

CITY OF GASTONIA

FY 2024 Budget Outlook

Friday, January 20, 2023



CITY OF GASTONIA

Financial Overview

Crystal Certain

Friday, January 20, 2023



Budget Schedule – Fiscal Year 2024

October 31, 2022	Departments can begin entering new program initiatives / personnel / building maintenance/infrastructure requests / tech services requests into Seamless
November 7, 2022	Current year fee schedule and prior year's strategic planning information distributed to departments for updating
December 2, 2022	IT Governance Request Forms due to Technology Services Building Maintenance/Infrastructure requests due to Building Maintenance Vehicle and equipment requests due to Equipment Services Staff Strategic Plan Audit and Advocacy Agenda Update session 12:00 p.m. Police Department Community Room (lunch will be served)
December 16, 2022	New program initiatives / personnel requests / fee schedule proposals/amendments and updated strategic planning information are due to the Budget Office
January 6, 2023	Recommended vehicle, equipment, tech services and building services requests due to the Budget Office
January 20, 2023	Mayor/Council Strategic Planning (mission, vision, core values, goals and objectives) 2:00 p.m. – 6:00 p.m. location to be determined
January 21, 2023	Mayor/Council Budget Objectives Retreat 8:30 a.m. – 2:00 p.m. (Breakfast – 8:00 a.m.) location to be determined
February 7, 2023	Expenditures and revenues must be entered into Qwestica; departments can make no further changes
February 13 – 21, 2023	Assistant City Managers, Finance Director and Budget staff to meet with respective departments to discuss initial budget requests
February 27 – March 10, 2023	Review of revised departmental requests by City Manager, Assistant City Managers, Department Heads, Finance Director and Budget staff
March 21, 2023	Budget discussion could be added to Council agenda
March 28, 2023	Council work session: Budget Outlook 5:30pm Council Conference Room
April 4 & 18, 2023	Budget discussion could be added to Council agenda
April 17, 2023	Budget should be finalized and balanced based on recommendations of the City Manager

Budget Schedule – Fiscal Year 2024

No later than April 30, 2023	Proposed budget distributed to City Council, published on website and notice of public hearing completed
May 2, 2023	Public Hearing on the Budget and Budget discussion at the Council Meeting
May 23, 2023	Budget Work Session 5:30pm Council Conference Room (if needed)
May 16, 2023	Budget discussion could be added to Council agenda
June 6, 2023	Adoption of the Fiscal Year 2023-2024 budget

No later than date for distribution and notice of public hearing. Ad cannot be placed until the book is finalized.



MEMORANDUM

DATE: January 20, 2023
TO: Michael Peoples, City Manager
FROM: Crystal Certain, Director of Financial Services
RE: Item for City Council Agenda: December 2022 Monthly Financial Report

Please find attached the December Monthly Financial Report. Major items of note for the month include:

- Health Insurance Fund: Health insurance claims (year to date) are below last year's numbers by \$489,081.25.
- General Fund net revenue (loss) statement shows we are currently \$(3,264,452) below prior year.
- Electric Fund net revenue (loss) statement shows we are currently \$1,975,597 above prior year.
- Water and Sewer Fund net revenue (loss) statement shows we are currently \$505,943 above prior year.
- Stormwater Fund net revenue (loss) statement shows we are currently \$609,137 above prior year.
- Solid Waste Fund net revenue (loss) statement shows we are currently \$179,897 above prior year.
- Transit Fund net revenue (loss) statement shows we are currently \$123,676 above prior year. There are outstanding reimbursements totaling \$180,276.
- Powell Bill Fund net revenue (loss) statement shows we are currently \$1,292,083 above prior year.
- All major funds are operating as expected year-to-date with 50% of the fiscal year being complete and having expended 45.1% of expenditures.

Please feel free to contact me should you have any questions.

City of Gastonia
Monthly Financial Report
For the month ended December 31, 2022

Through December 2022, all funds are operating as expected. As of this point in time, 50.0% of the year has been completed, while expenditures are less at 45.1%.

Key Indicators by Fund

	Current Fiscal Year Budget	Current Month	Fiscal Year to Date	Year to Date % of Budget	% of Budget Remaining
General Fund					
Revenues		\$10,469,336	\$38,917,747	54.48%	45.52%
Expenditures		\$5,924,159	\$36,160,081	45.75%	54.25%
Net Revenue/(Loss)		<u>\$4,545,177</u>	<u>\$2,757,666</u>		
Other Financing Sources		\$208,334	\$1,250,004	16.63%	83.37%
Other Financing Uses		(\$169,541)	\$1,295,798	-1559.14%	1659.14%
Net Other Financing Sources/(Uses)		<u>\$377,875</u>	<u>(\$45,794)</u>		
Total General Fund	\$78,947,835	\$4,923,052	\$2,711,872		
Electric Fund					
Revenues		\$5,983,129	\$42,357,887	53.83%	46.17%
Expenditures		\$4,778,032	\$32,487,907	49.53%	50.47%
Net Revenue/(Loss)		<u>\$1,205,097</u>	<u>\$9,869,980</u>		
Other Financing Sources		\$73,700	\$73,700	2.13%	97.87%
Other Financing Uses		\$1,378,235	\$8,180,447	49.41%	50.59%
Net Other Financing Sources/(Uses)		<u>(\$1,304,535)</u>	<u>(\$8,106,747)</u>		
Total Electric Fund	\$82,148,762	(\$99,438)	\$1,763,233		
Water & Sewer Fund					
Revenues		\$3,744,503	\$23,154,906	48.96%	51.04%
Expenditures		\$2,498,901	\$16,015,974	41.89%	58.11%
Net Revenue/(Loss)		<u>\$1,245,602</u>	<u>\$7,138,932</u>		
Other Financing Sources		\$0	\$0	0.00%	100.00%
Other Financing Uses		\$846,121	\$5,065,026	49.15%	50.85%
Net Other Financing Sources/(Uses)		<u>(\$846,121)</u>	<u>(\$5,065,026)</u>		
Total Water & Sewer Fund	\$48,541,660	\$399,481	\$2,073,906		
Stormwater Fund					
Revenues		\$351,578	\$2,100,808	49.80%	50.20%
Expenditures		\$90,790	\$573,891	27.24%	72.76%
Net Revenue/(Loss)		<u>\$260,788</u>	<u>\$1,526,917</u>		
Other Financing Sources		\$0	\$0	-	-
Other Financing Uses		\$177,720	\$1,019,818	48.29%	51.71%
Net Other Financing Sources/(Uses)		<u>(\$177,720)</u>	<u>(\$1,019,818)</u>		
Total Stormwater Fund	\$4,218,405	\$83,068	\$507,099		

City of Gastonia
Monthly Financial Report
For the month ended December 31, 2022

Key Indicators by Fund

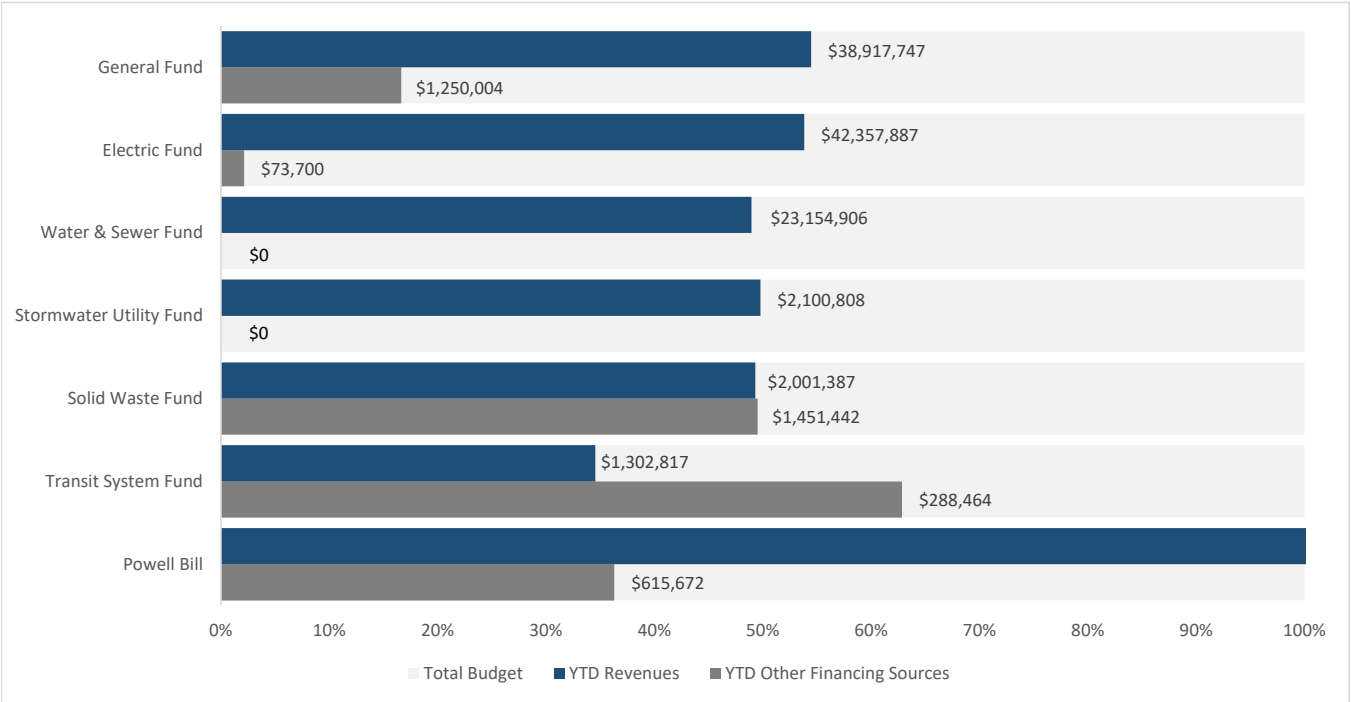
	Current Fiscal Year Budget	Current Month	Fiscal Year to Date	Year to Date % of Budget	% of Budget Remaining
Solid Waste Fund					
Revenues		\$325,530	\$2,001,387	49.33%	50.67%
Expenditures		<u>\$487,772</u>	<u>\$3,117,277</u>	44.61%	55.39%
Net Revenue/(Loss)		<u>(\$162,242)</u>	<u>(\$1,115,890)</u>		
Other Financing Sources		\$241,907	\$1,451,442	49.53%	50.47%
Other Financing Uses		\$0	\$0	-	-
Net Other Financing Sources/(Uses)		<u>\$241,907</u>	<u>\$1,451,442</u>		
Total Solid Waste Fund	\$6,987,383	\$79,665	\$335,552		
Transit System Fund					
Revenues		\$187,191	\$1,302,817	34.56%	65.44%
Expenditures		<u>\$195,097</u>	<u>\$1,176,469</u>	27.82%	72.18%
Net Revenue/(Loss)		<u>(\$7,906)</u>	<u>\$126,348</u>		
Other Financing Sources		\$16,014	\$288,464	62.85%	37.15%
Other Financing Uses		\$32,997	\$222,483	-	-
Net Other Financing Sources/(Uses)		<u>(\$16,983)</u>	<u>\$65,981</u>		
Total Transit System Fund	\$4,228,175	(\$24,889)	\$192,329		
Powell Bill Fund					
Revenues		\$1,188,006	\$2,392,650	109.30%	-9.30%
Expenditures		<u>\$186,832</u>	<u>\$1,085,571</u>	27.95%	72.05%
Net Revenue/(Loss)		<u>\$1,001,174</u>	<u>\$1,307,079</u>		
Other Financing Sources		\$102,612	\$615,672	36.31%	63.69%
Other Financing Uses		\$0	\$0	-	-
Net Other Financing Sources/(Uses)		<u>\$102,612</u>	<u>\$615,672</u>		
Total Powell Bill Fund	\$3,884,563	\$1,103,786	\$1,922,751		

City of Gastonia

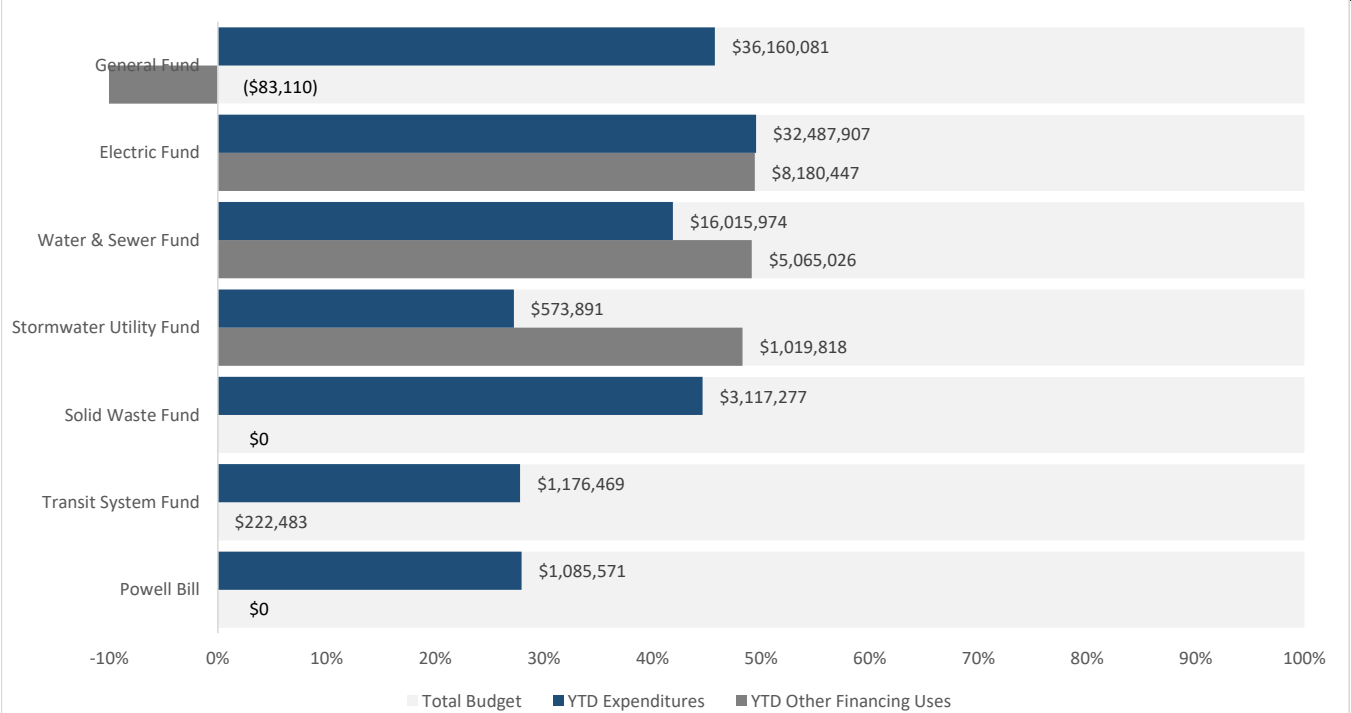
Monthly Financial Report

For the month ended December 31, 2022

Revenues & Other Financing Sources by Fund



Expenditures & Other Financing Uses by Fund



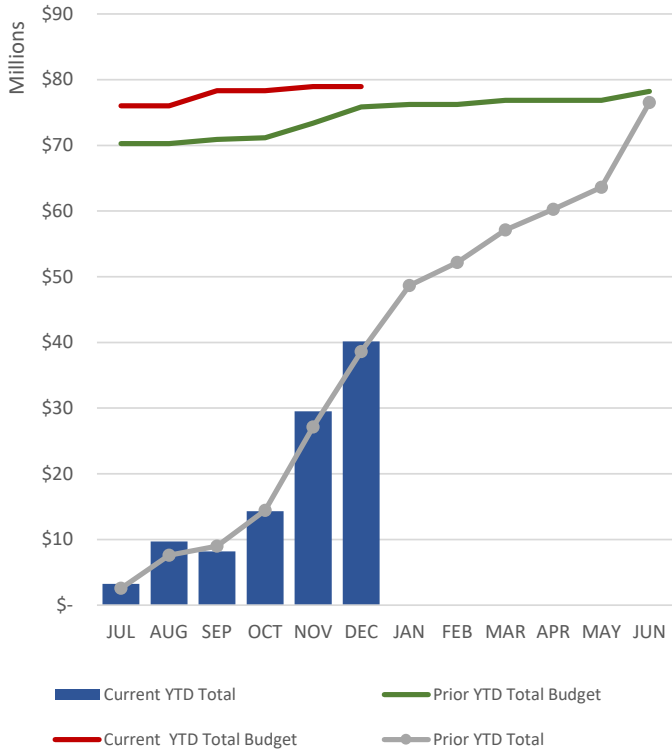
City of Gastonia
General Fund Financial Summary
For the month ended December 31, 2022

General Fund year-to-date revenues and other financing sources exceed total expenditures and other financing uses by \$2,711,872. Ad Valorem Taxes are more than 71% due to the timing of collections; with the majority being received in December. YTD for Investment Earnings shows revenues have increased \$497K from prior year. This year's budget was based on interest rates during Covid-19, but rates have increased in recent months. Equipment Lease & Utilities have increased \$327K from prior year due to increased loan payments for vehicle/equipment purchases. Operational Support has increased \$814K, largely related to the Gaston Investment Grant, technology expenses and insurance costs. Transfers Out are more than the % of the year completed due to additional transfers for NCDOT sidewalk projects, Transit sidewalks and the Boys & Girls Club purchase. Personnel Costs have increased \$2.8M from prior year due to significant pay increases that became effective January 1, 2022 and the addition of 14 positions during FY 2022.

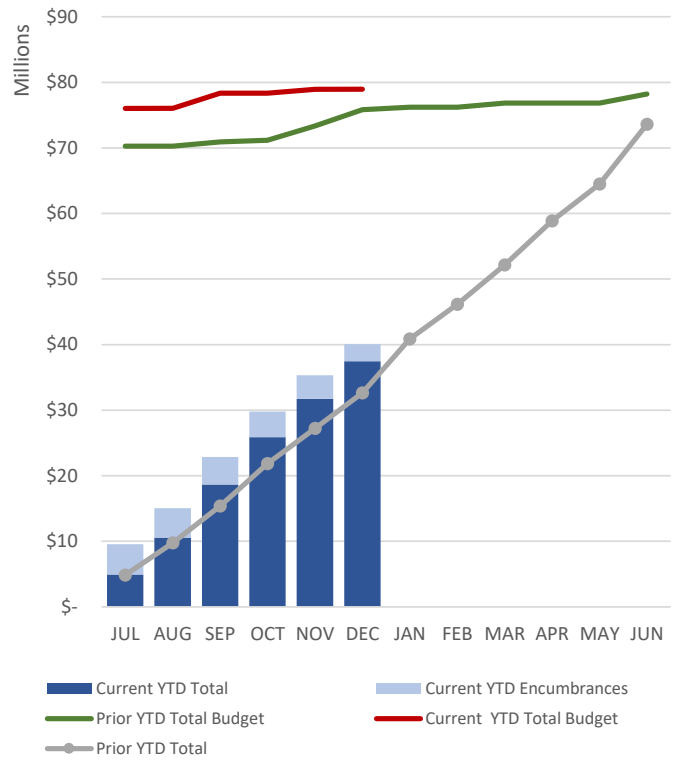
Current Year							Prior Year		
Category	Total Budget	Current Month	Year to Date Earned	Year to Date % of Budget	Remaining Budget	Current Month	Year to Date Earned	Year to Date % of Budget	
Ad Valorem Taxes	\$39,584,256	\$6,850,978	\$27,897,594	70.48%	\$11,686,662	\$8,091,657	\$27,659,956	71.49%	
Fees	\$4,620,175	\$357,674	\$2,184,210	47.28%	\$2,435,965	\$301,166	\$2,125,823	50.12%	
Investment Earnings	\$611,000	\$135,867	\$501,294	82.04%	\$109,706	(\$1,122)	\$4,084	14.08%	
Non-recurring Grants	\$80,750	\$0	\$23,232	28.77%	\$57,518	\$5,495	\$21,400	24.74%	
Operating Grants	\$509,658	\$1,238	\$93,372	18.32%	\$416,286	\$0	\$53,168	11.49%	
Other Revenues	\$1,774,813	\$127,171	\$997,492	56.20%	\$777,321	\$73,612	\$787,433	37.07%	
Sales Tax	\$18,697,390	\$1,628,089	\$5,747,445	30.74%	\$12,949,945	\$1,547,943	\$5,315,544	30.83%	
State Transfers	\$5,554,000	\$1,368,319	\$1,473,108	26.52%	\$4,080,892	\$1,308,201	\$1,383,721	24.89%	
Total Revenues	\$71,432,042	\$10,469,336	\$38,917,747	54.48%	\$32,514,295	\$11,326,952	\$37,351,129	54.14%	
Appropriated Fund Balance	\$5,015,793	\$0	\$0	0.00%	\$5,015,793	\$0	\$0	0.00%	
Transfers In	\$2,500,000	\$208,334	\$1,250,004	50.00%	\$1,249,996	\$166,667	\$1,257,813	43.60%	
Total Other Financing Sources	\$7,515,793	\$208,334	\$1,250,004	16.63%	\$6,265,789	\$166,667	\$1,257,813	13.63%	
Total Revenues & Other Financing Sources	\$78,947,835	\$10,677,670	\$40,167,751	50.88%	\$38,780,084	\$11,493,619	\$38,608,942	49.36%	
Current Year							Prior Year		
Category	Total Budget	Current Month	Year to Date Spent	Year to Date % of Budget	Year to Date Encumbrances	Remaining Budget	Current Month	Year to Date Spent	Year to Date % of Budget
Contracted Services	\$2,647,833	\$163,971	\$846,593	31.97%	\$482,536	\$1,318,704	\$110,680	\$748,625	26.52%
Debt Service	\$2,490,539	\$202,545	\$1,215,270	48.80%	\$60,000	\$1,215,269	\$241,519	\$1,461,111	46.38%
Equip Lease & Utilities	\$3,137,956	\$322,281	\$1,518,922	48.40%	\$62,789	\$1,556,245	\$190,964	\$1,191,693	39.86%
Equipment/Capital Outlay	\$255,041	\$11,677	\$49,167	19.28%	\$81,268	\$124,606	\$79,960	\$401,233	66.28%
Maintenance	\$1,947,666	\$119,564	\$760,248	39.03%	\$307,975	\$879,443	\$181,300	\$1,120,198	44.60%
Operational Support	\$10,088,572	\$565,168	\$4,799,217	47.57%	\$1,541,464	\$3,747,891	\$1,317,507	\$4,734,827	44.29%
Personnel Costs	\$57,962,892	\$4,521,854	\$26,803,316	46.24%	\$25,000	\$31,134,576	\$3,866,025	\$24,052,253	44.39%
Purchases - Resale	\$115,100	\$0	\$29,928	26.00%	\$28,873	\$56,299	\$0	\$33,014	32.95%
Travel/Training	\$385,346	\$17,099	\$137,420	35.66%	\$8,250	\$239,676	\$19,300	\$120,477	41.28%
Total Expenditures	\$79,030,945	\$5,924,159	\$36,160,081	45.75%	\$2,598,155	\$40,272,709	\$6,007,255	\$33,863,431	43.78%
Reimbursement of Services	(\$8,773,238)	(\$711,187)	(\$4,144,458)	47.24%	\$0	(\$4,628,780)	(\$1,237,830)	(\$4,959,302)	54.24%
Transfers Out	\$8,690,128	\$541,646	\$5,440,256	62.60%	\$0	\$3,249,872	\$623,098	\$3,728,488	37.26%
Total Other Financing Uses	(\$83,110)	(\$169,541)	\$1,295,798	-1559.14%	\$0	(\$1,378,908)	(\$614,732)	(\$1,230,814)	-142.58%
Total Expenditures & Other Financing Uses	\$78,947,835	\$5,754,618	\$37,455,879	47.44%	\$2,598,155	\$38,893,801	\$5,392,523	\$32,632,617	41.72%

City of Gastonia
 General Fund Financial Summary
 For the month ended December 31, 2022

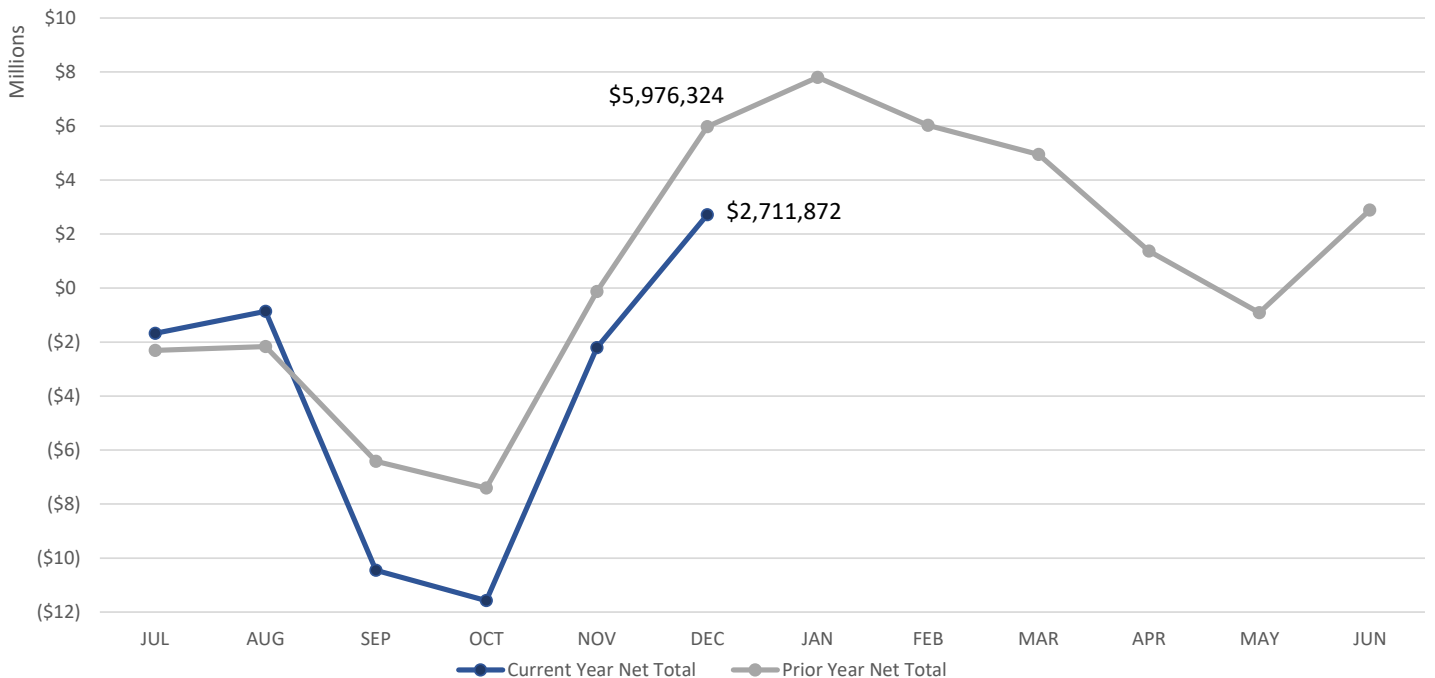
Revenues & Other Financing Sources



Expenditures & Other Financing Uses



Net Total



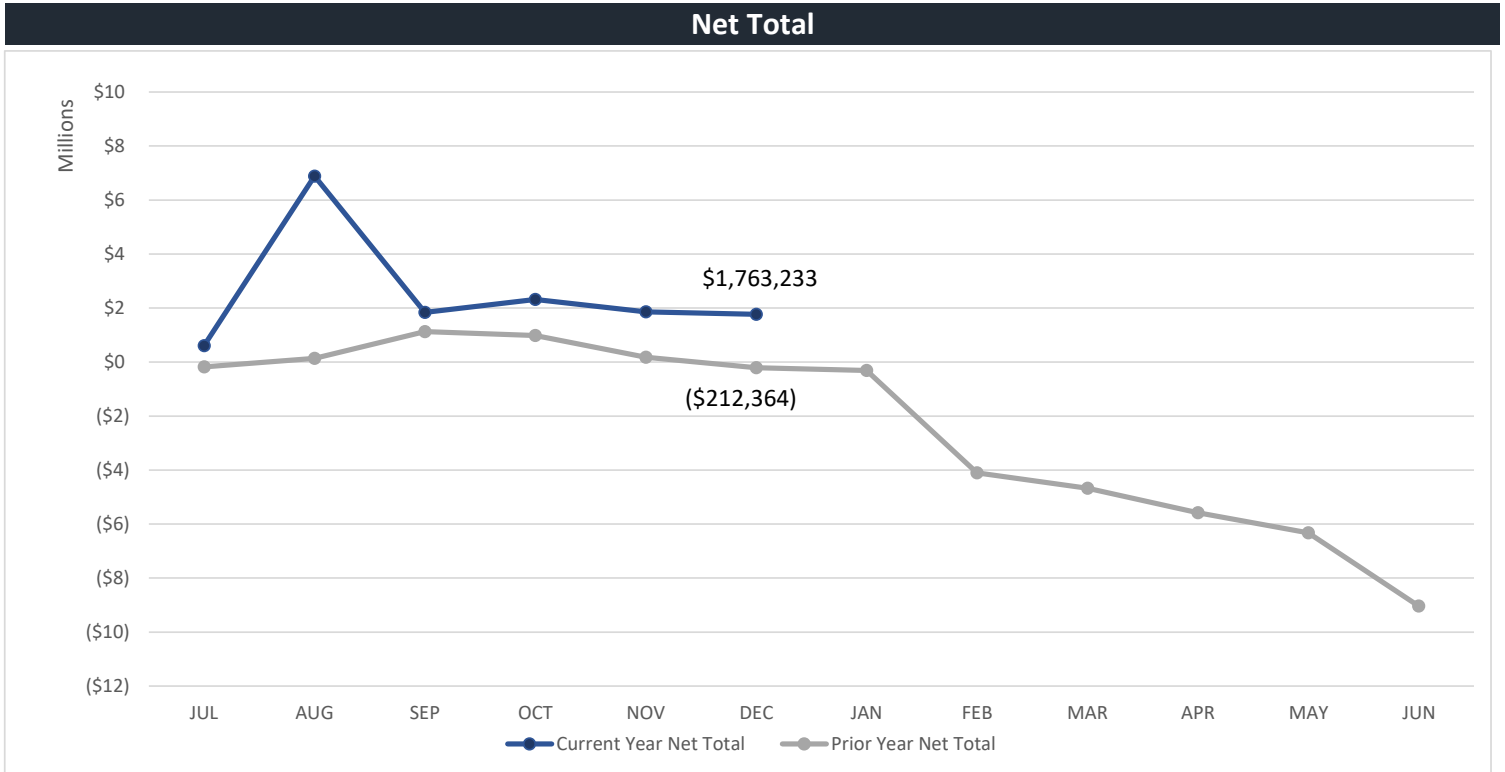
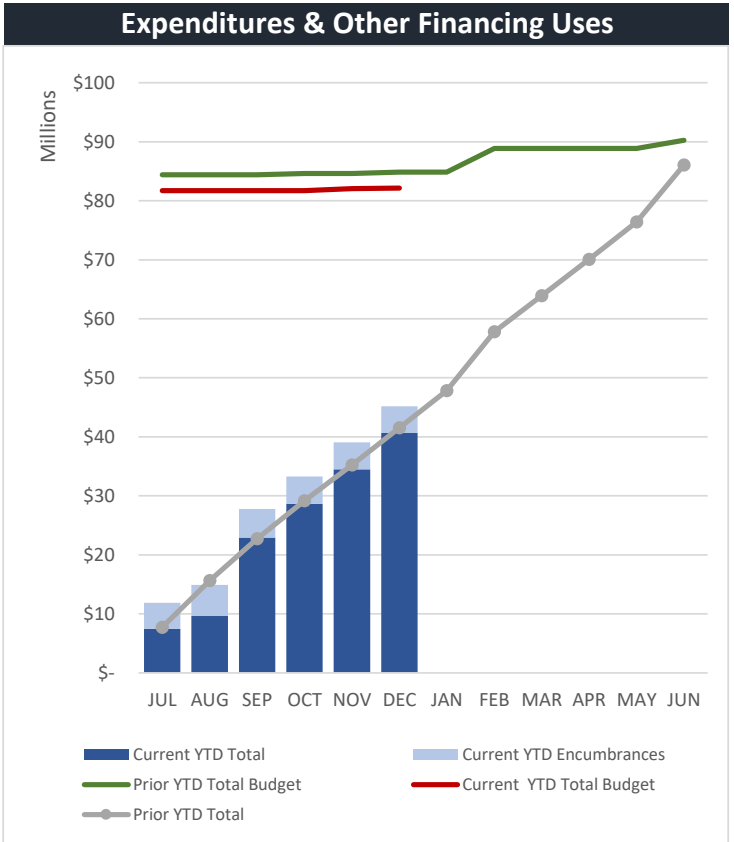
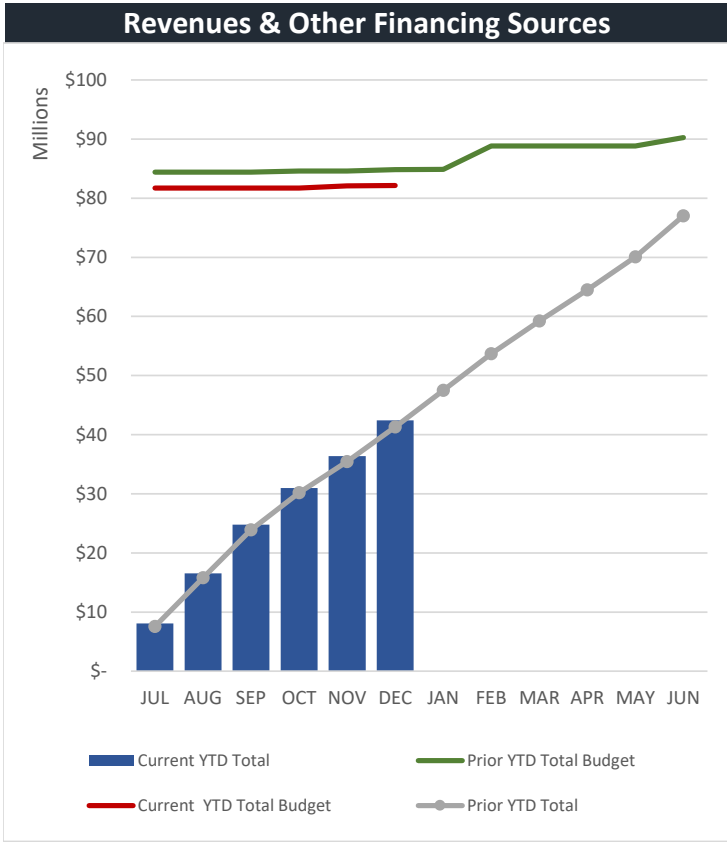
City of Gastonia
Electric Fund Financial Summary
For the month ended December 31, 2022

Electric Fund year-to-date total revenues and other financing sources exceed total expenditures and other financing uses by \$1,763,233. Current YTD revenues earned for Electric Collections is approximately \$876K more than last year, while Purchased Power expenditures are approximately \$2.2M less. YTD for Investment Earnings shows revenues have increased \$236K from prior year. This year's budget was based on interest rates during Covid-19, but rates have increased in recent months. Equipment Lease & Utilities have increased \$72K from prior year due to increased loan payments for vehicle/equipment purchases. Equipment/Capital Outlay has increased \$49K, largely related to the purchase of a SUV. Maintenance has increased \$152K because of road and utility maintenance and repairs. Operational Support has decreased \$27K, due to technology costs and workers comp insurance. Transfers Out have increased approximately \$1.3M due to a \$6.6M transfer to the Rate Stabilization Fund that was adopted with the budget and is being recorded at 1/12th each month.

