost estimates to be determined.			200,000.00			200,000.00
Finley Avenue Area Water Project	State Allocated Funds	2022/2024	Allocation of nonrecurring funds appropriated for the 2022-2023 fiscal year from the Clean Water and Drinking Water Reserve. Funds must be obligated by December 31, 2024 and spent by December 31, 2026 (S.L. 2022-74)	This project was identified and placed in the CIP several years ago. Its will improve the low pressure concerns in the area around the Finley water tank through system improvements that create a medium pressure zone in the specified area. Preliminary engineering has been completed and the report was used for a funding application that was submitted to the State Revolving Loan Fund in the fall of 2020. The first application was declined. The applications was resubmitted after making several changes to the scope of the project. The project was not funded by the State Revolving Loan Fund. The project was approved for funding utilizing APR funds allocated at the state level in 2022. The engineering and design phases are underway and the bidding process is expected to begin Fall of 2023.			6,300,000.00			6,300,000.00
Fire Hoses and Equipment Replacement	Firehouse Subs Public Safety Foundation	24-Jan	Cost Reimbursement	The City received a Firehouse Subs Public Safety Foundation Grant in the amount of $26,698.62 for new fire hoses and equipment.	26,698.62					26,698.62
Greenway LAPP Project	Surface Transportation Program Direct APPT Fund		Funding for Connection Project Segments 1 through 5 in the amount of $2,167,750 and the City committed up to $433,550 as a cash match for the selected Lenoir Greenway Extension	Park Connection Project proposes the addition of five (5) greenway segments that will provide connectivity to existing and future greenway segments and segments currently under construction. The total proposed segments have a length of 7,225 LF or approximately 1.37 miles. The proposed greenway segments run parallel to existing right of ways and crosses through sections of private property	1,734,400.00		433,600.00			2,168,000.00
Gym at the Campus at Historic LHS	OSBM	23-Oct	Funds appropriated by the General Assembly. The funds must be spent by 10-2025	The City received $1,000,000 in state allocated funding for this project for improvements to the gym at The Campus at Historic LHS.			1,000,000.00			1,000,000.00
Lenoir High School Campus (Auditorium/Gymnasium)	Rural Downtown Transformation Grant/LTDA Appropriation	12-22/12-24	RDTG Funds must be obligated by December 31, 2024 and spent by December 31, 2026, LTDA funding allocated 2-23	The City received grant funding of $580,000 for this project for major renovations to the LHS Campus. The LTDA allocated $50,000 for this project as well. The final cost estimates to be determined. Preliminary estimates recommend $794,700 for the auditorium and $1,088,300 for the gymnasium for a total cost of $1,883,000.	580,000.00			50,000.00		630,000.00
Lenoir High School Campus (Band Building)	State Allocated Funds/LTDA Appropriation	2023/2024	Funds appropriated by the General Assembly. Deadline for spending funds is 4-1-24.	The City received $1,000,000 in state allocated funding for this project for major renovations to the Band Building at the LHS Campus. Final cost estimates to be determined.			1,000,000.00		1,000,000.00	2,000,000.00
Lead Service Line ID and Replacement	NC Division of Water Infrastructure	TBD	500,000 loan approved	The City submitted a Lead Service Line Identification and Replacement Grant application with the NC Division of Water Infrastructure for Assistance for Lead Service Line Identification and Replacement for the project in order to develop a comprehensive Lead Service Line Inventory and to construct, plan or conduct a study of the needs in the community regarding lead service line replacements. The grant will provide funding up to $500,000 and no match is required by the City. This application will also assist in meeting new EPA requirements regarding lead service line replacements. The City was approved for a 0% interest loan not a grant for $500,000.	500,000.00					500,000.00
Lenoir Fire Sinkhole	ARPA Funds/OSBM	ARPA - 3-21/ Encumbered by 12-24, Spent by 12-26 OSBM - 10-23 start	ARPA Revenue Replacement option - funds must be obligated by December 31, 2024 and spent by December 31, 2026. OSBM - Funds appropriated by the General Assembly. The funds must be spent by 10-2025	The City received $500,000 in state allocated funding for the Lenoir Fire Dept Building Stabilization that will be used for the repair of the sinkhole at Fire Station 1. ARPA will cover 582,343.15 of the project. Engineering plans have been completed to repair the sinkhole. The City has $1,082,343 in hand, and is pursuing a $250,000 Golden Leaf grant.		1,767,656.85	1,082,343.15		237,000.00	3,087,000.00

City of Lenoir - Projects

Project	Funding Source	START/END DATE	TERMS	Description	Grant/ Loan Amount	City Match	ARPA/SCIF	LTDA/CDBG	Other	Total Cost
MLK Center Improvements	OSBM	23-Oct	Funds appropriated by the General Assembly. The funds must be spent by 10-2025	The City received $300,000 in state allocated funding for this project for improvements to the MLK Center.			300,000.00			300,000.00
N.C. Forest Service Urban and Community Forestry Financial Assistance Award - Tree Canopy Cover Assessment	NC Forest Service			The City of Lenoir's received a grant from the NC Forest Service to complete a basic analysis tree canopy cover assessment of the City. The work will be completed by the urban forestry consulting firm PlanIT Geo using a contract in place with the North Carolina Urban Forest Council. The current estimated cost to complete the work is $8,432.00 and the City's financial obligation to complete the work is $4,216.00 - 50% of the total cost.	4,216.00	4,216.00				8,432.00
Parks and Recreation Master Plan	ARP Funds	3-21/Encumbered by 12-24, Spent by 12-26	ARPA Revenue Replacement option - funds must be obligated by December 31, 2024 and spent by December 31, 2026	ARPA funding will be allocated for a Parks and Recreation Master Plan to assist staff with CIP development and planning over the next 20 years. Estimated cost of $50,000.			50,000.00			50,000.00
Stormwater Planning Grant	DEQ/Stormwater Planning Grant (LASII) -North Carolina Department of Environmental Quality utilizing American Rescue Plan funding	Approved 7-18-23 must be spent by 12-26	ARPA funding - funds must be obligated by December 31, 2024 and spent by December 31, 2026.	The City of Lenoir applied for a Stormwater Planning grant in the amount of $400,000. The City of Lenoir has identified three top stormwater system priorities to address that will further position the City to better manage and plan for the operations of the city-wide stormwater system. The priorities and associated strategies were developed by the City staff and consultants from Freese & Nichols, Inc. The City was awarded 248,640 in funding from the North Carolina Department of Environmental Quality utilizing American Rescue Plan funding	248,640.00					248,640.00
Water Interconnection Project	OSBM	23-Oct	Funds appropriated by the General Assembly. The funds must be spent by 10-2025	The water distribution system analysis identified a possible interconnection of the Lenoir water system with a neighboring utility in the region. A more detailed engineering review of this project is being finalized. This will generally include the construction of approximately 4 miles of 20-inch diameter water transmission main between the Town of Valdese's Water System and City of Lenoir's Water System, including a Lake Rhodhiss water main crossing, a water pump station with standby generator, valves, hydrants, master meter, water main connections, and all related appurtenances The City received a direct appropriation of $17,000,000 (less loan fees)through the NC General Assembly in the 23-24 state budget to fund the undertaking of this project.			17,000,000.00			17,000,000.00
Subtotal					3,593,954.62	1,896,872.85	28,381,318.15	50,000.00	2,407,000.00	36,329,145.62
Funding Opportunities - Application Submitted										
Arrowood Bridge Replacement	FEMA BRIC	TBD	TBD	The Public Works Director worked with consultant, Mattern and Craig, to develop a FEMA grant application for replacement of the Arrowood Street Bridge. The application process began in November, 2021, with intermediate submission deadlines in November, December, and a final submission deadline in January, 2022. The application includes a funding request for $525,000 (70%), and notice of award, if successful, should occur in July, 2022. The Grant was not funded but was resubmitted Fall of 2022					834,000.00	834,000.00
Sewer Outfall Upgrade	FEMA BRIC	TBD	TBD	FEMA made available a grant opportunity for funding projects that improves or mitigates infrastructure that is located in flood hazard areas. The Utilities Department, working with the Western Piedmont COG, identified a potential project and submitted a grant application for 75% funding with a 25% local match. The project would involve the construction of an equalization basin to equalize the flow during severe rain events and a new septic tank receiving station at the Lower Creek Wastewater Treatment Facility. In addition, funds have been requested to replace the sewer line that follows Zack's Fork Creek from Pennell Street to the soccer complex on Zack's Fork Rd. The total project cost is The City of Lenoir is dedicated to contribute 25% of the overall cost, amounting $2,400,000.00, as matching funds from the Enterprise Fund for this $9,600,000 project.. The sewer line replacement is currently in the Utilities Department CIP. The equalization basin is part of a larger renovation project for Lower Creek also identified in the current CIP. The Grant was not funded but was resubmitted Spring of 2024.	7,200,000.00	2,400,000.00				9,600,000.00
Subtotal					7,200,000.00	2,400,000.00	-	-	834,000.00	10,434,000.00
Pending Projects										
Wayfinding Signs Phase #3	LTDA	TBD	TBD	Funding for four entry signs at the City Limit entrances. Each sign should be approximately $15,000. Funding will be requested from the LTDA				100,000.00	750,000.00	850,000.00
Water Project - Hwy 18	TBD	TBD	TBD	Fund water line upgrade to improve the water pressure on Morganton Blvd. (HWY 18) and the Fairview area. The total project cost is estimated to be approximately $2.6 million.					2,600,000.00	2,600,000.00
Whitnel Water Transmission Main Replacement - Phase #1	Infrastructure Funds or SRF Funding - TBD	TBD	TBD	This project was identified in the water distribution system analysis as a top priority project. It would replace the existing 20 inch line from the water plant to Sawmills with a 24 inch line.					5,406,000.00	5,406,000.00
Subtotal					-	-	-	100,000.00	8,756,000.00	8,856,000.00
Grant Total					27,779,386.01	5,131,900.85	31,912,268.15	1,065,000.00	12,299,147.00	78,187,702.01

FY 2024-2025

Outstanding Items

- Workers Comp:
- General Liability: 17.0% +/-
- Health: 9.0%
- Retirement System: 0.75% for GF and 1.00% for LEO

Current & Future Funding Commitments

- Hospital Avenue Sidewalk -		$1,640,000/$410,000 - City*
- RTP Grant -		$250,000/$62,500 - City in-kind*
- Greenway LAP Project -		$1,734,200/$433,550 - City*
- LFD Sinkhole -		$3,087,000 +/-
- Strategic Milling/Paving:	Hospital Ave. -	$116,000+
	Summerhill -	$93,750+
	Parkview Streets -	$75,500+
	Heritage Hills -	$25,000+
- Arrowood Bridge Replacement -		$564,000-$834,000
- Downtown 2-way Traffic Conversion (3-Phases)		
	Phase 1 -	$125,000
	Phase 2 -	$960,000
	Phase 3 -	$600,000
- The Campus - LHS Auditorium/Gym		TBD
- The Campus - OVT Pavilion/City Building		TBD
- The Campus - Band Bldg.		TBD
- Circle Drive Repair		TBD
- 1003 Pennton Avenue Drainage Repair		$220,000 to $630,000
- Wayfinding Signs - Embellishments		$38,000
- Wayfinding Signs - Installation		TBD
- Gateway Entrance Signs - Design/Bid		$115,000
- Gateway Entrance Signs (3 or 4)		TBD
- Clock Tower Foundation		$15,000 +/-

OTHER

*already funded

CITY OF LENOIR

COUNCIL ACTION FORM: March 26, 2024

I. Agenda Item:

Staff requests permission to approve the attached resolution to retain Freese and Nichols (FNI) for the development of the Lenoir 2045 Comprehensive Plan Update. Staff requests that the City Manager be authorized to sign the contract on behalf of the City.

II. Background Information:

Staff issued a request for proposals for a Comprehensive Plan Update on January 11, 2024 to keep this plan "reasonably updated" according to NCGS 160D. The City of Lenoir also posted this request on our website. Eight, highly qualified firms submitted proposals. The selection committee evaluated the proposals and conducted virtual interviews with the top four ranked firms. For this project, FNI was highly ranked by all who participated in the review process. Following an in-person visit with the Planning Department, staff was assured that the project team from FNI is the firm that fully meets the specifications needed to address our needs and meet the requirements for the Comprehensive Plan Update.

FNI is a privately owned, multidisciplinary professional consulting firm, offering urban planning services supported by engineering, architecture, landscape architecture, environmental science and construction services staff. Headquartered in Fort Worth, TX, this firm has NC locations in Raleigh, Charlotte, and Winston Salem. FNI's proposal outlining their approach, proposed community engagement plan, neighborhood stabilization strategies, and plan development is attached.

