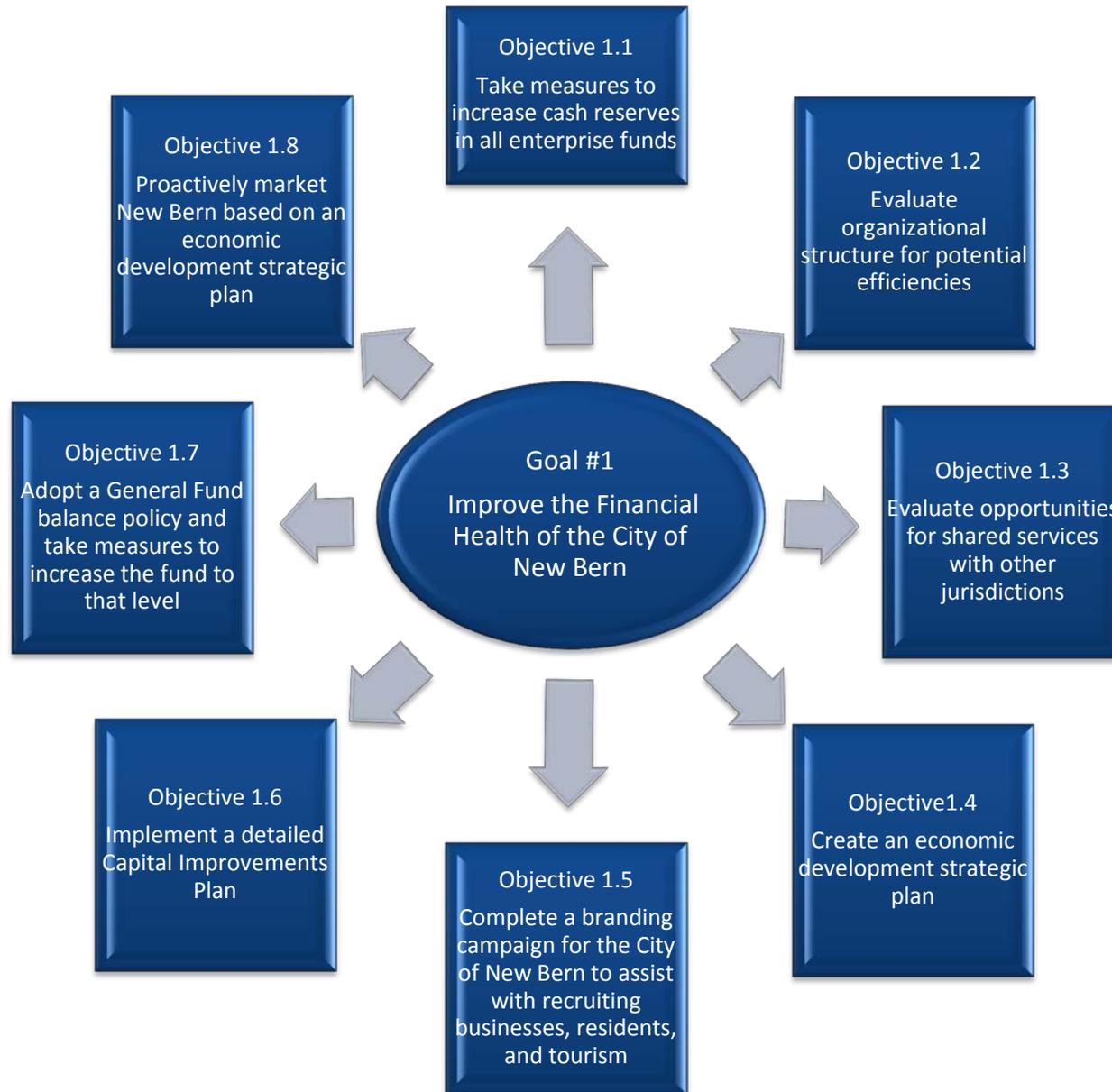


**Goal #1: Improve the financial health of the City of New Bern Organization**  
(Adopted March 27, 2012)



## Objective 1.1 –

Take Measures to Increase Cash Reserves in all Enterprise Funds to Meet Short-Term Obligations