Category	Total Budget	Current Year				Prior Year		
		Current Month	Year to Date Earned	Year to Date % of Budget	Remaining Budget	Current Month	Year to Date Earned	Year to Date % of Budget
Electric Collections	\$76,469,700	\$5,778,348	\$41,098,883	53.75%	\$35,370,817	\$5,616,867	\$40,222,757	51.65%
Fees	\$875,000	\$56,601	\$414,478	47.37%	\$460,522	\$192,585	\$526,391	59.01%
Investment Earnings	\$367,000	\$54,616	\$240,245	65.46%	\$126,755	\$2,047	\$3,813	11.21%
Non-recurring Grants	\$0	\$5,000	\$5,000	0.00%	(\$5,000)	\$0	\$0	0.00%
Other Revenues	\$972,500	\$88,564	\$599,281	61.62%	\$373,219	\$56,864	\$561,906	58.83%
Total Revenues	\$78,684,200	\$5,983,129	\$42,357,887	53.83%	\$36,326,313	\$5,868,363	\$41,314,867	51.80%
Appropriated Fund Balance	\$3,390,862	\$0	\$0	0.00%	\$3,390,862	\$0	\$0	0.00%
Transfers In	\$73,700	\$73,700	\$73,700	100.00%	\$0	\$0	\$0	0.00%
Total Other Financing Sources	\$3,464,562	\$73,700	\$73,700	2.13%	\$3,390,862	\$0	\$0	0.00%
Total Revenues & Other Financing Sources	\$82,148,762	\$6,056,829	\$42,431,587	51.65%	\$39,717,175	\$5,868,363	\$41,314,867	45.78%

Category	Total Budget	Current Year					Prior Year		
		Current Month	Year to Date Spent	Date % of Budget	Year to Date Encumbrances	Remaining Budget	Current Month	Year to Date Spent	Year to Date % of Budget
Contracted Services	\$1,380,162	\$64,196	\$559,101	40.51%	\$584,368	\$236,693	\$65,435	\$464,827	36.28%
Debt Service	\$58,304	\$4,859	\$29,152	50.00%	\$0	\$29,152	\$5,144	\$30,866	49.27%
Equip Lease & Utilities	\$596,817	\$49,364	\$265,580	44.50%	\$169,651	\$161,586	\$35,356	\$193,445	42.03%
Equipment/Capital Outlay	\$220,194	\$6,852	\$74,476	33.82%	\$12,120	\$133,598	\$8,406	\$25,819	9.76%
Maintenance	\$1,267,132	\$65,124	\$503,082	39.70%	\$204,350	\$559,700	\$74,002	\$351,304	30.61%
Operational Support	\$7,486,142	\$346,670	\$1,767,176	23.61%	\$3,545,841	\$2,173,125	\$268,809	\$1,740,462	50.20%
Personnel Costs	\$5,597,764	\$402,124	\$2,502,066	44.70%	\$0	\$3,095,698	\$376,675	\$2,286,262	44.00%
Purchases - Resale	\$48,918,000	\$3,838,414	\$26,771,599	54.73%	\$0	\$22,146,401	\$3,981,544	\$28,999,611	49.61%
Travel/Training	\$68,785	\$429	\$15,675	22.79%	\$0	\$53,110	\$2,036	\$11,649	17.20%
Total Expenditures	\$65,593,300	\$4,778,032	\$32,487,907	49.53%	\$4,516,330	\$28,589,063	\$4,817,407	\$34,104,245	48.44%
Reimbursement of Services	\$2,705,462	\$224,068	\$1,255,445	46.40%	\$0	\$1,450,017	\$502,036	\$1,762,983	56.08%
Transfers Out	\$13,850,000	\$1,154,167	\$6,925,002	50.00%	\$0	\$6,924,998	\$943,334	\$5,660,004	33.89%
Total Other Financing Uses	\$16,555,462	\$1,378,235	\$8,180,447	49.41%	\$0	\$8,375,015	\$1,445,370	\$7,422,987	37.41%
Total Expenditures & Other Financing Uses	\$82,148,762	\$6,156,267	\$40,668,354	49.51%	\$4,516,330	\$36,964,078	\$6,262,777	\$41,527,232	46.01%

City of Gastonia
 Electric Fund Financial Summary
 For the month ended December 31, 2022

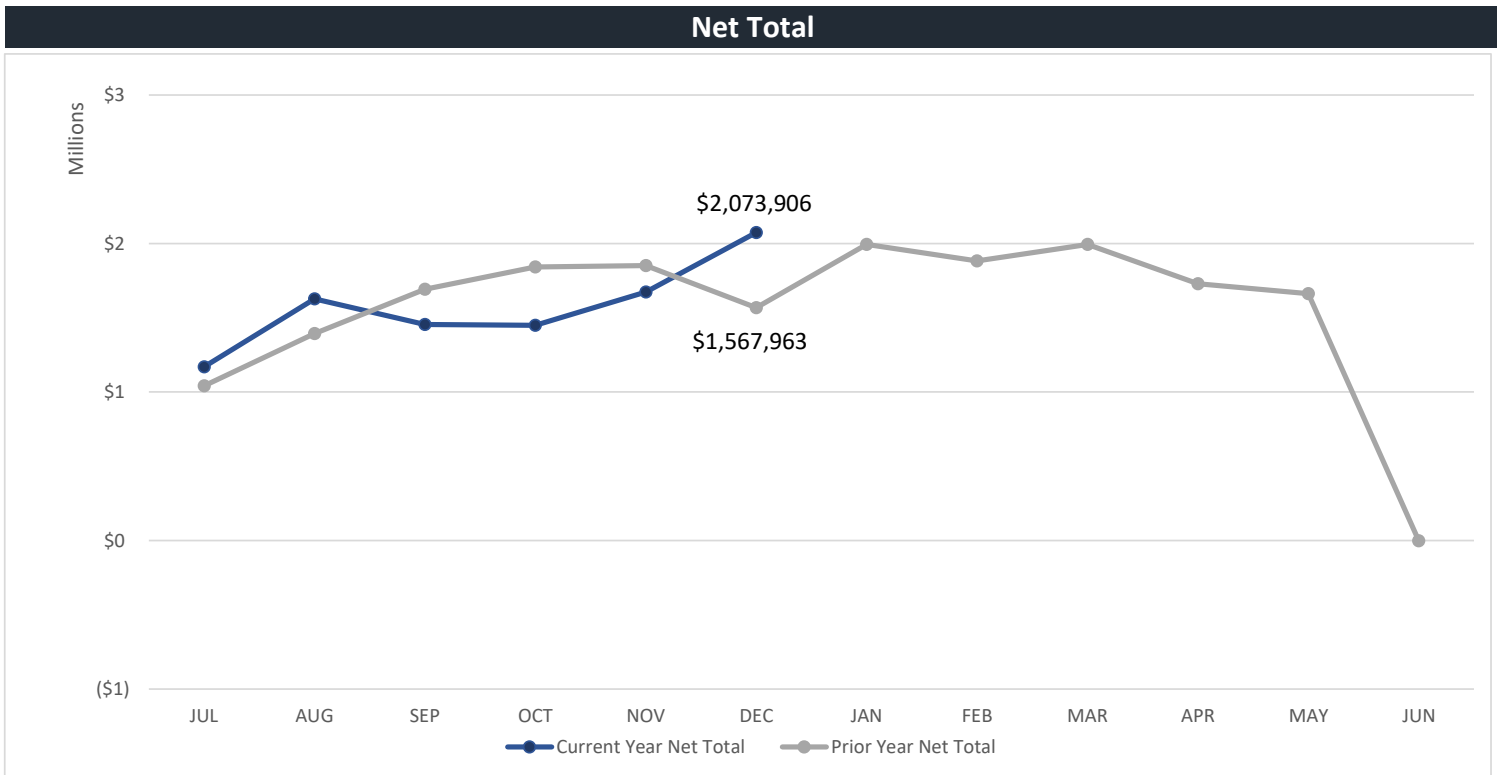
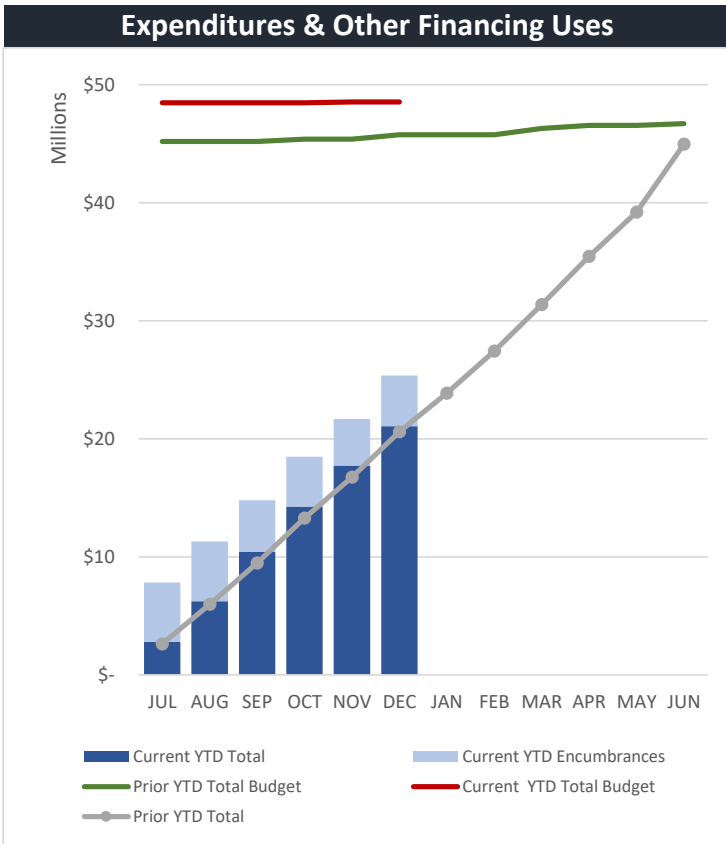
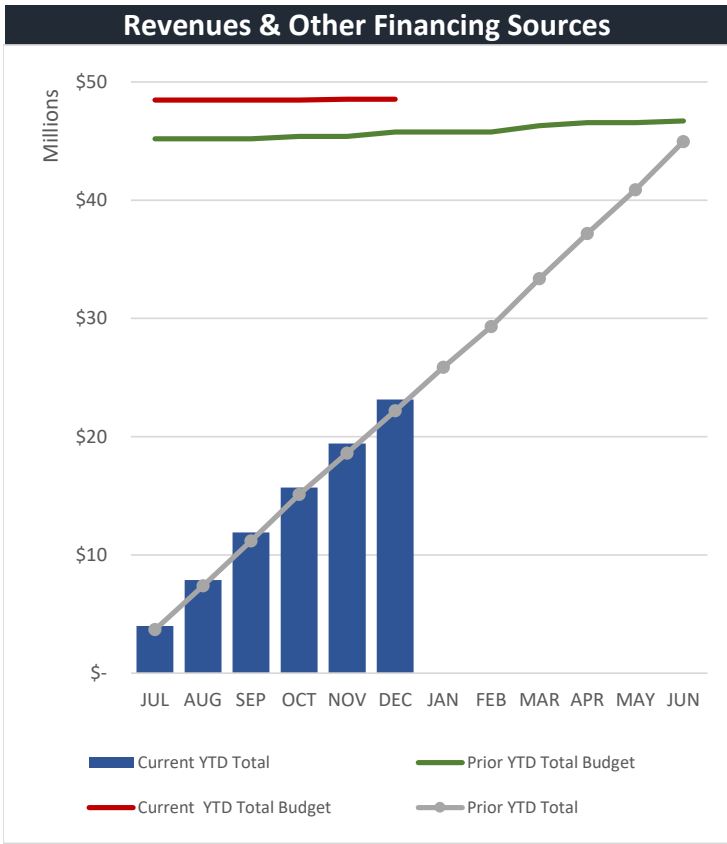


City of Gastonia
Water & Sewer Fund Financial Summary
For the month ended December 31, 2022

Water & Sewer Fund year-to-date total revenues and other financing sources exceed total expenditures and other financing uses by \$2,073,906. Water & Sewer charges have exceeded prior year due to the 5% rate increase that took effect July 1, 2022. YTD for Investment Earnings shows revenues have increased \$58K from prior year. This year's budget was based on interest rates during Covid-19, but rates have increased in recent months. Equipment Lease & Utilities have increased \$221K from prior year, largely due to increased loan payments for vehicle/equipment purchases. Maintenance has increased approximately \$76K, largely related to maintenance/repairs of roads and utilities and the purchase of meters for change outs. Operational Support increased \$409K due to insurance, workers comp and increased chemical costs.

Current Year							Prior Year		
Category	Total Budget	Current Month	Year to Date Earned	Year to Date % of Budget	Remaining Budget	Current Month	Year to Date Earned	Year to Date % of Budget	
Assessments	\$1,129	\$0	\$63	5.58%	\$1,066	\$153	\$153	13.55%	
Fees	\$1,250,177	\$85,413	\$620,420	49.63%	\$629,757	\$104,015	\$740,317	82.70%	
Investment Earnings	\$73,500	\$16,370	\$59,316	80.70%	\$14,184	\$552	\$854	15.53%	
Other Revenues	\$59,500	\$10,488	\$44,202	74.29%	\$15,298	\$4,390	\$17,821	27.63%	
Water & Sewer	\$45,907,852	\$3,632,232	\$22,430,905	48.86%	\$23,476,947	\$3,458,847	\$21,224,534	48.38%	
Total Revenues	\$47,292,158	\$3,744,503	\$23,154,906	48.96%	\$24,137,252	\$3,567,957	\$21,983,679	49.04%	
Appropriated Fund Balance	\$1,249,502	\$0	\$0	0.00%	\$1,249,502	\$0	\$0	0.00%	
Transfers In	\$0	\$0	\$0	0.00%	\$0	\$0	\$200,000	20.16%	
Total Other Financing Sources	\$1,249,502	\$0	\$0	0.00%	\$1,249,502	\$0	\$200,000	11.62%	
Total Revenues & Other Financing Sources	\$48,541,660	\$3,744,503	\$23,154,906	47.70%	\$25,386,754	\$3,567,957	\$22,183,679	47.65%	
Current Year							Prior Year		
Category	Total Budget	Current Month	Year to Date Spent	Year to Date % of Budget	Year to Date Encumbrances	Remaining Budget	Current Month	Year to Date Spent	Year to Date % of Budget
Contracted Services	\$3,034,647	\$125,436	\$940,194	30.98%	\$1,250,938	\$843,515	\$182,884	\$839,762	30.54%
Debt Service	\$5,022,305	\$417,734	\$2,508,703	49.95%	\$0	\$2,513,602	\$418,259	\$2,511,755	49.60%
Equip Lease & Utilities	\$3,864,903	\$323,686	\$1,864,910	48.25%	\$492,131	\$1,507,862	\$288,533	\$1,644,263	41.24%
Equipment/Capital Outlay	\$667,073	\$0	\$37,969	5.69%	\$181,228	\$447,876	\$150,000	\$240,062	57.24%
Maintenance	\$4,014,003	\$221,969	\$1,487,063	37.05%	\$1,273,052	\$1,253,888	\$194,716	\$1,411,354	31.97%
Operational Support	\$9,384,932	\$568,053	\$4,041,174	43.06%	\$1,082,445	\$4,261,313	\$712,627	\$3,631,905	44.18%
Personnel Costs	\$12,157,573	\$839,285	\$5,114,093	42.07%	\$0	\$7,043,480	\$760,856	\$4,646,629	42.27%
Travel/Training	\$90,295	\$2,738	\$21,868	24.22%	\$170	\$68,257	\$3,329	\$25,427	38.95%
Total Expenditures	\$38,235,731	\$2,498,901	\$16,015,974	41.89%	\$4,279,964	\$17,939,793	\$2,711,204	\$14,951,157	41.63%
Reimbursement of Services	\$4,469,296	\$359,735	\$2,146,710	48.03%	\$0	\$2,322,586	\$620,156	\$2,545,173	55.92%
Transfers Out	\$5,836,633	\$486,386	\$2,918,316	50.00%	\$0	\$2,918,317	\$519,898	\$3,119,388	50.00%
Total Other Financing Uses	\$10,305,929	\$846,121	\$5,065,026	49.15%	\$0	\$5,240,903	\$1,140,054	\$5,664,561	52.50%
Total Expenditures & Other Financing Uses	\$48,541,660	\$3,345,022	\$21,081,000	43.43%	\$4,279,964	\$23,180,696	\$3,851,258	\$20,615,718	44.14%

City of Gastonia
 Water & Sewer Fund Financial Summary
 For the month ended December 31, 2022

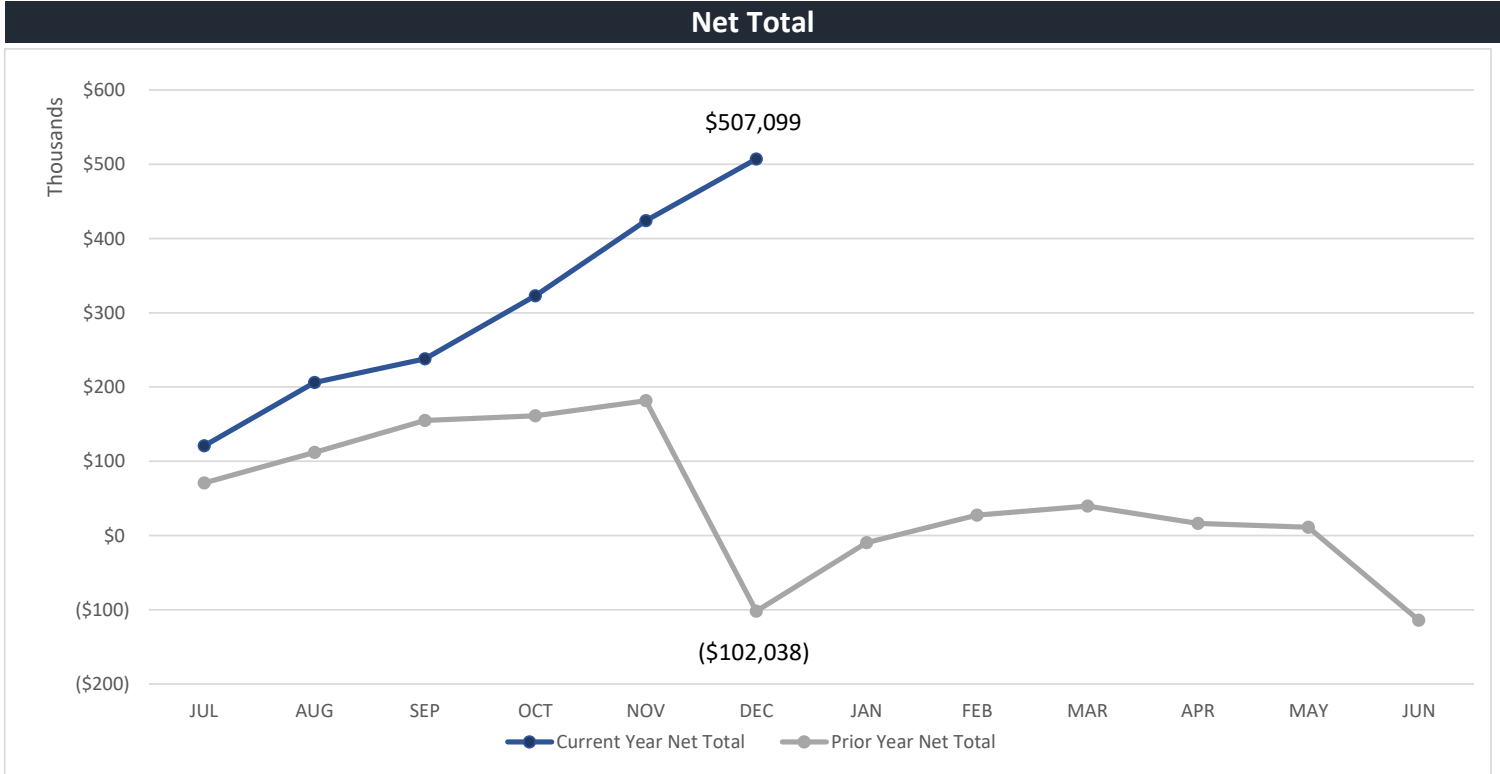
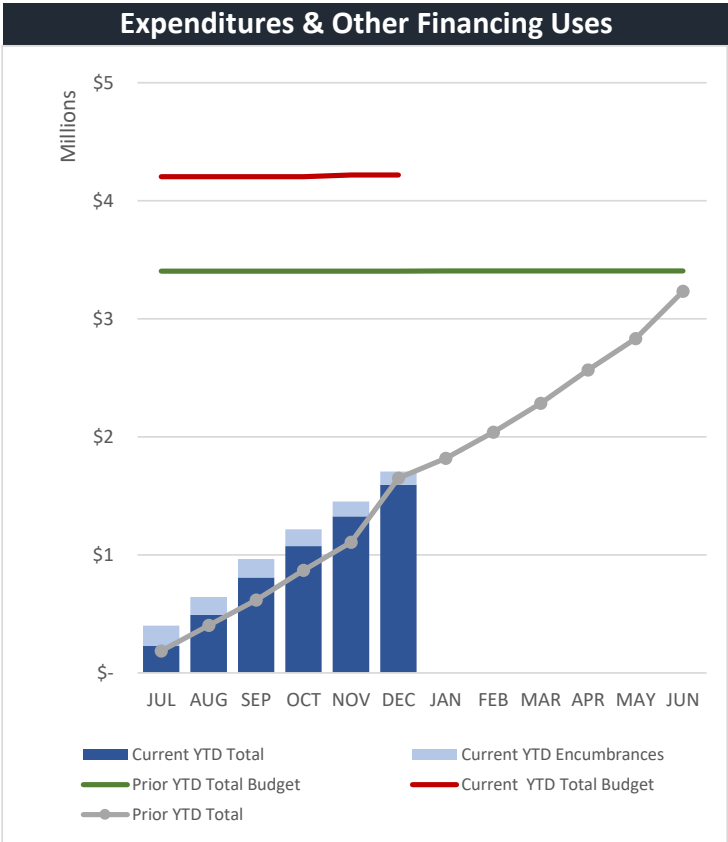
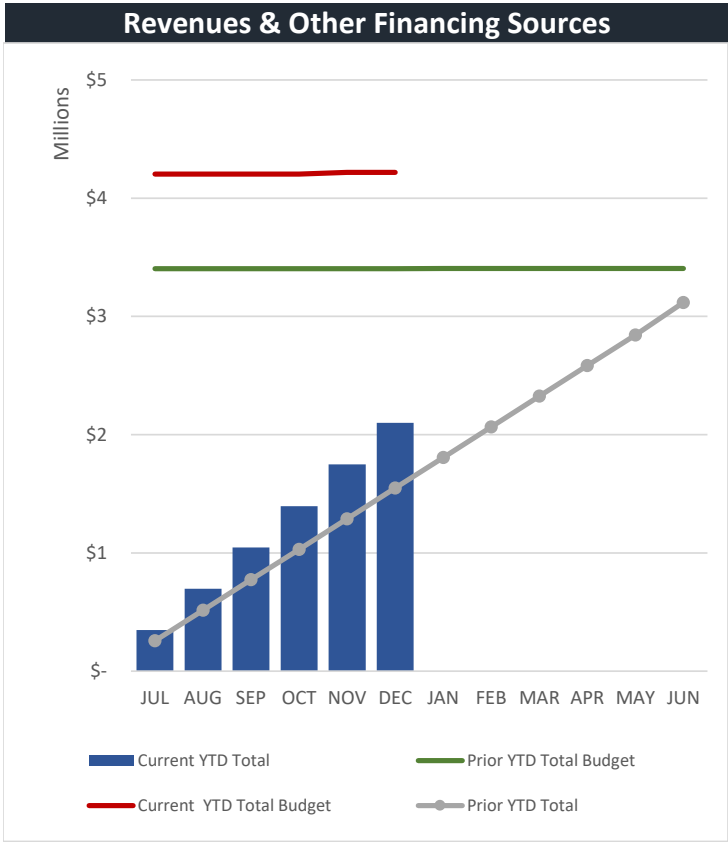


City of Gastonia
Stormwater Utility Fund Financial Summary
For the month ended December 31, 2022

Stormwater Fund year-to-date total revenues and other financing sources exceed total expenditures and other financing uses by \$507,099. Stormwater charges have increased \$537K from prior year due to the \$1.25 per ERU per month rate increase. YTD for Investment Earnings shows revenues have increased \$12K from prior year. This year's budget was based on interest rates during Covid-19, but rates have increased in recent months. Equipment Lease & Utilities have increased \$58K from prior year due to increased loan payments for vehicle/equipment purchases. Transfers Out has increased \$220K due to an increase in the budget for transfers to capital projects.