The cost of this project is $125,000, which has been funded in the current fiscal year.

III. Staff Recommendation:

Staff requests the authorization from Council to enter into a contract with FNI for their services.

IV. Reviewed by:

City Attorney: _____
Finance Director: _____

Planning Director: Hannah Williams _____

RESOLUTION TO APPROVE THE CONTRACT WITH FREESE AND NICHOLS TO PRODUCE THE CITY OF LENOIR COMPREHENSIVE PLAN UPDATE

WHEREAS, the City Council has determined that the City needs an update to the Comprehensive Plan to guide development decisions for the next 20 years; and

WHEREAS, proposals were requested from firms interested in contracting with the City of Lenoir to assist in the development of a Comprehensive Plan Update; and

WHEREAS, Freese and Nichols has been selected as the firm most qualified to perform the work necessary to produce the Comprehensive Plan Update:

NOW THEREFORE, BE IT RESOLVED AS FOLLOWS:

The City Manager for the City of Lenoir is authorized to sign the Contract on behalf of the City with Freese and Nichols.

Adopted this the 26 day of March, 2024

ATTEST:

_____
Shirley Cannon, City Clerk

_____
Joseph L. Gibbons, Mayor













Proposal

CITY OF LENOIR
2045 Comprehensive Plan Update

February 9, 2024

FREESE AND NICHOLS

222 South Caldwell Street | Charlotte, North Carolina 28202 | 704-251-0178

FREESE AND NICHOLS

Innovative approaches
Practical results
Outstanding service

222 S. Caldwell St. Charlotte, NC 28202 • 704-251-0178 • fax 817-735-7491 www.freese.com

LETTER OF INTEREST

February 9, 2024

Hannah Williams, AICP, CZO
City of Lenoir
801 West Avenue
Lenoir, North Carolina 28645
submitted via email: hwilliams@ci.lenoir.nc.us

RE: 2045 Comprehensive Plan Update

Dear Ms. Williams and Selection Committee Members:

As a diverse and vibrant community, the City of Lenoir (City) is a sought-after location for residents and businesses. Changes in the economy, housing demands and demographics require a new look at the City's approach to long-term planning. A new Comprehensive Plan will allow the City to successfully enhance livability, encourage sustainable investment and increase community inclusivity while continuing to grow responsibly and capitalize on economic opportunities.

Freese and Nichols, Inc. (FNI) is experienced in providing comprehensive planning, downtown master planning, neighborhood planning and historic preservation services for local governments. We offer an innovative and holistic outlook to urban planning that will chart a positive course for the City's future. Our integrated, award-winning team of planners has the expertise to assist the City with its new 2045 Comprehensive Plan Update and will focus on leveraging existing neighborhoods to be the building blocks for the overall community. Here is how the FNI team can support Lenoir:

Regional Firm, National Expertise – FNI is a client-focused, regionally-based firm with national expertise. We meet client needs with responsiveness and flexibility. We also put relationships with clients first and seek long-term relationships, many of which are counted in decades, not years. Our North Carolina offices employ 70+ staff members, and our numbers continue to grow. Our local presence enables us to be responsive, resulting in consistent contact with the City that will keep the project running smoothly and on budget. Because we are a regional firm, we make decisions locally, making us responsive, flexible and adaptable to the needs of the City of Lenoir.

Eager, Experienced Leadership – Proposed Project Manager, Danny Wilson, has worked in planning for more than 15 years, many of which were with local governments. Most recently, Danny was the Planning and Community Development Director for the Town of Mooresville, giving him a great understanding of the issues facing the region and managing growth. Supported by a skilled group of planners, our team understands how cities work and what it takes to support quality growth. By selecting FNI, the City of Lenoir will receive responsive, informed and efficient planning services.

YOUR PLANNING & DESIGN SOLUTION

FNI is a full-service urban planning firm, from the broadest of comprehensive plans to the smallest details of utility systems design and everything in between.



Comprehensive, Downtown, Corridor and Area Plans



Transportation and Mobility Plans and Design



Parks, Recreation, Trails and Open Space



Development Ordinances and Form-Based Codes



User Fees and Impact Fees



Utility System Master Plans and Design



Stormwater Plans and Design

Best-in-Class Planners – Our award-winning team of nationally acknowledged professionals has been consistently recognized with more than 30 awards for community innovation and transformation, and are sought-after expert witnesses on legislative and judicial issues. In addition, our proposed team includes several planners serving in elected American Planning Association (APA) positions. Senior Advisor Wendy Bonneau previously served as APA's Region 3 Director, representing much of the Southeastern U.S. on the APA Board, for eight years and is a Fellow in the AICP, the highest honor for an urban planner. Our team consistently receives awards and recognition from various professional groups and publications for their innovative planning services. This experience has allowed our team to gain knowledge and best practices from across the country.

Multidiscipline Firm – We are a multidiscipline firm that has served as a trusted advisor to the City of Lenoir in the past on several projects, and we look forward to expanding that relationship to include urban planning services. Internally, FNI has a large breadth of comprehensive/urban planners, transportation planners, water and wastewater master planners, water resource planners and community engagement leaders who will work together daily to provide innovative and integrated plans tailored to the City's needs. Whether we are providing strategic urban planning, funding assistance, full design or documentation and construction services, what drives our work is the alignment with our clients' strategic goals. All FNI offices are linked through the latest technology and knowledge databases. Our diversified menu of services is fully integrated across all our disciplines to deliver projects effectively and to verify each project receives the benefit of the specific knowledge of professionals within our organization. The City will benefit from the creativity, innovation and the technical proficiency of every team member regardless of office location.

We are excited about the opportunity to work with the City of Lenoir on this important project. Please contact us with any questions regarding our qualifications.

Charles Archer
Principal-in-Charge
919-582-5861 | charles.archer@freese.com

Danny Wilson, AICP, ISA
Project Manager | Point of Contact
980-270-6719 | danny.wilson@freese.com

FNI has more than 80 Principals firmwide. Charles Archer is the Principal-in-Charge for this project. A full list of Principals and contact information is available upon request.



Downtown Lenoir

FIRM PROFILE

FNI is a privately owned, multidisciplinary professional consulting firm, offering urban planning services supported by engineering, architecture, landscape architecture, environmental science and construction services staff. FNI understands municipalities like Lenoir. We have been a government-focused firm since our inception, with more than 80% of our work coming from repeat clients. FNI remains the trusted advisor to municipalities for cost-effective, sustainable planning and engineering projects, and we will provide the same level-of-service to Lenoir.

Founded in 1894, FNI offers stability as a long-term consultant of choice and utilizes our national expertise to meet contemporary challenges. As the first engineering/architecture firm to earn the Malcolm Baldrige National Quality Award, FNI consistently delivers award-winning solutions backed by client-focused support.

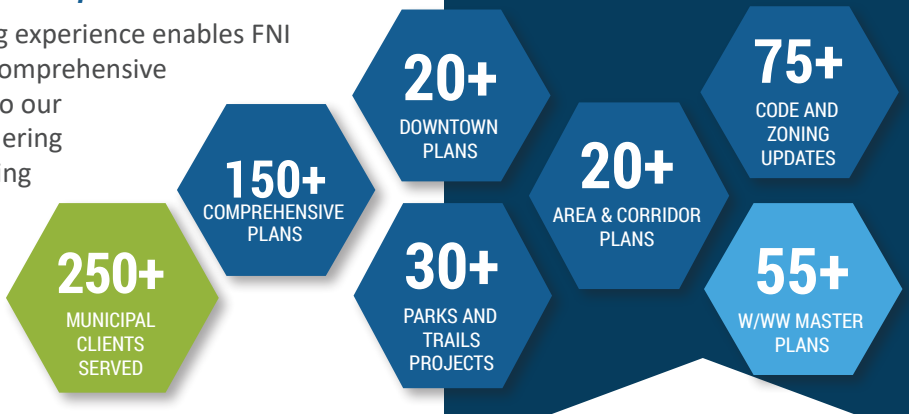
FNI's 1,200+ employees work together to uphold the company's mission: **Innovative Approaches … Practical Results … Outstanding Service.** Our company culture is guided by a set of values that cultivates an environment of respect and ethical actions.

Across 34 offices nationwide, our multidiscipline teams are integrally connected to provide seamless, professional consulting services. We help clients through all stages of the project life cycle: planning, design, program management, funding procurement, regulatory and environmental compliance, construction management and operations and maintenance.

Urban Planning + Design Group

Our professional staff members are recognized as leaders in their field, contributing personal experience and knowledge to the planning discipline at national levels. FNI's 35-member Urban Planning + Design Group is one of the largest consulting groups of urban planners in the region. FNI's award-winning planning team has led hundreds of planning initiatives for cities large and small. ***Our municipal planning services include comprehensive plans, downtown plans, transportation plans, corridor studies, land use studies, historic preservation, public participation, campus master plans, ordinance development, strategic planning, economic development, urban design and implementation plans***.

Our extensive comprehensive planning experience enables FNI to bring proven solutions to Lenoir's Comprehensive Plan Update. That experience attests to our adeptness in engaging the public, gathering valuable input and effectively overseeing the diverse phases of the process, which will help us craft a visionary, implementable and distinctive comprehensive plan tailored to the unique needs of the City of Lenoir.



PLANNING AWARDS

2023

- Comprehensive Plan Award | Envision McAllen, City of McAllen
- Gold Achievement Award for Best Practice | Unified Development Code, City of Bee Cave
- Gold Achievement Award for Implementation | Downtown Master Plan, City of Midlothian

2022

- Comprehensive Planning Award | 2040 Comprehensive Plan, City of Siloam Springs, AR (page 23)
- Public Outreach Award, Gold | Zoning Ordinance, City of Cleburne
- Comprehensive Plan Award | Comprehensive Plan, City of Pflugerville
- Planning Achievement Award – Urban Design, Gold | Seabrook Livable Center Study, City of Seabrook

2021

- Planning Achievement Award – Best Practice, Gold | Unified Development Code, City of Brownsville
- Planning Achievement Award – Public Outreach, Gold | Area Development Plans, City of Corpus Christi







FNI's Range of Services Offers Support through Entire Project Life Cycle

As a multidiscipline firm, FNI provides a broad range of services to help its clients through every stage of the project life cycle: planning, design, program management, funding procurement, regulatory compliance, construction management, and operations and maintenance. A select list of services offered by FNI appears below.

Urban Planning and Facilities

- Urban planning and design
- Comprehensive planning
- Funding strategies
- Campus planning
- Land use studies
- Special area planning
- Parks and trails planning/design
- Facility programming
- Furniture, fixtures and equipment (FF&E) assessments
- Neighborhood planning
- Ordinance review and development
- Funding districts
- Development plan reviews
- Public Involvement
- Virtual meeting facilitation

Transportation Planning and Design

- Transportation planning
- Thoroughfare plan development
- Street and highway design
- Bridge design
- Intersection design/signalization
- Traffic studies
- Utility relocation/design
- Route studies
- Right-of-Way (ROW)/easement acquisition documents
- Rail planning/design
- DOT coordination

Utility Services

- Impact fee studies
- Funding options
- Regulatory compliance assistance
- TCEQ coordination
- Asset management programs

Architecture

- Facility master planning
- Architectural design
- Design review/QA
- Landscape architecture

Program Management

- Program management plan development
- Process and procedure development
- Project controls
- Schedule management
- Budget and cost management
- Cost estimation
- QA management

Bond Planning

- Capital improvement development
- Capital renewal assessments
- Cost/benefit analysis
- Financing options analysis
- Impact fee systems
- Operations and maintenance (O&M) assessments
- Rating agencies presentations
- Rate impact assessments

Storm Drainage

- Floodplain management
- Stormwater master planning
- Stormwater system design

Water/Wastewater Systems

- Water/wastewater master planning
- Transmission pipelines
- Wastewater lift stations
- Treatment plants
- Industrial pretreatment
- Alternative treatment studies

Water Resources

- Dam and levee design and rehabilitation
- Dam inspections, breach analyses and emergency action plans (EAPs)
- Water resources planning
- Water Rights
- Water Conservation

Environmental Science/ Coastal Services

- Contamination assessments and remediation
- Environmental impact assessments (EIAs)
- Natural resource and watershed management
- Permitting

Construction Services

- Bid-phase services
- Constructability reviews
- Construction management
- Contract administration
- Cost estimating
- Phasing and mobilization planning
- Project scheduling

Additional Services

- Civil, mechanical, electrical, plumbing, structural and geotechnical engineering
- Tunneling services
- Funding support
- Site development
- Condition assessments
- Instrumentation and controls/ SCADA
- Geographic information systems (GIS) and 3-D visualization

EXPERIENCE OF PROJECT STAFF

ORGANIZATIONAL CHART

City of Lenoir



PRINCIPAL-IN-CHARGE
Charles Archer



PROJECT MANAGER
Danny Wilson, AICP, ISA



SENIOR ADVISOR
Wendy Bonneau, FAICP

PLANNING
Alexis Garcia, AICP
Shubhangi Rathor
Edith Peters, PE (Transportation)

LANDSCAPE ARCHITECTURE
Matt Milano, PLA, LEED AP®

GIS
Bryan Gant

OUR COMMITMENT TO LENOIR

FNI is **committed to being available and responsive to the City of Lenoir's needs.** We have the flexibility to balance workload, even on short notice. We also **purposefully schedule staff so they have the capacity to work extra, when needed.** We strive to always be available to clients when they need us, and when needed, we can be 100% available to the City. With our large breadth of staff across multiple offices nationwide, we have **considerable flexibility to free up staff, as needed, to meet almost all demands.** Our proposed team has the capacity to deliver on Lenoir's Comprehensive Plan Update project.