### Desired Outcome:

Establish a minimum of 90 days cash-on-hand balance in each enterprise fund

<b>Key Staff Assigned</b>	<b>Timeline for Accomplishment</b>	<b>Community Volunteer Representative</b>
<ul style="list-style-type: none"><li>- Director of Utilities</li><li>- Director of Finance</li><li>- City Manager</li></ul>	Mid Term – Within 1 to 2 years	N/A

### Progress Update: November 2012

- Objective accomplished in the Water Fund where we have in excess of 90 days cash balance
- We have made progress in the Electric and Sewer Funds; currently approximately 53 and 84 days balance on hand respectively

### Progress Update: March 2013

- No update at this time.

### Progress Update: June 2013

- No update at this time.

### Progress Update: February 2014

- *Water Fund* – Objective was accomplished and cash balance remains in excess of 200 days balance on hand. However, this fund is declining due to transfer supports to the General Fund.
- *Sewer Fund* – Objective near completion with cash balance at 86 days balance on hand. However, this fund cannot support budgeted transfer supports to the General Fund which would reduce cash reserves to 42 days.
- *Electric Fund* – Objective gaining ground with cash balance at 67 days balance on hand.

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**Objective 1.2 –**  
Evaluate Organizational Structure for Potential Efficiencies



**Desired Outcome:**

Continue to assess positions as they become vacant or reorganization opportunities become apparent

<b>Key Staff Assigned</b>	<b>Timeline for Accomplishment</b>	<b>Community Volunteer Representative</b>
<ul style="list-style-type: none"> <li>- Director of Public Works</li> <li>- Director of Parks &amp; Recreation</li> <li>- City Manager</li> </ul>	Short Term – Within 12 months	

**Progress Update: November 2012**

- In the past two years, we have reduced overall City staff by 20%
- During the past year, we have made additional modifications to our organizational structure including:
  - o Elimination of our Cemetery Sexton position – incorporated this into existing positions within our Parks Dept.
  - o Eliminated positions in Leaf and Limb and restructured for more efficient operations

**Progress Update: March 2013**

- No update at this time.

**Progress Update: June 2013**

- All organizational changes to Public Works have been completed.
  - o With the addition of several key pieces of equipment, staff are able to be more efficient and effective in their collection of debris with little down time.
  - o Leaf & Limb Supervisor has focused on efficient in-field practices to reduce loss time of drivers dealing with debris that should not be collected based on ordinances.

**Progress Update: February 2014**

- No further changes at this time.

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## Objective 1.3 –

### Evaluate Opportunities for Shared Services With Other Jurisdictions



#### Desired Outcome:

Consolidate or merge services with other jurisdictions to reduce redundancy

<b>Key Staff Assigned</b>	<b>Timeline for Accomplishment</b>	<b>Community Volunteer Representative</b>
<ul style="list-style-type: none"><li>- All Department Directors</li><li>- City Manager</li></ul>	Short Term – Within 12 months On-going	

#### Progress Update: November 2012

- Pursued partnership with Craven County regarding water service
- Pursued merged 911 center with Craven County and City of Havelock
- Pursued partnership with Craven County regarding branding
- We are having regular meetings with Craven County and Havelock related to economic development making sure there is not a duplication of effort
- Currently pursuing partnership with Craven County and the Towns of Trent Woods and River Bend to establish a Metropolitan Planning Organization.

#### Progress Update: March 2013

- The Development Services Department has initiated conversations with both Craven County and Craven County Community College to explore the possibility of creating a business incubator to support startup businesses in both the City and County.
- The City has also taken lead responsibility in creating the New Bern Area M.P.O. The M.P.O. is a multi-jurisdictional entity comprised of federal, state, and regional leaders who are tasked with prioritizing regional transportation improvements based on coordinated planning efforts.

**Progress Update: June 2013**

- The M.P.O. has been established and includes representation from the City of New Bern, Carven County, Trent Woods, River Bend, and Bridgeton.