Current Year							Prior Year		
Category	Total Budget	Current Month	Year to Date Earned	Year to Date % of Budget	Remaining Budget	Current Month	Year to Date Earned	Year to Date % of Budget	
Fees	\$16,075	\$2,327	\$14,448	89.88%	\$1,627	\$1,743	\$10,345	64.35%	
Investment Earnings	\$14,400	\$3,149	\$11,792	81.89%	\$2,608	\$66	\$126	25.20%	
Other Revenues	\$0	\$0	\$1,467	0.00%	(\$1,467)	\$150	\$916	0.00%	
Stormwater	\$4,187,930	\$346,102	\$2,073,101	49.50%	\$2,114,829	\$256,689	\$1,536,341	50.19%	
Total Revenues	\$4,218,405	\$351,578	\$2,100,808	49.80%	\$2,117,597	\$258,648	\$1,547,728	50.29%	
Appropriated Fund Balance	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	0.00%	
Transfers In	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	0.00%	
Total Other Financing Sources	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	0.00%	
Total Revenues & Other Financing Sources	\$4,218,405	\$351,578	\$2,100,808	49.80%	\$2,117,597	\$258,648	\$1,547,728	45.45%	
Current Year							Prior Year		
Category	Total Budget	Current Month	Year to Date Spent	Date % of Budget	Year to Date Encumbrances	Remaining Budget	Current Month	Year to Date Spent	Year to Date % of Budget
Contracted Services	\$139,730	\$6,468	\$58,109	41.59%	\$78,782	\$2,839	\$7,367	\$57,625	46.71%
Equip Lease & Utilities	\$167,908	\$13,562	\$81,929	48.79%	\$815	\$85,164	\$3,718	\$23,472	47.71%
Equipment/Capital Outlay	\$20,800	\$900	\$900	4.33%	\$0	\$19,900	\$299,780	\$308,742	89.01%
Maintenance	\$131,000	\$10,342	\$17,961	13.71%	\$32,647	\$80,392	\$4,501	\$31,838	25.65%
Operational Support	\$934,154	\$27,745	\$166,431	17.82%	\$1,289	\$766,434	\$23,296	\$149,681	36.44%
Personnel Costs	\$700,466	\$31,635	\$242,588	34.63%	\$0	\$457,878	\$36,282	\$226,477	33.92%
Travel/Training	\$12,505	\$138	\$5,973	47.76%	\$0	\$6,532	\$748	\$1,865	24.03%
Total Expenditures	\$2,106,563	\$90,790	\$573,891	27.24%	\$113,533	\$1,419,139	\$375,692	\$799,700	46.23%
Reimbursement of Services	\$1,111,842	\$94,387	\$519,820	46.75%	\$0	\$592,022	\$100,728	\$570,158	48.11%
Transfers Out	\$1,000,000	\$83,333	\$499,998	50.00%	\$0	\$500,002	\$65,818	\$279,908	57.04%
Total Other Financing Uses	\$2,111,842	\$177,720	\$1,019,818	48.29%	\$0	\$1,092,024	\$166,546	\$850,066	50.73%
Total Expenditures & Other Financing Uses	\$4,218,405	\$268,510	\$1,593,709	37.78%	\$113,533	\$2,511,163	\$542,238	\$1,649,766	48.44%

City of Gastonia
 Stormwater Utility Fund Financial Summary
 For the month ended December 31, 2022

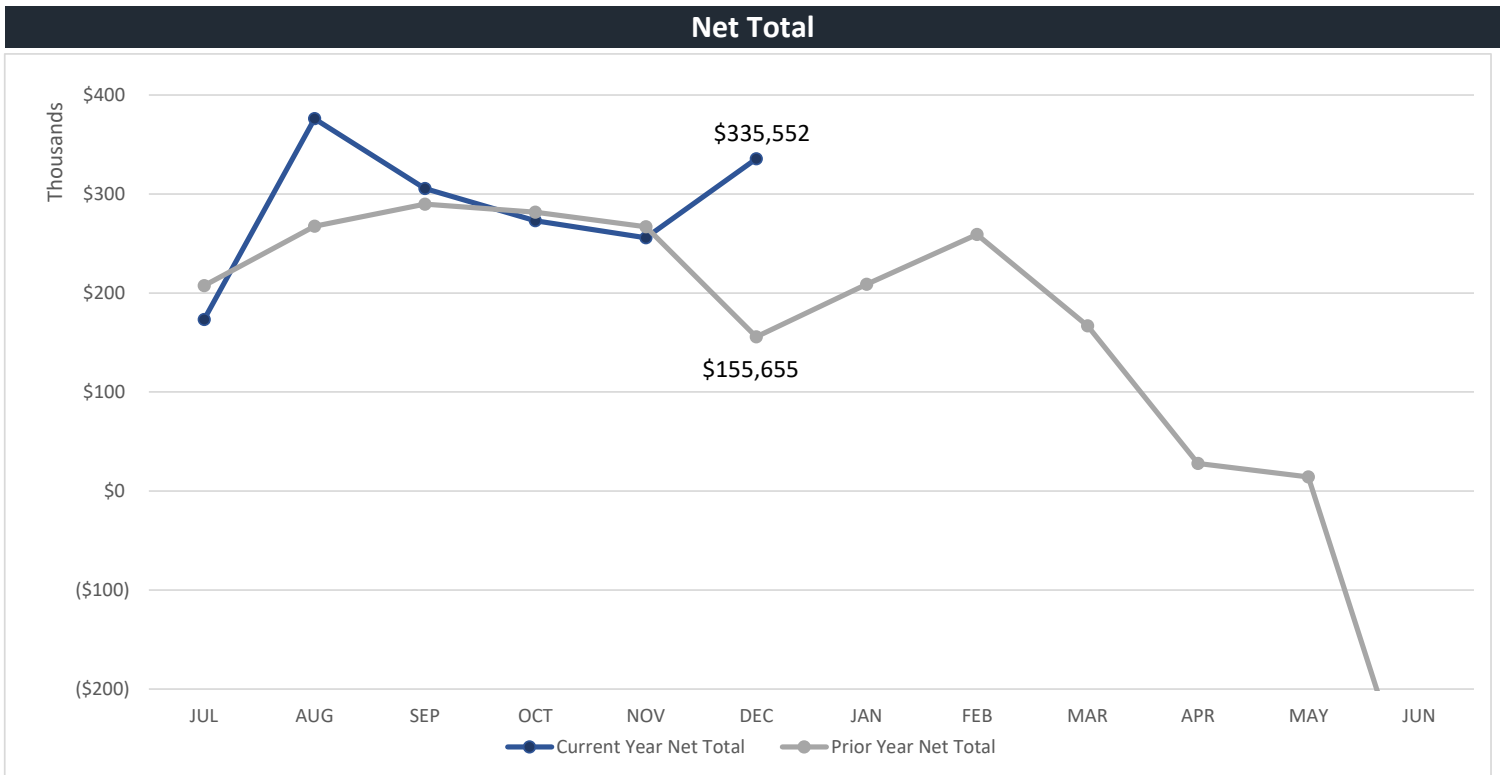
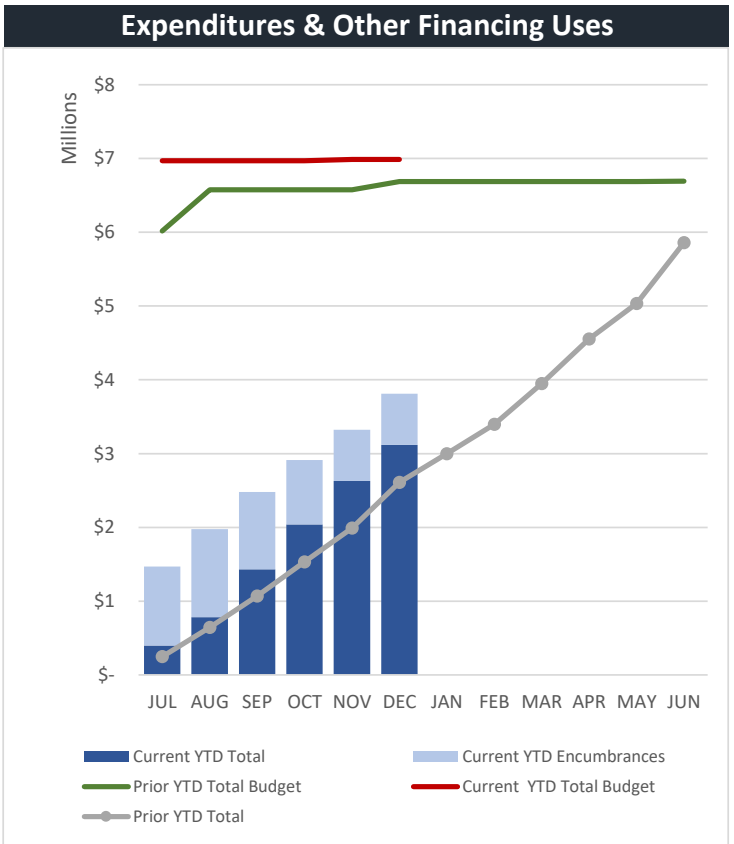
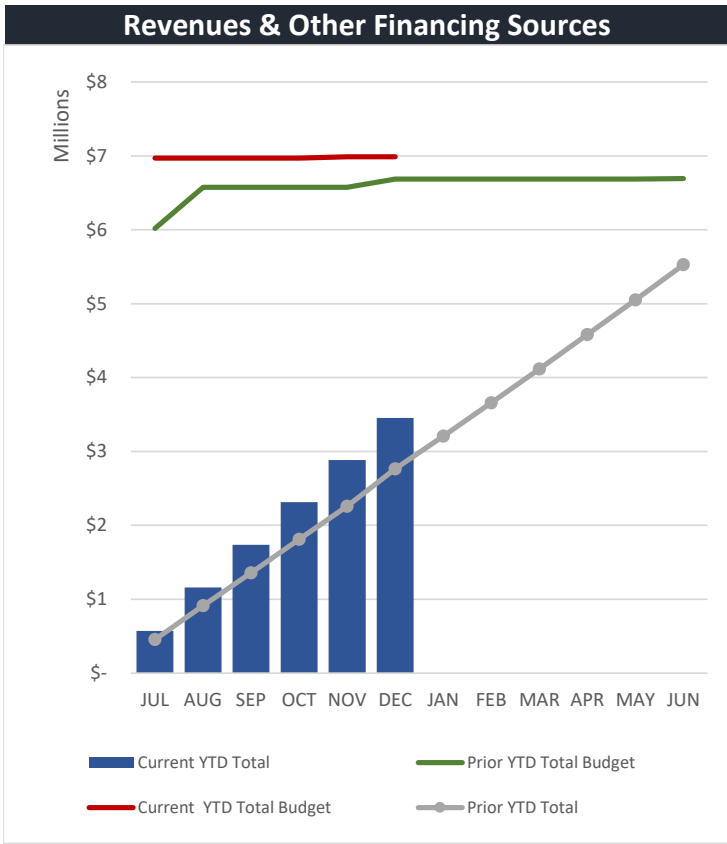


City of Gastonia
Solid Waste Fund Financial Summary
For the month ended December 31, 2022

Solid Waste Fund year-to-date total revenues and other financing sources exceed total expenditures and other financing uses by \$335,552 due to a transfer from the General Fund. YTD for Investment Earnings shows revenues have increased \$12K from prior year. This year's budget was based on interest rates during Covid-19, but rates have increased in recent months. Other Revenues have already exceeded budget for current year and increased \$28K from the previous year due to cart sales. Solid Waste Charges have increased \$416K from prior year due to the \$2.50 per month rate increase. Equipment Lease & Utilities have increased \$134K from prior year due to increased loan payments for vehicle/equipment purchases. Maintenance has increased \$157K from prior year due to the repair of a vehicle. Personnel Costs have increased \$288K due to significant pay increases that became effective January 1, 2022, as well as the addition of nine new positions during FY 2022.

Current Year						Prior Year			
Category	Total Budget	Current Month	Year to Date Earned	Year to Date % of Budget	Remaining Budget	Current Month	Year to Date Earned	Year to Date % of Budget	
Fees	\$417,100	\$24,904	\$181,805	43.59%	\$235,295	\$23,811	\$180,118	34.03%	
Investment Earnings	\$18,000	\$2,952	\$12,301	68.34%	\$5,699	\$69	\$149	18.63%	
Other Revenues	\$3,000	\$0	\$33,571	1119.03%	(\$30,571)	\$2,778	\$5,467	546.70%	
Solid Waste Charges	\$3,619,000	\$297,674	\$1,773,710	49.01%	\$1,845,290	\$228,287	\$1,357,895	51.03%	
Total Revenues	\$4,057,100	\$325,530	\$2,001,387	49.33%	\$2,055,713	\$254,945	\$1,543,629	48.29%	
Appropriated Fund Balance	\$27,396	\$0	\$0	0.00%	\$27,396	\$0	\$0	0.00%	
Transfers In	\$2,902,887	\$241,907	\$1,451,442	50.00%	\$1,451,445	\$250,094	\$1,220,564	51.17%	
Total Other Financing Sources	\$2,930,283	\$241,907	\$1,451,442	49.53%	\$1,478,841	\$250,094	\$1,220,564	34.91%	
Total Revenues & Other Financing Sources	\$6,987,383	\$567,437	\$3,452,829	49.42%	\$3,534,554	\$505,039	\$2,764,193	41.30%	
Current Year						Prior Year			
Category	Total Budget	Current Month	Year to Date Spent	Year to Date % of Budget	Year to Date Encumbrances	Remaining Budget	Current Month	Year to Date Spent	Year to Date % of Budget
Contracted Services	\$1,321,630	\$6,370	\$398,991	30.19%	\$621,640	\$300,999	\$249,890	\$515,734	41.12%
Equip Lease & Utilities	\$906,368	\$77,483	\$451,996	49.87%	\$1,830	\$452,542	\$53,504	\$318,163	49.09%
Equipment/Capital Outlay	\$28,500	\$6,157	\$6,157	21.60%	\$0	\$22,343	\$478	\$147,465	81.22%
Maintenance	\$447,200	\$60,793	\$344,814	77.11%	\$12,431	\$89,955	\$47,394	\$187,433	41.37%
Operational Support	\$809,139	\$65,311	\$406,759	50.27%	\$59,117	\$343,263	\$40,471	\$221,869	25.07%
Personnel Costs	\$3,465,586	\$270,920	\$1,503,983	43.40%	\$0	\$1,961,603	\$224,616	\$1,216,028	37.25%
Travel/Training	\$8,960	\$738	\$4,577	51.08%	\$0	\$4,383	\$0	\$1,847	39.30%
Total Expenditures	\$6,987,383	\$487,772	\$3,117,277	44.61%	\$695,018	\$3,175,088	\$616,353	\$2,608,539	38.98%
Reimbursement of Services	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	0.00%
Transfers Out	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	0.00%
Total Other Financing Uses	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	0.00%
Total Expenditures & Other Financing Uses	\$6,987,383	\$487,772	\$3,117,277	44.61%	\$695,018	\$3,175,088	\$616,353	\$2,608,539	38.98%

City of Gastonia
Solid Waste Fund Financial Summary
For the month ended December 31, 2022



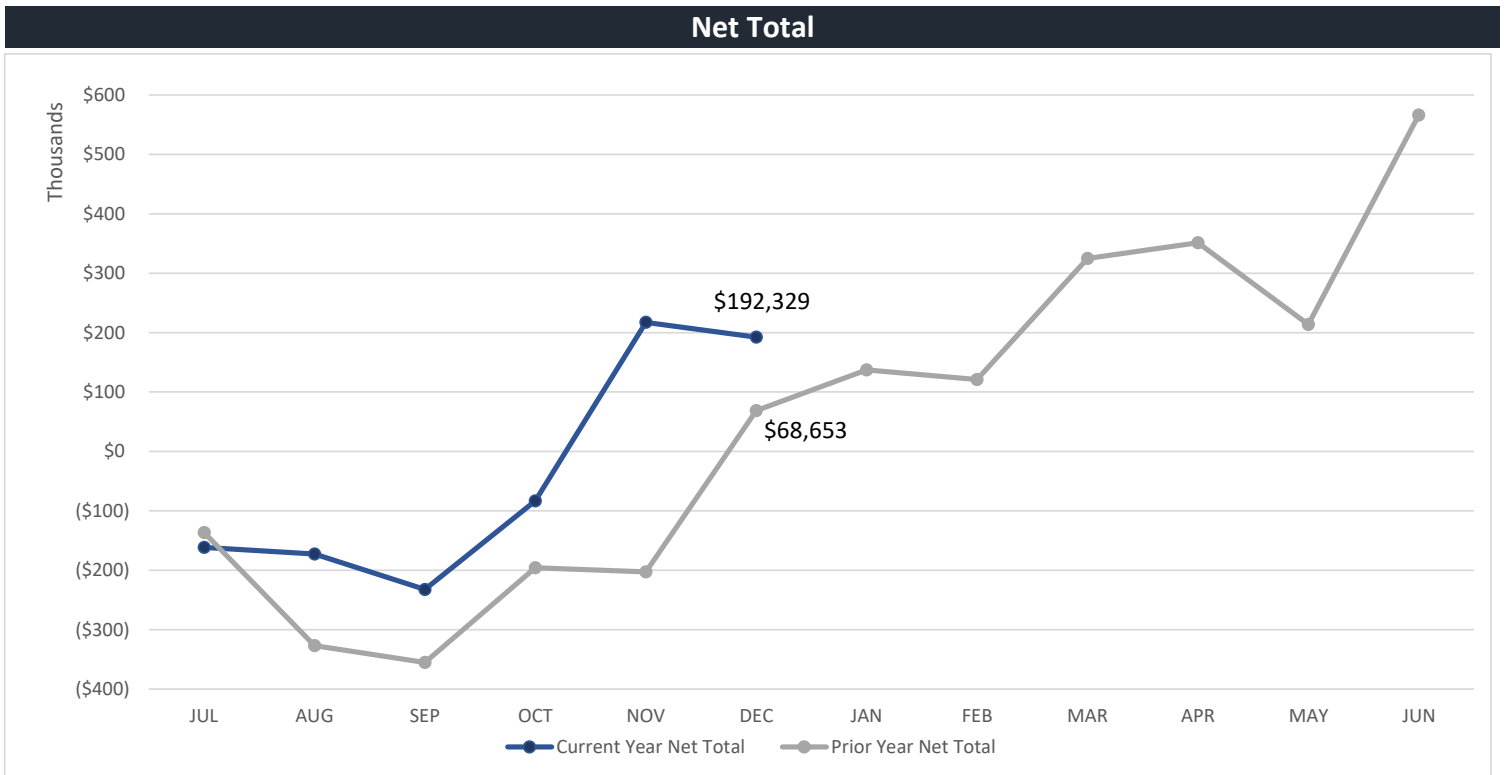
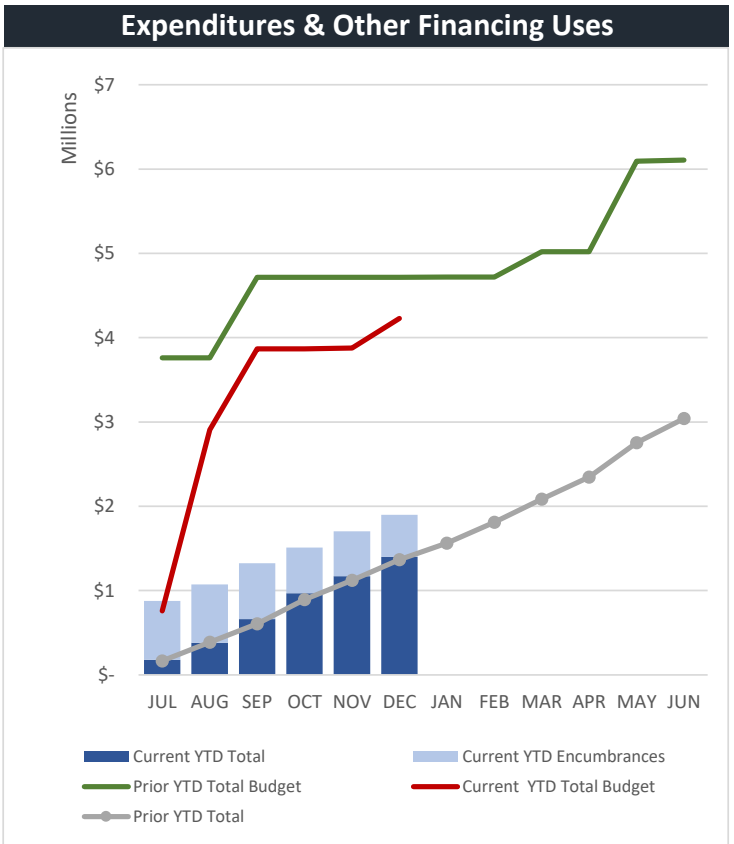
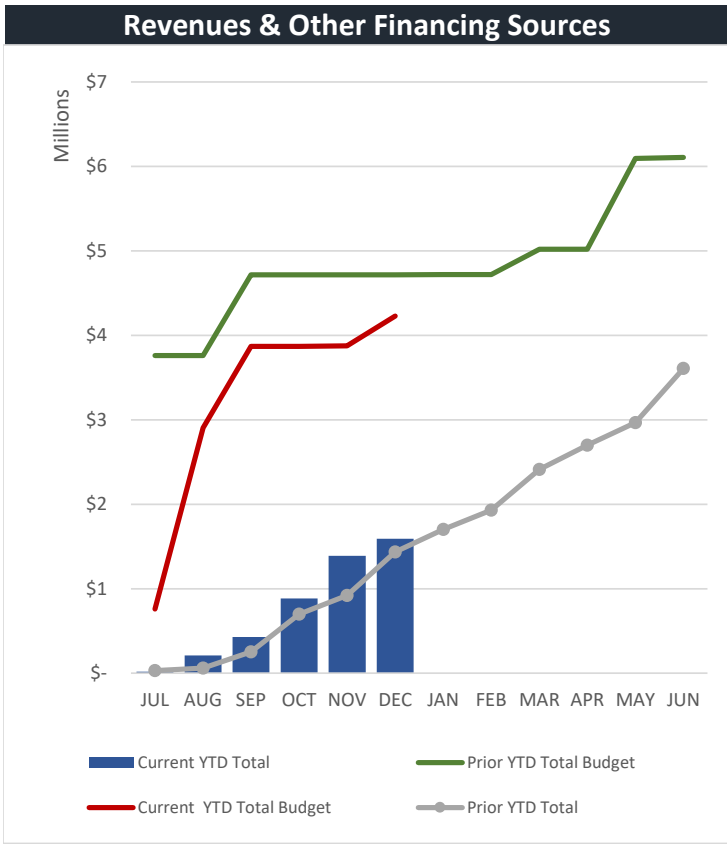
City of Gastonia
Transit System Fund Financial Summary
For the month ended December 31, 2022

Transit System Fund year-to-date total revenues and other financing sources exceed total expenditures and other financing uses by \$192,329. Current YTD Fees include revenue, but none for prior year because free rides as a result of Covid-19 lasted from March 25, 2020 - July 31, 2022. Investment Earnings has increased \$9K from prior year since this year's budget was based on interest rates during Covid-19 but rates have increased in recent months. Transfers In are more than the % of the year completed due to a one-time transfer from the General Fund for the Federal Transit Administration grant match for sidewalk projects. Equipment/Outlay includes expenditures for last year, but none for current year. Last year's costs were for the FUSE Transfer Station.

Category	Current Year					Prior Year		
	Total Budget	Current Month	Year to Date Earned	Year to Date % of Budget	Remaining Budget	Current Month	Year to Date Earned	Year to Date % of Budget
Fees	\$0	\$8,260	\$47,958	0.00%	(\$47,958)	\$0	\$0	0.00%
Investment Earnings	\$9,000	\$2,705	\$8,550	95.00%	\$450	(\$2)	(\$13)	0.00%
Operating Grants	\$1,563,016	\$42,779	\$234,798	15.02%	\$1,328,218	\$38,453	\$70,691	6.88%
Other Revenues	\$2,197,218	\$133,447	\$1,011,511	46.04%	\$1,185,707	\$446,428	\$1,183,547	27.78%
Total Revenues	\$3,769,234	\$187,191	\$1,302,817	34.56%	\$2,466,417	\$484,879	\$1,254,225	23.67%
Appropriated Fund Balance	\$74,399	\$0	\$0	0.00%	\$74,399	\$0	\$0	0.00%
Transfers In	\$384,542	\$16,014	\$288,464	75.01%	\$96,078	\$30,284	\$181,704	27.30%
Total Other Financing Sources	\$458,941	\$16,014	\$288,464	62.85%	\$170,477	\$30,284	\$181,704	22.51%
Total Revenues & Other Financing Sources	\$4,228,175	\$203,205	\$1,591,281	37.64%	\$2,636,894	\$515,163	\$1,435,929	23.52%

Category	Current Year						Prior Year		
	Total Budget	Current Month	Year to Date Spent	Date % of Budget	Year to Date Encumbrances	Remaining Budget	Current Month	Year to Date Spent	Year to Date % of Budget
Contracted Services	\$510,494	\$34,978	\$160,405	31.42%	\$347,677	\$2,412	\$1,937	\$20,075	2.80%
Equip Lease & Utilities	\$21,270	\$2,874	\$9,678	45.50%	\$1,864	\$9,728	\$1,208	\$7,055	23.04%
Equipment/Capital Outlay	\$520,350	\$0	\$0	0.00%	\$5,902	\$514,448	\$71,037	\$146,133	21.27%
Maintenance	\$84,868	\$4,339	\$89,622	105.60%	\$22,047	(\$26,801)	\$12,584	\$91,942	39.50%
Operational Support	\$1,153,813	\$27,012	\$138,672	12.02%	\$122,492	\$892,649	\$10,829	\$136,651	5.87%
Personnel Costs	\$1,689,338	\$125,894	\$776,582	45.97%	\$0	\$912,756	\$112,192	\$739,579	45.17%
Travel/Training	\$2,948	\$0	\$1,510	51.22%	\$0	\$1,438	\$0	\$334	10.44%
Total Expenditures	\$3,983,081	\$195,097	\$1,176,469	29.54%	\$499,982	\$2,306,630	\$209,787	\$1,141,769	20.27%
Reimbursement of Services	\$245,094	\$32,997	\$222,483	90.77%	\$0	\$22,611	\$33,860	\$225,508	48.02%
Transfers Out	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	0.00%
Total Other Financing Uses	\$245,094	\$32,997	\$222,483	90.77%	\$0	\$22,611	\$33,860	\$225,508	48.02%
Total Expenditures & Other Financing Uses	\$4,228,175	\$228,094	\$1,398,952	33.09%	\$499,982	\$2,329,241	\$243,647	\$1,367,277	22.40%

City of Gastonia
 Transit System Fund Financial Summary
 For the month ended December 31, 2022



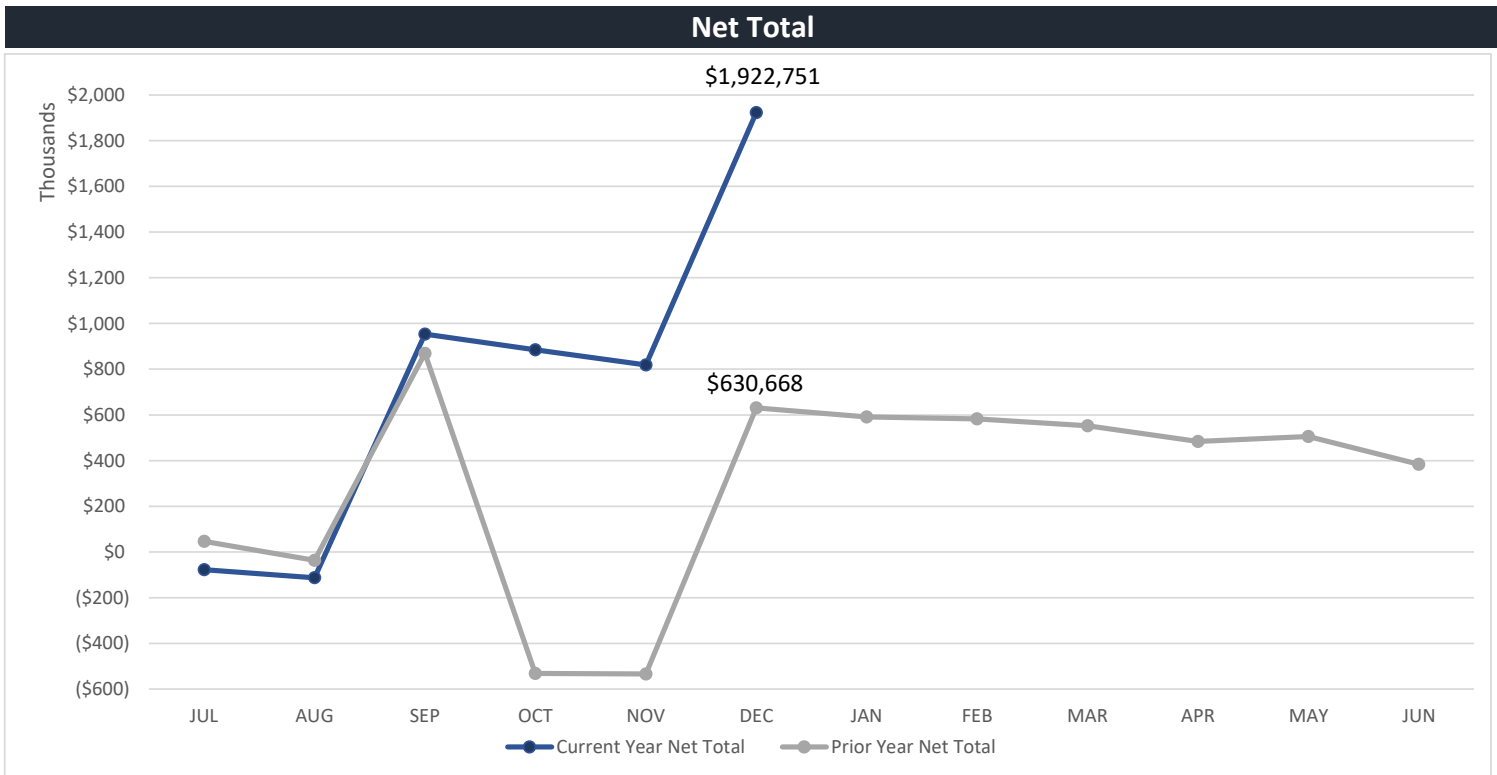
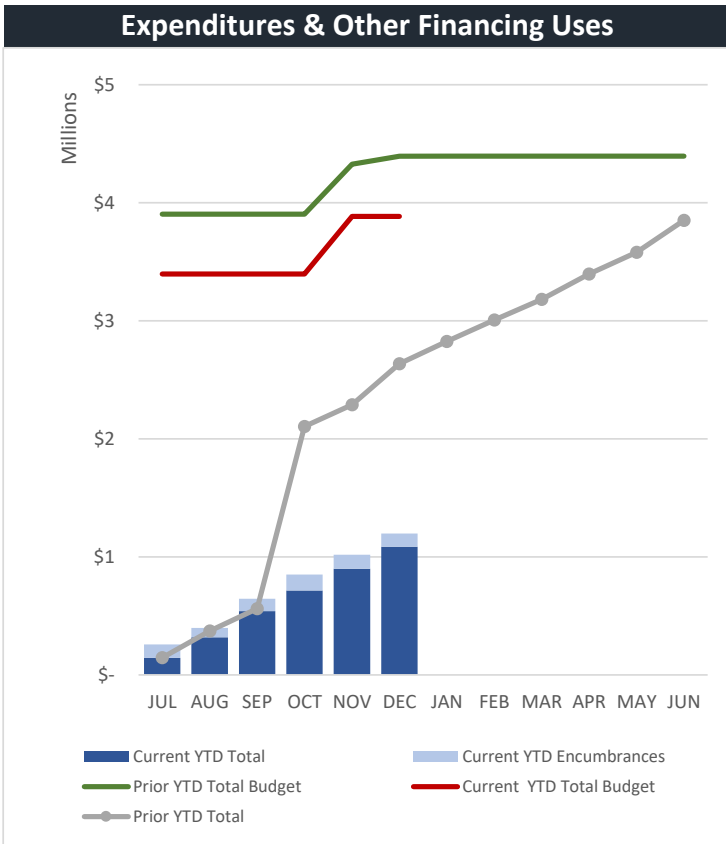
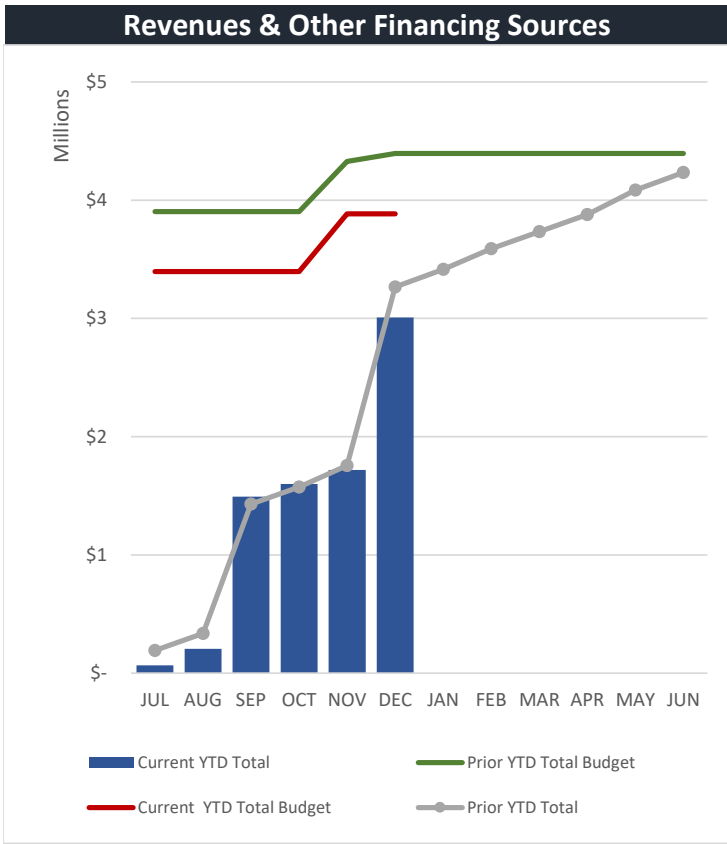
City of Gastonia
Powell Bill Financial Summary
For the month ended December 31, 2022

Powell Bill Fund year-to-date total revenues and other financing sources exceed total expenditures and other financing uses by \$1,922,751. Funding for Roads (Powell Bill funds) is 117% of the budget because the amount received was \$336K more than expected. YTD for Investment Earnings shows revenues have increased from prior year by \$22K. This year's budget was based on interest rates during Covid-19, but rates have increased in recent months. Transfers In have decreased from prior year due to a reduction from the General Fund transfer because there is currently \$500K earmarked in ARPA funds annually for the next three years. Equipment Lease & Utilities have decreased approximately \$42K from prior year due to decreased loan payments for vehicle/equipment purchases. Equipment/Capital Outlay includes expenditures for prior year, but none for current year. Last year's purchases include a Leeboy 150 Tack Tank Distributor. YTD Maintenance actuals are reduced from prior year due to the timing of the annual resurfacing contract.