RESUMES



Danny Wilson, AICP, ISA | Project Manager

Having worked for multiple local government agencies, Danny has a strong understanding of municipalities and will leverage this experience to assist in solving urban planning and local government challenges for Lenoir.

Danny is an FNI Urban Planning Manager with experience in local government, economic development, planning, zoning, land development, urban forestry, community development, capital projects and grant administration. Danny is also an effective communicator, having experience presenting to numerous elected and appointed Boards, at conferences, to college classes and to a variety of media outlets.

Experience
15 years

Education
Master of Landscape Architecture, Virginia Tech

BS, Horticulture, Virginia Tech

Registration
Certified Planner, American Institute of Certified Planners #026486

ISA Certified Arborist #SO-6731A

Relevant Project Experience

Utility Extension Policy | City of Greensboro | Urban Planner | FNI is updating the City's utility extension policy for water and wastewater utility services outside of the city limits. This includes comparing multiple policy scenarios, peer identification, creation of the policy scenarios and an evaluation matrix. The policy is built upon other planning efforts and studies, such as the comprehensive plan and utility system master plans, while also considering other values and impacts of utility provision to other public services.

Highway 421 Land Use Study | City of Greensboro | Urban Planner | FNI is performing a Land Use Study for the area focused on the U.S. 421 corridor consistent with the Economic Development Administration grant that supports funding of this effort.

Unified Development Ordinance* | Town of Mooresville | Planning Director | This The Unified Development Ordinance (UDO) effort was the Town's overhaul of its 2007 Zoning Ordinance and first-ever UDO. The Town worked with numerous stakeholders and committees throughout the 11-month project and developed numerous provisions to enhance the community (including inclusionary zoning incentives, historic district protections, infrastructure sufficiency guidelines and urban tree requirements. Key elements included compliance with state law, incorporating strong growth control measures and creating a high-quality built environment.

Community Development Program* | Town of Mooresville | Planning Director | The Community Development Program outlined key focus areas to further affordable housing and community development efforts by the Town and provided an assessment tool for periodic evaluation. Through this program, the Town of Mooresville became a CDBG Entitlement Community, strengthened partnerships with non-profit organizations, reimagined surplus property usage, significantly increased critical home repair funding and designed a veteran-focused infill development called Liberty Village.

Wharf Street Redevelopment Project* | City of Bluffton, SC | Senior Planner | This downtown stabilization project spurred additional investment and provided much-needed affordable housing. It included the acquisition of vacant, blighted property, donation of Town-owned surplus property and acquisition of raw land to create a unique cottage-style development. The project was located close to a public waterfront park along the May River in historic downtown Bluffton and provided affordable housing. It received the Municipal Association of SC Municipal Achievement Award, SC State Housing's Housing Achievement Award and the Best Community Revitalization of 2014 award by Southern Living magazine.

**Experience prior to joining FNI*



Charles Archer | Principal-in-Charge

Charles' in-depth knowledge of the state and local governments is an important leadership component of our team, making him the ideal choice to make sure that the City's needs are met throughout the planning process.

Charles is an FNI Vice President/Principal. Prior to joining FNI, he spent 12 years with the North Carolina League of Municipalities, serving as its Director of Intergovernmental Relations and Chief Operating Officer. Charles spent an additional 19 years serving North Carolina local governments as a County Manager and a Municipal Planning Director. Charles' community experience and decades of stakeholder involvement and gaining the public's support for local projects is a strength for our team and proves invaluable for our clients.

Experience
42 years

Education
MPA, East Carolina University

BS, Political Science, East Carolina University

Relevant Project Experience

Central Park Master Plan | Town of Cramerton | Client Representative

Bonded Projects Program Management | City of Hickory | Public Involvement Coordinator

Utility Extension Policy | City of Greensboro | Client Representative

Highway 421 Land Use Study | City of Greensboro | Principal-in-Charge

Bond/Capital Program Management | Town of Chapel Hill | Public Involvement Coordinator

Economic Development Administration Grant Technical Assistance | City of Greensboro | Client Representative



Wendy Bonneau, FAICP | Senior Advisor

Wendy is a thought leader in urban planning and brings a national best-practices approach and innovative solutions to planning challenges.

Wendy is an award-winning urban planner, offering extensive experience in the fields of planning, architecture and urban design, as well as experience in municipal and higher education master planning, downtown planning, transit-oriented developments, public participation, conceptual/schematic design, project management, funding and implementation. Wendy is an active APA member and serves on the APA National Board as Director of Region III. She has held numerous leadership positions at the state and local level of APA and is the past Chairwoman of the Northeast Leadership Forum and founder of the Emerging Young Leaders Group.

Experience
31 years

Education
Bachelor of Environmental Design, Texas A&M University

Registration
Fellow, American Institute of Certified Planners, AICP #018886

Relevant Project Experience

Highway 421 Land Use Study | City of Greensboro | Senior Advisor

Comprehensive Plan | City of Georgetown, TX | Senior Advisor

Comprehensive Plan Update | City of Longview, TX | Senior Advisor

Downtown Master Plan | City of Edmond, OK | Project Manager

Comprehensive Plan | City of Plano, TX | Senior Advisor

Comprehensive Plan | City of Mesquite, TX | Senior Advisor



Alexis Garcia, AICP | Planning Support

Alexis' experience with a broad range of planning projects gives her insight into creating implementable strategies, often leading to capital improvement projects.

Alexis is experienced in urban planning, specializing in the identification of current and long-range planning solutions for public sector clients. Alexis has led various planning projects, including comprehensive plans, small-area plans, campus plans, zoning codes and other ordinances. She is also experienced in providing data collection and analysis, development review services, corridor studies, visioning and community engagement. By utilizing various engagement techniques, including surveys, stakeholder interviews and public meetings, Alexis can identify the community's actual needs, reach consensus among citizens and gain community support for plan initiatives. Before joining FNI, Alexis worked as a municipal planner managing project development, zoning changes and long-range planning initiatives. Her public sector experience gives her insight into the need for usable codes and plans beneficial to municipalities like Lenoir.

Experience
11 years

Education
BS, Urban and Regional Science, Texas A&M University

Registration
Certified Planner, American Institute of Certified Planners #31244

Relevant Project Experience

Comprehensive Plan | City of Siloam Springs, TX | Urban Planner

Comprehensive and Downtown Plan | City of Seguin, TX | Urban Planner

Comprehensive Plan | City of Mesquite, TX | Assistant Project Manager

Comprehensive Plan Update | City of Seabrook, TX | Urban Planner

Comprehensive Plan Update | City of Conroe, TX | Urban Planner

Comprehensive Plan | City of Port Arthur, TX | Assistant Project Manager



Shubhangi Rathor | Planning Support

Shubhangi has experience working on multiple comprehensive plans for towns and counties across the Southeast and will support the planning and public engagement efforts for Lenoir's Comprehensive Plan Update.

Shubhangi is an FNI Urban Planner in the firm's UP+D Group. She has experience with community engagement, land use and transportation planning, and housing analysis. She has been responsible for the development of maps, graphics, layouts and research for reports and public involvement materials. Shubhangi is well-versed in ArcGIS and uses interactive mapping tools for spatial analysis.

Experience
3 years

Education
Master of Urban Planning, University of Illinois at Urbana-Champaign

BA, Planning, Maulana Azad National Institute of Technology

**Experience prior to joining FNI*

Relevant Project Experience

Highway 421 Land Use Study | City of Greensboro | Planner

Comprehensive and Downtown Plan | City of Seguin, TX | Planner

Warsaw 2042 Comprehensive Plan* | Warsaw County, VA | Planner

Richmond County 2023 Comprehensive Plan* | Richmond County, VA | Planner

Comprehensive Plan and Unified Development Code | City of McAllen, TX | Planner

Comprehensive Plan and Unified Development Code Update | City of Tomball, TX | Planner

Comprehensive Plan Update | City of Schertz, TX | Planner



Edith Peters, PE | Planning Support - Transportation

Edith's experience in transportation planning will help the City and the team make informed decisions regarding future growth impacts on transportation system needs.

Edith has a strong background performing transportation planning, traffic engineering and transportation design throughout the Southeast. Her project experience includes traffic forecasting, traffic capacity analysis, roadway design, streetscape design, multiuse path and greenway design, traffic control plans, signing and pavement marking plans, NEPA planning and documentation, public involvement and feasibility studies. Edith is experienced in planning, designing and coordinating transportation projects for local and state agencies along a variety of infrastructure, including local roads, major and minor arterials, state highways and interstates.

Experience
17 years

Education
BS, Civil Engineering, University of North Carolina at Charlotte

Registration
Professional Engineer, NC #039144

**Experience prior to joining FNI*

Relevant Project Experience

Highway 421 Land Use Study | City of Greensboro | Transportation Engineer

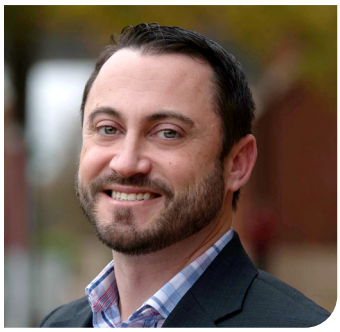
Operations Engineering Support | Charlotte Water | Transportation Engineer

Oakdale Road Improvements* | City of Charlotte | Transportation Engineer

I-277/I-77 Loop Strategic Plan* | City of Charlotte | Transportation Engineer

NC 54 Street Pedestrian Improvements* | City of Durham | Project Manager

Meadowlark Dr. Improvements* | City of Winston-Salem | Project Manager



Matt Milano, PLA, LEED AP® | Landscape Architecture

Matt excels in placemaking that enhances the lives of communities and developing dynamic visuals to help clients communicate their project vision, goals and programming requirements.

Matt is a LEED-Accredited Professional, North Carolina-licensed Landscape Architect and Project Manager whose expertise includes the design and management of parks and recreation planning and design for a variety of parks and trails projects. Matt has developed extensive knowledge of regional culture and natural systems through his years of experience working on recreation-based design projects across the Southeast. His design philosophy is rooted in context-sensitive design, and he seeks to incorporate regional, cultural and natural aspects into his work while implementing basic placemaking design principles. Matt is experienced in producing deliverables in all planning and design phases, from visioning documents, character sketches and concept diagrams to final construction drawings and specifications.

Experience
17 years

Education
Bachelor of Landscape Architecture, Louisiana State University

Registration
Professional Landscape Architect, NC #2149

LEED Accredited Professional

Relevant Project Experience

Highway 421 Land Use Study | City of Greensboro | Project Manager

Bonded Projects Program Management | City of Hickory | Landscape Architect

Ousley Park Master Plan | City of Celina, TX | Project Manager

Alliance Park Master Plan | Fort Worth Water, TX | Project Manager

Harry Hines Boulevard Transportation Master Plan | North Central Texas Council of Governments-Transportation | Planner

Twin Points Park Final Design and Master Plan | Tarrant Regional Water District, TX | Planner



Bryan Gant | GIS

Bryan's experience in providing GIS support for numerous Comprehensive Plans will be instrumental in the development of land use plans and helping the City maintain infrastructure data.

Bryan has an extensive background in numerous GIS mapping programs, including ESRI Arc View/Arc Info and AutoCAD. Bryan's responsibilities include land use field collection, data manipulation and a wide variety of presentation strategies.