**Progress Update: February 2014**

- The City has hired the M.P.O. Administrator effectively 01/13/14. This employee represents all jurisdictions of the M.P.O. and leads planning and prioritization efforts of this
- Partnering with Havelock and Craven County to develop an industrial and commercial property database to assist in economic development recruitment.

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**Objective 1.4 –**  
 Create an Economic Development Strategic Plan



**Desired Outcome:**

Board adoption of an Economic Development Strategic Plan which is focused on implementation

<b>Key Staff Assigned</b> - Economic & Community Development Manager - Director of Development Services - City Manager	<b>Timeline for Accomplishment</b> Short Term – Within 12 months	<b>Community Volunteer Representative</b>
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**Progress Update: November 2012**

- We have just recently selected our Economic and Community Development Manager
- We have begun some preliminary work on this plan and will be asking for Board of Aldermen members to serve in an advisory capacity

**Progress Update: March 2013**

- Significant progress has been made in the creation of the City’s first strategic economic development plan. Staff conducted three meetings with Aldermen to discuss strategy and direction on creating a strategic economic development plan. A consistent theme throughout all meetings was the desire to create a project based action plan instead of a policy focused strategic plan. As a result, staff has created a project list of 14 economic development projects. In the coming months staff will formalize and format these documents into the City’s strategic economic development action plan.

**Progress Update: June 2013**

- Staff has engaged RKG & Associates to complete the Economic Development Strategic Plan. RKG has met with

key stakeholders and is completing the draft plan. RKG is also coordinating our plan with Craven County's Economic Development Strategic Plan.

**Progress Update: February 2014**

- Staff has currently discussed with Craven County the possible implementation of a new structure to provide clear direction for regional pursuit of economic development opportunities.
- RKG Associates finished the Economic Development Technical Memorandum on 11/01/2013. The report reviews 15, New Bern specific, economic development projects and activities and provides recommendations on moving forward with the City's economic development program.

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## Objective 1.5 –

Complete a Branding Campaign for the City of New Bern to Assist With Recruiting Businesses, Residents, and Tourism



### Desired Outcome:

Adoption of a brand platform narrative and creative concept report with implementation strategies provided in coordination with NorthStar strategies

<b>Key Staff Assigned</b>	<b>Timeline for Accomplishment</b>	<b>Community Volunteer Representative</b>
<ul style="list-style-type: none"><li>- Director of Development Services</li><li>- Public Information Officer</li><li>- City Manager</li><li>- Aldermen Representatives</li></ul>	Short Term – Within 12 months	Representatives from the Chamber of Commerce, Swiss Bear, Convention Center, Visitors Center, Tryon Palace, Committee of 100, Coastal Carolina Regional Airport & Area Businesses

### Progress Update: November 2012

- We are now in contract with NorthStar and should complete Phase I of this project in early 2013
- NorthStar completed its first in-market visit October 9-13, 2012. Four NS team members toured New Bern and surrounding communities by bus, gained historical perspective of NB by boat, toured one of our manufacturing facilities, and interviewed more than 30 people from across the community on their perceptions of NB, what our strengths are and where opportunities exist to grow residents, tourists, and businesses.
- NS has launched a vision survey aimed at gathering 100 responses from community-level managers, local leaders and strategic-level thinkers across New Bern. The survey remained open until October 26, 2012. The public is now invited to participate in a survey.

### Progress Update: March 2013

- Phase I was complete in January 2013. North Star presented their cumulative data (results of interviews, research, and surveys) to the Board of Aldermen in late January and began identifying recurring themes and ideas from that data.
- Phase II began in late February. This phase encompasses all of the creative work involved in branding. It began in

March, with the participating branding partners identifying one person from their agencies to sit on the Creative Design Committee.

- The Creative Design Committee met often to work with North Star to shape (and eventually adopt) the brand platform and brand narrative the City will use as a foundation to its branding initiative.

### **Progress Update: June 2013**

- The brand narrative and platform have been approved.
- North Star began using that language and description of New Bern to create sample logos and ads.