Category	Current Year						Prior Year		
	Total Budget	Current Month	Year to Date Earned	Year to Date % of Budget	Remaining Budget	Current Month	Year to Date Earned	Year to Date % of Budget	
Funding for Roads	\$2,023,631	\$1,179,992	\$2,359,984	116.62%	(\$336,353)	\$1,365,684	\$2,362,945	122.05%	
Investment Earnings	\$24,000	\$8,014	\$22,516	93.82%	\$1,484	\$65	\$83	8.30%	
Other Revenues	\$1,500	\$0	\$1,167	77.80%	\$333	\$0	\$1,168	77.87%	
State Transfers	\$140,000	\$0	\$8,983	6.42%	\$131,017	\$0	\$36,270	25.91%	
Total Revenues	\$2,189,131	\$1,188,006	\$2,392,650	109.30%	(\$203,519)	\$1,365,749	\$2,400,466	115.48%	
Appropriated Fund Balance	\$464,084	\$0	\$0	0.00%	\$464,084	\$0	\$0	0.00%	
Transfers In	\$1,231,348	\$102,612	\$615,672	50.00%	\$615,676	\$144,279	\$865,674	49.99%	
Total Other Financing Sources	\$1,695,432	\$102,612	\$615,672	36.31%	\$1,079,760	\$144,279	\$865,674	37.37%	
Total Revenues & Other Financing Sources	\$3,884,563	\$1,290,618	\$3,008,322	77.44%	\$876,241	\$1,510,028	\$3,266,140	74.31%	

Category	Current Year							Prior Year		
	Total Budget	Current Month	Year to Date Spent	Date % of Budget	Year to Date Encumbrances	Remaining Budget	Current Month	Year to Date Spent	Year to Date % of Budget	
Contracted Services	\$6,630	\$22	\$67	1.01%	\$55	\$6,508	\$17	\$5,009	81.85%	
Equip Lease & Utilities	\$238,102	\$18,881	\$113,429	47.64%	\$0	\$124,673	\$25,718	\$155,078	49.39%	
Equipment/Capital Outlay	\$45,000	\$0	\$0	0.00%	\$43,879	\$1,121	\$0	\$13,552	22.72%	
Maintenance	\$1,327,549	\$23,448	\$106,360	8.01%	\$56,589	\$1,164,600	\$210,570	\$1,737,131	81.24%	
Operational Support	\$274,769	\$21,675	\$104,106	37.89%	\$11,388	\$159,275	\$12,860	\$93,731	30.06%	
Personnel Costs	\$1,978,513	\$122,806	\$759,545	38.39%	\$0	\$1,218,968	\$115,077	\$772,737	43.78%	
Travel/Training	\$14,000	\$0	\$2,064	14.74%	\$0	\$11,936	\$200	\$2,754	45.90%	
Total Expenditures	\$3,884,563	\$186,832	\$1,085,571	27.95%	\$111,911	\$2,687,081	\$364,442	\$2,779,992	60.42%	
Reimbursement of Services	\$0	\$0	\$0	0.00%	\$0	\$0	(\$18,951)	(\$144,521)	70.18%	
Transfers Out	\$0	\$0	\$0	0.00%	\$0	\$0	\$0	\$0	0.00%	
Total Other Financing Uses	\$0	\$0	\$0	0.00%	\$0	\$0	(\$18,951)	(\$144,521)	70.18%	
Total Expenditures & Other Financing Uses	\$3,884,563	\$186,832	\$1,085,571	27.95%	\$111,911	\$2,687,081	\$345,491	\$2,635,471	59.96%	

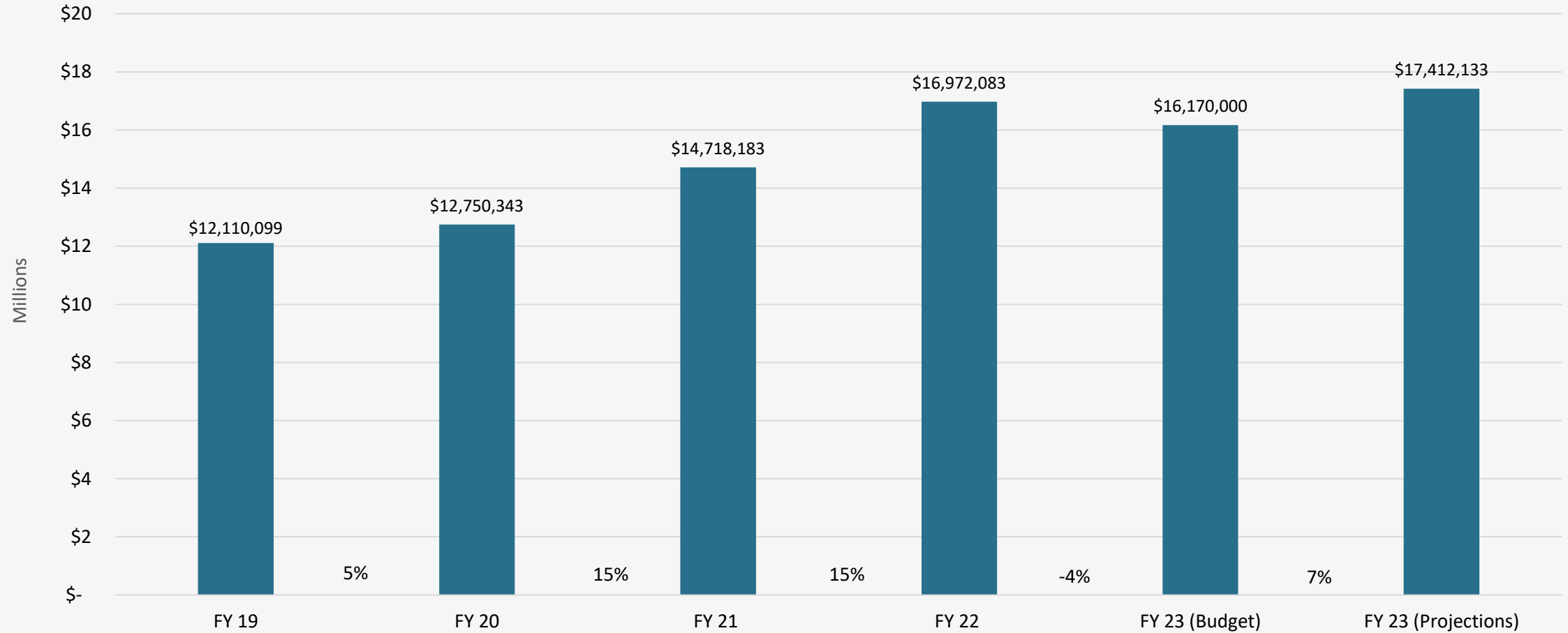
City of Gastonia
Powell Bill Financial Summary
For the month ended December 31, 2022



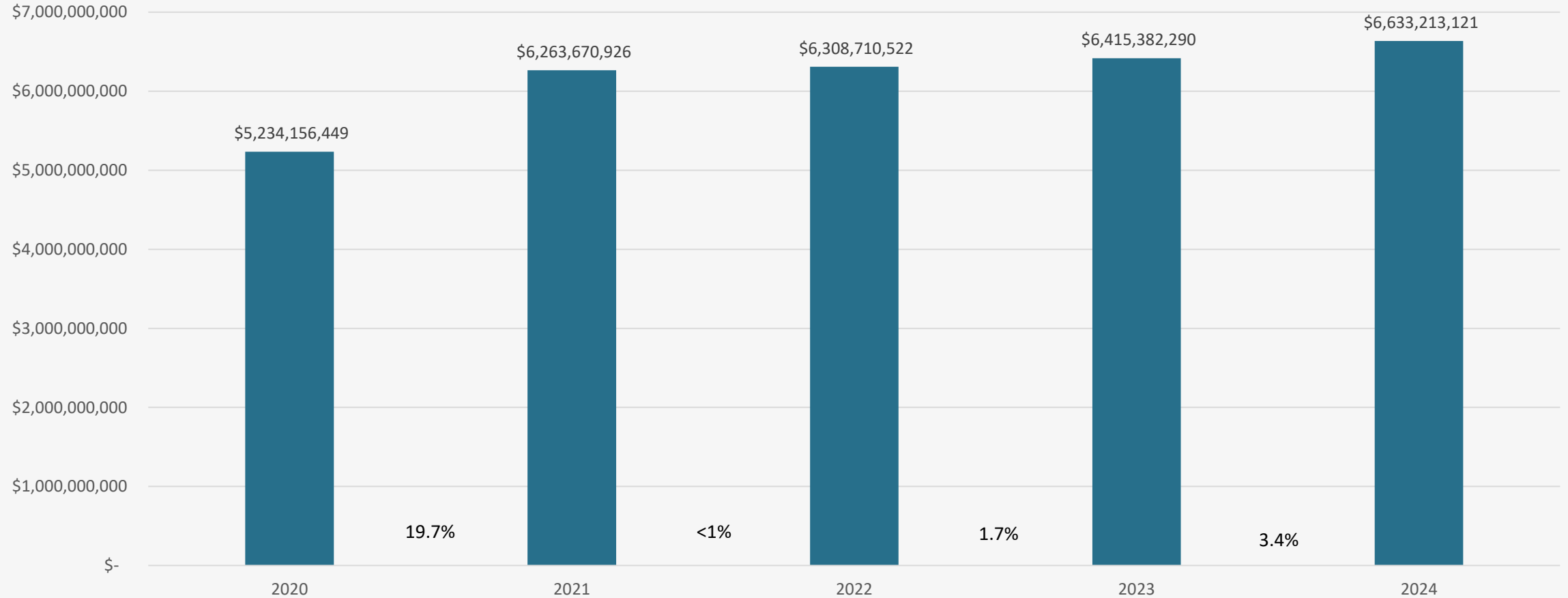
City of Gastonia
Expenditure Report by Function
For the month ended December 31, 2022

	Total Budget	Current Month	Year to Date Spent	Year to Date % of Budget	Year to Date Encumbrances	Remaining Budget
General Government						
Mayor/Council	\$448,106	\$31,158	\$270,785	60.43%	\$21,773	\$155,547
City Management	\$2,354,922	\$139,108	\$682,065	28.96%	\$20,973	\$1,651,884
Communications & Marketing	\$372,169	\$30,724	\$179,985	48.36%	\$1,082	\$191,101
Community Services	\$714,543	\$56,330	\$304,463	42.61%	\$17,529	\$392,551
Development Services	\$5,786,965	\$388,729	\$2,195,135	37.93%	\$244,056	\$3,347,774
Diversity, Equity & Inclusion	\$206,634	\$12,257	\$73,055	35.35%	\$1,800	\$131,779
Economic Development	\$1,250,630	\$150,510	\$511,807	40.92%	\$2,924	\$735,898
Financial Services	\$6,324,729	\$428,435	\$2,714,438	42.92%	\$623,511	\$2,986,780
Human Resources	\$4,675,340	\$250,520	\$2,804,615	59.99%	\$225,068	\$1,645,658
Legal	\$594,849	\$45,367	\$264,098	44.40%	\$3,323	\$327,428
Planning	\$1,175,453	\$86,159	\$493,043	41.94%	\$72,692	\$609,718
Total General Government	\$23,904,340	\$1,619,297	\$10,493,489	43.90%	\$1,234,731	\$12,176,118
Cultural/Recreation						
Parks & Recreation	\$6,722,021	\$646,095	\$2,981,533	44.35%	\$115,264	\$3,625,224
Schiele Museum	\$2,446,970	\$161,743	\$1,103,887	45.11%	\$17,477	\$1,325,606
Total Cultural/Recreation	\$9,168,991	\$807,838	\$4,085,420	44.56%	\$132,741	\$4,950,830
Public Infrastructure						
Public Works	\$7,285,982	\$407,951	\$3,142,792	43.13%	\$931,468	\$3,211,722
Powell Bill	\$3,884,563	\$186,833	\$1,085,571	27.95%	\$111,912	\$2,687,080
Total Public Infrastructure	\$11,170,545	\$594,784	\$4,228,363	37.85%	\$1,043,380	\$5,898,802
Public Safety						
Fire Services	\$16,028,611	\$1,275,161	\$7,513,153	46.87%	\$181,390	\$8,334,068
Police Services	\$23,955,948	\$1,823,136	\$11,135,525	46.48%	\$117,826	\$12,702,597
Total Public Safety	\$39,984,559	\$3,098,297	\$18,648,678	46.64%	\$299,216	\$21,036,665
Utilities & Enterprise Funds						
Electric	\$65,593,300	\$4,778,030	\$32,487,906	49.53%	\$4,516,330	\$28,589,064
Water/Sewer	\$38,235,731	\$2,498,901	\$16,015,973	41.89%	\$4,279,963	\$17,939,795
Stormwater	\$2,106,563	\$90,790	\$573,891	27.24%	\$113,533	\$1,419,139
Solid Waste	\$6,987,383	\$487,771	\$3,117,278	44.61%	\$695,018	\$3,175,088
Transit	\$4,228,175	\$195,097	\$1,176,468	27.82%	\$499,983	\$2,551,724
Total Utilities & Enterprise Funds	\$117,151,152	\$8,050,589	\$53,371,516	45.56%	\$10,104,827	\$53,674,810
TOTAL	\$201,379,587	\$14,170,805	\$90,827,466	45.10%	\$12,814,895	\$97,737,225

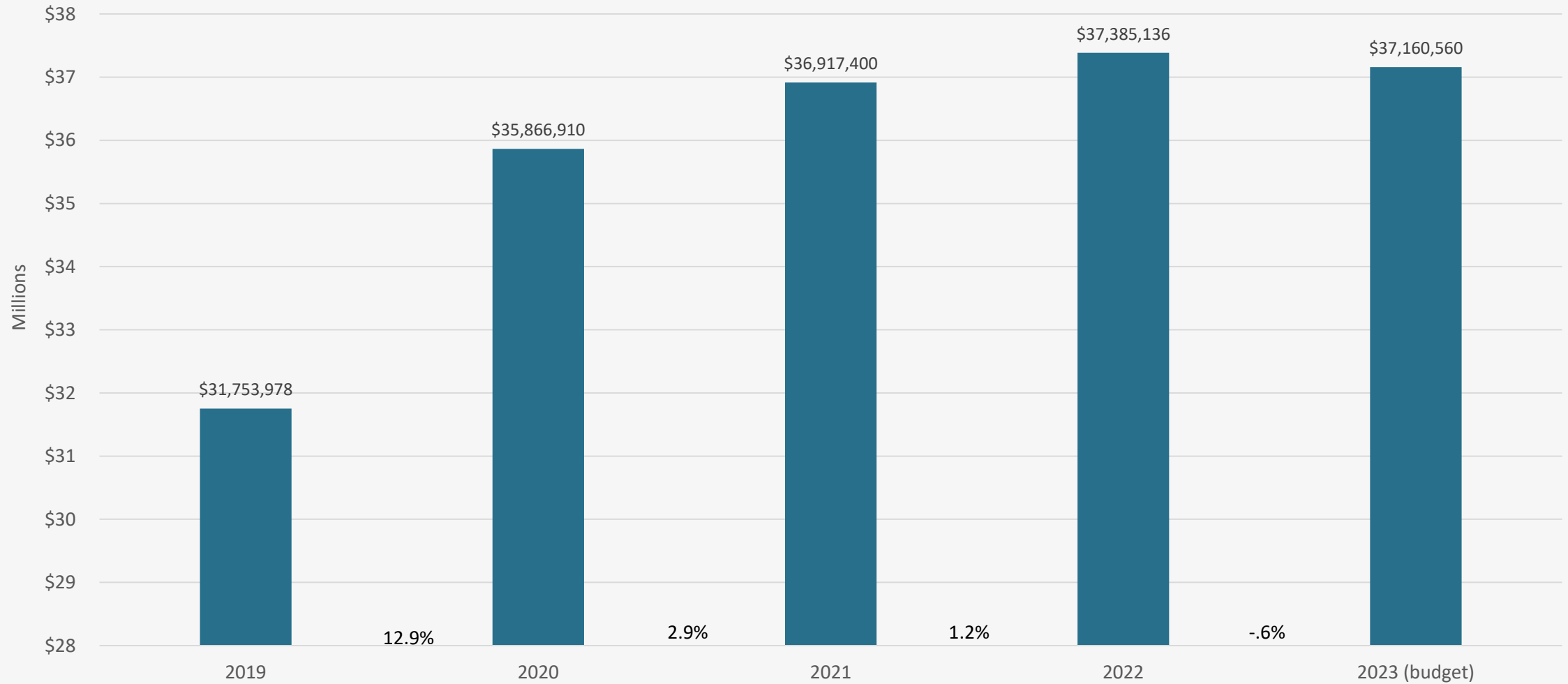
Sales Tax – 5 Year



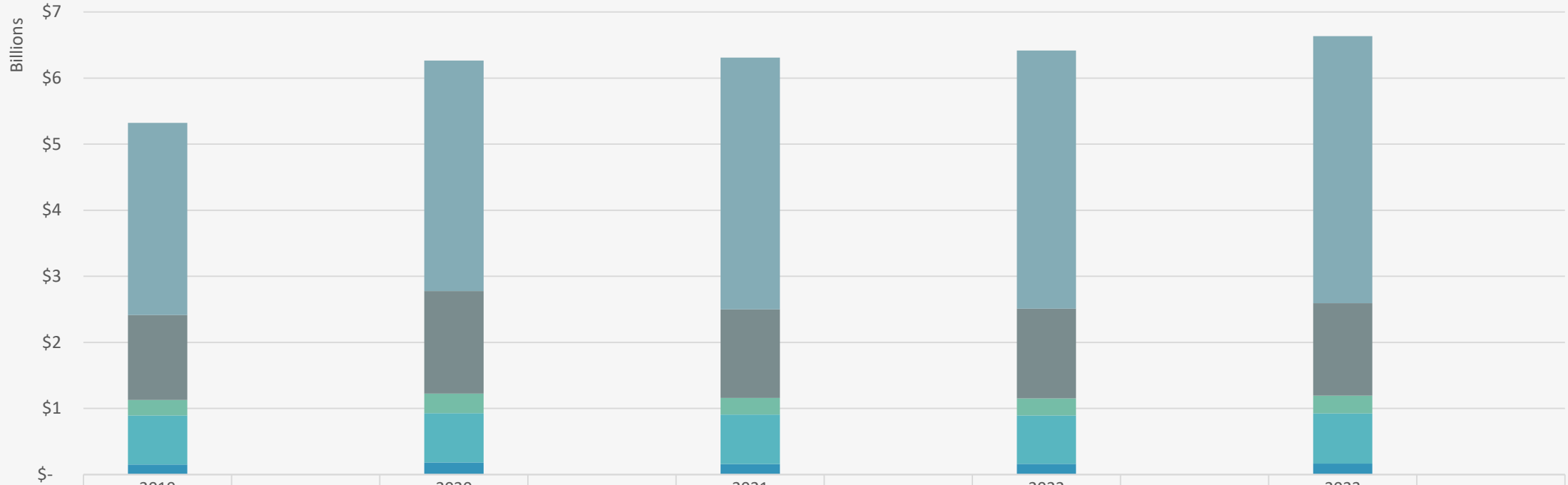
Total Property Tax Values (Real, Personal and Public Service Companies)



Ad Valorem Revenues – 5 Year Trend



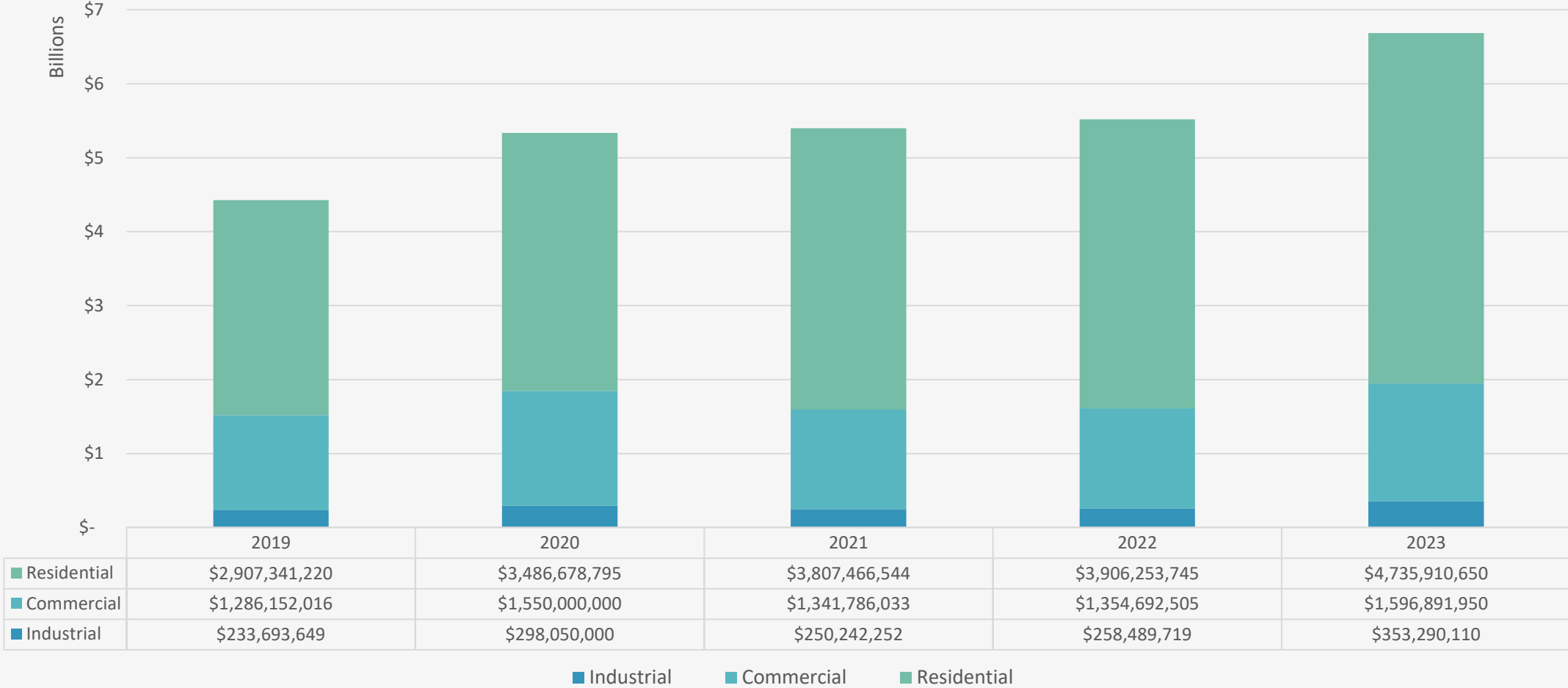
Breakdown of Taxable Property (Real, Personal and Public Service Companies)



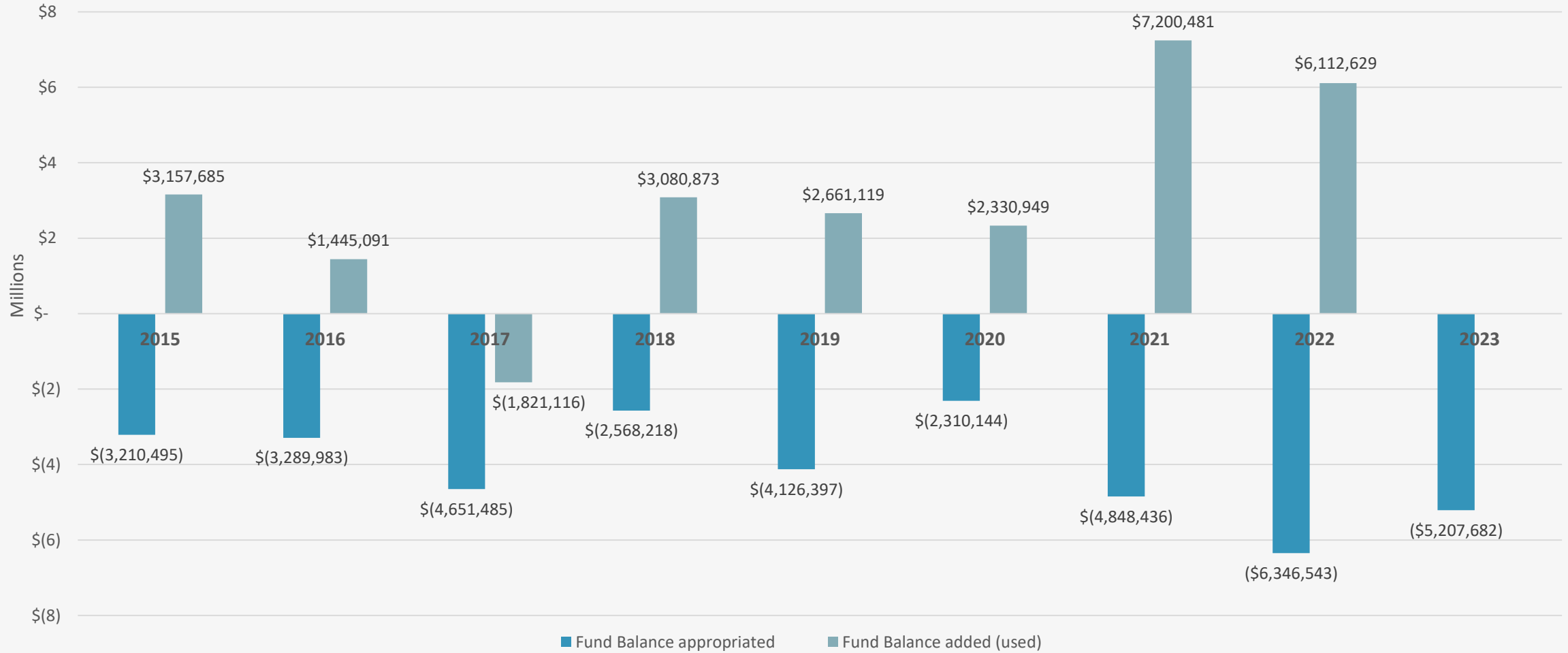
	2019		2020		2021		2022		2023	
■ Residential	\$2,907,341,220	54.6%	\$3,486,678,795	55.7%	\$3,807,466,544	60.4%	\$3,906,253,745	60.9%	\$4,038,888,664	60.9%
■ Commercial	\$1,286,152,016	24.2%	\$1,550,000,000	24.7%	\$1,341,786,033	21.3%	\$1,354,692,205	21.1%	\$1,400,690,111	21.1%
■ Industrial	\$233,693,649	4.4%	\$298,050,000	4.8%	\$250,242,252	4.0%	\$258,489,719	4.0%	\$267,266,610	4.0%
■ Personal Property	\$740,796,144	13.9%	\$746,325,740	11.9%	\$750,103,135	11.9%	\$734,403,308	11.4%	\$759,339,610	11.4%
■ Public Service Companies	\$153,419,394	2.9%	\$183,143,358	2.9%	\$159,112,558	2.5%	\$161,543,013	2.5%	\$167,028,126	2.5%

■ Public Service Companies ■ Personal Property ■ Industrial ■ Commercial ■ Residential

Real Property Tax Values 5 Years



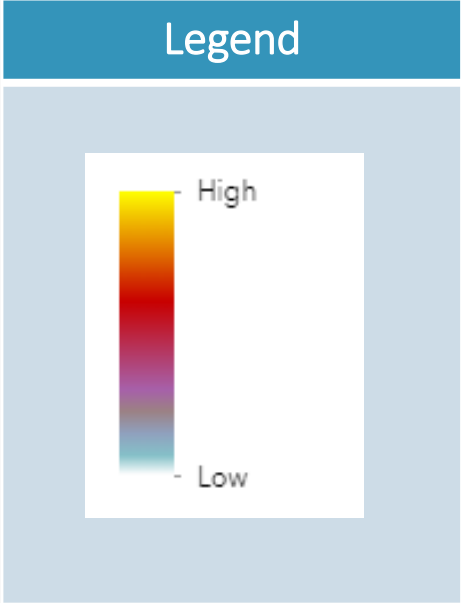
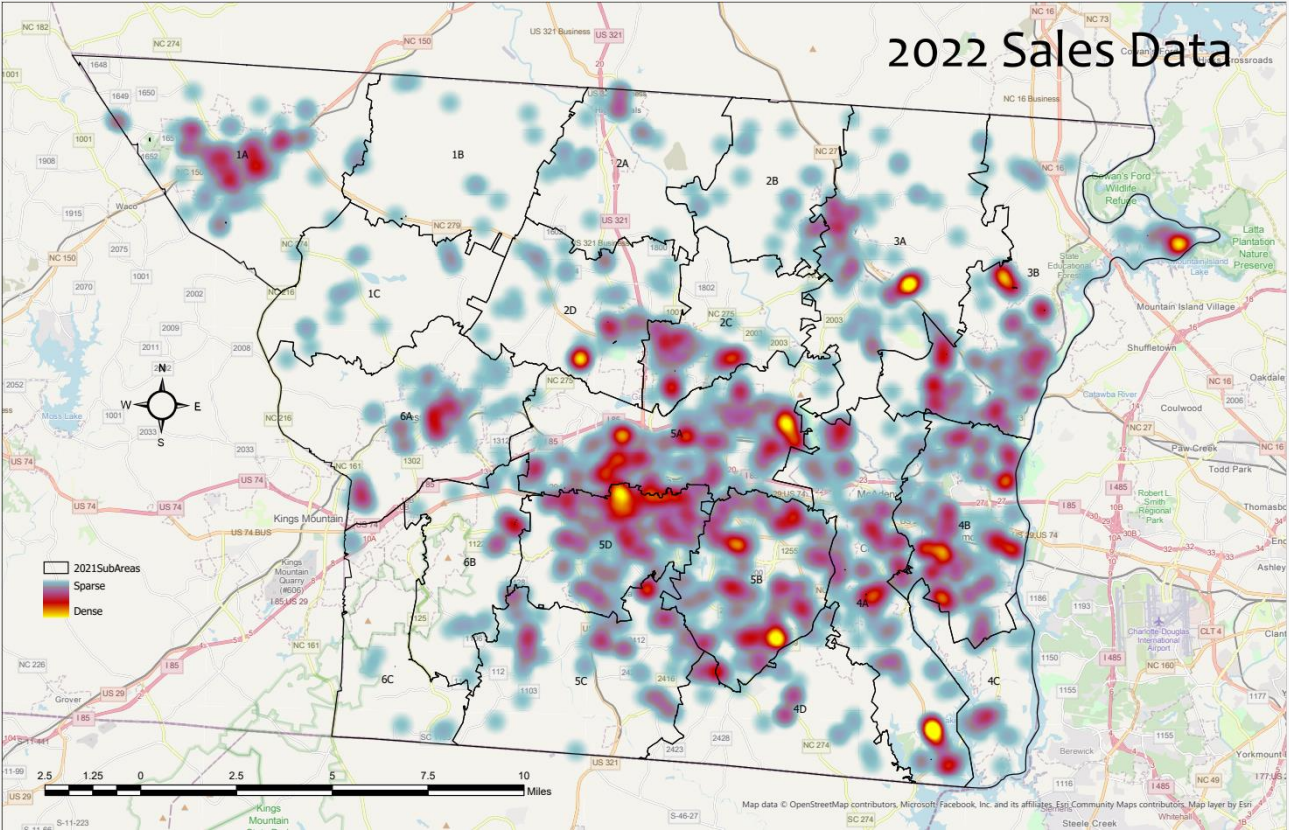
General Fund – Fund Balance History



2023 Revaluation

- **North Carolina General Statute 105-286**
 - Reappraisal at least once every eight years
 - Last conducted in 2019
 - The Gaston County BOCC advancement to a 4-year cycle
 - Values/assessments stay closer to the current market
 - Public will stay updated on the Reappraisal Process
 - Reduces the likelihood of large market changes seen in 8-year cycles

2023 Revaluation Gaston County Sales Activity Heat Map



2023 Revaluation

Increase in Property Value Scenarios

- 25% = ~\$9,036,313 additional revenues 1¢ = ~ \$868,876
- 30% = ~\$10,843,576 additional revenues 1¢ = ~ \$903,631
- 35% = ~\$12,650,838 additional revenues 1¢ = ~ \$938,386



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Discussion Materials

City of Gastonia, North Carolina

January 20, 2023

Agenda

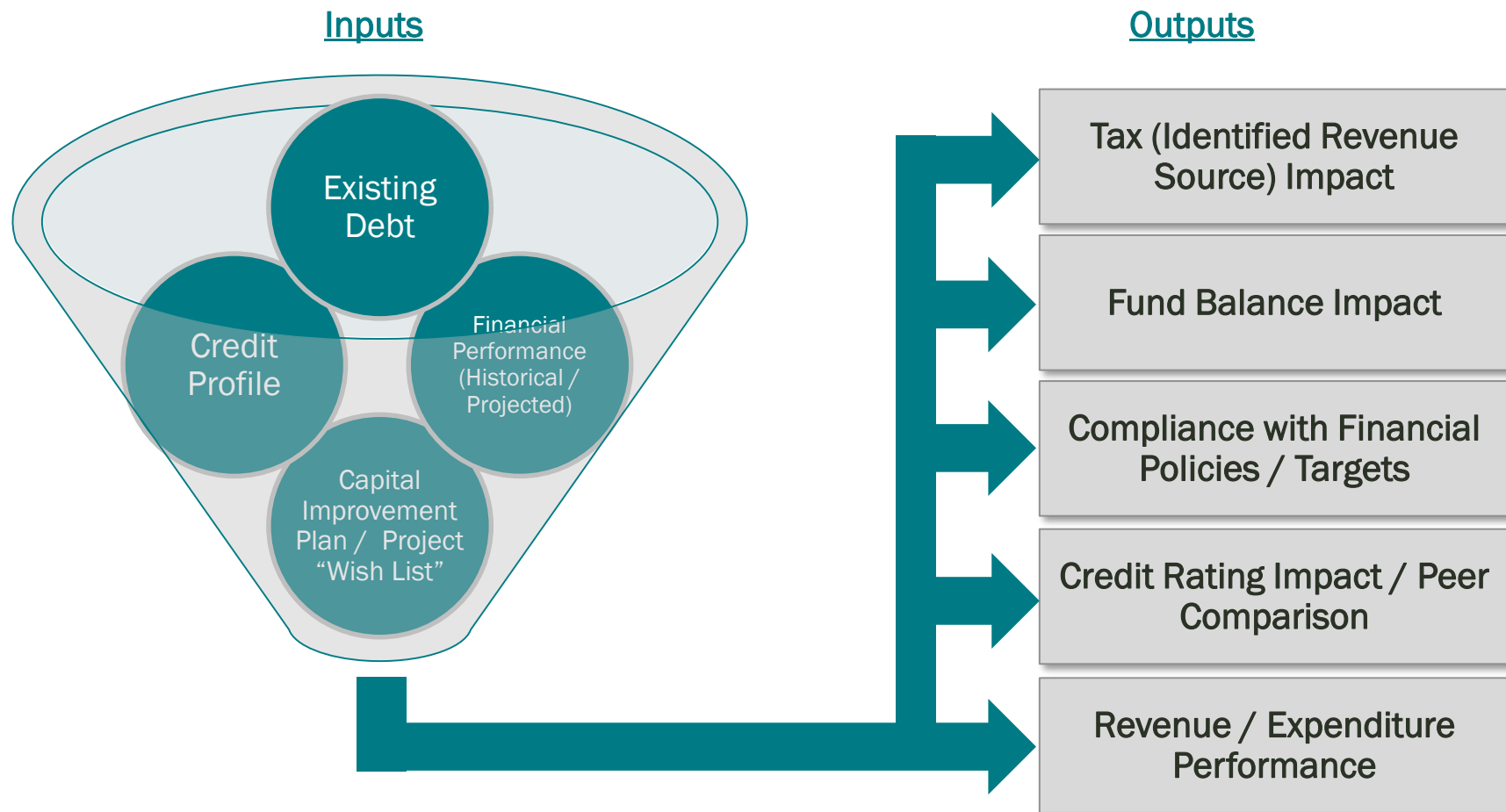
I. Capital Planning Model Introduction

II. Debt Capacity Analysis

III. 2023 GO Bonds – Process and Calendar

Introduction to Capital Planning

- Brings clarity to a financial plan
- Visibility into potential financial impact
- Allows decision makers to balance competing priorities (i.e., maintain fund balance levels vs. managing debt levels)
- Allows for consensus building – takes the emotion out of decisions



Capital Improvement Plan – Scenario Building

Observations

- As shown below, the City inputs its entire capital improvement plan / project wish list and specifies the relevant assumptions on a project-by-project basis.
- Existing debt service payable by fund is inputted into the model (not shown), allowing the paydown of existing debt over time to be incorporated into the results of the model.
- Each project can be turned on/off (column 1) with the resulting financial impact calculated immediately.