Experience

41 years

Education

BS, Landscape Architecture, The University of Texas at Arlington

Relevant Project Experience

Highway 421 Land Use Study | City of Greensboro | GIS Analyst

Comprehensive Plan | City of Georgetown, TX | GIS Analyst

Comprehensive Plan | City of Siloam Springs, TX | GIS Analyst

Comprehensive Plan Update | City of Midlothian, TX | GIS Analyst

Comprehensive and Downtown Plan | City of Seguin, TX | GIS Analyst

Comprehensive Plan | City of Kilgore, TX | GIS Analyst

Comprehensive Plan | City of Live Oak, TX | GIS Analyst

Comprehensive Plan | City of Odessa, TX | GIS Analyst



City of Pflugerville, TX | Comprehensive Plan

DEMONSTRATION OF FIRM'S EXPERIENCE

Our award-winning planning team has provided services to more than 250 clients, large and small. ***We have seen some of our long-term clients grow from populations of less than 5,000 to more than 10 times that size – all strengthened by our sound planning guidance***. Our group has developed plans for downtown revitalization, transportation, small areas, water supply and distribution, wastewater, parks and open space, stormwater and resiliency. Highlighted projects are featured on pages 23-27.

PARTIAL LIST OF PLANNING PROJECTS FOR MUNICIPAL CLIENTS

CLIENT	Comprehensive	Codes	Housing	Transportation	Outreach	Implementation
	Comprehensive, Downtown, Future Land Use, Small Area Plans	Zoning Ordinances and Subdivision Regulations	Housing and Affordability Strategies/Economic Development	Thoroughfare and Bike/Ped Plans, Various Roadway Projects	Public Input Meetings, Branding, Visuals	Implementation Plan, Funding Opportunities
City of Hickory, NC	◆			◆	◆	◆
City of Greensboro, NC		◆			◆	◆
City of Arlington, TX	◆	◆	◆	◆	◆	◆
City of Austin, TX			◆	◆	◆	◆
City of Bartlesville, OK			◆	◆	◆	◆
City of Brownsville, TX	◆	◆	◆	◆	◆	◆
City of Buda, TX		◆		◆	◆	◆
City of Burleson, TX	◆	◆		◆	◆	◆
City of Cedar Hill, TX	◆	◆	◆	◆	◆	◆
City of Cedar Park, TX	◆	◆		◆	◆	◆
City of Cleburne, TX		◆	◆		◆	◆
City of Coppell, TX		◆		◆	◆	◆
City of Dallas, TX		◆	◆	◆	◆	◆
City of Edmond	◆	◆		◆	◆	◆
City of Forney, TX	◆	◆		◆	◆	◆
City of Fort Worth, TX	◆	◆	◆	◆	◆	◆
City of Fredericksburg, TX	◆	◆			◆	◆
City of Frisco, TX	◆	◆		◆	◆	◆
City of Garland, TX		◆	◆	◆	◆	◆
City of Georgetown, TX	◆	◆	◆		◆	◆
City of Grand Prairie, TX	◆	◆		◆	◆	◆
City of Greenville, TX	◆	◆		◆	◆	◆
City of Keller, TX	◆	◆		◆	◆	◆
City of Midland, TX	◆	◆	◆	◆	◆	◆
City of Midlothian, TX	◆	◆		◆	◆	◆
City of Midwest City, OK	◆	◆		◆	◆	◆
City of Pearland, TX	◆	◆	◆	◆	◆	◆
City of Pflugerville, TX	◆		◆	◆	◆	◆
City of Port Aransas, TX	◆	◆			◆	◆
City of Portland, TX	◆	◆	◆		◆	◆
City of Schertz, TX	◆			◆	◆	◆
City of Shawnee, OK		◆	◆		◆	◆
City of Siloam Springs, TX	◆				◆	◆
City of Tulsa, OK			◆	◆	◆	◆
City of Victoria, TX	◆		◆	◆	◆	◆
City of Waco, TX	◆	◆		◆	◆	◆



APPROACH AND METHODOLOGY

FNI will lead the overall management of the project and be responsible for all content to be included in the update, as well as coordinating with City staff on key stakeholder meetings, Planning Board meetings and City Council meetings. Our planning team will serve as “boots on the ground” for various meetings, workshops and engagement events. FNI will also assist City staff with creating the Comprehensive Plan Update Advisory Committee and coordinate closely with City staff on concurrent planning efforts throughout the project. Our comprehensive public engagement process is detailed on pages 20-22.



PLAN DEVELOPMENT

Our team approaches planning tasks thoroughly and thoughtfully, communicating the process and deliverables clearly from the outset. We incorporate systematic planning techniques of data gathering, analysis, community involvement and recommendations. Our deliverables will present a clear vision, project priorities and a framework of recommendations for Lenoir’s Comprehensive Plan Update. Our plans can take the form of classic tabletop publications, easy-to-understand magazine-style booklets or even interactive digital plans and GIS-based StoryMaps that turn reading the plan into an experience. FNI understands what it takes to work collaboratively with City staff, the public and elected officials to create dynamic plans that will help Lenoir responsibly grow while keeping true to its history and character. Initial scoping discussions will confirm our approach is customized to address Lenoir’s specific needs. We are recognized for our dexterity in adjusting our planning process to our client’s unique needs. ***The following approach was developed based on our knowledge of Lenoir, team members’ local familiarity and our experience with other similar projects.***





PROJECT INITIATION AND ASSESSMENT

Project Initiation

A meeting with City staff will take place at the beginning of the project to accomplish several objectives, including familiarizing all parties with the team, project, schedule and communication protocols, initiating data requests, having initial discussions around public engagement and preparing for the on-site kickoff meeting.

Outreach Planning and Website

FNI will prepare documents and materials to guide communications and outreach throughout the project, such as a Public Engagement Plan and Communications Plan. These materials will be reviewed by the City and finalized as agreed upon by the City and FNI. FNI will also create, monitor and update a project website.

On-Site Kickoff Meeting and Study Area Tour

The FNI team will facilitate a day-long, on-site project kickoff with the City, including a formal kickoff meeting with the key City representatives and the appointed Advisory Committee. The kickoff meeting will build upon previous discussions from the Project Initiation Meeting, establish expectations and outcomes and identify any key priorities the City wants to verify. Following the kickoff meeting, FNI and City staff will participate in a community tour to provide context to the City's assets, opportunities and challenges. If time and schedule allow, City staff or FNI may also schedule limited preliminary meetings with key stakeholders.

Community Profile "Snapshot"

FNI will prepare a community snapshot to capture a complete picture of Lenoir's demographic characteristics and trends, and focus on characteristics that impact the community's built environment. This snapshot will include documentation of Lenoir's history, a review of relevant existing City plans and documents, a discussion of historical growth trends and patterns and the development of a descriptive profile of the community. FNI will explain the patterns and impacts of the information collected and how it relates to the Comprehensive Plan, Future Land Use Map and Neighborhood Map. Regional and significant national trends will be considered, including the impact of remote work policies, changing economic industries, in-migration from out-of-state and aging in-place best practices. The outcome of the community snapshot will be used to update the existing demographics in the Plan and establish a foundation from which realistic and informed planning decisions may be made.

Current Plan Evaluation

FNI will provide a detailed analysis and evaluation of the existing Plan, including the vision statement, guiding principles, goals, policies and other elements. By using the community snapshot data, a determination can be made on the relevance of these plan elements and which ones may need to be updated or enhanced to reflect community changes.

PHASE 1: PROJECT INITIATION AND ASSESSMENT

- Establish expectations and protocols
- Confirm the project plan and schedule
- Create engagement and communication plans
- Data and materials collection and review
- Assess existing frameworks, strengths, weaknesses, opportunities and constraints

PHASE 2: COMMUNITY VISION AND ALIGNMENT

- Community and stakeholder engagement
- Identify issues, needs and questions for the plans to address
- Create singular vision and guiding principles
- Outline measurable metrics/outcomes

PHASE 3: DRAFTING

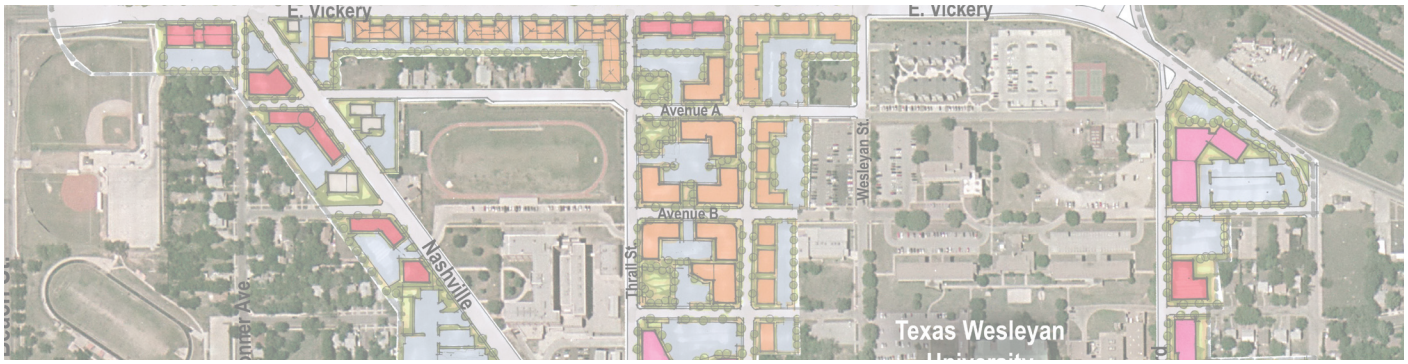
- Future Land Use Map
- Zoning Districts and Neighborhood Planning
- Transportation
- Historic Preservation
- Neighborhood Map
- Integration of Other Plans

PHASE 4: IMPLEMENTATION PLAN

- Action plans for physical, operational and regulatory/policy
- Timelines, responsible parties and fiscal needs as appropriate for each action recommendation
- Metrics and reporting dashboard

PHASE 5: FINALIZATION AND APPROVALS

- Draft deliverables
- Review and comment period
- Revisions
- Approvals
- Final revisions and delivery



COMMUNITY VISION AND ALIGNMENT

After understanding the community snapshot and feedback from initial public engagement activities, FNI will begin to update the Community Vision for Lenoir. The vision will be further solidified and defined through a series of guiding principles and policy statements that will serve as the foundation of the Plan's recommendations and guide decision-making throughout the planning process. Rather than creating generalized "goals", FNI has found remarkable success in creating a set of guiding principles linked to clear and actionable policy statements. We find this provides a more direct ability to impact and influence the decisions made throughout the project. This process creates a clear vision by outlining measurable metrics and outcomes the community would like to achieve. FNI has also found that a general overall plan, supported by more in-depth neighborhood studies, is a more useful approach to confirm meaningful community improvements are tailored to reach specific outcomes.

Overall Vision and Goals

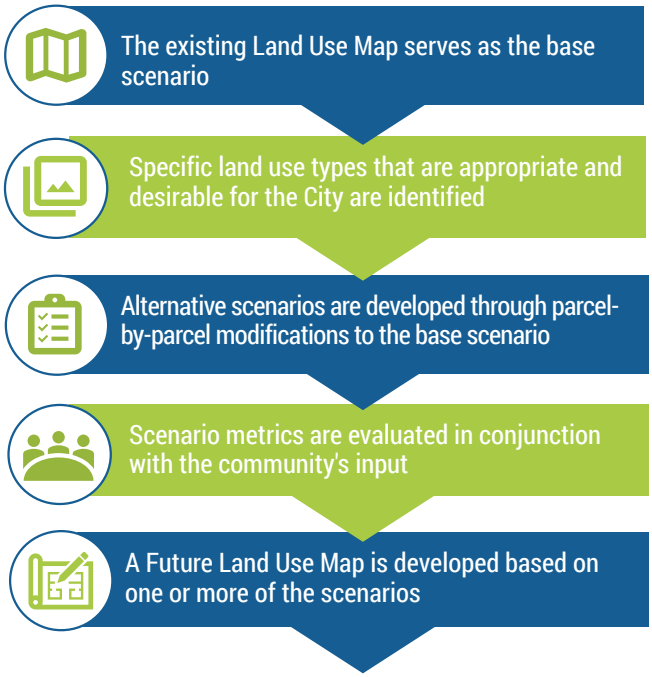
The community's desire to provide and preserve many tangible and intangible characteristics and values is what makes Lenoir a special place. ***Vision development involves exercises to identify those values and characteristics and how they may be conveyed and reflected within the physical environment.*** The refinement and discovery of the community's needs and opportunities, which ultimately informs and updates the vision statement and guiding principles, will be critical to the vision development process. Evaluation of the current overall vision and goals will take place to maintain those that are still accurate and function as desired and update the ones that are no longer applicable.