### **Progress Update: February 2014**

- Completed branding initiative & presented new brand to the Board, 11/2013
- Public Information Office Assumed Brand Manager role, 11/2013
- Designed & produced new City map and economic development recruitment folder, 12/2013
- Coordinated implementation of Bridgepointe sign featuring New Bern's new brand 12/2013
- Implementation of wayfinding program currently underway featuring new brand
- Website redesign currently underway incorporating new brand
- New city stationery package, 1/2014
- New City 3 TV bulletin design, 1/2014
- New City 3 TV logo, 2/2014
- Branding video "Why New Bern," LCA Productions, Spring 2014 to be implemented along with new website roll-out
- Currently participate in the TDA Marketing committee to assist in brand implementation & marketing of NB outside of the region
- Coordinating presentations to community organizations as brand partners (B/S/H, 1/2014 & Carolina East, TBA)
- Moving forward with partial repaint of Queen St. watertower to feature the new brand.

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**Objective 1.6 –  
Implement a Detailed Capital Improvements Plan**



**Desired Outcome:**

Implement CIP budget plan as part of the FY 2013/14 budget process, including a plan to fund these requirements

<b>Key Staff Assigned</b>	<b>Timeline for Accomplishment</b>	<b>Community Volunteer Representative</b>
<ul style="list-style-type: none"><li>- Director of Finance</li><li>- City Manager</li></ul>	Mid Term – 1 to 2 years	

**Progress Update: November 2012**

- Anticipate implementation in FY 2013/2014

**Progress Update: March 2013**

- Due to turnover in the Finance Department this objective has been postponed.

**Progress Update: June 2013**

- No update at this time.

**Progress Update: February 2014**

- No update at this time.

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**Objective 1.7 –**

Adopt a General Fund Balance Policy and Take Measures to Increase the Fund to That Level

**Desired Outcome:**

Board of Aldermen adoption of a written General Fund balance policy including fund level and criteria for using fund balance

<b>Key Staff Assigned</b> <ul style="list-style-type: none"> <li>- Director of Finance</li> <li>- City Manager</li> </ul>	<b>Timeline for Accomplishment</b> Mid Term – Within 1 to 2 years	<b>Community Volunteer Representative</b>
<b>Progress Update: November 2012</b> <ul style="list-style-type: none"> <li>- We will present to the Board a fund balance policy within this current fiscal year and hopefully build to that balance over the next two years. (We expect to confirm our General Fund balance at approximately 25% as part of our current audit.)</li> </ul>		
<b>Progress Update: March 2013</b> <ul style="list-style-type: none"> <li>- No update at this time.</li> </ul>		
<b>Progress Update: June 2013</b> <ul style="list-style-type: none"> <li>- No update at this time.</li> </ul>		
<b>Progress Update: February 2014</b> <ul style="list-style-type: none"> <li>- Staff continue to adhere to the informal General Fund Balance Policy approved by the Board of Aldermen. Currently, the General Fund Balance maintains a balance of 25%.</li> </ul>		

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## Objective 1.8 –

### Proactively Market New Bern Based on an Economic Development Strategic Plan



#### Desired Outcome:

Based on results of economic development strategic plan and branding campaign adoption of a strategic implementation strategy for marketing New Bern

<b>Key Staff Assigned</b>	<b>Timeline for Accomplishment</b>	<b>Community Volunteer Representative</b>
<ul style="list-style-type: none"><li>- Public Information Officer</li><li>- Community &amp; Economic Development Manager</li><li>- Director of Development Services</li><li>- City Manager</li></ul>	Mid Term – 1 to 2 years	

#### Progress Update: November 2012

- We expect to complete the strategic plan by Spring of 2013
- We are expecting our economic development strategic plan to be implementation focused so that we can actively implement it during FY 2013/14

#### Progress Update: March 2013

- Development Services has partnered with the economic development arm of ElectriCities to market the Dunn building, the Kale Road property, and the South Front Street lot to strategic users.

#### Progress Update: June 2013

- No update at this time.

**Progress Update: February 2014**

- The Electricities email marketing campaign has concluded with no end users for the kale Road property identified.
- Continued discussions regarding the feasibility of using Kale Road for Utilities are ongoing. Further discussion is expected at the February 8, 2014 Board of Aldermen Retreat.

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