Turn projects on or off

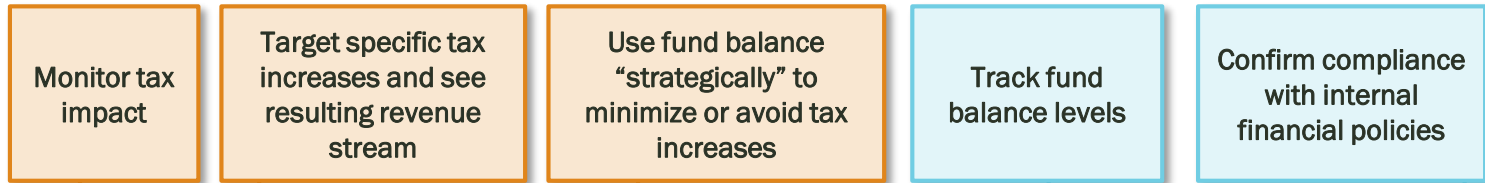
Specify project description, amount, and timing

Specify fund and funding type

Customize repayment structure

Projects Under Consideration										
1	2	3	4	5		6	7	8	9	10
On/Off	Description	Amount	Timing (FY)	Fund / Revenue Source		Funding Type	Structure	Term	Principal Deferral	Rate
On	2023 GO Bonds	37,500,000	2023	General Fund		G.O.	Level Principal	20	0	5.00%
On	2025 GO Bonds	37,500,000	2025	General Fund		G.O.	Level Principal	20	0	5.00%
Off										
Off										
Off										
Off										
Off										
Off										
Off										
Off										
Off										

Monitor Key Metrics and Fiscal Ratios



Sources of Funds for Capital Projects						
11	12	13	14	15	16	17
FY	Current Tax Rate Allocated to Debt	Add'l Increase Required	Actual Tax Increase	Tax Increase Revenues	Use of Fund Balance	Annual Surplus (Deficit)
Total			-			
2023	13.43	-	0.00	-	-	(410,195)
2024	13.43	0.09	0.00	-	76,936	5,173,636
2025	13.43	-	0.00	-	-	4,061,556
2026	13.43	1.93	0.00	-	1,779,996	(437,540)
2027	13.43	0.61	0.00	-	577,665	(1,216,656)
2028	13.43	-	0.00	-	-	(1,240,554)
2029	13.43	-	0.00	-	-	(2,859,812)
2030	13.43	-	0.00	-	-	(4,742,060)
2031	13.43	-	0.00	-	-	(6,788,389)
2032	13.43	-	0.00	-	-	(7,412,062)

General Fund Ratios		
Target	25%	15%
18	19	20
Unassigned Fund Balance	UFB as a % of Expenditures	D/S to Op. Exp.
30,891,865	39.1%	11.7%
36,065,501	42.4%	14.2%
40,127,057	45.8%	12.9%
39,689,517	42.3%	15.1%
38,472,862	39.8%	13.7%
37,232,308	37.8%	11.5%
34,372,496	33.7%	10.7%
29,630,436	28.0%	10.1%
22,842,047	20.8%	9.4%
15,429,984	13.7%	7.6%

Incorporates Historical Audited Information

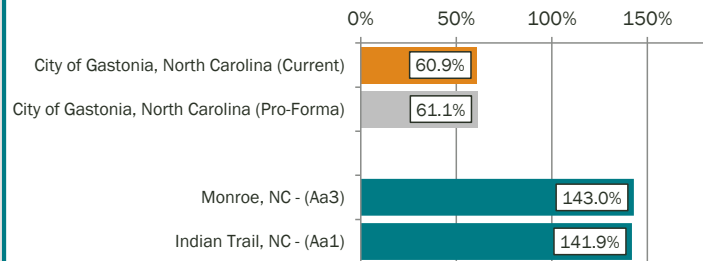
	Audited 2021	Audited 2022	Projected 2023	Projected 2024
Revenues:				
Total - Ad valorem taxes	36,917,400	37,385,136	37,127,425	47,848,882
Total - Other taxes and licenses	25,963,543	28,178,752	28,742,327	29,317,174
Total - Unrestricted intergovernmental	2,085,949	2,112,550	2,154,801	2,197,897
Total - Restricted intergovernmental	4,683,522	3,784,422	3,860,110	3,937,313
Total - Permits	2,211,546	2,383,201	2,430,865	2,479,482
Total - Sales, Services, and Rents	2,525,684	4,151,798	4,234,834	4,319,531
Total - Investment earnings	169,242	156,503	159,633	162,826
Total - Miscellaneous	613,453	832,707	849,361	866,348
Total revenues	75,170,339	78,985,069	79,559,356	91,129,452
Annual growth	7.25%	5.07%	0.73%	14.54%
Expenditures:				
Total - General government	10,501,980	12,580,722	13,195,599	13,840,937
Total - Public safety	33,770,147	37,271,714	38,944,676	40,697,474
Total - Public works	8,241,856	10,077,161	10,509,581	10,962,192
Total - Cultural and recreation	6,053,064	6,919,166	7,202,363	7,498,464
Total - Debt service (existing):	4,460,693	5,711,619	9,252,767	8,342,182
Total - Debt service (proposed):	-	-	-	3,375,000
Total expenditures	63,027,740	72,560,382	79,104,985	84,716,250
Annual growth	-13.54%	15.12%	9.02%	7.09%
Revenues over (under) expenditures	12,142,599	6,424,687	454,371	6,413,202
Other Financing Sources (Uses):				
Total - Transfers in	2,040,000	2,642,530	2,642,530	2,642,530
Total - Transfers out	(7,063,936)	(3,507,096)	(3,507,096)	(3,507,096)
Total other financing sources (uses)	(4,956,936)	(419,115)	(864,566)	(864,566)
Net change in fund balances	7,185,663	6,005,572	(410,195)	5,548,636

Create detailed revenue and expenditure projections

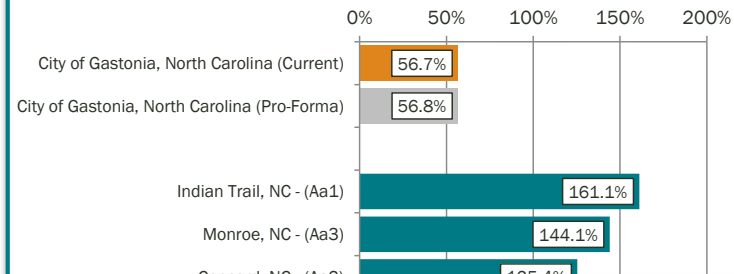
Incorporates proposed debt service and capital outlay

Incorporates Peer Comparison Data

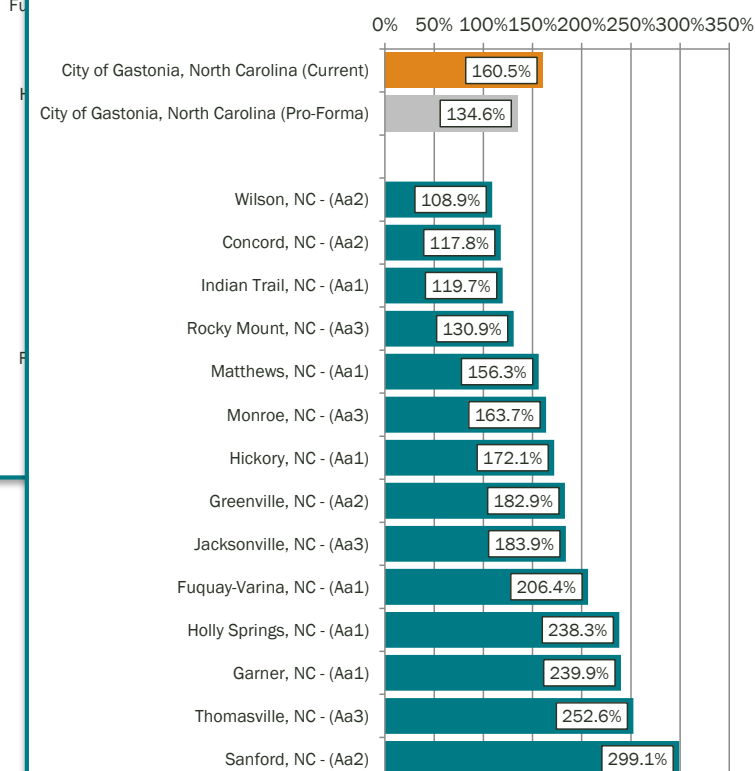
Available Fund Balance Ratio (%)



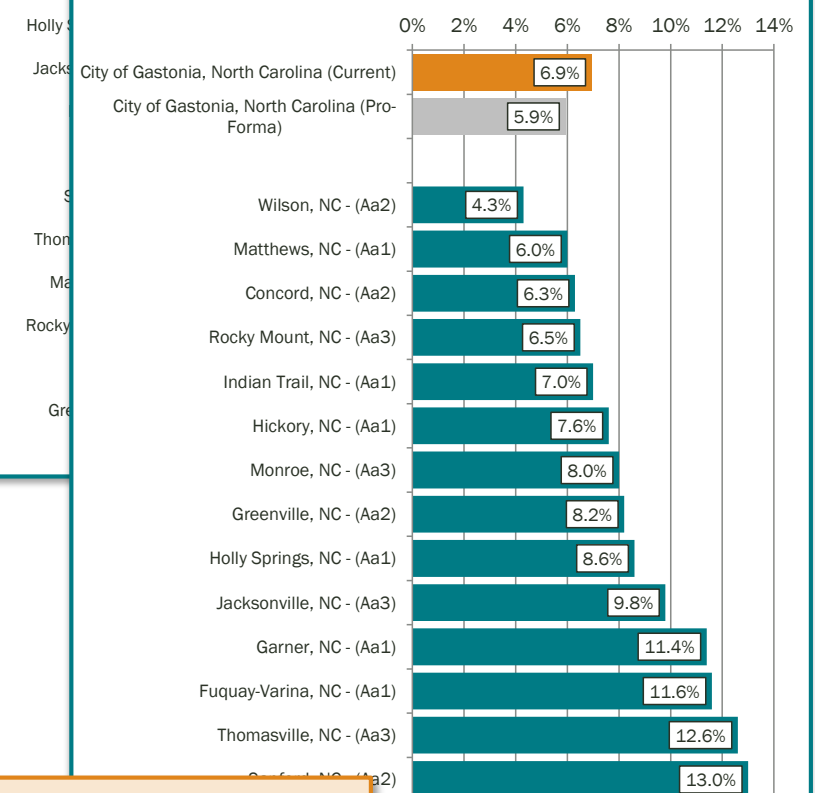
Liquidity Ratio (%)



Long-Term Liabilities Ratio (%)



Fixed Costs Ratio (%)



Quickly access peer data and compare to current and pro-forma levels

Agenda

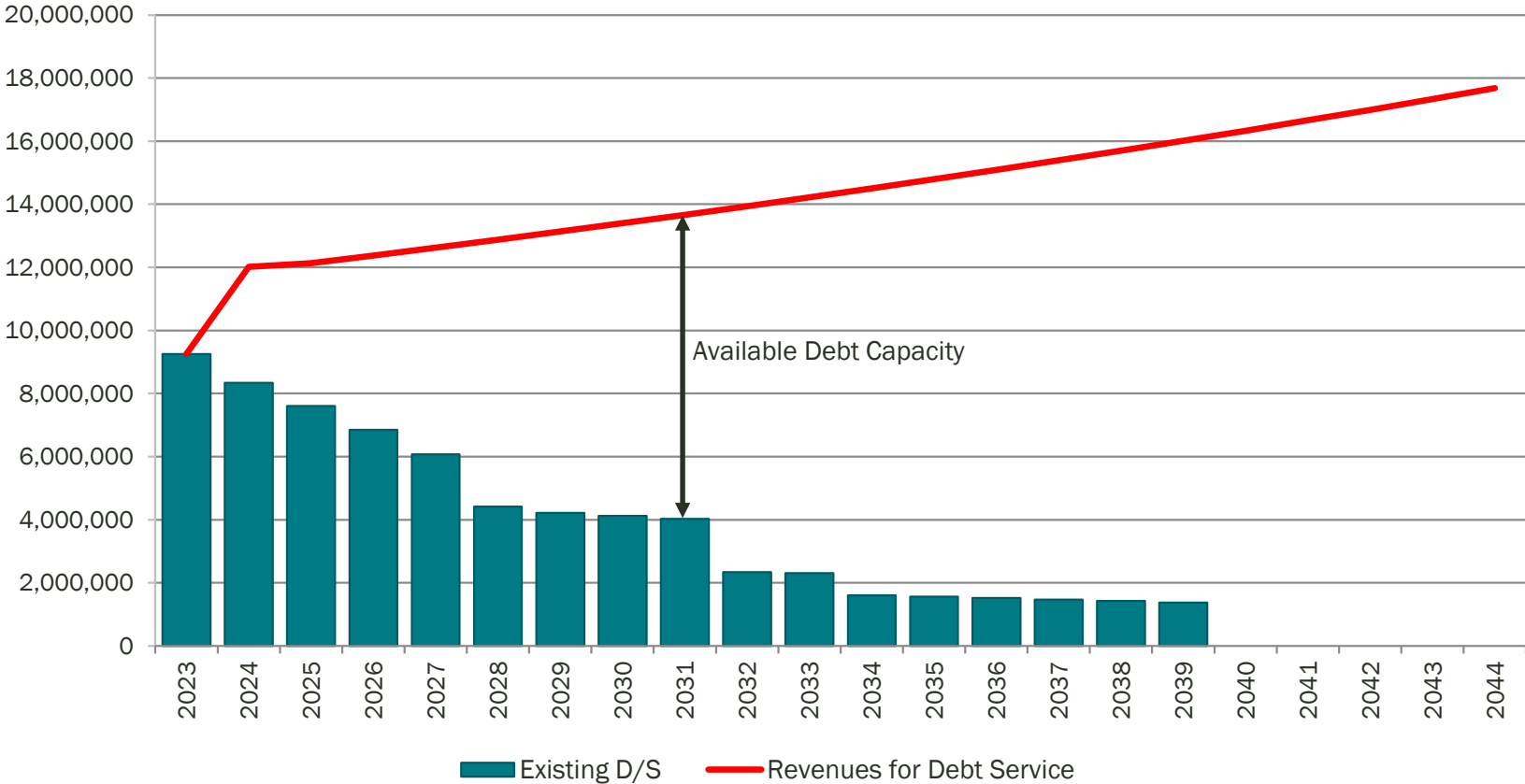
I. Capital Planning Model Introduction

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Existing Governmental Debt Service Capacity

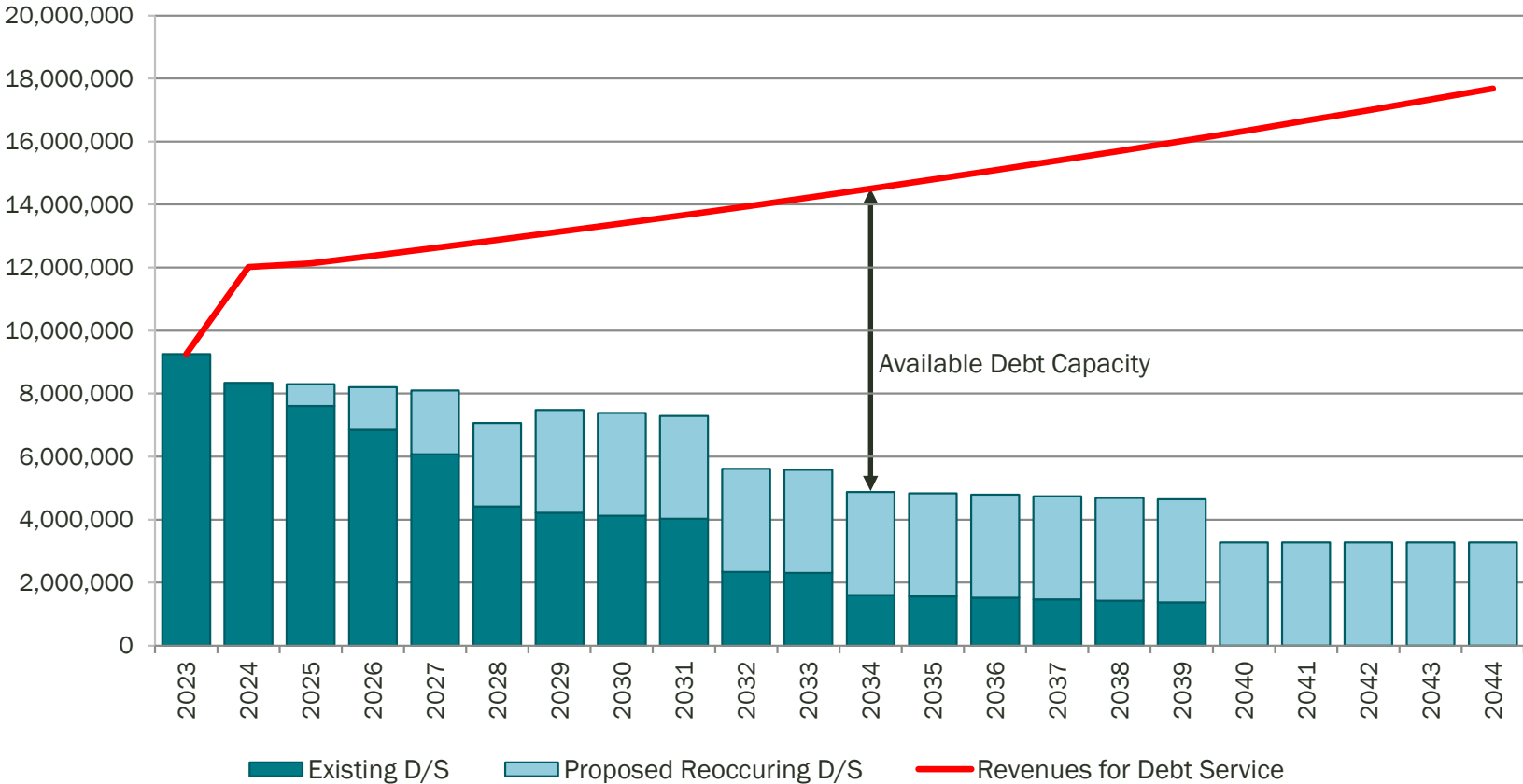
- City currently has approximately \$60 million of General Fund and Internal Service Fund supported debt outstanding
- The City’s revaluation, effective FY 2024, will increase available debt capacity – we have assumed a 30% increase in FY2024, 1% in FY2025 and 2% in future years
- \$9.2 million of annual debt service is the equivalent of 13.43 cents on the tax rate
 - Assuming a 30% revaluation in FY 2024, the value of 13.43 cents will increase to almost \$12 million in FY2024 creating future borrowing capacity



Note: Includes General Fund and Internal Service Fund supported debt service.

Existing Debt Service plus Future Vehicles Equipment Needs

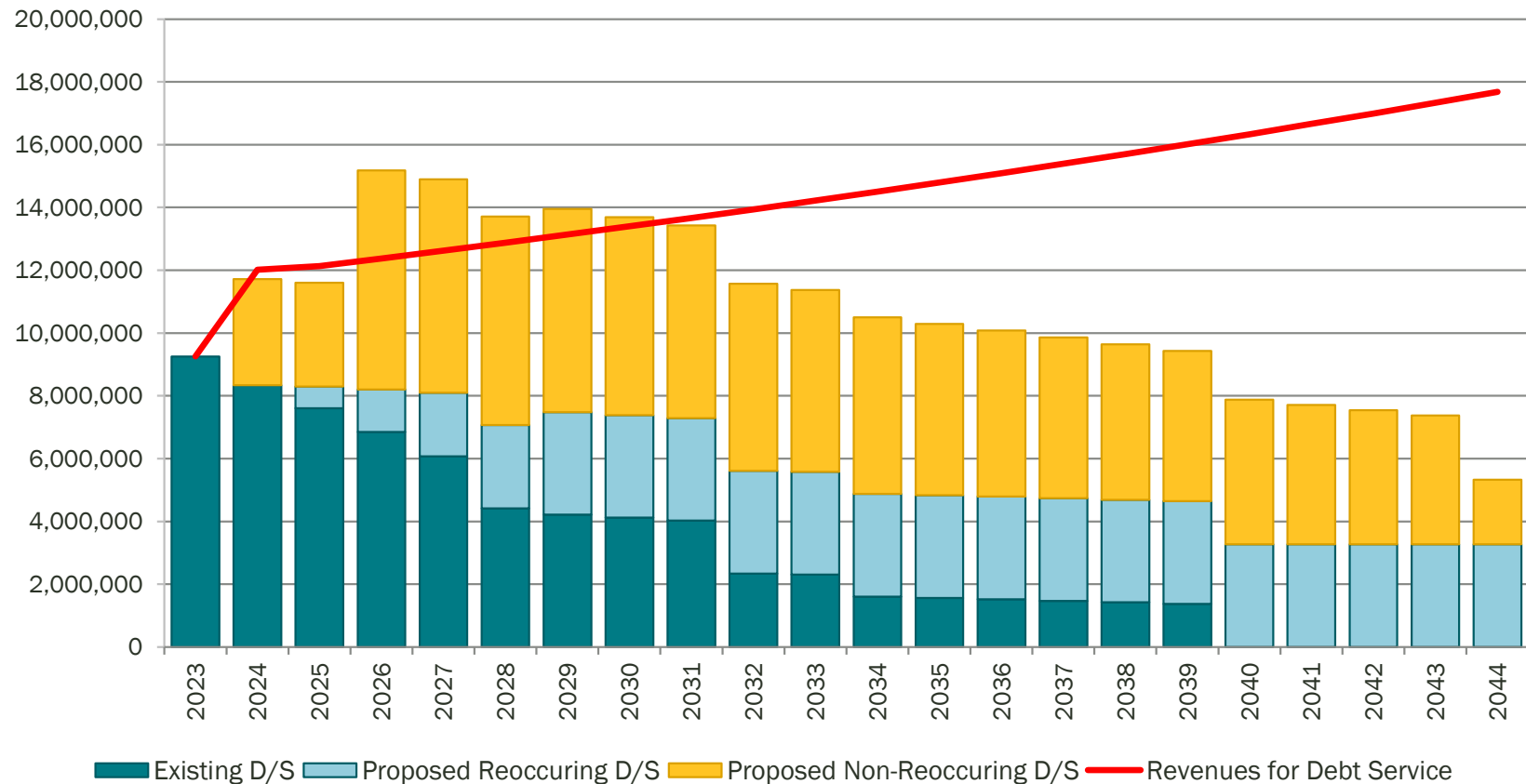
- While determining capacity for the GO Bonds, recurring needs such as ongoing vehicles and equipment were factored in
 - Assumes an average annual issuance of \$3 million at an interest rate of 3.00% and term of 59 months
- Even with these recurring needs factored in, there continues to be significant capacity available for the General Obligation Bonds



Note: Includes General Fund and Internal Service Fund supported debt service.

Capacity with the General Obligation Bonds

- Assumes issuance of annual installments for reoccurring vehicle/equipment needs plus two series of GO Bonds:
 - \$37,500,000 in FY 2023 (20-Year Level Principal at 4.00% interest rate)
 - \$37,500,000 in FY 2025 (20-Year Level Principal at 5.00% interest rate)
- First issuance is comfortably within projected revenues available; the second issue exceeds revenue projection in several years
 - However, this assumes conservative assumptions within the model (2% growth rate on ad valorem, 5% interest rate, etc.)
 - Annual debt levels can also be managed through timing of second issue or modest structuring of principal, if needed

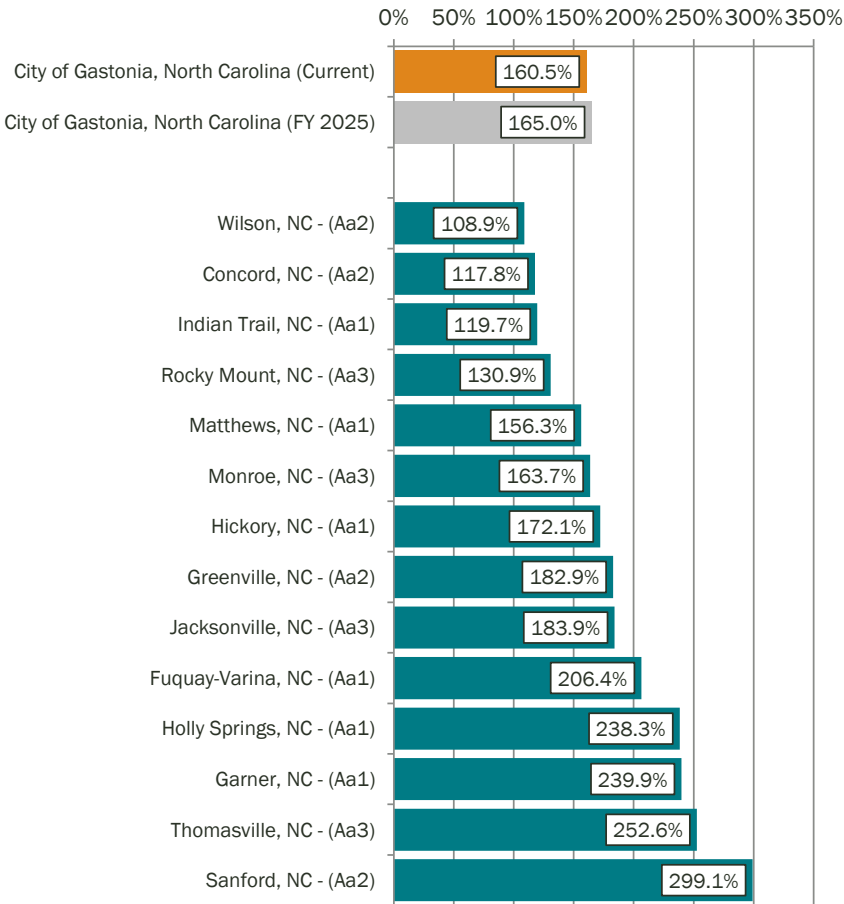


Note: Includes General Fund and Internal Service Fund supported debt service.