COMPREHENSIVE PLAN DRAFTING

FUTURE LAND USE MAP

A Future Land Use Map that is understandable to residents, investors, City staff, the Planning Board and City Council helps present a cohesive and unified vision for the City's built environment to developers and property owners. An evaluation of the current land use map and land use types, as well as an assessment of how they function with the existing zoning districts, and any future districts, will be completed to verify future growth fits within the existing community fabric. In addition, the City's Capital Improvements Plan shall also be considered when evaluating service delivery costs and infrastructure needs.

FUTURE LAND USE MAP DEVELOPMENT PROCESS



Making sure that Lenoir continues as a beacon of high-quality living, a community of opportunity for new economic investment and a historic, walkable downtown means long-range plans and other policies must be intentional with recommendations that preserve and advance that character and those values. ***While the Plan is envisioned to be more neighborhood-focused, placemaking and urban design elements need to weave through all chapters, including measures such as open space requirements, historic preservation, sustainability, resiliency, the appropriate form of redevelopment and infill development and housing typologies that thoughtfully interact with engaging streets, public spaces and adjacent development.***

As this update includes a specific emphasis on alternative housing, neighborhoods and economic growth, the Comprehensive Plan Update will identify opportunities in appropriate locations for existing residents to age in place, a chance for buyers with reduced buying power and younger buyers to own a home in Lenoir, and outline redevelopment opportunities for infill and existing neighborhood investment.

ZONING DISTRICTS AND NEIGHBORHOOD PLANNING

Placetypes/Housing

Placemaking is crucial to creating a complete community. Elements of place include livability attributes, such as quality design, thriving businesses, connectivity, arts and housing choices. As part of this update process, an assessment and refinement of the current future land uses and neighborhoods will be done, and areas identified where B-7 Highway Business and R-C Residential-Commercial districts may be most appropriate will be completed. In addition, identifying applicable missing middle housing types that blend into the existing community will be provided to confirm appropriate placemaking is occurring. FNI staff have successfully helped numerous communities navigate the missing middle housing challenges and will bring those lessons learned to Lenoir.

Neighborhood Investment/Redevelopment

There are many existing, older homes in the community that provide opportunities for housing and reinvestment. Part of the Plan development will include an assessment of these areas to create goals that encourage investment and redevelopment within the existing neighborhood fabric. Updating the Neighborhood Map to use as a guide for determining sub areas and as a tool to help focus specific efforts in needed areas will be part of this process.

TRANSPORTATION

FNI has the capacity, capabilities and proven results to address the transportation needs of all modes (vehicle, pedestrian, bicycle, public transit, etc.) within the larger context of Lenoir's Comprehensive Plan Update. Land use and transportation are closely linked, so one cannot be discussed without the other. FNI will verify the



DOWNTOWN PLACEMAKING

FNI understands that a downtown is the heart of a city and the perceived health of a community is often derived from its downtown experience. FNI has significant experience providing planning guidance to historic downtowns.

"Best Public Improvement-Guidelines" for the Urban Design Guidelines, Downtown Fort Worth, 2000, Texas Downtown Association



COMMUNITY REDEVELOPMENT

Transformative change is occurring in communities where FNI has guided planning initiatives that focus on reinvestment in the community.



updated transportation section identifies anticipated growth, looks at maintenance needs and works to create a safe, comfortable and convenient transportation network that supports multimodal options, public transportation and private vehicles. This portion of the Comprehensive Plan Update will also contain street hierarchy and typologies to help inform land use decisions, as well as guidelines to help implement future Complete Streets design.

HISTORIC PRESERVATION

Lenoir boasts a rich history with many beautiful historic buildings that are clearly treasured by the community. Preserving historic buildings and sites, bringing old stories to life and making/maintaining connections between historically significant partners are all elements necessary for a robust, historically-rooted community to maintain its character and charm for future generations to enjoy. FNI staff welcome the opportunity to work with City staff and the community to identify these items that warrant careful consideration. Once these items are identified, FNI will skillfully weave these ideas, elements and goals into the updated Plan to help keep Lenoir's past tied to its future. A defined strategy for preservation and revitalization of the historic assets and areas within Lenoir will be provided.

Main Street Communities

FNI has worked with dozens of Main Street communities of all sizes, and we understand the importance of maintaining the foundational details and unique charm for each community. We will work with the City to develop a plan that is the right fit for the Lenoir community and its valued spaces and amenities.

INTEGRATION OF OTHER PLANS

FNI staff will review other City-adopted plans and provide a recommendation to City staff on how to incorporate the applicable elements, goals and/or action items from those plans into the Comprehensive Plan Update. A prescriptive approach on how to integrate this information will be created by FNI to help ease future inclusion as deemed appropriate by City staff.



FNI works with Main Street communities to develop tailored revitalization plans

COMMITMENT TO QUALITY

"We would highly recommend Freese and Nichols for your collaboration, resources and ability to stay on time and on budget for work on Comprehensive Master Plans based on Watauga's experience.

Jacquelyn Reyff, AICP
Former Planning & Development Manager
City of Watauga, Texas

"As first a citizen and then as a council member, I was excited about the level of involvement that Freese and Nichols provided for the community as a whole and for the leadership of the community....[FNI] did a great job in responding to our specific interests and needs from the feedback provided by our community that attended the open meetings and then that which was provided by the committee in smaller meetings. I did feel that my feedback was valued and either responded to or included in updating the plan.

Kristen Ishihara,
City Council Member
City of Lewisville, Texas

"We were very impressed with the level of knowledge and expertise that FNI provided throughout the process. It was very important to the City that the Comprehensive Plan be developed through public engagement and citizen input. FNI was able to not only engage our citizens, but also educate our community on comprehensive planning.

Kevin Hugman, ICMA-CM
City of Duncanville, Texas

IMPLEMENTATION PLAN

FNI will prepare recommendations to assist in the implementation of the physical, operational and regulatory/policy recommendations in the Plan. Based on input and community goals identified as part of the update process, FNI will develop a set of feasible, fiscally responsible and prioritized implementation recommendations to assist City leaders, staff and other decision-makers focused on the public investments and actions needed to realize the vision and guiding principles of the Plan. This includes identifying action items with timeframes, potential resource needs and key players/roles for each. FNI staff have significant experience working in the public sector and have in-depth knowledge of city management, capital improvement planning, municipal operations and structuring plans for successful implementation.

FNI Implementation Success

The FNI team specializes in not only developing plan concepts and guidelines but also implementing them through completed, built developments as part of a redevelopment strategy. The images below show the before and after and concept to reality for FNI planning projects.





City of Fort Worth | East Rosedale Street Improvements, before and after

FROM PLANNING TO IMPLEMENTATION

FNI understands that implementation is key to the successful development of any planning exercise. We will assist Lenoir with:

- Building strategies to be implemented incrementally over time, or as funding is available
- Establishing a prioritization process
- Developing the implementation guide further to provide a suggested strategy timeframe and priority



FINALIZATION AND APPROVALS

FNI will prepare a highly visual draft Comprehensive Plan Update, Future Land Use Map and Neighborhood Map, and provide them to the City for initial review and comments. As needed, revised drafts will be presented to the Advisory Committee, Planning Board, City Council and community members for final feedback and adoption consideration. Once all feedback has been received and input into the Comprehensive Plan Update, FNI will either present or assist City staff with the adoption presentation (City staff's choice) at Planning Board and City Council. After which, FNI will provide the final deliverables to the City and initiate project closeout.

FNI Graphics and Deliverables

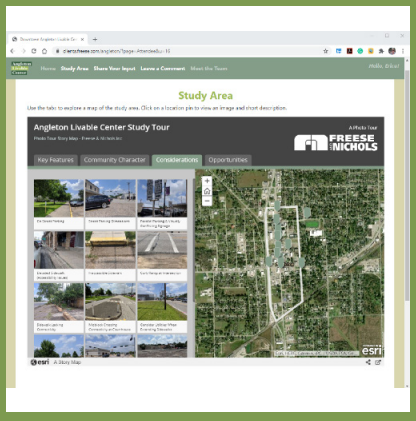
FNI has resources and graphic specialists that will support the production of Lenoir's Comprehensive Plan Update. Some options that can enhance the Plan, as well as the planning process include:

- Drone footage to document existing conditions
- Programs for designing and hosting project websites with survey and mapping elements for an interactive user experience
- Scenario planning tools to visualize proposed land use changes and determine preferred alternatives
- Development of logo and tagline concepts to craft a unique project brand for the Plan
- GIS StoryMaps
- Illustrative renderings of plan concepts
- Extensive use of tables, charts, and illustrations to convey plan content
- A highly graphic summary document that can be used for marketing and promotion efforts

The final document will be produced using InDesign, allowing for a high-quality, colorful and easy-to-read plan. A full-resolution PDF, as well as reduced-size files suitable for posting online will be provided.

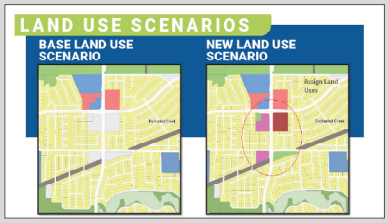
GIS-BASED STORYMAPS PIQUE COMMUNITY INTEREST

FNI often uses ArcGIS StoryMaps to enhance a community's understanding of a project site or complex data sets. It is a type of immersive layout that pairs a full-screen media panel with a moveable narrative panel. The technology allows for inserting videos or even embedding web content in a sidecar media panel. StoryMaps can be accessed on smart phones and tablets. The example to the right isa StoryMap our team created for a recent project.

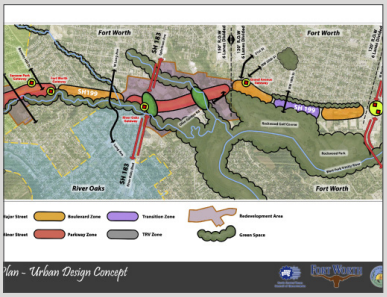


HIGHLY VISUAL GRAPHICS

FNI works closely with our clients to create customized deliverables that are highly visual and graphically communicate the plan in an easy-to-read format.



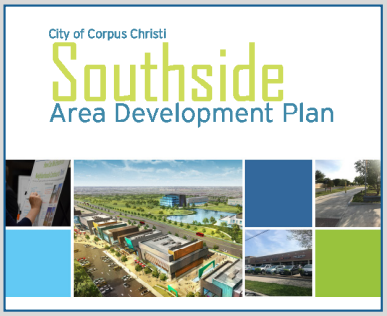
New Land Use Scenario



Corridor Master Plan



Social Pinpoint Idea Wall



Corpus Christi Small Area Plans

PUBLIC ENGAGEMENT PROCESS





Hickory's $40 million Bond Program was named the ACEC-NC 2016 Award-Winning Project in the Public Involvement category. FNI helped manage the bond process which has led to significant investment in downtown and along the Hickory Trail.

First and foremost, we believe the best city planning begins with hearing directly from the community about their vision for its future. As urban planning professionals, we bring best practices and lessons learned from other cities. However, Lenoir's residents, business owners, elected and appointed officials, and City staff are the true experts on their community. The robust community engagement effort FNI will bring to the project will be key to verifying the Comprehensive Plan is representative of the community's vision. This effort will be tailored to address specific approaches throughout the community due to the diversity of neighborhoods and residents.

Our team understands the need for effective and inclusive participation from stakeholders, and we will use a variety of outreach techniques to provide opportunities for all interested parties to learn about and contribute to the Comprehensive Plan Update. FNI recommends conducting a scoping meeting to further discuss the Public Engagement Plan and identify which techniques and tools will work best for the City.

The Public Engagement Plan will be developed during the early days of the project to guide community engagement efforts throughout the duration of the Comprehensive Plan Update process. It will identify key stakeholders, communication strategies, and roles and responsibilities for the City and FNI staff. Examples of public involvement strategies are highlighted on page 22.

FNI's experience in public engagement runs the gamut of techniques. We are skilled in managing town hall environments, facilitating candid conversations in small focus groups, bringing a personal touch with one-on-one interviews, reaching the public at their leisure through online engagement technology, including online surveys and quick interactions using mobile device outreach, organizing charrettes structured as small festival-like events, conducting intercept surveys in parks and during events, testing ideas through tactical urbanism so that the community can experience the temporary changes, constructing pop-up events and even using creative interactive public art approaches. Within these environments, FNI can implement a variety of exercises designed to promote interaction and meaningful community feedback.

Even with a myriad of virtual engagement opportunities available, in-person outreach strategies to gather input from stakeholders are still critical to the process and may include exhibits and computer access at the Mulberry Recreation Center, City Hall, Caldwell County Public Library or other community center. Mailing flyers with utility billing invoices and coordination with local print and television media outlets can effectively reach people who do not maintain an online presence.

Events like the Lenoir Bicycle Festival, Movie Night on the Square, Jazz Festival and North Carolina Blackberry Festival offer opportunities to engage the community where they are, introducing the project and gathering feedback during events that already draw participation from a diverse groups of residents.