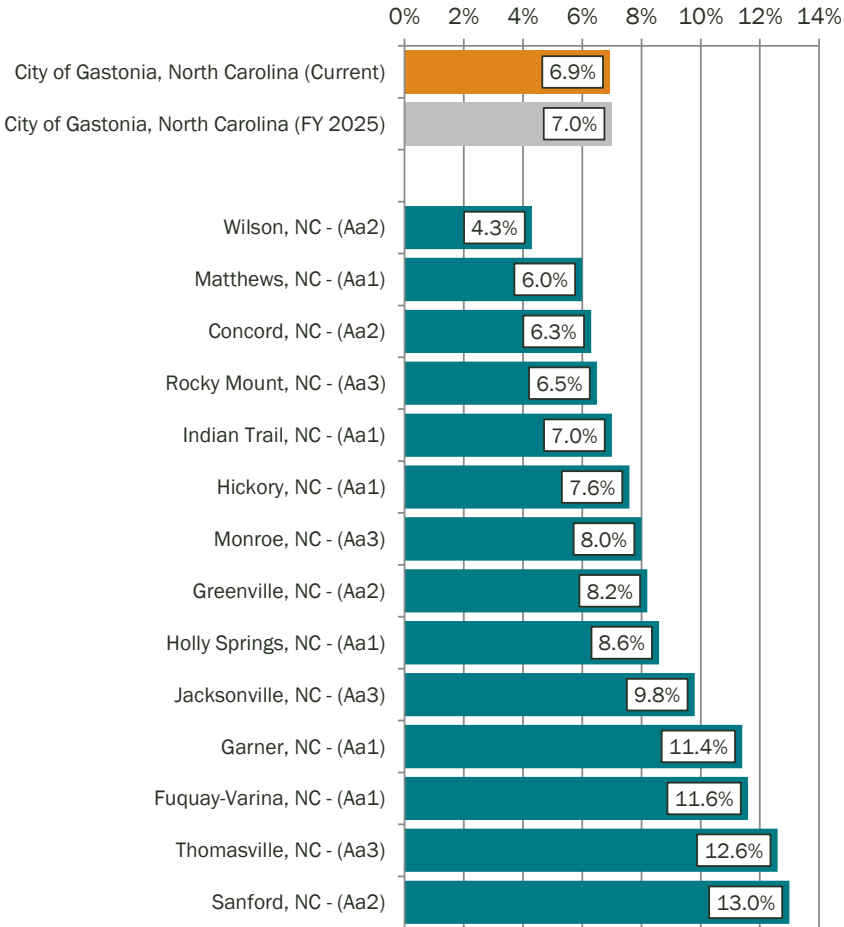
Financial Ratios and Peer Comparisons

- Long-Term Liabilities Ratio measures total debt and liabilities outstanding as a % of revenue
- Fixed-Costs Ratio measures annual cost of liabilities as a % of revenues
- The City's performance on both ratios is in-line to positive compared to other North Carolina peers

Long-Term Liabilities Ratio (%)



Fixed-Costs Ratio (%)



Source: Moody's Investor Service

Agenda

I. Capital Planning Model Introduction

II. Debt Capacity Analysis

III. 2023 GO Bonds – Process and Calendar

General Obligation Bonds – Issuance Overview

- City's GO Bonds can be issued in one or more bond offerings over the next seven years
- Full financing process generally takes approximately 3 months
 - One Council meeting required to approve bond resolution
- LGC approval is not required, since the bonds were approved during the referendum process
- LGC will prepare the offering documents (with some City staff assistance)
- LGC requirements for GO Bonds issuance:
 - Sold through a competitive bid public sale
 - Structured with 20-year final maturity, level principal payments
- On sale date, underwriters bid competitively on internet platform (Parity/IPREO)
 - LGC typically only permits sale dates on Tuesdays
 - The bonds are awarded to the underwriter proposing the lowest true interest cost ("TIC")
- Typically close on the financing approximately 3 weeks after the sale date

2023 General Obligation Bonds – Timeline

Date	Event	Responsibility
February 23	Due Diligence Call with LGC	All
Week of March 6	Calls with Rating Agencies	City/FTA
March 21	City Council adopts Bond Resolution	City/Bond Counsel
March 22	Receive Ratings & Finalize Offering Documents	All
April 4	Bond Pricing (Interest rates are locked in)	All
April 25	Bond Closing – Funding in Place	All

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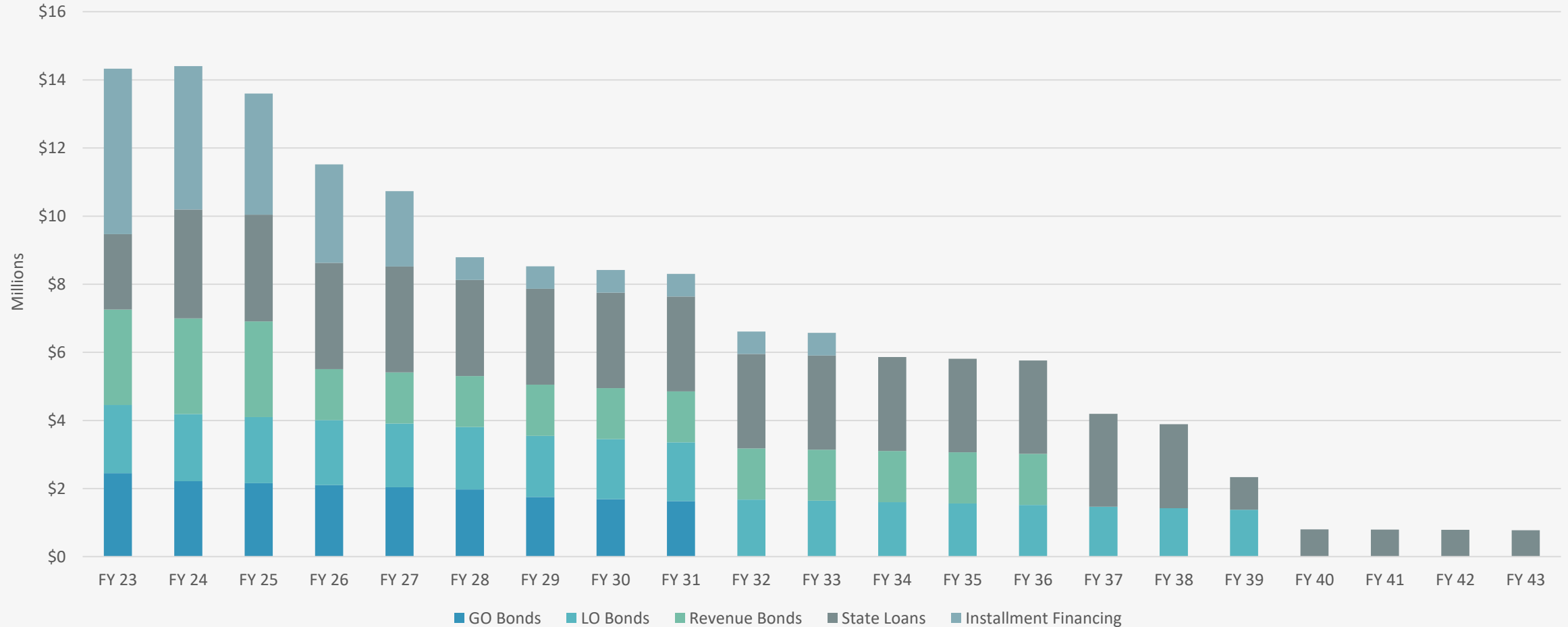
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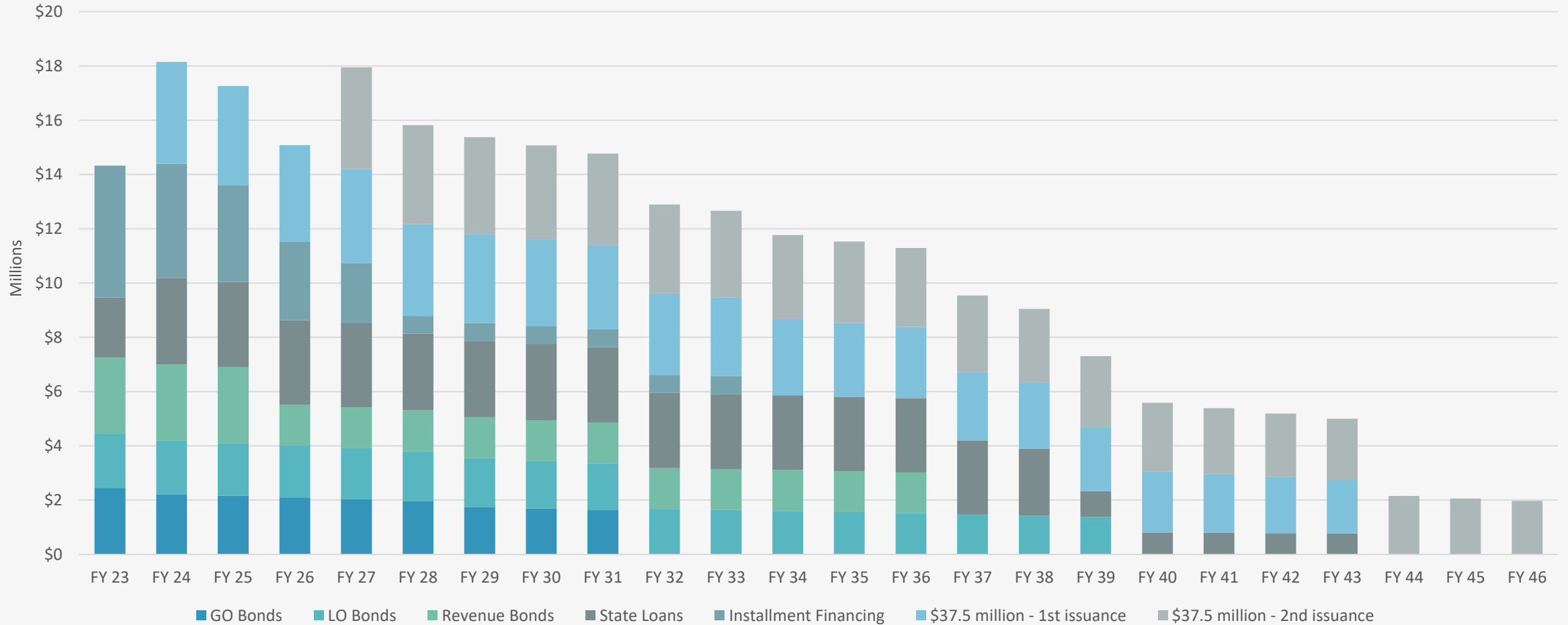
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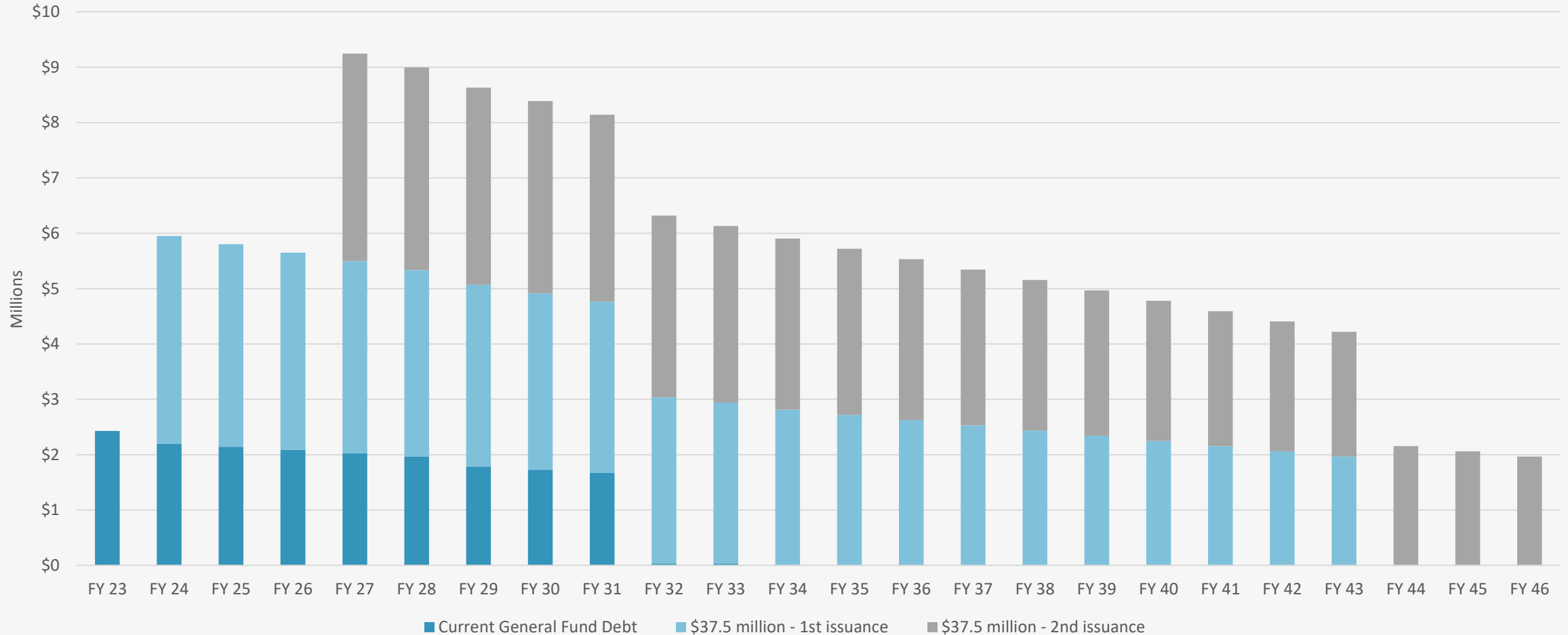
Current Annual Debt Payments



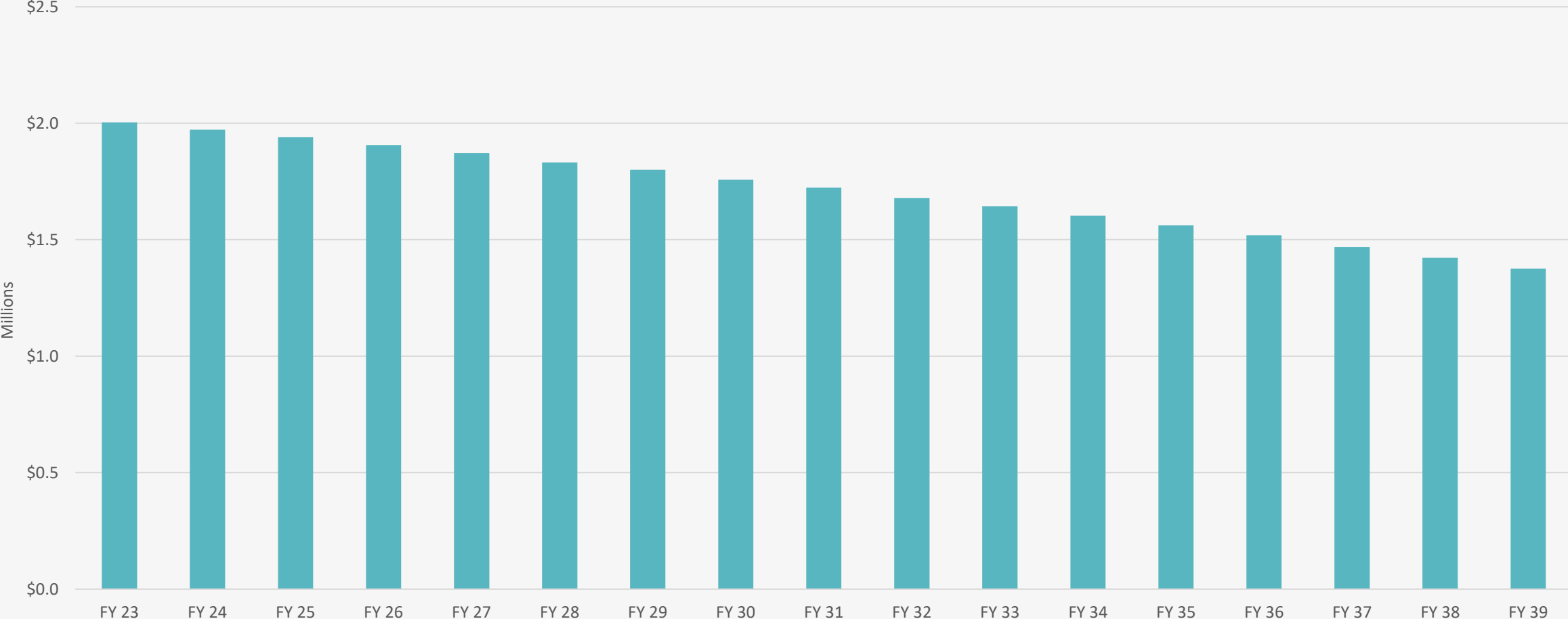
Annual Debt Payment including 2022 GO Bonds



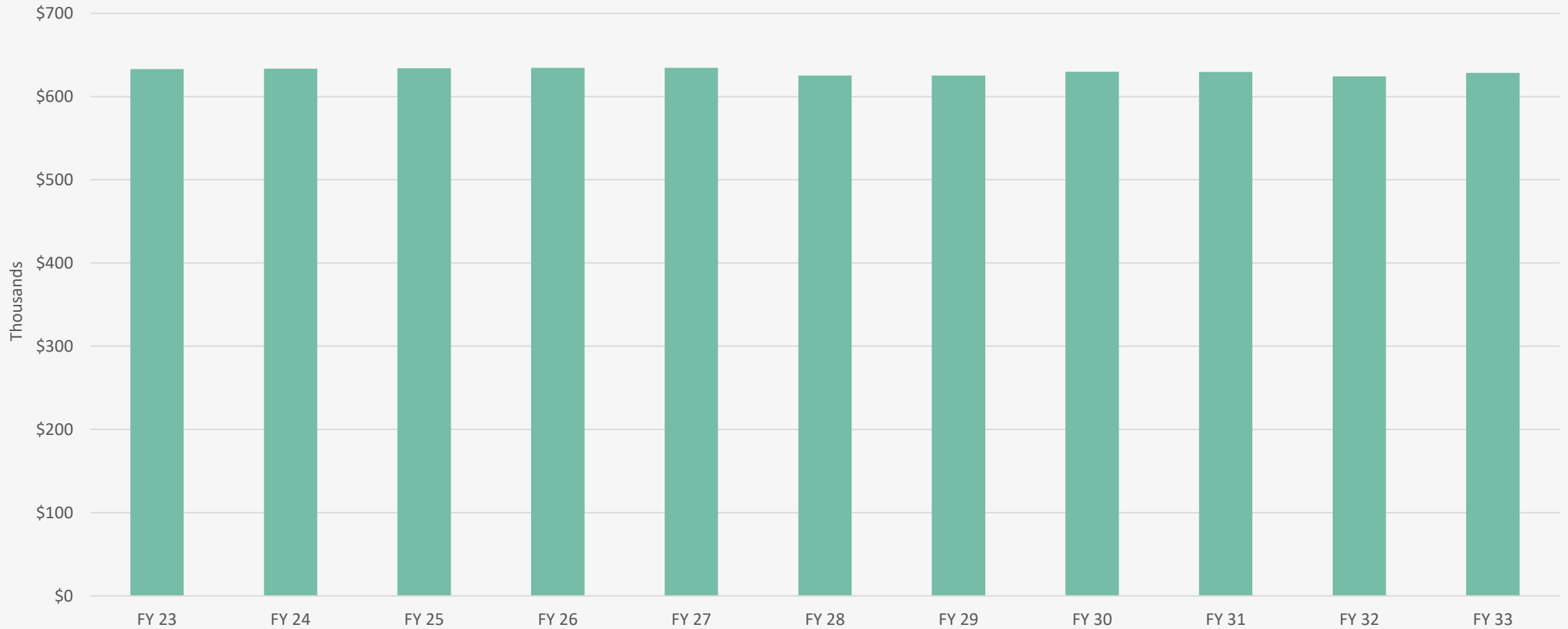
General Fund General Obligation Debt



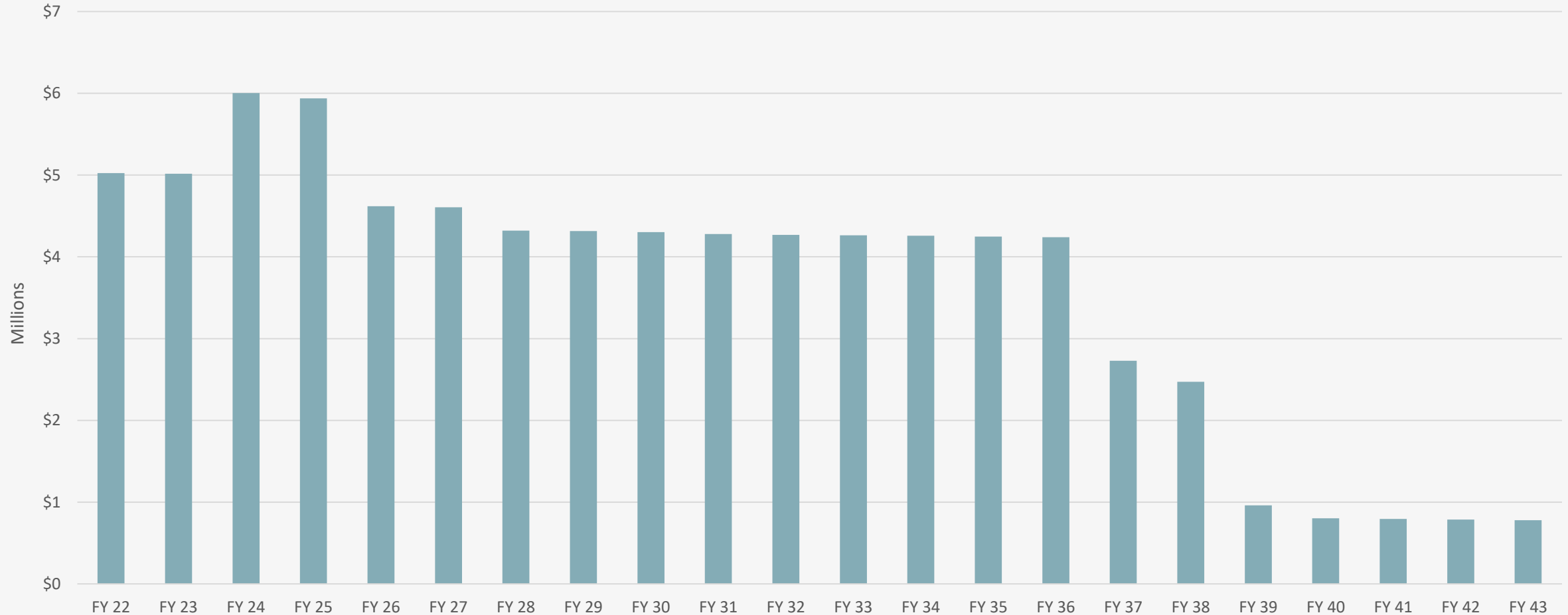
FUSE Debt



Conference Center Debt



Water & Sewer Debt



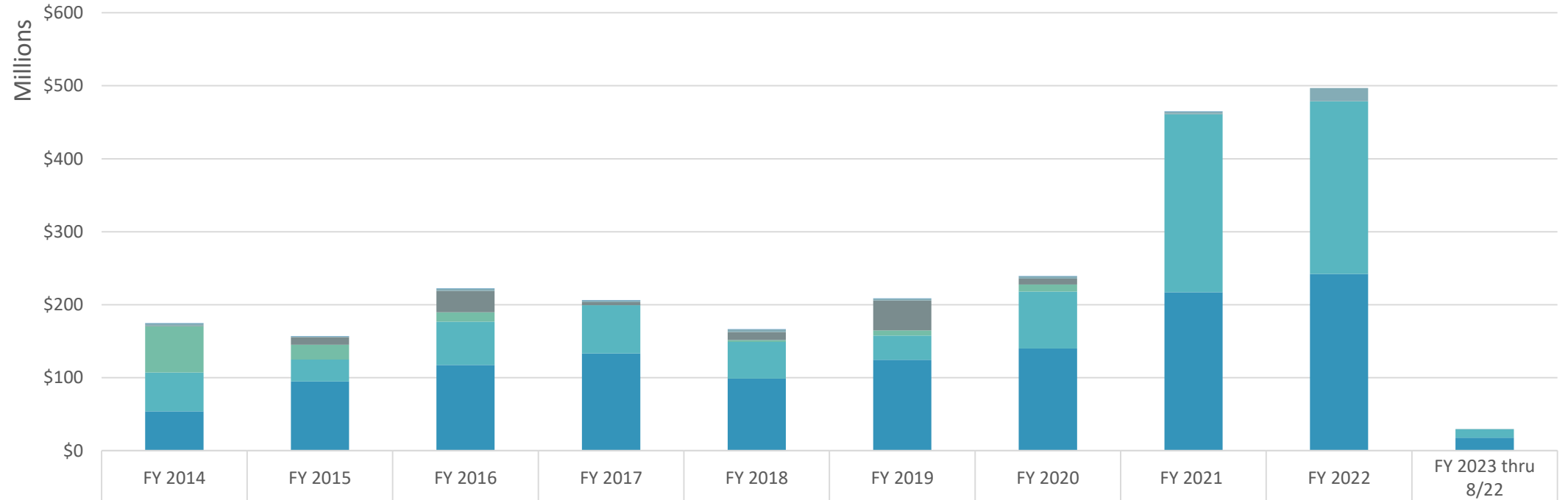
Historic Population & Tax Value (Real & Personal) Totals

<u>Decennial</u>		<u>Area Name</u>	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2010</u>					
		Gastonia	47,322	47,218	54,725	66,355	71,741					
		Growth %	Base	-0.22%	15.90%	21.25%	8.12%					
<u>1980-1989</u>		<u>Area Name</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>
		Gastonia	47,218	47,447	47,362	48,254	50,482	53,252	52,989	54,606	55,480	55,047
10 Year Change	-0.22%	Growth %	Base	0.48%	-0.18%	1.88%	4.62%	5.49%	-0.49%	3.05%	1.60%	-0.78%
<u>1990-1999</u>		<u>Area Name</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
		Gastonia	54,725	55,332	55,198	56,219	56,901	57,181	61,898	62,204	62,077	62,739
10 Year Change	15.90%	Growth %	-0.58%	1.11%	-0.24%	1.85%	1.21%	0.49%	8.25%	0.49%	-0.20%	1.07%
		Tax Value					2,092,401	2,167,387	2,374,480	2,807,668	2,886,973	3,035,866
		Growth %					Base	3.58%	9.22%	18.49%	4.63%	2.48%
<u>2000-2009</u>		<u>Area Name</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
		Gastonia	66,355	68,148	68,246	68,513	68,802	70,243	*	72,779	74,518	75,280
10 Year Change	21.25%	Growth %	5.76%	2.70%	0.14%	0.39%	0.42%	2.09%	*	3.61%	2.39%	1.02%
		Tax Value	3,175,503	3,232,926	3,282,001	3,695,303	3,789,029	3,866,703	3,953,154	4,447,446	4,577,344	4,642,758
		Growth %	6.04%	1.40%	1.04%	13.42%	1.52%	2.34%	2.39%	12.41%	3.02%	1.31%
<u>2010-2018</u>		<u>Area Name</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
		Gastonia	71,741	72,003	72,507	72,947	73,186	73,539	74,413	75,919	76,298	77,273
10 Year Change	8.12%	Growth %	-4.70%	0.37%	0.70%	0.61%	0.33%	0.48%	1.19%	2.02%	0.50%	1.28%
		Tax Value	4,654,137	4,660,947	4,705,750	4,769,223	4,855,977	4,769,087	4,920,611	5,107,025	5,167,983	6,080,528
		Growth %	0.10%	.34%	1.05%	1.35%	1.61%	-1.68%	3.52%	3.42%	1.19%	17.66%
<u>2020-2029</u>		<u>Area Name</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>						
		Gastonia	80,411	81,558	83,147							
10 Year Change		Growth %	4.06%	1.43%	1.95%							
		Tax Value	6,149,598	6,253,839	6,476,452							
		Growth %	1.14%	1.70%	3.56%							

Change in City Population

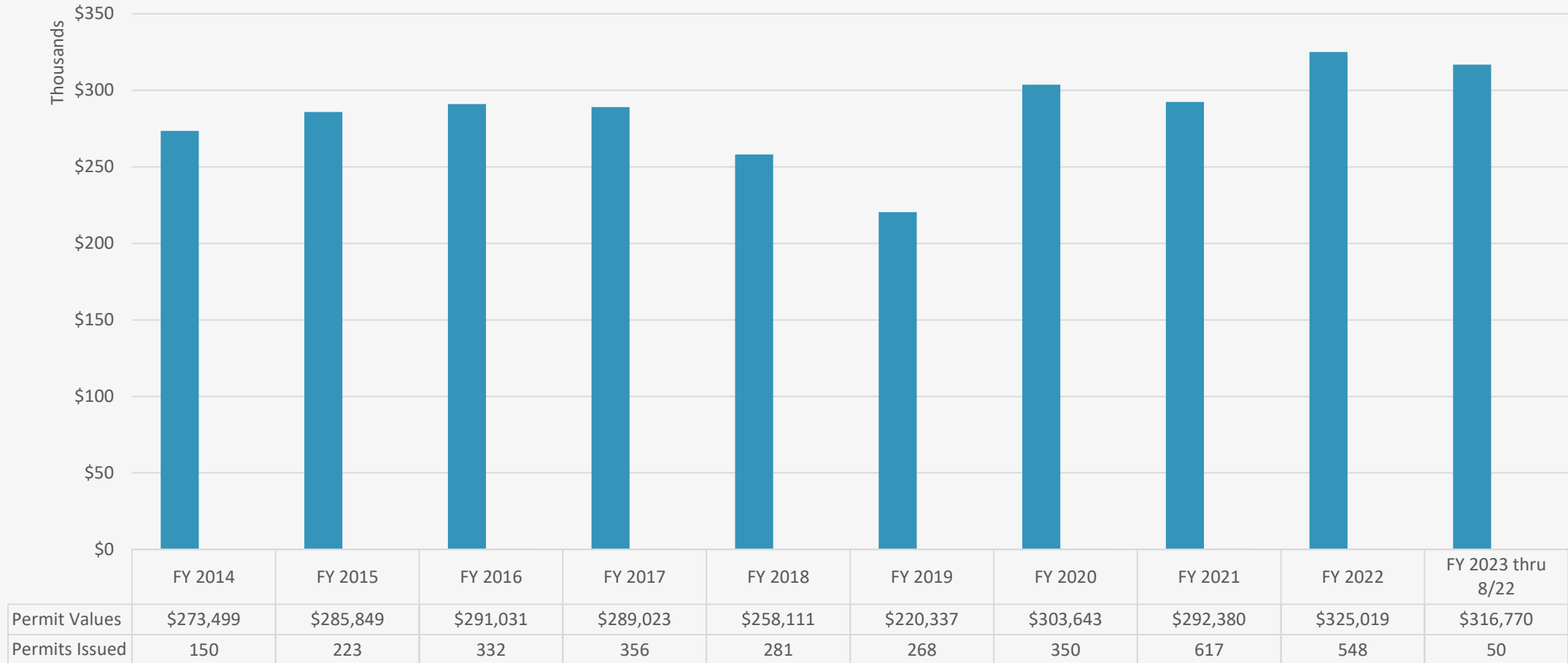
<u>2000-2009</u>	<u>Area Name</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
	Gastonia	66,355	68,148	68,246	68,513	68,802	70,243	*	72,779	74,518	75,280
	Growth %	5.76%	2.70%	0.14%	0.39%	0.42%	2.09%	*	3.61%	2.39%	1.02%
	10 Year Change	21.25%									
<u>2010-2019</u>	<u>Area Name</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
	Gastonia	71,741	72,003	72,507	72,947	73,186	73,539	74,413	75,919	76,298	77,273
	Growth %	-4.70%	0.37%	0.70%	0.61%	0.33%	0.48%	1.19%	2.02%	0.50%	1.28%
	10 Year Change	8.12%									
<u>2020-2029</u>	<u>Area Name</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
	Gastonia	80,411	81,558	83,147							
	Growth %	4.06%	1.43%	1.95%							
	10 Year Change	12.1%									

Building Permit Growth Data

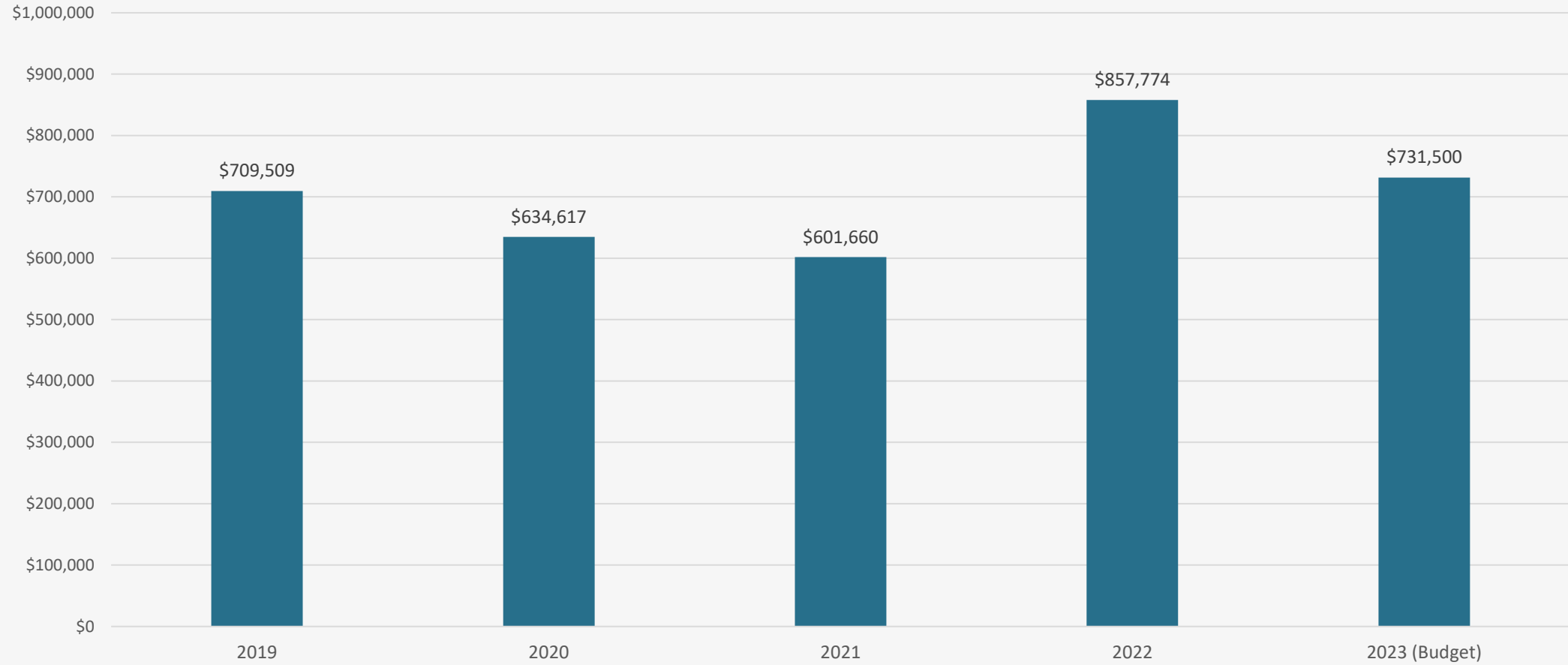


	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 thru 8/22
Other Trade Permits	\$134,799	\$129,187	\$122,255	\$128,781	\$148,556	\$158,987	\$155,916	\$136,298	\$0	\$0
Miscellaneous	\$3,293,603	\$1,127,810	\$3,142,765	\$2,673,117	\$3,432,710	\$2,570,970	\$3,065,687	\$2,811,018	\$17,976,205	\$403,427
Institutional	\$600,000	\$10,466,269	\$29,553,294	\$4,133,383	\$11,025,571	\$41,182,500	\$8,214,027	\$521,470	\$75,000	\$0
Industrial	\$63,432,351	\$20,168,341	\$12,641,478	\$0	\$2,730,525	\$6,922,773	\$9,602,454	\$0	\$0	\$0
Commercial	\$53,199,041	\$30,278,506	\$59,436,475	\$66,287,418	\$50,220,808	\$33,436,947	\$77,926,226	\$244,330,679	\$236,962,123	\$11,388,524
Residential	\$53,848,978	\$94,601,984	\$117,327,738	\$133,064,511	\$98,617,345	\$124,296,549	\$140,044,601	\$216,943,672	\$242,005,908	\$17,817,187

Average Single Family Dwelling New Construction Based on Building Permit Values



Hotel Occupancy 5 Year Trend



QUESTIONS?