FNI has found that a combination of in-person and virtual engagement is often the best approach, as this offers individuals multiple opportunities to connect and the flexibility to use the method that is most convenient for them. We can engage more people at a lower project cost using this hybrid approach.



FNI-led Municipal Planning Session

Community Conversation

To help kickoff the project, FNI likes to start with a community conversation – an initial round of meetings to introduce the Comprehensive Plan Update and explain the purpose of the project to the community. The best conversations are all about listening and understanding. Reaching out in the early planning stages is helpful to gauge the needs and desires of the community and offers a less formal opportunity to educate stakeholders about the value of planning and how the plan will shape the future of Lenoir.

Advisory Committee

A Comprehensive Plan Update Advisory Committee appointed by the City Council will provide a consistent sounding board for the consultant team. This committee should be representative of the population and demographics of the community and be willing to provide input throughout the project. FNI will work closely with City staff on establishing and working with this committee.

Meeting-in-a-Box

A customizable selection of outreach materials and approaches will be provided to City staff for continued outreach efforts throughout the community during this project and for future planning efforts, specifically for neighborhoods.

FNI PUBLIC ENGAGEMENT SUCCESS STORY

FNI recently led the development of a new comprehensive plan for the City of Siloam Springs, Arkansas. ***Our holistic approach to community engagement made the plan a success.*** Highlights included:

- Informational videos featuring CPAC members, so the community hears from their friends and neighbors
- A monthly newsletter with more than 400 unique subscribers to keep everyone up-to-date on the process and upcoming input opportunities
- Participation and promotion at local events and festivals, like the community-wide rock scavenger hunt and the annual Dogwood Festival
- Development of a unique brand and logo, which was eventually adopted as the City's official flag
- Stakeholder interviews with local business owners, nonprofits and community services, residents, developers and City Staff
- Frequent in-person and virtual CPAC meetings, Open House events, and Virtual Open House engagements
- Creation of an ArcGIS StoryMap to summarize the complete plan document and process
- Various newspaper articles and social media features
- Numerous displays and input activities at City Hall and the public library
- "Meeting-to-go" kits to enable neighborhood groups to conduct their own focus group meetings
- Project website with built-in translation capabilities and latest information/draft documents



Following adoption, the public's role has shifted toward ensuring accountability for the plan's implementation. FNI is currently working with the City to develop an implementation tracking tool – a public-facing dashboard that displays progress on individual action items and on the overall desired outcomes/performance metrics.

Recommended Community Engagement Strategies

Project Branding and Website

- Brand, logo and supporting package for use in project marketing and outreach
- Unique project website with project overview, schedule, document library, polling and other interactive features to inform and engage the community
- Website includes built-in engagement activities

Advisory Committee

- Committee serves as the plan "compass", guiding the process to confirm it is community-driven and responsive
- Members are the ambassadors for the planning process
- Meetings structured around vision development and the various plan elements
- Meetings easily adapted to both in-person and virtual formats

Social Media Strategies

- Social media content to engage and direct people to various community input platforms
- Leverage the City's existing accounts, as well as key community influencers
- Foundation to form a separate venue for general city outreach going forward
- "Viral" content can help boost all other public engagement

Walkabouts, Neighborhood Dreams and Big Ideas

- In-person or virtual/socially distant community conversations about ***"what makes Lenoir, Lenoir?"***
- Encourage community ideas, inspiration and creativity by engaging the public in a more personal way that uses all senses
- Crowdsourced submissions from the public containing thoughts and images about their ideas and hopes for the future
- Examples include "Chalk Your Vision" Family Driveway/Sidewalk Art Activities, School-Based Initiatives, etc.

Interactive Online Survey

- Surveys designed to reach thousands of people in a fun and interactive way in order to collect actionable and quantifiable data
- Interactive map-based feedback system
- Multiple surveys throughout to maintain engagement virtually and meaningfully

Community Workshops and Virtual Open Houses

- Hybrid meetings with a blend of in-person and virtual content
- Interactive activities, live polling, tactical urbanism and other techniques to engage participants and achieve meaningful input
- Leveraging existing events and festivals to ***meet people where they already are***

EXAMPLES OF PREVIOUS PROJECTS





Comprehensive Plan | City of Siloam Springs, AR

FNI developed a comprehensive plan to guide the City's rapid growth for the coming decades. The plan provided an overview of the City and proposed goals, objectives and policies to assist the City in planning for the future.

An economic development component included a fiscal analysis to verify the plan's vision and proposed future land use recommendations were achievable. Other plan elements focused on land use, mobility, housing, community character, livability, and public facilities and services. The implementation strategy included an action matrix and performance measurements to allow the City to easily monitor the plan's progress. The planning process involved extensive public participation efforts and was guided by a steering committee of community stakeholders. FNI used traditional and virtual engagement opportunities to encourage participation and mitigate the impact of restrictions on public events and gatherings. The plan was unanimously adopted in July 2022.

FNI, working with the City, built an implementation tracking dashboard to measure progress on the plan's action items and the overall guiding principles.

Our holistic approach to community engagement made the plan a success.

Community Engagement Highlights:

- Informational videos featuring CPAC members, so the community hears from their friends and neighbors
- A monthly newsletter with more than 400 unique subscribers
- Participation and promotion at local events and festivals
- Development of a unique brand and logo, which was eventually adopted as the City's official flag
- Stakeholder interviews with local businesses, nonprofits, community services, residents, developers and City staff
- Frequent in-person and virtual meetings and Open House events
- Creation of an ArcGIS StoryMap to summarize the complete plan document and process
- Various newspaper articles and social media features
- Numerous displays and input activities at City Hall and the public library
- "Meetings-to-go" kits to enable neighborhood groups to conduct their own focus group meetings
- Project website with built-in translation capabilities

Population

18,654

Reference

Ben Rhoads, AICP
Senior City Planner
479-238-0932
brhoads@siloamsprings.com

Relevance to Lenoir

- Community Visioning
- Growth planning
- Economic Development
- Land Use
- Housing
- Community and Stakeholder Engagement





Comprehensive Plan | City of Georgetown, TX

FNI developed the City of Georgetown's 2030 Comprehensive Plan, working closely with City staff and a Steering Committee throughout the 22-month plan development process. The plan includes four major elements focused on the following key issues:

Land Use – Scenario land use planning utilizing the City's fiscal impact model to verify fiscally responsible growth. Scenario development focused on the number and type of dwelling units, amount of commercial square footage and opportunity to support target industry employment centers.

Housing – Affordability, diversity and preservation of housing stock with special consideration for senior, low-income and workforce populations. The housing element was supported by community development strategies.

Subarea Planning – Furthering implementation of the City's Williams Drive Study, including recommendations that focus on land use, connectivity and streetscape design.

Population

86,507

Reference

Sofia Nelson
Planning Director
512-931-7611
sofia.nelson@georgetown.org

Relevance to Lenoir

- Land Use Planning
- Subarea Planning
- Community and Stakeholder Engagement
- City Council Coordination

Gateways and Image Corridors – A review of the existing corridor classifications and designations along 14 corridor segments, resulting in the development of two new corridor classifications and redesignation of multiple corridors to better reflect the vision for Georgetown's image.

The City organized an On-The-Table event, which enabled more than 1,400 participants to conduct and participate in discussions at their home or office with friends, family, neighbors or other groups of eight to 12 people, and report the information back to the City via photo, email or drop-off. The citywide engagement day coincided with National Night Out, while community members were encouraged to participate in the exercise on that day, the toolkits were also available throughout the month. FNI also provided the City with a tool to proactively monitor key focus indicators to track progress on achieving each of the plan's goals are working or if further adjustments are needed. The resulting plan is framed around thought-provoking graphics that visually convey the key messages and recommendations of the plan in a way the average citizen is excited to read.



Comprehensive Plan Update | City of Midlothian, TX

The City of Midlothian contracted with FNI to update the future land use component of the "Envision Midlothian" Comprehensive Plan. This update addressed residential diversity, development form, compatibility and zoning recommendations. The adopted Comprehensive Plan Update identified development opportunities within the downtown as a key strategic priority, leading to FNI's selection to develop a Downtown Master Plan. The project began with an interactive engagement booth at the Art and Wine Festival, allowing quantifiable feedback on community ideas about downtown, as well as comfortable conversations in small groups and one-on-one.

This was enhanced by a robust online engagement effort built around the MetroQuest platform, garnering over 1,100 responses and over 32,000 data points, allowing for complete georeferencing of all feedback, interactive map exercises and collection of hundreds of open-ended ideas and hopes for downtown. Data from online engagement was then augmented through a full day of stakeholder meetings with key interested parties to understand their issues, barriers and opportunities. The process and feedback formed the basis for a full-day design charrette that was open to the public, using a local downtown business and coffee shop as the host to facilitate a comfortable "storefront" environment that would attract the public.

Population

38,635

Reference

Clyde Melik
Assistant City Manager
972-775-3481
clyde.melick@midlothian.tx.us

Relevance to Lenoir

- Land Use Planning
- Development Opportunities
- Community and Stakeholder Engagement

FNI facilitated the Downtown Master Plan Advisory Committee's completion of a SWOT-like analysis of downtown and a core area of focus, leading to goal identification and a cohesive vision.

FNI conducted an in-depth analysis of existing physical and market conditions, including robust demographic and GIS analysis, to identify key catalyst sites and concepts. From this, FNI built a land use, character plan and an illustrative vision plan for the downtown. Through an iterative process with the Advisory Committee, a variety of innovative recommendations were created, specifically tailored to the unique needs and capabilities of Midlothian, involving municipal capital investment, changes to regulatory approaches in downtown to spur market engagement and fiscal sustainability, operations and promotions techniques to manage downtown and tell its story, smart partnership opportunities and reliable financing mechanisms. The resulting Downtown Master Plan document is a graphically robust, clear, engaging and inspiring document designed with implementation and momentum-building in mind.





Comprehensive and Downtown Plan | City of Seguin, TX

FNI is preparing a Comprehensive Plan and Downtown Plan as concurrent, coordinated efforts. In recent years, the City has expanded beyond the previously defined boundaries of its existing Comprehensive Plan, adopted in 2010. The City also has experienced explosive growth in residential development, especially in the last three years. To account for this growth and direct future growth to meet the City's vision, an update is needed to identify community goals and provide guidance on planning-related decisions to help shape the City's future. Consideration will also be given to the history and natural environment of Seguin.

Both the Comprehensive Master Plan and Downtown Plan will feature a combination of virtual and in-person engagement, including a combination of advisory committee meetings, stakeholder meetings, community events, open houses, virtual open houses, online surveys and interactive map feedback systems. The project includes an interactive project website seamlessly integrating all virtual tools and providing enhanced transparency.

Population

29,300

Reference

Pamela Centeno
Director of Planning/Codes
830-386-2505
pcenteno@seguintexas.gov

Relevance to Lenoir

- Land Use Planning
- Community and Stakeholder Engagement



Comprehensive Plan, Downtown Plan and Thoroughfare Plan | City of Kilgore, TX

FNI completed a comprehensive plan, downtown plan and thoroughfare plan intended to guide development in the City and its ETJ for the next 10 years and beyond. Kilgore is home to Kilgore College, a substantial industrial business community, several museums and an active historic preservation and arts community. The plans seek to build on these existing assets to strengthen Kilgore's standing as desirable place to live, work, learn and play.

The overarching purpose of the comprehensive plan was to establish the community's vision for its future and plan for future land uses and housing needs to enhance the quality of life in Kilgore and promote economic development within the City. Key issues addressed by the comprehensive plan included the transition of land along major corridors from residential to industrial uses, a lack of affordable and well-maintained housing, supporting reuse of existing historic structures, such as the Texan Theater, Crim Theater and the Old Post Office, and generating activity and entertainment destinations within the community.

Major issues affecting downtown included aging structures that were unable to meet current building codes, limited night and weekend activity and a number of underutilized parcels in key locations. The Downtown Plan effort included the development of existing conditions analysis, a conceptual land use plan, district branding and parking strategies, and an illustrative plan to illustrate catalyst infill locations.

The Thoroughfare Plan provided goals and objectives for achieving safe and efficient flow of transportation facilities, provided for public and stakeholder input, evaluated projected growth patterns and resulting travel needs through review of available travel demand modeling. The Plan also provided an updated functional classification system of roadways, reviewed roadway design and development standards, provided key corridor planning considerations, and provided recommendations for short- and long-term needs for transportation network implementation.

This planning effort included community engagement with a wide range of stakeholders via focus group interviews, two community open house events, an online survey and meetings with an advisory committee. The three plans were unanimously adopted in April 2021.