CITY OF GASTONIA

Human Resources

Judy Smith

Friday, January 20, 2023



Budget Planning and Impact

- **Compensation, Benefits and Insurance are budget planning priorities**
- **Build sooner than later into budget**
- **Allows staff to better budget plan**
- **Not prepared today to make a recommendation**

History - Retirement

Fiscal Year	General	PD	Total	Difference
2017	7.25%	8.00%	\$3,150,526	\$323,004
2018	7.50%	8.25%	\$3,392,203	\$241,677
2019	7.75%	8.50%	\$3,661,476	\$269,272
2020	8.95%	9.70%	\$4,328,247	\$666,771
2021	10.15%	10.90%	\$4,905,653	\$577,406
2022	11.35%	12.10%	\$5,450,598	\$544,945
2023	12.10%	13.10%	\$6,490,116	\$1,039,518
2024*	12.60%	13.60%	\$6,814,622	\$324,506

**FY 2024 projections are based on current year salary amounts*

History – Insurance Program

Health Insurance Claims (Actual)

FY 2015 Actuals	FY 2016 Actuals	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	2022 Actuals	2023 Projected
\$ 5,646,023	\$ 7,417,760	\$ 6,416,381	\$ 8,128,731	\$ 8,249,108	\$ 6,189,592	\$ 6,931,420	\$ 8,629,589	\$ 7,933,610

Health Insurance Claims (Budget)

FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
\$ 5,700,000	\$ 7,492,000	\$ 6,764,264	\$ 8,999,703	\$ 7,877,860	\$ 9,137,867	\$ 9,220,650	\$ 9,116,749	\$ 9,286,930

Health Insurance Fund Balance

FY 2014 Beginning Fund Balance	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Projected
\$ 45,293	+ \$131,877	No Change	+ \$646,619	+ \$520,425	- \$128,253	+ \$2,952,811	+\$2,380,717	+\$1,210,906	+915,637
	\$177,170	\$177,170	\$780,558	\$1,300,983	\$1,172,730	\$4,125,541	\$6,506,265	\$7,717,164	\$8,632,801

Insurance Program History/Recommendations

- **FY 2023 Claims budget: \$9,286,930 (staff will likely recommend keeping the same funding for FY 2024)**
 - **Staff is not recommending an increase in premiums for FY 2024**
 - **The renewal premiums for our insurance coverages have not been provided by the vendors at this time (we usually receive them in March or April)**
 - **Stop Loss, BCBS Admin Fees, Life Insurance and Workers Compensation**

Insurance Program History/Recommendations

- **HSA Contribution**

- **Currently we contribute \$750 for all eligible employees and retirees – approximate cost \$775,000 (this can vary based on the number of eligible employees and retirees). Staff may recommend increasing the City’s contribution to the HSA. It has not increased since the program was implemented.**
- **Waiver incentive will be paid in May – approximate cost \$120,000 (this will be based on the number of eligible employees) \$250 per eligible employee**

- **Dental Coverage hasn’t changed in many years**

- **Staff is reviewing the current plan designs with Delta Dental and will likely make a recommendation to improve the coverage that is offered**

Employee Health Clinic and Wellness

- **Continue to look at options for expansion of the clinic and wellness program**
 - **Current Wellness Provider: Caromont Annual Contract - \$136,246**
 - **Current Clinic Provider: Atrium - \$173,322 for professional services plus \$35,500 for labs and supplies**
- **Extend Atrium clinic contract for 1 year**
 - **Budget estimate: \$180,000 for professional services plus \$40,000 for labs and supplies (5.3% increase over FY 2023)**
- **Extend Caromont wellness contract for 1 year**
 - **Budget estimate: \$139,000 (2% increase over FY 2023)**

Diabetes Program

- **Continue Diabetes Management Program**
 - **Budget estimate: \$67,917 for FY 2023. Cost is \$85.75 per participant per month**
 - **66 employees are currently participating (up from 55 previous year)**
 - **The medical PMPM cost is 23% lower than industry with payment totaling \$766,390 for diabetes claims. Prior year payments for diabetes claims was \$897,831**

History - Compensation

Fiscal Year	Type	Average	Cost	Benefits
2019	Layered	3.1%	\$1,621,458	\$312,340
2020	Layered	3.3%	\$1,752,048	\$446,051
2021	Layered	3.2%	\$1,665,787	\$348,445
2022 (July 21)	Segal Survey	6.3%	\$2,674,236	\$496,391
2022 (Jan 22)	Market Adjustment	10.6%	\$4,877,496	\$1,134,599
2023	N/A	N/A	N/A	N/A
2024	TBD	TBD	TBD	TBD

Salary Increase #1 – FY 2022

- Pay Adjustment completed in

July 2021

- Salary study by Segal
- Average increase was 6.3%

Increase methodology

Step 1	Across the board increase based on years of service 0-2 years – 2.5% 2-5 years – 2.75% 5-10 years – 3.25% 10-15 years - 3.75% 15+ years – 4%
Step 2	Move employee to minimum if not already at minimum of new range
Step 3	Progress employee through the range at 2% per year based on time in grade

Salary Increase #2 – FY 2022

- **Pay Adjustment completed in January 2022**
 - **Adjusted salaries and ranges to be competitive with Gaston County**
 - **Moved employees into the grade based on years of service with the City**
 - **Minimum increase was 6.50%, Max increase was 20%**
 - **Average increase was 10.61%**
 - **All full-time employees were moved to a minimum of \$15 per hour**

Years of Service	% Into the Range
0-4.99 years	25%
5-9.99	37.5%
10-14.99	50%
15-19.99	62.5%
20+	75%

Employee Survey

- **Employee survey was available 11/18/2022 – 12/9/2022**
- **645 Employees opened the survey link**
- **589 Employees completed the survey**
- **On December 21, 2022, staff met with MyGroup to discuss the survey results**
- **City Management and HR staff will meet with Department Heads to cover their results and determine next steps (including mini-pulses)**
- **City Management and HR staff will meet with Council to go over the results as well as next steps after meeting with the department heads**

QUESTIONS?

CITY OF GASTONIA

Mission, Vision and Core Values & Strategic Planning

Michael Peoples

Friday, January 20, 2023



Mission, Vision and Core Values

- **Mission**

- To provide fair, competent, responsive, cost-effective services at the highest level.

- **Vision**

- The City of Gastonia serves as a model for civic leadership as we engage our community of dedicated neighbors **(Great People)**. We share a collective passion for personal safety, economic vitality, inclusiveness, cultural richness and overall sustainability **(Great Place)**. Our distinct character is built upon a rich and unique heritage and fueled by enthusiasm for the promise of a bright tomorrow **(Great Promise)**.

- **Core Values**

- We, the Mayor, City Council, Managers, Supervisors and Employees practice Accountability, Inclusiveness, Safety, Professionalism, Honesty and Integrity to safeguard and enhance the public trust in City Government.

CITY OF GASTONIA 2022-2024 GOALS AND OBJECTIVES



VISION

The City of Gastonia serves as a model for civic leadership as we engage our community of dedicated neighbors (**Great People**). We share a collective passion for personal safety, economic vitality, inclusiveness, cultural richness and overall sustainability (**Great Place**). Our distinct character is built upon a rich and unique heritage and fueled by enthusiasm for the promise of a bright tomorrow (**Great Promise**).



MISSION

To provide fair, competent, responsive, cost-effective services at the highest level.

CORE VALUES

We, the Mayor, City Council, Managers, Supervisors and Employees practice Accountability, Inclusiveness, Safety, Professionalism, Honesty and Integrity to safeguard and enhance the public trust in City Government.



INFRASTRUCTURE INVESTMENT

Continue to partner with the Gaston-Cleveland-Lincoln Metropolitan Planning Organization (GCLMPO), Charlotte Regional Transportation Planning Organization (CRTPO), North Carolina Department of Transportation (NCDOT), Gaston County, surrounding municipalities, the City of Charlotte, and private property owners to study the construction of a new southern boulevard connection from Gaston County to Mecklenburg County over the South Fork and Catawba Rivers, with a new interchange at I-485.

Implement Plans / Capital Improvement Projects:

Continued extension of sidewalks and greenways mostly using federal, state and N.C. Direct funding and regional funding (Federal Transit Administration (FTA), Congestion Mitigation and Air Quality (CMAQ), and NCDOT State Transportation Improvement Program (STIP)).

- i. Franklin Boulevard sidewalk at Franklin Square
- ii. Highland Branch Greenway
- iii. Court Drive
- iv. Catawba Creek Greenway extension Southeast

- Continue work on Inflow & Infiltration (I & I) reduction in the Firestone Wastewater Basin. Implement a Clear Water Disconnection Program within the Firestone Basin to remove sump pump connections to the sewer system.
- Create an asset management plan for the water and sewer conveyance and treatment systems. Undertake capital improvement projects as needed to ensure financial and operational sustainability of the utility.
- Begin process planning and project recommendations for the installation and implementation of Advanced Metering Infrastructure (AMI) using the \$8,000,000 direct appropriation in the Fiscal Year 2022 State budget.
- Implement certain recommendations from the 2017 Study of our Supervisory Control and Data Acquisition (SCADA) system using \$5,579,000 direct appropriation in the Fiscal Year 2022 State budget.

Continue and/or complete several identified projects in advancement of water and wastewater regionalization.

- Complete land acquisition and begin construction of the Southeast utility extension project.
- Complete water/sewer merger study with Town of McAdenville and finalize an agreement to accept ownership of the Pharr sewer collection system.

- Allocate funding to be used in possible private/public sewer extension partnership for development of Howe Dairy Farm property, identified as project S-1 in the Southwest Utility Study.

Complete update of Airport Layout Plan (ALP) with preferred runway extension alignment to present to North Carolina Department of Aviation (NCDOA), NCDOT, and Federal Aviation Administration (FAA) for approval and seek funding opportunities and project timeline.

Continue the change-out program from existing high-pressure sodium street lights to more efficient and cost effective LED lights in the electric department.

Secure property for the future construction of a southeast electric substation to provide redundant and reliable electric service.

Complete Phase 2 of the Municipal Operations Center renovation and upgrade project.

Explore transit organizational options that provide improved services through commuter rail, high speed rail, and multi-modal transportation to the public through potential partnerships with Gaston County, CATS, and/or private providers. Evaluate potential location and timing of the construction of a multi-modal transportation facility.

Coordinate with NCDOT on the I-85 widening project, specifically in developing the aesthetic theme for bridges over the interstate.

Acquire properties adjacent to Erwin Center for additional parking and construct parking, as properties become available for purchase. Develop conceptual plans for additional parking on the adjacent properties.

Prepare and submit grant applications for the approved Linwood Springs master plan to raise adequate funds to begin park construction.

Research and evaluate the use of Electric Vehicles (EV) in the City's fleet during yearly replacement requests. Staff will develop a master plan for charging stations around the City.

Study and recommend solutions to address building space needs in City Hall, Garland Center, Municipal Operations, Warehouse, Solid Waste, Equipment Services, and City facilities on Second Avenue.

- Develop a Five-Year Master Capital Improvement Plan for all City facilities.



Continue the evaluation and prioritization of the Greenway Master Plan and update plan as needed.

- Partner with the Carolina Thread Trail (CTT) and private developers to amend the CTT Master Plan as a component of the Linwood Springs Park and extensions through future private development surrounding the park.

Partner with private developers of greenfield properties to explore dedicated recreation and park properties in strategic areas of the City. Establish funding mechanisms for the adopted ten-year Parks and Recreation Master Plan. Complete strategic plan for an all-inclusive park site plan.

Continue to develop plans and projects to reduce the potential for flooding in the Duharts Creek watershed. This would include leveraging funds from state and federal partners for demonstration projects and best management practices.

- Develop a comprehensive strategic plan for a water quality improvement project along the Duharts Creek corridor adjacent to Highway 74 East.
- Pursue the installation of a high-tech multiple parameter monitoring system within the Duharts Creek watershed. The purpose of this is to monitor stream flow and to better understand the urban hydrology in this watershed. This system will produce data useful for monitoring the health and dynamics of the stream, but could also be useful for other departments, particularly emergency responders, within the City.

- Expand current partnerships with the United States Geological Survey (USGS) to include all four major watersheds within the City of Gastonia, to better identify the impacts of urban growth and flood monitoring.

Improve security and safety of the Schiele Museum property and outdoor attractions and increase visitor and public safety. This will include securing the property with a fence, improving and widening the museum entrance driveway, and constructing safe and accessible sidewalks. Partner with Gaston County Schools on the reconstruction of Grier Middle School to produce the maximum benefit to both Gaston County Schools (GCS) and the Schiele Museum. Work with GCS to develop the right-of-way access from the museum parking lot to Burtonwood Drive. This additional access to the main parking lot will improve public safety with another entrance and exit especially for school buses.

Expand and relocate the City’s Employee Health Clinic, combining Health and Wellness, to serve all current employees and retirees, and their covered dependents.





GOOD GOVERNMENT

Develop and implement employee engagement opportunities with focus on professional development and leadership, inclusion, retention, communication, and productivity.

Continue to monitor the job market for compensation and hiring trends, making adjustments when and where needed to ensure we continue to attract and retain qualified City employees in an efficient and timely manner.

Maximize investments and cash balances to make the most of City revenue in a safe, fiscally responsible manner.

Maintain a fund balance goal of at least 25% of General Fund expenditures and use fund balance only for non-recurring capital expenditures.

Connect all City facilities with fiber where ROI (return on investment) is positive. Explore the utilization of City-owned fiber for private/public partnership opportunities.

Continue to implement document management systems in order to achieve a paperless environment.

Continue to balance various rate components and adjust electric system rates as needed to cover the true costs associated with owning and operating the electric system. Simplify rate classes, balance various rate components and adjust electric system rates as needed to cover the true costs associated with owning and operating the electric system. Update the lighting fee schedule.

Implement necessary rate adjustments to provide additional funding for repair and replacement of critical capital needs in the water and wastewater systems.

Continue to expand and improve opportunities for civic engagement. Continue to implement new technology to provide and support telework, virtual meetings and civic participation, in order to protect our employees and citizens as COVID-19 concerns and restrictions continue.

Continue to develop the Alliance for Community Engagement (ACE) program, a partnership with neighborhoods, designed around building relationships and enhancing the quality of life in the City of Gastonia.

Continue to seek funding and support solutions to promote community-wide commitment to the goal of ending

homelessness, and to work with all interested stakeholders including Gaston County, downtown merchants, and the organizations that work with the homeless to provide assistance to those in need.

Continue to seek additional funding and to use the \$300,000 Brownfields Grant from the Environmental Protection Agency (EPA) for environmental management plans, vapor assessment plans, as well any other authorized uses of the funding for facilitating economic development opportunities.

Increase City Employees understanding and awareness of practices to advance diversity, equity and inclusion (DEI) through training and continued learning opportunities. Continue to work, across all City departments to identify strategies to build a more diverse workforce, foster a more equitable and inclusive work environment and support diversity, equity and inclusion in City policy making and in the delivery of services. Develop a Diversity, Equity and Inclusion Strategic Action Plan to guide work across the organization.

Enhance recruiting efforts by creating a career webpage, including adding videos. Work with Diversity, Equity and Inclusion Coordinator to review hiring policies and recruiting efforts to focus on recruiting a diverse pool of applicants.

Continue to monitor and assess the City's cyber security posture relative to the protection of information technology systems, and City data. Implement and maintain policies, controls and processes that address mandated security requirements and that follow industry best practices.





SAFETY



Meet and exceed personnel levels through improved social media presence and focused recruitment and retention efforts to better serve our community, maximize officer safety, promote professional standards, and increase diversity and inclusion.

Manage public safety issues, increase public confidence, and promote accountability through community policing tactics that focus on statistics, problem solving, and evidence-based solutions.

Partner with NCDOT to update the City's traffic signal system.

Complete strategic marketing communications plan for the Gastonia Police Department.

Seek grants and/or funding for fire station alerting system.

Evaluate and compare costs and functionality between UASI (Regional) and VIPER (State) Radio systems.



COMMUNITY IDENTITY

Expand the use of social media and website communication channels to reach more of the City's constituents. Increase number of news releases, advisories and alerts distributed to media to better promote City's programs, initiatives, and accomplishments. Pursue more opportunities to promote the City's desirable quality of life and economic development prospects.

Engage and convene community partners to work towards developing a coordinated and innovative approach to promoting diversity, equity, and inclusion (DEI) within our community.

Continue to analyze and monitor the City's website to make it more robust for user experience, search engine optimization, and accessibility.

Pursue additional opportunities to connect marketing communications strategies that support diversity, equity, and inclusion efforts.

Continue with revitalization and stabilization efforts within the neighborhoods of Gastonia through the use of various funding sources and through partnerships with non-profit agencies and developers for safe and affordable housing.

Continue to develop the Keep Gastonia Beautiful/City of Gastonia Master Art Plan through the use of the newly established City Council Arts Committee, Recreation department, and stakeholders in the area that are willing to partner for public art installations, activities and education.



ECONOMIC VITALITY

Continue to work with private development partners at Franklin Urban Sports and Entertainment (FUSE) District to complete the construction of Trenton Mill apartments, Durty Bull Brewery and Phase 1 of the Coca-Cola Building projects.

Work with Velocity Companies to complete market studies and identify highest and best use for private development pads around CaroMont Health Park.

Work with local, state, and federal partners to secure funding for the design and construction of a vertical parking structure in the FUSE District.

Evaluate the market for multi-family opportunities Downtown and increase Downtown residential and commercial occupancy rates.

- Coordinate a cohesive marketing effort to promote new multi-family options in Downtown and development in the FUSE District. Remain committed to the success of Center City Crossings, Trenton Mill Lofts, potential Velocity Companies multi-family, and Loray Phase II.



Recruit satellite higher education facilities to Gastonia to create additional educational opportunities, create jobs, and spur additional foot traffic.

Identify and recruit key businesses Downtown to create significant jobs, spur additional foot traffic and serve as a destination location.

Identify and budget for attainable projects specified in the Highway 7 corridor project.

- Promote the Highway 7 corridor for redevelopment projects that will improve and enhance the entry way into Downtown Gastonia.



Implement ways to increase Downtown property owners/ business engagement through coordination with the Gaston Business Association.

Implement new management and development plan for City-owned property that maximizes the return on investment for the City and meets development and community goals for potential affordable housing projects.

Economic Development & Planning Staff will continue work on the Garrison Arts & Cultural District plan.

Partner with the Community Foundation of Gaston County and businesses along New Hope Road to promote the New Hope Road Business Corridor that includes the new Gaston Community Foundation Hall.

Work with the Honey Hunters and Gaston College to promote sporting events, festivals and serve as a destination location for travel.





GASTONIA CITY COUNCIL

(Left to Right)

Mayor Walker E. Reid, III *(center)*

Robert Kellogg - Ward 1
Jim Gallagher - Ward 3
Donyel Barber - Ward 6

Jennifer Stepp - Ward 5
Charles Odom - Ward 4
Mayor Pro-Tem Dave Kirlin - Ward 2

WHAT WE BELIEVE OUR CORE VALUES



ACCOUNTABILITY

We take responsibility for our decisions and actions and promote sound fiscal policies to maintain trust while delivering exceptional service.

HONESTY AND INTEGRITY

We tell the truth and act ethically, leading by example to do the right thing, always.

INCLUSIVENESS

We work collaboratively, valuing all people and respecting diversity of ideas, backgrounds and experiences.

PROFESSIONALISM

We are skilled, qualified and committed to providing quality services that strengthen our community.

SAFETY

We share a professional and personal commitment to protecting the safety and health of our customers and employees.

For more information, please visit our website www.cityofgastonia.com/StrategicPlan

2022 ACCOMPLISHMENTS

GENERAL CITY WIDE

- General Obligation Bond referendum passed with almost 70% of the vote. This is the largest Bond in the City's history.
 - Successfully lobbied the Gaston County's NC Legislative Delegation for direct funding:
 - Gastonia Municipal Airport: \$250,000
 - Schiele Museum (Nonprofit): \$1,000,000 for capital improvements
 - FUSE Stadium District: \$1,500,000
 - Local Government Grant Miscellaneous: \$25,000
 - Catawba Creek Greenway: \$1,850,000
 - **Total: \$4,625,000**
 - \$4,425,000 for wastewater outfalls
 - \$5,579,000 for rehabilitation of a supervisory control and data acquisition system (SCADA)
 - \$8,000,000 for water smart meters
 - **Total: \$18,004,000**
- Entire Total: \$22,629,000 in direct state funding**

- Started Center City Crossing Apartment Project downtown.
- MOC Construction is on-going with an anticipated completion date of July 2023.
- Designs for the Federal Transit Administration-funded sidewalk projects on Court Drive, Aberdeen Boulevard, West Airline Avenue and North Morris Street are 75% complete.
- The City received municipal population information from the 2020 Census to redraw the City's Ward maps to equalize the population in each ward.

COMMUNICATIONS & MARKETING

- Created social media posts, website image sliders, and sent media releases for the Fair Housing workshop and HUB certification workshop. Continue to promote culturally diverse events to the public via social media.
- Purchased billboards, print ads, and digital ads to promote our quality of life and economic development prospects. Media outlets include: Gaston Gazette, LAMAR Outdoor, and BusinessView Magazine, North Carolina Business Magazine, and Beasley Media Group
- Staff continues to use all social media platforms to inform the public about City services, upcoming events and information, and to keep the public informed about COVID-19.
 - Facebook: 13,000 followers
 - Twitter: 4,027 followers
 - Instagram: 1,832
(followers as of 1-16-2023)

COMMUNITY SERVICES

- Continue to grow the Neighborhood Program, named the Alliance for Community Enrichment, and hiring of an Administrator. The Alliance for Community Enrichment program has been developed to build partnerships and increase the quality of life for participating communities and neighborhoods.
- Revised the Multi-Family Housing Policy to include a scoring model which allows for a more competitive process amongst developers and creates opportunity for acceptance and including of Housing Choice Vouchers (HCV) within funded developments.
- Created a Homebuyers Assistance (Down Payment Assistance) Program Policy that increases the amount of financial assistance available toward the down payment and closing costs to acquire a home.
- City started work with the consultant on the affordable housing study which will provide recommendations/implementation steps, which will likely include partnerships with non-profit agencies and developers to facilitate safe and affordable housing opportunities. Walking tour and initial interview was held in December 2022, and the steering committee convened in January 2023.
- Serenity art mosaic was erected at FUSE.
- Gastonia (Keep Gastonia Beautiful) was acknowledged as an affiliate of BEE CITY USA® and support of the Mayor's Monarch Pledge.
- Keep Gastonia Beautiful managed a community wall art project installed at the Coca Cola pad near FUSE Stadium/Trenton Mill which features local artists of all ages. The project consists of a vinyl overlay on a brick wall with the art theme of "Gaston County is my home".
- Secured private grant funds to create mini meadows at the eight (8) City fire stations with the purpose of providing native plants and habitat to support pollination.

DEVELOPMENT SERVICES

- The Catawba Crossings Feasibility Study is complete, with presentations to the Local Government Partners, the Technical Coordinating Committees (TCCs) and Policy Boards for the GCLMPO and CRTPO in December and January. The GCLMPO will continue to work with NCDOT on the potential to submit the Catawba Crossings Project in a future round of prioritization.
- FUSE Transit Station was constructed.
- The Beaty Road Pump Station upgrade was completed.
- Consolidated Building Inspections with Gaston County.

ECONOMIC DEVELOPMENT

- Two additional developments are being added to the FUSE District. Staff is working with LMG to development a mixed-use development on the City's portion of the Coke property.
- City Council approved a development agreement with Highline Partners to redevelop the old Central YMCA site into a mixed-use community.
- Dirty Bull continues to make progress with construction.
- Staff updated our old in-house developed software with a new application. This software will be used to manage and track all property owned by the City.

- Downtown business group has met twice and the Gaston Business Association convened a strategic steering group to help map out the path forward for an organized group. Group discussed importance of a strategic vision plan for Downtown.

FINANCIAL SERVICES

- Received an upgraded bond rating from Standard & Poor for General Obligation and Limited Obligation Bond debt.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 31st consecutive year with a special recognition in Special Long Range Financial Plans Recognition.
- Received the Government Finance Officers Association (GFOA) Award of Financial Reporting and Achievement for the fiscal year ended June 30, 2022.
- Completed the City's first annual budget video.
- Implemented an ACH payment option for vendors.
- Issued half of the Transportation General Obligation Bonds, as approved by the citizens.
- Implemented a sign-on and retention bonus to help us recruit and retain Customer Service Representatives.

FIRE

- Ordered Fire apparatus
- Equipped suppression personnel with carcinogen-resistant hoods and gloves.
- Filled Logistics Captain Position
- Implemented automated dispatch with Gaston Co. Communications Center
- Upgraded firefighting hoods for all employees to reduce carcinogen exposures
- Purchased radio equipment to replace some outdated/unsupported radios and consoles.
- Joint Haz-Mat drills with Charlotte Fire

MUSEUM

- Completed agreement with Schiele non-profit board.
- State Capital and Infrastructure Fund (SCIF) projects well underway:
 - Fence is complete
 - Carpet in public areas complete, some offices remain to be done.
 - Security cameras are 95% complete, waiting on a part.
 - HVAC waiting on vendor
 - Roof leak repairs are 30% complete, waiting testing
- Continue working with Gaston County Schools on the new Grier Middle School and entrance opportunities.
- Renovated the space where the Museum Store used to be in to a new classroom space and vending area.

PARKS & RECREATION

- Security Cameras added at Martha Rivers Park

- Completed agreement with Gaston College for use of Sims Park, including a Turf Project that is complete and Sims Park Stadium upgrades. Additional, opportunities to partner with the school.
- Avon/Catawba Greenway extension complete.
- Installation of new trail and trailhead signage at Avon/Catawba Greenway. Partnering with Carolina Thread Trail for additional signage and markers.
- Acquired properties adjacent to Erwin Center for additional parking. City Council approved the agreement on December 6, 2022, and construction is scheduled to start in early 2023.
- \$500,000 PARTF grant was awarded in August with \$1 million in ARPA funding earmarked for grant match and 1st phase. We are working from the on-call engineering firms, with Benesch for construction design. Currently working on Recreational Trails Grant application due in February.
- Acquired property on Marietta Street for additional fields and extension of the greenway.
- Working to complete Environmental Assessment to authorize release of \$671,000 in CDBG-CV funds to construct two (2) park shelters with bathrooms at Linwood Springs and T. Jeffers Community Center.

PLANNING

- Completed significant UDO revisions and updates which include, but are limited to, the following: the Adoption of new Multi-Family Housing Regulations, and the adoption of new Mixed Use Building regulations.
- Completed several small area plans, including a small area plan for Glenwood and for the Parkdale property.

POLICE

- The Gastonia Police Department continued to focus on recruitment, retention, and training processes over the last year. At the forefront was the creation of a Recruitment and Social Media Officer position that reports directly to an Office of Professional Standards and has the authority and responsibility to increase our applicant pool, lessen turnover, improve diversity and inclusion, and increase our social media presence.
- The Gastonia Police Department maximized technology utilizing virtual recruiting job fairs for both public and private institutions; video conferencing technologies to expand hiring board and one-on-one applicant interviews, online training opportunities for all officers.
- The Gastonia Police Department initiated a new Stratified Policing Initiative in partnership with Radford University. The agency is proactively working to reduce crime throughout the city by focusing on a data-driven and evidence-based approach to crime. The agency has also incorporated a collaborative workspace to collect and analyze the work being done by officers and detectives.
- To promote professional standards, the GPD continues to maintain its accreditation status. The department obtained its third re-accreditation in July 2021. The agency continues to work towards its fourth re-accreditation, which will occur in March 2025.
- The GPD revised the Strategic Plan and created a new Mission Statement and a new streamlined plan. The plan focuses on People, Crime, and Transparency. The department is meeting twice a year to review progress on assigned goals and objectives.

- Homelessness services page for the city website established in December 2022; ongoing maintenance to confirm accuracy of information.
- Staff replaced our Blackboard notification with a new system called Code Red and communicated change to the public through a webpage, news release and social media posts.

PUBLIC WORKS

- Installed final phase of wayfinding signs.
- Fleet Services incorporated four Electric Vehicles into the fleet this fiscal year, and will continue to pursue grant opportunities to implement additional Electric Vehicles into the fleet.
- Applied and received Federal BRIC grant for Duharts Creek \$5,979,200. This is a 70%/30% FEMA grant with local match. Estimated total \$8,372,300 with local match of \$2,393,100.
- Completed 5 off-right of way Stormwater projects.
- Installed climate control for the long-term storage building at the Police Department, along with replacing both boilers for heating of the main building.
- Constructed Franklin Urban Sports and Entertainment District (FUSE) temporary parking area.
- Provided an additional alternative to curbside recycling for citizens by constructing the Duke Street Recycling Center.
- Design completed for the runway lighting replacement project at the Airport.
- The Airport Layout Plan is complete and staff is continuing conversations with NCDOA and NCDOT on funding opportunities and next steps.
- Completed another year with Trinity Hands for roadside litter pick up to prevent surface water pollution.
- Completed the stream cleanup with local citizens on Avon Creek.

TECHNOLOGY SERVICES

Application Systems

- Cayenta Upgrade

Security, Networking, Server, Storage

- Staff completed a third-party assessment of City's security policies, processes, controls and configuration Infrastructure Investment. Among the improvements made as a result of this assessment were:
 - Pulse Secure upgrade to better support the hardware/software that allows remote employee access to City systems, email security gateway was upgraded to latest system, internal security certificate system was upgraded to protect/validate City computers and software, and staff replaced all jail switches and wireless equipment so as to support the latest security protocols and features
 - Upgraded the New World Public Safety Applications to the latest version.
- Technology Services hired a Security Analyst who is dedicated to cybersecurity. They are also using ARPA funds to purchase equipment to improve the City's security posture.

Computer Support

- **PC Refresh** – Refreshed 236 desktop computers, laptops, tablets
- **Helpdesk Tickets** – over 1,200 support incidents/requests addressed directly, over 1,700 more coordinated with other Tech Services teams

Radio & Telecommunications

- An additional video conferencing room was added in the Technology Services department for City employee use. The City has purchased a new telephone collaboration platform that will allow employees to answer phones remotely, start their own meetings, and participate in chat sessions.

PUBLIC UTILITIES HIGHLIGHTS

Utilities Maintenance Division

- Expanded inflow and infiltration (I&I) program efforts with purchase of additional flow meters that utilize cellular communication.
- The Firestone Basin Study has been completed and recommended construction of a new gravity sewer line to reduce sanitary sewer overflows. Staff is currently working to secure a design engineer -- \$4.4M of ARP funding is available for design and infrastructure improvements. The Clear Water Disconnection Program pilot project was completed and resulted in 7 sump pump disconnections. Another phase of the program will begin this fall.
- The asset management plan has been complete.
- The Dallas sewer interconnect was completed.

Water Treatment

- Two Rivers Utilities Water Treatment Plant has met or exceeded all state and federal water quality regulations while treating over 5 billion gallons of water. This was accomplished by collecting more than 44 million individual data annually. This number is a combination of actual grab sample analyses and process control instrumentation data.