Population

13,476

Reference

Carol Windham
Director of Planning
903-984-5081
carol.windham@cityofkilgore.com

Relevance to Lenoir

- Comprehensive Plan
- Historic Preservation
- Land Use Plan
- Infill Opportunities
- Thoroughfare Plan
- Extensive Community and Stakeholder Engagement

REFERENCES

The below references were involved in comprehensive planning projects with similar services to those referenced in the RFP. Please feel free to contact any of FNI's references for more information on our work performance and client service.

CITY OF SILOAM SPRINGS, AR

BEN RHOADS, AICP
Senior City Planner
479-238-0932
brhoads@siloamsprings.com



Siloam Springs Comprehensive Plan

CITY OF HUTTO, TX

ASHLEY BAILEY, AICP
Development Services Director
512-759-5961
ashley.bailey@huttotx.gov



Hutto Comprehensive and Downtown Plan

CITY OF MIDLOTHIAN, TX

CLYDE MELICK
Assistant City Manager
972-775-3481
clyde.melick@midlothian.tx.us



Midlothian Comprehensive Plan Update

PROJECT SCHEDULE

PHASE	MONTHS														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Selection	■														
Project Initiation and Assessment	■	■													
General Public Engagement		■	■	■	■	■	■	■	■	■	■	■	■	■	■
Public Engagement Meetings		■	■	■	■								■		
Community Vision and Alignment			■	■											
Drafting/Neighborhood Planning				■	■	■	■	■	■						
Future Land Use Map Creation								■	■	■	■	■	■		
Sub Area Studies									■	■	■	■	■		
Implementation Plan												■	■		
Final Draft Assembly														■	
Finalizations and Approvals															■

Schedule Management

The FNI team is committed to meeting the City's project schedule. FNI will be responsive to the City's requirements, even if it means adding resources during the course of the project. Establishing accurate project schedules and maintaining schedule adherence during project delivery are critical to keeping projects on budget. FNI will establish a system that will provide useful, accurate and timely information on both the schedule and budget for this project. The output of an effective scheduling and budgeting system is a powerful tool for priority definition, status reporting, problem area identification, problem impact analysis and support of corrective action planning. Other advantages to good scheduling include balanced resource allocation, the exploration of project alternatives and time/cost tradeoffs through project acceleration/delay.



COST PROPOSAL FEE SCHEDULE

TASK	FEE
Project Management	
External Kickoff Meeting and Tour	$1,688
Client Coordination/Meetings	$4,403
Internal Coordination/Meetings	$7,160
Quality Management	$5,435
Public Engagement	
Virtual Engagement	$4,924
In-person Meetings/Events	$13,012
Planning Board Meetings	$5,888
City Council Meetings	$3,344
Comprehensive Plan Drafting	
Drafting/Neighborhood Planning	$23,882
Graphics/Details	$9,564
Sub Area Studies	$27,370
Future Land Use Map/Neighborhood Map	$8,470
Implementation Plan	$6,700
Project Approval	$3,136
TOTAL PROJECT COST *(not including expenses)*	**$124,976**
Estimated Expenses *(Travel, printing, etc.)*	$12,000 *(Not to exceed)*







Mission

Innovative approaches ...
Practical results ...
Outstanding service

Vision

Be the firm of choice for clients and employees

Values

FREESE AND NICHOLS

LEADS

- **L** LEARN CONTINUOUSLY
- **E** ENGAGE AS FAMILY
- **A** ACT WITH INTEGRITY
- **D** DELIVER QUALITY
- **S** SERVE ALWAYS

FREESE AND NICHOLS

222 South Caldwell Street
Charlotte, NC 28202
704-251-0178
freese.com

Recommendation

Recommendation: Conversion of Public Services Director position to a Director of Special Projects and Grants position to facilitate the completion of the 40+ projects the City has in progress.

To Be Effective 04/1/24

Department	Current Title	Proposed Title	Impact for Current Budget	Recommendation	Current Grade	Proposed Grade
Public Services/ Administration	Public Services Director	Director of Special Projects and Grants	(23,325.63)	Recommend replacing the Public Services Director's position with a Director of Special Projects and Grants to facilitate the completion of the 40+ projects the City has in progress. This will allow for a central point of contact for various projects and will expedite project completion and improve efficiency and effectiveness.	63	59

Director of Special Projects and Grants

General Statement of Duties

The Director of Special Projects and Grants under general direction of the City Manager, works to oversee city-wide special projects and grants management. The Director of Special Projects and Grants operates in a constantly evolving environment and completes a variety of high-level tasks that directly impact City operations, require collaboration across diverse internal and external stakeholders, and may be highly sensitive and confidential in nature.

Distinguishing Features of the Class

The position supports the City Manager and Department Directors by conducting and managing complex projects and providing project planning and management oversight. This position serves as a liaison to the City Manager, Department Directors, outside agencies and the general public. The employee performs difficult, diverse, and confidential duties which require initiative, independent judgment, and considerable working knowledge of operations and programs. This position performs requires a higher level of project management skills and will typically be assigned projects that are larger in scope; have a higher degree of technical complexity; and/or have a high degree of visibility where public relations and public perception are considered to be of critical importance. Responsibilities may also include implementation of programs, processes, policies and/or procedures to successfully achieve the City's objectives, mission, strategic plan, and anticipated outcomes. Effectively completing these assignments requires a strong degree of discretion, good judgment, and tact. Assignments cross all areas of City government operations. Contacts are broad at the local, state, and federal level to include City department leadership and program staff, elected officials, other public and private officials and regulatory agencies, and the public. Under general direction of the City Manager, the Director of Special Projects and Grants performs highly responsible and complex professional, administrative, analytical and operational work. This position will work with content area experts to identify, plan, and evaluate grant opportunities. The Director of Special Projects and Grants must assume responsibility for completion of assigned objectives and outcome-oriented functions and is accountable to the City Manager for expected quality of work without direct daily oversight and supervision. Priorities may change without warning and the Director of Special Projects and Grants must be able to adapt quickly and work effectively in rapidly evolving situations.

Duties and Responsibilities

Essential Duties and Tasks

- Plan, coordinate, conduct, and supervise multiple complex and sensitive operational, management, and administrative management analyses, studies, projects, and research across departments and with external partners, including those involving City-wide services and issues.
- Coordinates and leads the activities of the city-wide grant program that supports operating programs, capital improvement projects, and other grant-eligible programs for the City.
- As directed by the City Manager, may implement programs, processes, policies and/or procedures to successfully achieve objectives of the City Manager and the City's mission, strategic plan, and outcomes.
- Complete a variety of operational support tasks such as developing and managing select contracts and agreements; preparing financial estimates or projecting and monitoring of revenues and expenditures for select projects and preparing reports, agenda items, presentations, and other documentation as they relate to projects and attends Council meetings to present requests and provide information.
- Assists in preparing Requests for Proposal (RFP) and Requests for Quote (RFQ) for services.
- Participates in bid evaluation and selection and contract negotiations. Prepares technical specifications and requirements; reviews bids and quotes; makes recommendations regarding selection of vendors and awarding of contracts; and monitors vendor performance and contract fulfillment.

- Manages projects during design and implementation phases: prioritizes schedule; allocates resources; works with vendors and project team members to resolve problems and initiate solutions.
- Ensure projects, action items, and other work are completed on time, achieve established objectives, and are of desired quality while keeping the City Manager and Department Directors updated on work progress and concerns.
- Applies engineering principles to define problems, collect data, establish facts, and draw valid conclusions.
- Facilitate co-created resolutions to difficult issues that impede progress on and quality of assigned projects.
- Administers budgets of assigned projects: coordinates with assigned department in planning and cost estimating; prepares cost estimates for budget planning; monitors and controls expenditures for approved projects; tracks expenditures and pay requests; processes purchase orders and invoices; and maintains related documentation. In partnership with the Finance Director, manages and oversees project budgets and reviews and approves reimbursements and payments.
- Manages tasks and projects relating to the asset management program and continuous improvement including developing asset management plans, developing new workflows and tools, and evaluating strategies and new approaches. Assists with asset management roadmap planning, gap analysis, business process design, data requirements, and performance metric development. Partners with departments to identify and prioritize project needs and identify content experts and evaluates City facilities for recommendation and prioritization for the CIP.
- Must understand and be able to work with Construction Manager at Risk and/or Design-Build delivery methods.
- Must understand technical design calculations associated with land development projects (i.e., storm drainage hydraulic sizing, water distribution modeling, sanitary sewer collection systems, erosion control measures, etc.).
- Ability to review preliminary engineering evaluations, including quantity take-offs and opinions of probable construction cost.
- Understand and ability to evaluate various field testing (i.e. water pressure testing, gravity sewer low pressure testing, etc.).
- Works with engineer and contractors to insure all permits are obtained for each project.
- Helps determines project scope, strategy, goals, budget and deliverables for new special projects.
- Identifies and manages critical tasks including setting and meeting interim project goals; setting and managing project contingency; and performing change control and all other associated project management efforts needed to ensure compliance with the project schedule and budget.
- Receives, reviews, prepares, completes, processes, forwards or retains, as appropriate, various forms, reports, correspondence, invoices, pay applications, contracts, change orders, budget documentation, project work plans, project implementation schedule, policies, procedures, budget evaluations, and other documentation necessary for project management.
- Inspect all deliveries, ensuring the materials are in the right quantity and quality and are properly placed at the job site.
- Monitor the quality of all workmanship in detail. Stop work when necessary and provide guidance to independent contractors as needed.
- Serves as liaison between the city and outside funding agencies and groups.
- Conducts project progress meetings and manages and monitors work quality and contract compliance.
- Ensures all project’s activities and programs comply with applicable local, state, and federal laws.
- Track and report on the statuses of projects, pending items, City Council requests, and inquiries and service requests, as well as the impacts of completed work on our organization, our community, and/or our residents.
- Monitors all phases of grant awards and closing, including assessment of technical progress and performance.

- Monitors government and private funding sources for opportunities that may impact the City and keeps others informed.
- Researches and consults on grant programs, plans and proposals; provides timely advice and information on opportunities, requirements, and procedures and evaluated grant opportunities.
- Develop and present project related memos, reports, and presentations to the City Manager, City Council, department directors, internal and external stakeholders, and the public.
- Performs other duties as required.

Recruitment and Selection Guidelines

Knowledge, Skills, and Abilities

Knowledge of:

- Principles, practices and techniques of public administration and local government administration.
- Principles, practices, and techniques of management, evaluation, and policy analysis; research methods; strategic planning; and project management.
- Pertinent federal, state, and local laws, codes, and regulations.
- Sources of information related to a broad range of local government programs, services and projects.
- Principles and practices of sound business communication, writing, and presentations.
- Management, evaluation, and policy analysis; research methods; strategic planning; and project management.
- Quantitative and qualitative data collection, analysis, and synthesis and appropriate research and statistical techniques.
- Using logic, reasoning, and critical thinking to solve problems; identifying the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems; and making effective decisions.
- Preparing budgets, financial, and operational plans and projections and monitoring performance.
- Communicating and presenting complex information, ideas, and recommendation orally and in writing to diverse audiences in a variety of private and public settings.
- Solid knowledge of grant reporting, including Uniform Guidance and other federal compliance requirements
- Knowledge of various grant programs available to local governments
- Excellent organization skills

Ability to:

- Plan, organize, and carry out a full range of non-routine and complex administrative and analytical assignments from the City Manager with minimal supervision and direction.
- Conduct management, evaluation, and policy analysis; research projects; strategic planning activities; and project management.
- Conduct difficult and complex analysis and research on a variety of administrative and operational topics, identify and recommend alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
- Present technical information clearly and concisely at a level appropriate to the target audience.
- Ability to read blueprints, plans and structural drawings.
- Develop and lead diverse teams to accomplish assigned tasks, including ability to break large projects into smaller assignments and delegate those assignments to appropriate individuals throughout the organization.
- Understand, interpret, explain and apply applicable federal, state and local policies, laws, and regulations.

- Establish priorities and manage own time.
- Work on multiple, concurrent projects with strict deadlines and with frequent interruptions and rapidly changing priorities.
- Exercise sound independent judgment and maintain confidentiality of critical and sensitive information, records, and reports.
- Develop and maintain cooperative and professional relationships with employees, citizens, community and private organizations, elected officials, boards and commissions. Must be able to handle all interactions with poise, tact and diplomacy.
- Facilitate discussions among relevant parties to reach consensus on recommendations and approaches.
- Use, with advanced proficiency, all modules of Microsoft Office (Word, Outlook, Excel, PowerPoint, etc.).

Desirable Education and Experience

- Bachelor's Degree in a related field or a combination of education and experience that would provide the necessary knowledge, skills, and competencies to perform the essential duties and tasks of this position or a related field and five years of experience in local government working across departments to manage high-profile cross-functional projects. An in-depth understanding of building trades is required. The right candidate will have 5 years of project management and construction experience in public owned commercial construction

Working Conditions

- Work is performed primarily in an environmentally controlled environment without exposure to harmful chemicals, personal danger, or other workplace hazards; however, a significant portion of time can be performed in an outside environment where the employee is exposed to adverse environmental conditions such as hot and cold temperatures. Work environment involves normal, everyday discomforts or unpleasantness. Work area has adequate light, heat, and ventilation; environment is organized and stable. Work presents no significant hazards to employees. Must be able to ascend and descend ladders, stairs, and work in confined spaces and in proximity to loud equipment. Employee must be able to wear required personal protective equipment while at work and have the ability to lift and carry 25 lbs regularly and 50 lbs occasionally

Special Requirement

- Possession of a valid North Carolina driver's license.

Lenoir
3.2024

Main Street Community Engagement Coordinator

General Statement of Duties

Responsible for downtown promotion, marketing, events planning, volunteer coordination and recruitment, and general administrative assistance to support efforts to improve the appearance, vitality, and of downtown Lenoir business district and programs within the Main Street Department and initiatives sponsored by the Lenoir Business Advisory Board (LBAB) and the Downtown Lenoir Development Alliance, Inc. (DLDA).

Distinguishing Features of the Class

An employee in this class is responsible for assisting the Downtown Development Main Street (DDMS) Director in implementing activities, programs, and efforts that support the downtown development program and strive to engage the various demographics within our community with a variety of programming. Responsibilities include executing events and activities, promoting downtown through multiple advertising/marketing channels, maintaining the organizations online and social media presence, and creating all graphic design/layout content. Work entails a significant amount of contact with business owners, public officials, City of Lenoir employees, and the general public. Public relations activities include representing the organization through live media recordings, presentations to a variety of civic and business groups. Employee assists with the organization's volunteer recruitment and retention. Employee must exercise considerable tact and discretion in dealing with the public. The employee is subject to both indoor and outdoor environmental conditions and requires the ability to stand for long periods of time and the ability to lift objects weighing in excess of 40+ pounds. Ability to carry out moderate lifting (tables, coolers) is necessary. Work involves independent judgment in implementing program events and activities. Work is performed under the general direction of the DDMS Director and is evaluated through meeting reports and results of working with various groups. Energy, self-motivation, effective follow-through, and the ability to work both individually and as a team player are vital.

Duties and Responsibilities

Essential Duties and Tasks

- Aids in the coordination and implementation of the marketing plan and special event promotion for Downtown, including print ads, radio, television, E-newsletter, billboard, social media, public speaking and internet/web-based applications to effectively market downtown within the provided resource.
- Maintain and update the website, email and social media platforms on a daily and weekly schedule.
- Coordinates and facilitates the production of marketing and print materials supporting the Lenoir Main Street program and the DLDA.
- Under the supervision of the DDMS Director, aids in the implementation and facilitation of the planning and logistical aspects of program festivals and events; communicates with other city departments to coordinate needed supplies and support; contacts and organizes location of vendors and entertainment; purchases and places orders for needed equipment, supplies, and food; coordinates advertising and seeks traditional and contemporary outlets to promote events.
- Assists the DDMS Director, who serves as the Executive Director, with the administration and oversight of the DLDA. 501 (c) (3) nonprofit organization.
- Evaluates effectiveness of current events and researches new ideas and enhancements to current program.
- Creates general correspondence, memorandum, reports, schedules, press releases, and other material related to downtown promotions.
- Assist the DDMS Director in managing and staffing all co-sponsored events. Most events take place in the evenings and/or on the weekends.
- Assist with managing the volunteer recruitment, training and retention.
- Makes public presentations to civic and business organizations; works with Downtown Boards and committees to develop ongoing public awareness and educational programs to continuously promote the downtown area; attends county and city events on behalf of the Lenoir Main Street Department.

- Serves as a contact to businesses and property owners within the Downtown Business District to inform these groups of downtown initiatives, activities and events.
- Assists with business and property owners' informational meetings as required.
- Conducts periodic surveys with property owners, stakeholders and/or downtown business owners to determine interests and needs and works with DDMS Director to communicate the responses to the appropriate parties.
- Maintains database of downtown business owners, tenants and properties.
- Monitors the social district and its guidelines.
- Establish and maintain effective working relationships with business and industry representatives, governmental officials, associates, and the general public.
- Attends monthly Main Street Promotions Team and Lenoir Business Advisory Board, DLDA and Lenoir Tourism Development Authority meetings.
- Assists with fund raising activities as required.
- Possesses a positive "do what it takes" attitude to support the Lenoir Main Street Department Program's mission, goals, and objectives
- Performs other related duties as required.

Additional Job Duties

- Responds to requests and represents the DDMS Director as needed and performs related duties as required.
- Ability to work nights/weekends for special events and meetings as required.

Recruitment and Selection Guidelines

Knowledge, Skills, and Abilities

- Through knowledge of and ability to manage and update Downtown website, E-newsletter, Facebook and a variety of social media platforms. Experience with WordPress, Canvas, Wix, and Hootsuite preferred.
- Knowledge of graphic design/layout and current marketing practices.
- Experience with Adobe Creative Suite is preferred.
- Knowledge of modern office practices, equipment and current software applications.
- General photography and photo editing knowledge.
- Knowledge of effective public relations, event planning and promotions activities to support organizational program initiatives.
- Knowledge of effective practices and methods used in event planning and execution; obtaining sponsorship opportunities for various events
- Knowledge of municipal purchasing policies and procedures.
- Ability to plan and execute logistics of large-scale community events. Ability to organize, multi-task and handle varied assignments in a fast-paced and adaptive environment.
- Ability to establish and maintain effective working relationships with a diverse group of business executives, owners and representatives, public officials at the local and state level, contractors, community leaders and organizations, City department heads and employees, and the general public.
- Ability to communicate effectively, in writing and orally when participating in public presentation.
- Ability to deal tactfully and courteously with the general public.
- Ability to establish and maintain effective working relationships with municipal officials, employees, and the general public and to exhibit a professional demeanor.
- Must have the ability to learn and customize new programs, increasing productivity with the ability to implement a variety of growing technologies and applications.

Physical Requirements

The work requires some physical exertion such as periods of standing; walking over rough or difficult surfaces; recurring stooping, climbing or walking; recurring lifting of moderately heavy items weighing less than 25 pounds and may require occasional lifting of objects weighing in excess of 40 pounds. The work may require specific, but common physical characteristics and abilities such as mobility, dexterity and full range of motion. Employees

may be required to use protective clothing or equipment such as masks, coats, boots, goggles, gloves, or shield. Must possess the visual acuity to prepare and analyze data, examine and work with maps, charts, and detailed materials, operate a computer, inspect sites, use measuring devices, to figure computations, and to read extensively.

Working Conditions

Work is performed primarily in an environmentally controlled environment without exposure to harmful chemicals, personal danger, or other workplace hazards; however, a significant portion of time can be performed in an outside environment where the employee is exposed to adverse environmental conditions such as hot and cold temperatures.

Desirable Education and Experience

Bachelor's degree from an accredited college or university in public relations, marketing, communication, tourism, hospitality, public administration or a related field, such as social sciences or psychology; Related experiences which will yield the required knowledge, skills, and abilities; or any equivalent combination of education and experience; Demonstrated proficiency with computer software applications, website management, social media management, and graphics design applications is a must; Non-profit experience preferred.

Special Requirement

Possession of a valid North Carolina driver's license.

Lenoir
2.2024

Construction Manager at Risk (CMAR)

The Construction Manager at Risk (CMAR) is a project delivery method in which the owner hires a construction manager (CM) to oversee the project from design to construction close-out and deliver it with a Guaranteed Maximum Price (GMP) provided to the owner prior to the bid stage. Because the CM could be responsible for paying the difference when going over budget, the CM must closely manage the project budget and schedule to stay within the GMP. CMAR is a project delivery method not to be confused with Construction Manager Agency (CMA), which describes a relationship whereas the CM legally represents the client and makes project-specific decisions.

Recent/Current CMAR Project Examples:

City of Hickory - Aviation Museum
City of Hendersonville - Fire Station #1
Town of Kernersville - Recreation & Event Center
Town of Holly Springs - Parks and Recreation Center
Town of Carrboro - Shell Building
Town of Fuqua-Varina - Community Center
City of Wilmington - Skyline Center Upfits
City of High Point - Parks and Recreation Center Project
City of Greensboro - War Memorial Baseball Stadium Renovation
City of Winston-Salem - Truist Ballpark Upgrades
City of Durham - Public Works Operation Center
Lincoln County/City of Lincolnton - old Courthouse Redevelopment
Henderson County - Patton Building Addition (Community College)/VFW Building Renovation
Cleveland County - Justice Center Campus
Union County - Barn Project
Macon County - Franklin High School
Forsyth County - Central Library
Watauga County - Community Recreation Center
App State - Edwin Duncan Renovation/Walker College of Business Addition/Renovation
Western Carolina University - Moore Building Renovation
NC School of Science and Math (Morganton) - Western NC Campus Redevelopment

§ 143-128.1. Construction management at risk contracts.

(a) For purposes of this section and G.S. 143-64.31:

(1) "Construction management services" means services provided by a construction manager, which may include preparation and coordination of bid packages, scheduling, cost control, value engineering, evaluation, preconstruction services, and construction administration.

(2) "Construction management at risk services" means services provided by a person, corporation, or entity that (i) provides construction management services for a project throughout the preconstruction and construction phases, (ii) who is licensed as a general contractor, and (iii) who guarantees the cost of the project.

(3) "Construction manager at risk" means a person, corporation, or entity that provides construction management at risk services.

(4) "First-tier subcontractor" means a subcontractor who contracts directly with the construction manager at risk.

(b) The construction manager at risk shall be selected in accordance with Article 3D of this Chapter. Design services for a project shall be performed by a licensed architect or engineer. The public owner shall contract directly with the architect or engineer. The public owner shall make a good-faith effort to comply with G.S. 143-128.2, G.S. 143-128.4, and to recruit and select small business entities when selecting a construction manager at risk.

(c) The construction manager at risk shall contract directly with the public entity for all construction; shall publicly advertise as prescribed in G.S. 143-129; and shall prequalify and accept bids from first-tier subcontractors for all construction work under this section. The construction manager at risk shall use the prequalification process determined by the public entity in accordance with G.S. 143-135.8, provided that public entity and the construction manager at risk shall jointly develop the assessment tool and criteria for that specific project, which must include the prequalification scoring values and minimum required score for prequalification on that project. The public entity shall require the construction manager at risk to submit its plan for compliance with G.S. 143-128.2 for approval by the public entity prior to soliciting bids for the project's first-tier subcontractors. A construction manager at risk and first-tier subcontractors shall make a good faith effort to comply with G.S. 143-128.2, G.S. 143-128.4, and to recruit and select small business entities. A construction manager at risk may perform a portion of the work only if (i) bidding produces no responsible, responsive bidder for that portion of the work, the lowest responsible, responsive bidder will not execute a contract for the bid portion of the work, or the subcontractor defaults and a prequalified replacement cannot be obtained in a timely manner, and (ii) the public entity approves of the construction manager at risk's performance of the work. All bids shall be opened publicly, and once they are opened, shall be public records under Chapter 132 of the General Statutes. The construction manager at risk shall act as the fiduciary of the public entity in handling and opening bids. The construction manager at risk shall award the contract to the lowest responsible, responsive bidder, taking into consideration quality, performance, the time specified in the bids for performance of the contract, the cost of construction oversight, time for completion, compliance with G.S. 143-128.2, and other factors deemed appropriate by the public entity and advertised as part of the bid solicitation. The public entity may require the selection of a different first-tier subcontractor for any portion of the work, consistent with this section, provided that the construction manager at risk is compensated for any additional cost incurred.

When contracts are awarded pursuant to this section, the public entity shall provide for a dispute resolution procedure as provided in G.S. 143-128(f1).

(d) The construction manager at risk shall provide a performance and payment bond to the public entity in accordance with the provisions of Article 3 of Chapter 44A of the General Statutes.

(e) Construction management at risk services may be used by the public entity only after the public entity has concluded that construction management at risk services is in the best interest of the project, and the public entity has compared the advantages and disadvantages of using the construction management at risk method for a given project in lieu of the delivery methods identified in G.S. 143-128(a1)(1) through G.S. 143-128(a1)(3). The public entity may not delegate this determination. (2001-496, s. 2; 2013-401, s. 5; 2014-42, s. 2.)