Electric

- Secured property for the future construction of a southeast electric substation to provide redundant and reliable electric service. Property closed in July 2022 and is now owned by the City.
- Updated the electric department lighting fee schedule.
- Continued efforts to change-out existing high-pressure sodium (HPS) lighting to LED for improved lighting at lesser operating cost and longer overall life cycle. There are 10,076 City owned streetlights, and 4,016 are left to convert to LED with concentration on main thoroughfares.
- Worked directly with IT staff to install fiber connectivity to City and other facilities.
- Received an Electric Vehicle Charger Grant.
- Installed electric underground infrastructure for the following residential housing developments:
 - Nolen Farms
 - Tupelo Townhomes behind Tindol Ford
 - Center City

DIVERSITY, EQUITY & INCLUSION (DEI)

- DEI training for all employees, includes new employee training.
- Work continues with Departments to provide guidance with Title VI.
- Proclamation issued for the following to raise awareness in the community:
 - National Day of Racial Healing - January
 - Juneteenth - June 19
 - Hispanic Heritage Month – September
 - National Disability Employment Awareness Month - October
- Established community presentation to share the City’s DEI program and approach and have made several public presentations.
- Assisted GPD with community outreach event and helped coordinated the Touch-A-Truck event in April 2022.
- Collaboration between DEI and Housing and Community Engagement Department
- Partnered with Legal Aid of North Carolina to provide a series of virtual fair housing workshops.
- Partnering with NC Department of Admin HUB Office and Gaston College to host a workshop for minority and women owned businesses.
- The DEI Coordinator continues to serve on a number of committees such as the Substance Abuse Coalition Equity Subcommittee and the COVID Community Advisory Committee and provided support to community partners to assist with plans for the Juneteenth Community Parade and celebration and severed as the Key note speaker.

LEGAL

- Completed extensive review of several chapters of the Code of Ordinances.
- Worked with City Manager’s Office, Planning Department, and Centralina in the redistricting of the city’s wards due to the population information received in the 2020 Census. The new ward boundaries for the City were approved by the Mayor and City Council in May 2022.

HUMAN RESOURCES

- Implemented Comp/Pay Plan study.
- Prepared and implemented several reorganizations of departments including Parks and Recreation.
- Helped with hiring videos for a number of positions
- Successfully on-boarded new Assistant City Manager.

CITY OF GASTONIA
2023-2025 PROPOSED DEPARTMENTAL GOALS & OBJECTIVES
58 Goals and Objectives Listed Below

Infrastructure Investment

1. Continue to partner with the Gaston-Cleveland-Lincoln Metropolitan Planning Organization (GCLMPO), Charlotte Regional Transportation Planning Organization (CRTPO), North Carolina Department of Transportation (NCDOT), Gaston County, surrounding municipalities, the City of Charlotte, and private property owners to study the construction of a new southern boulevard connection from Gaston County to Mecklenburg County over the South Fork and Catawba Rivers, with a new interchange at I-485.

The Catawba Crossings Feasibility Study is complete, with presentations to the Local Government Partners, the Technical Coordinating Committees (TCCs) and Policy Boards for the GCLMPO and CRTPO in December and January. The GCLMPO will continue to work with NCDOT on the potential to submit the Catawba Crossings Project in a future round of prioritization and to research potential grant opportunities to move the project forward.

2. 2022 Transportation General Obligation Bond Projects:
Begin the design and construction of transportation projects related to the 2022 GO bond. These project types include:
 - a. Street resurfacing
 - b. Intersection improvements
 - c. Safety improvements around schools and parks
 - d. Sidewalk and pedestrian projects
 - e. Roadway manhole repairs
 - f. Planning and engineering for future roadway projects
3. Implement Plans / Capital Improvement Projects:
 - a. Continued extension of sidewalks and greenways mostly using federal and state funding (Federal Transit Administration (FTA), Congestion Mitigation and Air Quality (CMAQ), and NCDOT State Transportation Improvement Program (STIP)).
 - I. Franklin Boulevard sidewalk at Franklin Square (EB-5701) Scope and estimate sheet has been submitted to NCDOT for review. Once complete, the City will meet with their consultant, Ramey Kemp, to begin scoping discussions for the project. Awaiting environmental study presently. Anticipated construction to begin Fall of 2024 and be complete by Fall of 2025.
 - II. South New Hope Road Sidewalk (EB-5743) Begin preliminary engineering in 2023 with anticipated construction to begin in fall 2025.
 - III. Hudson Blvd. Sidewalk (EB 5745) Begin preliminary engineering summer of 2023 and construction to begin by the Spring of 2025.

- IV. Marietta and Hilltop Sidewalk (EB 5768) Begin preliminary engineering summer of 2023 with construction beginning in the Fall of 2024.
 - V. New Hope Road Sidewalk (EB 5975) Begin preliminary engineering in the Spring of 2023 with construction beginning in the Fall of 2024.
 - VI. Cox Road Sidewalk (EB 5976) Begin preliminary engineering in the Spring of 2024 with construction anticipated to begin in the Fall of 2025.
 - VII. FTA Funded Sidewalks on Court Drive, Aberdeen Boulevard, Airline Avenue, and North Morris Street design and permits to be complete by the end of 2023 and all construction being complete by 2025.
 - VIII. Highland Branch Greenway 401/404 permits have been approved. The City is currently working on contract revisions with NCDOT. Anticipated construction to begin in Summer 2023.
 - IX. Catawba Creek Greenway Southeast Extension: Survey is underway and should be completed this week and then the engineer will begin design. Anticipated construction is Fall-Winter 2023.
 - X. Partner with the Carolina Thread Trail (CTT) and private developers to amend the CTT Master Plan as a component of the Linwood Springs Park and extensions through future private development surrounding the park. Ongoing. CTT staff has met with Parks and Recreation staff, Planning staff, and private developers in regard to approved and proposed projects for extension of greenway opportunities.
 - XI. Seek funding sources and begin early stage design for greenway/connectivity/bicycle pedestrian projects at the Bradley Recreation Center/Grover residential development, Martha Rivers Park/Derry residential development, Marietta Street/Rev. Dr. Martin Luther, Jr. Way corridor.
 - XII. Renovate Marietta Street park property for recreational fields and a greenway extension from Ferguson Park, connecting Marietta Park property, and continuing into downtown and the Highland Rail Trail.
 - XIII. Continue working with the State on the Sims Legion Park Mitigation Project. The city needs to complete a master plan for the facility while the State continues to prepare for the mitigation measures approved and funded by the State.
- b. Continue work on Inflow & Infiltration (I & I) reduction in the Firestone Wastewater Basin. Continue to implement the Clear Water Disconnection Program within the Firestone Basin to remove sump pump connections to the sewer system.

The Firestone Basin Study has been completed and recommended construction of a new gravity sewer line to reduce Sanitary Sewer Overflows (SSO). A design engineering firm has been secured -- \$4.4M of ARP funding is available for design and infrastructure improvements. The Clear Water

Disconnection Program pilot project was completed and resulted in 7 sump pump disconnections. Another phase of the program has begun and will be completed in calendar year 2023.

- c. Began process planning and project recommendations for the installation and implementation of Advanced Metering Infrastructure (AMI) using the \$8,000,000 direct appropriation in the Fiscal Year 2022 State budget.

Consultant for Phases 1 & 2 (RFP development, vendor selection, and contract negotiation) has been selected. Project kickoff was held in early December 2022.

- d. Implement certain recommendations from the 2017 Study of our Supervisory Control and Data Acquisition (SCADA) system using \$5,579,000 direct appropriation in the Fiscal Year 2022 State budget.

NCDWI has formally approved the grant package and design is currently underway

- e. Update data server infrastructure. Current data server infrastructure will be end of life in 2023.

- 4. Continue and/or complete several identified projects in advancement of water and wastewater regionalization.

Complete land acquisition and begin construction of the Southeast utility extension project. All land has been acquired with four projects currently in condemnation hearings.

Phase 1 Construction Contracts

- o Contract 3 (Linework)-The contractor is working on the Baltimore Outfall and has completed 90% of force main work. All work is scheduled to be complete by February 2023.
- o Contract 6 (Armstrong Ford Pump Station). The project is approximately 50% complete and the contractor is currently wrapping up concrete installations on the pump station. Work is scheduled to be complete by April of 2023.

Phase 2 Construction Contracts

- o The engineer is working to complete the Army Corp Permit associated with project.
- o Completion of the financing (revenue bonds) and bidding of the projects are scheduled for Spring of 2023.

- a. Complete water/sewer merger study with McAdenville and finalize an agreement to accept ownership of the Pharr sewer collection system. An MOU has been executed with McAdenville to enter into a merger negotiation, pending McAdenville securing necessary funding for identified water & sewer system rehabilitation needs. McAdenville will receive notification regarding funding applications in February 2023. The City completed a consultant study to specify rehabilitation projects that must be completed by Pharr prior to accepting ownership of Pharr's collection system. Pharr is currently working to complete the required projects.
- b. Allocate funding to be used in possible private/public sewer extension partnership for development of Howe Dairy Farm property, identified as project S-1 in the Southwest Utility Study.

5. Continue the change-out program from existing high-pressure sodium street lights to more efficient and cost effective LED lights in the electric department.

62 % of City street lights have been converted to LED, and 55% of City rental security lights have been converted to LED. All street lights owned by Duke Energy and Rutherford Electric in the City have been converted.

6. Construct a new electric substation in the southeastern part of the City to create additional service area while providing redundancy for existing customers.

The Southeast Electric Substation property has been purchased and the project is currently in the design phase. Completion of the new substation is expected by the end of calendar year 2024.

7. Complete Phase 2 of the Municipal Operations Center renovation and upgrade project. Construction is on-going with an anticipated completion date late summer of 2023.

8. Acquire property adjacent to Erwin Center for additional parking and construct parking.

Council purchased property and approved the construction contract and the project should be finished by the end of 2023.

9. Explore transit organizational options that provide improved services through commuter rail, high speed rail, and multi-modal transportation to the public through potential partnerships with Gaston County, CATS, and/or private providers.

The GCLMPO is continuing to work with regional partners on the implementation of the CONNECT Beyond Regional Transit Plan. In addition, the GCLMPO is exploring options of microtransit for Gastonia Transit. Staff has also met with the Gaston Business Association (GBA) and various representatives from the businesses in the County's business parks to discuss options to expand public transit (through Gastonia Transit or Gaston ACCESS) to these areas.

10. Coordinate with NCDOT on the I-85 widening project, specifically in developing the aesthetic theme for bridges over the interstate.

The City Council unanimously approved the proposed betterments for I-85 and GCLMPO is leading an effort to get consensus from the local government partners on the aesthetics of the highway bridges and interchanges along the project corridor.

11. Prepare and submit grant applications for the approved Linwood Springs master plan to raise adequate funds to begin park construction.

\$500,000 PARTF grant was awarded in August with \$1,000,000 in ARPA funding earmarked for grant match and the first phase. Staff is currently selecting an engineer. Currently seeking additional grant opportunities with the NC Recreational Trails Grant application due in February and also partnering with NC Wildlife Commission for the construction of fishing piers.

City has procured a consultant to conduct the Phase I Environmental Site Assessment to authorize the release and use of \$671,000 in CDBG-CV funds to construct two (2) park shelters at Linwood Springs and T. Jeffers Community Center. Construction should be complete by September 2023.

12. The City will rebuild the Erwin Center swimming pool and remodel the clubhouse by using the design-build method of construction and utilizing ARPA funds for the project.
13. Study and recommend solutions to address building space needs in City Hall, Garland Center, Municipal Operations, Warehouse, Solid Waste, Equipment Services, Technology Services facility on Second Avenue, Memorial Hall, and the Adult Recreation Center.

The building study and forthcoming recommendations will assist in the development of a Five-Year Master Capital Improvement Plan for all City facilities. Staff is pursuing budgetary quotes from consultants to prepare a Five-Year Master Capital Improvement Plan for the City of Gastonia.

14. Public Works Campus Master Plan.

- a. Phase I: Includes Solid Waste and Car Wash building renovations, Fuel Dispensing Island renovations, and new concrete surfaces for those areas. Update: A design-build firm has been selected and beginning the project design phase.
- b. Phase II: Includes constructing a new Parts Building and repairing, resealing and extending the existing employee parking lot.
- c. Phase III: Includes Fleet Services Administrative building renovations, constructing a new Training Room, Lobby and Office Space, constructing a new Canopy for the Tire Shop, and new concrete surfaces for the Heavy Equipment Shop and proposed Light Duty Shop.
- d. Phase IV: Includes Fleet Services Main Shop renovations and converting the old Parts Room into new Light Duty Vehicle Bays.

15. Continue to expand and modernize city network infrastructure.

Healthy Community

16. Continue the evaluation and prioritization of the Greenway Master Plan and update plan as needed. In early 2023 staff intends to do an RFP to hire a consultant to assist with a prioritization and connectivity analysis of the greenway master plan.
17. Partner with private developers of greenfield properties to explore dedicated recreation and park properties in strategic areas of the City. Continue to establish funding mechanisms for the adopted ten year Parks and Recreation Master Plan. Complete strategic plan for an all-inclusive park site plan.
18. Complete the site plan and renovation of the Marietta Street property into quality athletic field spaces.
19. Continue to develop plans and projects in efforts to reduce the potential for flooding in the Duharts Creek watershed. This would include leveraging funds from state and federal partners for demonstration projects and best management practices.

- a. Pursue the installation of a high-tech multiple parameter monitoring system within the Duharts Creek watershed. The purpose of this is to monitor stream flow and to better understand the urban hydrology in this watershed. This system will produce data useful for monitoring the health and dynamics of the stream, but could also be useful for other departments, particularly emergency responders, within the City. Stormwater Utility staff is coordinating installation of the stream monitors with the vendor.
 - b. To better identify the impacts of urban growth and flood monitoring, expand the current partnership with the United States Geological Survey (USGS) to include all four major watersheds within the City of Gastonia.
20. Continue to partner with Gaston County Schools on the reconstruction of Grier Middle School to produce the maximum benefit to both Gaston County Schools (GCS) and the Schiele Museum. Work with GCS to develop the right-of-way access from the museum parking lot to Burtonwood Drive. This additional access to the main parking lot will improve public safety with another entrance and exit especially for school buses. The City will also partner with GCS to improve athletic fields at Grier Middle School for city use.
21. Continue to look for opportunities to expand and relocate the City's Employee Health Clinic, so that we can better serve all current employees, retirees, and their covered dependents.

Good Government

22. Employee Development and Engagement Manager will work with departments to create opportunities for employee engagement with a focus on professional development, leadership, inclusion, and retention. The employee survey will be used to monitor the progress of employee engagement. Mini pulses will be sent to employees throughout the year to acquire employee feedback.
23. Continue to monitor the job market for compensation and hiring trends, making adjustments when and where needed to ensure we continue to attract and retain qualified City employees in an efficient and timely manner.
24. Maximize investments and cash balances to make the most of City revenue in a safe, fiscally responsible manner.
25. Maintain a fund balance goal of at least 25% of General Fund expenditures and use fund balance only for non-recurring capital expenditures.
26. Hire the necessary staff to begin using the required performance measurement standards to align with the Government Finance Officers Annual Budget Award and create a Popular Annual Financial Reporting (PAFR) and obtain the City's first Triple Crown Award.
27. Develop an anonymous avenue for employees to be able to report fraud, waste, or abuse of City resources.

28. Implement necessary rate adjustments to provide additional funding for repair and replacement of critical capital needs in the water and wastewater conveyance and treatment systems and the electric distribution system.

29. The City has developed a partnership neighborhood program entitled Alliance for Community Engagement (ACE) and is implementing the program designed around building relationships and enhancing the quality of life in the City of Gastonia.

Ongoing: Engaged and successfully recruited nine (9) Recognized Communities through the Alliance for Community Enrichment (ACE) Program; Established programs for Movie-In-A-Box and Matching Grant which are both accessible to eligible Recognized Communities. Additional plans include the purchase of a trailer to further increase community engagement with Recognized Communities.

30. Develop a *Farm to Table* Program that addresses food desert conditions and provides community education and food items. Project is a collaborative effort of Keep Gastonia Beautiful, Gastonia Farmers Market and Healthy Highland/RAMS Kitchen.

31. Continue to work on litter control efforts and clean-up through community involvement, education and program development as part of a collaborative effort of Public Works and Keep Gastonia Beautiful.

32. Continue to expand and improve opportunities for civic engagement. Continue to implement new technology to provide and support telework, virtual meetings and civic participation, in order to protect our employees and citizens as COVID-19 concerns and restrictions continue. An additional video conference room was added in the Technology Services department for City employee use. Technology Services will modernize conference rooms in city facilities by better utilizing the tools within our Webex collaboration suite.

33. Continue to seek funding and support solutions to promote community-wide commitment to the goal of ending homelessness, and to work with all interested stakeholders including, but not limited to, Gaston County, downtown merchants, non-profit organizations, and faith based groups that work with the homeless to provide assistance to those in need.

34. Increase City Employees understanding and awareness of practices to advance diversity, equity and inclusion (DEI) through training and continued learning opportunities. Continue to work, across all City Departments to identify strategies to build a more diverse workforce, foster a more equitable and inclusive work environment and support diversity, equity and inclusion in City policy making and in the delivery of services. Develop a Diversity, Equity and Inclusion Strategic Action Plan to guide work across the organization.

35. Continue to monitor and assess the City's cyber security posture relative to the protection of information technology systems, and City data. Implement and maintain policies, controls and processes that address mandated security requirements and that follow industry best practices. Implement an inventory control bar-coding system for warehoused supplies to allow for inventory control to improve accuracy, efficiencies, and improve management of inventory.

36. Evaluate hosted/cloud based solutions versus on premise solutions and expand use of Geographical Information Systems.

Safety

37. Meet and exceed personnel levels through improved social media presence and focused recruitment and retention efforts to better serve our community, maximize officer safety, promote professional standards, and increase diversity and inclusion.
38. Manage public safety issues, increase public confidence, and promote accountability through community policing tactics that focus on statistics, problem solving, and evidence-based solutions.
39. Partner with NCDOT to upgrade the City's traffic signal system.

NCDOT has awarded contract to Haynes Construction. First phase will be extending new fiber optic cable to signalized intersections, should take one year.

40. Begin planning and secure land for additional fire station(s).
41. Invest in smart technologies, and improve support and management of security camera system to improve safety for citizens and employees, as well as monitoring high value properties.

Community Identity

42. Engage and convene community partners to work towards developing a coordinated and innovative approach to promoting diversity, equity, and inclusion (DEI) within our community.
43. Continue to analyze and monitor the City's website to make it more robust for user experience, search engine optimization, and accessibility.

Ongoing. Creating more attractive slider images to highlight brand image, news, and City services. Reviewing a proposal for a website overlay to assist with ADA compliance.

44. Continue to cultivate relationships with local and national reporters and writers to position stories that highlight the City's services, news, and destination travel options.
45. Pursue additional opportunities to connect marketing communications strategies that support diversity, equity, and inclusion efforts.

46. Develop a HOME ARP allocation plan which authorizes the use of federal funds needed to partner with local non-profits, businesses, entities and other units of local government to create housing opportunities for the most vulnerable populations.

47. Continue with revitalization and stabilization efforts within the neighborhoods of Gastonia through the use of various funding sources and through partnerships with non-profit agencies and developers for safe and affordable housing.

Ongoing. Housing and Community Development staff exploring the expansion of affordable housing opportunities by means of a Request for Proposals (RFP) to develop various housing types, as well as working with a consultant on an affordable housing study which will provide recommendations/implementation steps, which will likely include partnerships with non-profit agencies and developers to facilitate safe and affordable housing opportunities. Agreement awarded in early September 2022. City staff continues to work with the consultant to coordinate a walking tour, interviews and the formation of a steering committee. Anticipated study completion is October 2023. City Council has also approved the Community Development Housing Organization (CHDO) for two housing units.

48. Ongoing. Parks and Recreation, Keep Gastonia Beautiful and other staff and stakeholders continue to provide guidance to the City Council Arts Committee in the areas of development of the City of Gastonia Master Art Plan, partnerships for public art installations, art-related activities and education.

52. Improve customer service by adding a centralized call center. Instead of an automated voice response system.

Economic Vitality

53. Work with private development partners in the FUSE District on the completion of construction at Durty Bull Brewery, Coca-Cola Building, Franklin Yards, The Foundry, and Loray Phase II projects. Continue work with Velocity Partners to develop the private development pads at FUSE.

54. Evaluate the market for new multi-family opportunities Downtown and increase Downtown & FUSE residential and commercial occupancy rates.

55. Recruit satellite higher education facilities to Gastonia to create additional educational opportunities, create jobs, and spur additional foot traffic.

56. Implement strategic planning and recruitment efforts to improve key commercial corridors in Gastonia.

- a) Highway 7 Corridor
- b) Garrison Arts & Cultural District
- c) New Hope Road Business Corridor

57. Implement ways to increase Downtown property owner/business engagement through coordination with the Gaston Business Association and engagement with new Downtown Gastonia business group. The newly formed Downtown business group has met twice and the Gaston Business Association convened a strategic steering group to help map out the path forward for an organized group. The group discussed importance of a strategic vision plan for Downtown.

58. Work with the Honey Hunters and Gaston College to promote sporting events, festivals and serve as a destination location for travel.

Ongoing. Staff working with Honey Hunters and Gaston College to schedule complimentary events at Sims Park and Caromont Health Park to promote Gastonia as a travel destination for sports/athletics.

QUESTIONS?

CITY OF GASTONIA

Legislative Advocacy Agenda

Michael Peoples

Friday, January 20, 2023



Proposed Advocacy Agenda for 2023-2024

Federal Priority Issues

The City of Gastonia seeks funding for major transportation projects, community development, affordable housing and infrastructure initiatives.

- The City seeks funding from the US Department of Transportation through various established grant programs such as the RAISE Program, Reconnecting Communities Pilot (RCP) program, INFRA Program, Safe Streets and Roads for All Program, and all programs that provide funding to improve local transportation conditions.
- The Georgia, North Carolina, and South Carolina Departments of Transportation are currently preparing a plan to build a high-speed rail line from Atlanta to Charlotte. The City supports route options that include stops in Downtown Gastonia.
- The City supports maintaining the tax-exempt status for local government bonds. Proposals to make government bonds taxable would make local governmental infrastructure projects costlier to local taxpayers and rate payers and may make them less attractive to investors.
- The City supports full funding for Federal Transit Authority programs and efforts to secure discretionary funding for transportation system needs in the region.
- The City seeks to ensure that projects at the Gastonia Municipal Airport that are included in the Federal Aviation Administration's Work Plan receive high priority and adequate funding.
- The City supports continued funding for infrastructure initiatives in the areas of Transportation, Brownfields grants, Public Water and Sewer system rehabilitations and expansions, as well as the continuation of adequate funding for targeted Economic Development, Public Safety, Community Development Block Grants, and HOME Programs.

State Priority Issues

The City of Gastonia will focus efforts on projects and initiatives that support the City's financial wellbeing, economic development, local governance, utilities, transportation, parks and recreation, community development and housing, museum services and public safety.

FINANCIAL

- The City supports the position that the State should not cut or eliminate State-shared revenues to local governments unless other suitable revenues replace them.
- The City opposes unfunded mandates that are established through legislation or regulation that require additional local expenditures without corresponding revenues.
- Tax Reform or redistribution of revenues should not adversely affect the City's revenues necessary for local services.
- The City supports legislation to provide municipalities with authority for additional locally-controlled revenue options and flexibility in the use of those options, including – but not limited to – city-only sales tax, city occupancy taxes, a prepared food and beverage tax, and impact fees for transportation and parks and recreation.

ECONOMIC DEVELOPMENT

- The City supports legislation that will provide funding for State-level incentive programs necessary to keep North Carolina competitive in its efforts to bring additional jobs and economic development to local communities when competing with projects in other states. This includes the Governor’s OneNC Fund, Golden Leaf Foundation, and Job Development Investment Grants (JDIG).
- The City supports legislation that provides additional tools for redevelopment of downtown properties. For example, the City believes Chapter 160D could be amended to provide for more flexibility in the negotiation of economic redevelopment agreements and the sale of city properties when addressing urban blight and downtown revitalization.
- The City supports State Historic Preservation Tax Credits and advocates that they not be curtailed. These credits are important economic development tools for Gastonia and the State of North Carolina.
- The City supports the re-establishment of the North Carolina Mills Tax Credit or a similar incentive that will stimulate the market place to restore and reuse large vacant industrial, agricultural and utilities buildings.
- The City supports the efforts to revitalize the P&N Rail Line for further utilization.
- The City seeks funding to encourage job growth.
 - A lack of state funding is seen in grants or incentives for major job creation projects as well as programs to boost small business growth.
 - Among the needs are restoring or providing additional funding for film tax credits, major industrial site development, downtown development and renewable energy tax credits.
- The City supports the revitalization of vacant and abandoned properties with funding.
 - Many towns and cities do not have funding to address abandoned properties.
 - These properties affect surrounding home and business property values, economic development opportunities and crime rates.
 - With funding and additional legal tools, such as those allowing for properties to be more easily condemned, these properties could serve to address local housing needs.

LOCAL GOVERNANCE

- The City supports greater opportunities for local “Home-Rule” decision-making, specifically:
 - Amend the Annexation statutes to allow cities to close doughnut holes and restrict all water and sewer expenditures to areas only within public rights-of-way and easements.
 - Preserve current law which provides that local government elections are best determined by local government authority.
- The City supports a system of spirituous liquor sales that maintains a local referendum about the decision to sell, preserves local control over the location and density of outlets, and preserves the local revenue stream.
- The City seeks authority to criminally enforce City regulations for the towing and booting industry (such as mandatory signage, procedures to tow or boot, business hours’ operation, and mandatory acceptance of credit cards).
- The City supports state regulations that prevents abusive price gouging and extortion that occurs in this industry.
- The City seeks to reduce pressure on property tax payers by expanding locally-controlled options for revenue generation.

- Property taxes remain the primary revenue stream over which municipal governments exercise control.
- Cities have little or no authority to raise significant revenue in other ways.
- A lack of diverse, local tax options can affect economic growth, as well as cause large swings in revenue based on economic changes.
- The City supports legislation clarifying a City's right to establish a tree ordinance and opposes legislation impairing the right of a City to protect its tree canopy.
- The City supports amendments to the North Carolina Open Meetings Law that will clarify when and how elected officials can participate remotely in City Council meetings even when the City is NOT operating under a Governor's Executive Order or a local State of Emergency. These amendments should include the situation when a majority of the Council is able to meet in person but one or more Council members cannot be physically present but still wish to participate via telephone or video conference in voting on certain matters. The City acknowledges that votes on certain zoning and quasi-judicial matters may not be appropriate to be included in such amendments.

UTILITIES

- The City supports the cooperative interconnection of water and wastewater utilities through partnerships and contractual negotiation, and encourages the General Assembly to enact legislation which provides fiscal and regulatory incentives in support of such initiatives. Conversely, the City strongly opposes State legislation which would compel the transfer or sale of utility systems or that curtails the ability of municipalities to secure no interest loans and grant funding opportunities for regional water and sewer interconnections.
- The City supports full funding for the State Revolving Loan Fund (SRLF) of the NCDEQ.
- The City supports full funding of the NC Land and Water Fund (formerly the NC Clean Water Management Trust Fund) for stormwater and water quality projects.
- The City supports local government authority to build broadband infrastructure in order to partner with private providers, and provide additional funding to help close the digital divide.
- The City seeks additional state funding for utilities and infrastructure through the American Rescue Plan Act.
- There is a significant urgency developing at the state and federal level around regulating the Per and Polyfluorinated Substances (PFAS) family of contaminants found in many areas of the environment; including rivers and streams, most soils, some drinking water and wastewater treatment processes. Currently there is lack of strong scientific research and data to support decision making about new PFAS regulation of drinking water and wastewater. Therefore; the City of Gastonia opposes any PFAS legislation that is not science based.

The City supports science based PFAS drinking water and wastewater regulations and the funding of treatment upgrades for the removal of PFAS from drinking water and wastewater.

TRANSPORTATION

- The City supports the Catawba Crossings transportation project. Improving connectivity from Gastonia to Charlotte-Douglas International Airport and its Intermodal Facility is a key transportation and economic development priority. Bridge crossings of the Catawba and South Fork Rivers are a high priority transportation goal in our region.

- The City **strongly** supports the extension of light rail, commuter rail and rapid transit from Charlotte to Gastonia, including daily passenger rail service that will extend from Charlotte to Gastonia.
- The City supports legislation that would allow (for all non-federally funded interstate highway projects) for the reimbursement of utility relocation projects to be phased in over a period of five years. NCDOT should allow municipal utilities with adequate, functioning, and existing underground lines within State road rights-of-ways to remain in place for NCDOT road-widening projects.
- The City seeks State funding and plan approval for traffic calming initiatives along the Franklin Boulevard Corridor including pedestrian enhancements.
- The City supports the NCDOT-funded project to widen Interstate 85 and partner with NCDOT to ensure that the City has input in the planning and construction of improvements, **including aesthetics.**
- The City seeks legislation to ensure that the amount of Powell Bill funds **or a future like model funding source** appropriated by the State are sustained and distributions to municipalities are increased and grow over time.
- The City supports an increase in State funding to support public transit and transportation development and operations.
 - Growing areas require public transportation options to effectively allow people to work, live and play.
 - When quality of life suffers due to traffic congestion, areas lose their attractiveness as places to live and work and can affect the larger economic growth of the entire state.
 - The State needs to be a full partner in public transit solutions.
 - **Increase the cap on state funding towards public transit projects.**

PARKS & RECREATION

- The City supports the continued funding of the Parks and Recreation Trust Fund Grant Program (PARTF Grants).
- The City supports the continuation of allocations for the Recreational Trails Grant Program (RTP Grant).
- The City supports Crowder’s Mountain State Park and increased funding for future improvements.
- The City supports Mountain Island Educational State Forest **and increased funding for future improvements.**
- The City supports the mitigation of the former landfill site located adjacent to Interstate 85 North and Sims Legion Park. This includes the total replacement and improvement of existing recreational areas that are impacted by the mitigation project.

COMMUNITY DEVELOPMENT & HOUSING

- The City seeks legislation that provides additional tools and financial resources to address safe and affordable housing.
 - Ongoing revenue sources to meet affordable housing needs are extremely limited.
 - The two primary state programs to meet those needs – the NC Housing Trust Fund and the Workforce Housing Loan Program.

- More than one-in-four North Carolina households are considered “cost-burdened” when it comes to paying for housing, meaning they pay at least 30 percent of their income in housing costs.
- Affordable housing is not an issue only in larger cities. A growing number of smaller cities and towns have recognized a lack of affordable housing as a major problem facing residents and an impediment to workforce recruitment.
- The City seeks financial resources for programs and partnerships that address homelessness.

MUSEUM

- The City supports full funding and inclusion in the Governor’s Budget for the NC Science Museum’s Competitive Grant Program, an important program that allows the City’s Schiele Museum to provide high quality science, technology, engineering, and math (STEM) education programs to students in Gastonia, Gaston County and throughout the region.

PUBLIC SAFETY

- The City seeks public safety grant funding and the expansion of allowable uses.
 - Improving policing will require additional public safety grant funding and more flexibility in its uses.
 - More effective and equitable policing can be achieved by additional funding of community policing programs, as well as the allocation of more funds toward alternative programs that seek to address mental health calls and other issues through non-uniformed personnel.
- The City seeks additional funding for the continued improvement of the Charlotte Area Urban Area Security Initiative (UASI) communications system in partnership with regional and federal partners.
- The City supports legislation providing additional post-employment benefits to public employees that includes a funding mechanism to fully support the cost and liability of the benefit, and supports the study of existing post-employment benefits, such as special separation allowance programs to ensure that the liability of providing the benefit is not solely borne by the last employer.
- The City seeks improved statewide funding and support for LEO training focused on use of force, mental health and de-escalation skills.
 - Highly-publicized incidents of police use of force in **recent years** have underscored the need for enhanced and expanded law enforcement training.
 - Improved training is needed to build trust and legitimacy in the community while serving the public in a professional and equitable manner.
 - Numerous studies show that additional and effective training focused on conflict de-escalation can significantly reduce police use of force.

COUNTY PRIORITY ISSUES

The City of Gastonia supports projects and initiatives that provide opportunities to partner with Gaston County to improve employment, economic development, transportation and address homelessness.

- The City seeks to partner with Gaston County and area non-profits to end homelessness.
- The City seeks to partner with Gaston County on the acquisition and development of additional property for industrial use and job creation.

- The City seeks to partner with Gaston County on mutually beneficial studies that include economic development, transportation issues and other items of interest.
- The City seeks to continue to partner with Gaston County to fund and construct strategic utility extensions.
- The City supports a countywide initiative to provide necessary funding for transportation improvements that includes funding for mass transit.
- The City seeks Gaston County financial support for the Schiele Museum.
- The City seeks to partner with Gaston County related to Downtown Beautification efforts, specifically around publicly owned spaces and include public artwork.
- The City seeks to partner with Gaston County to increase travel and tourism through capital projects and strategic marketing.

QUESTIONS?