

# **City Council Workshop**

September 8, 2025



# **Item 1**

Presentation by Fire/Rescue on  
Proposed Shift Schedule Change



# Greenville Fire/Rescue 24/72 Proposal



# Issues

- ▶ Over the last 10 years the attrition and turnover rate within Fire/Rescue has continued to escalate, with increased workload and burnout being primary factors
- ▶ GFR is the largest fire-based EMS department in NC, and 83% percent of our calls are EMS related
- ▶ Nationally, EMS workers receive overtime pay for hours over 40 and generally work a 24/72 (42 hour) schedule
- ▶ Firefighters do not receive overtime until they work over 56 hours (FLSA exemption from the 1980s) and generally work a 24/48 (56 hour) schedule

# Work Schedule Analysis

CITY OF GREENVILLE, NC FIRE RESCUE DEPARTMENT

## Work Schedule Analysis

November 2023



A Progressive Local Government Initiative Compiled and Presented by  
NC Fire Chief Consulting



In 2023, NC Fire Chief Consulting Prepared a Work Schedule Analysis for the Fire/Rescue Department

The Purpose of the Analysis was to Assist the Department in Analyzing Current and Possible Future Shift Work Schedules

Both Fire/Rescue Leadership and Fire/Rescue Employees were Involved in the Preparation of the Analysis

# Summary of Analysis Findings

CITY OF GREENVILLE, NC FIRE RESCUE DEPARTMENT

## Work Schedule Analysis

November 2023



A Progressive Local Government Initiative Compiled and Presented by  
NC Fire Chief Consulting



Over 2/3rds of GFR Employees Were Too Busy to Perform at Optimal Utilization Levels, Leaving Little Time for Rest and Recovery

Time Off and Away From Work for a Healthy Work Life Balance was Top Priority of Personnel (81%)

Fire Rescue Employees By Far Preferred a **24/72 Hour Work Schedule (i.e. 4 Shifts) (94%)**

However, the Department Wanted a Guarantee that Pay and Benefits Would Not be Reduced

Majority of the Department Preferred Transitioning into a 24/72 Model Over Time

# Key Points

Staffing levels analyzed over last four fiscal years. Retention has been challenging; with 99 employees having left.

Large percentage are lateral moves to fire departments without EMS, or EMS departments working fewer hours.

High percentage of employees leaving have less than 5-years of service (73%). We train them and they leave soon after.

Direct costs (Salaries) and indirect costs (OT) are significant. The cost to replace and retrain an employee exceeds \$100,000 to get through basic training.

# Fire/Rescue Schedule Comparison

► 24 Hours On /  
48 Hours Off

VS.

► 24 Hours On /  
72 Hours Off

Date	Day	24 / 48	24 / 72
March 1	Sunday	24	24
March 2	Monday	-	-
March 3	Tuesday	-	-
March 4	Wednesday	24	-
March 5	Thursday	-	24
March 6	Friday	-	-
March 7	Saturday	24	-
March 8	Sunday	-	-
March 9	Monday	-	24
March 10	Tuesday	24	-
March 11	Wednesday	-	-
March 12	Thursday	-	-
March 13	Friday	24	24



# Advantages of a 24/72 Model

CITY OF GREENVILLE, NC FIRE RESCUE DEPARTMENT

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Increase in work/life balance that equates to personnel having more recovery time.

Retention and attraction of trained employees.

Potential reduction in personnels' use of unscheduled leave time.

Career growth with additional positions within the department.

One of the larger Metro departments in the state to make the transition (attraction)

# What is Needed to Implement a 24/72 Model?

Increase in budgeted positions (12 added over last 2 budget years)

Reduction in department vacancies (i.e. employee retention)



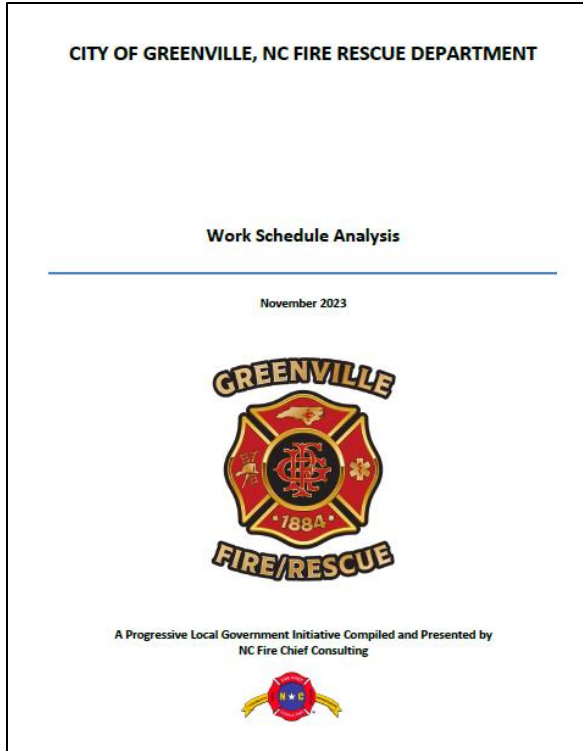
Workgroups to cover hours due to vacancies and scheduled leave

Reduction in overtime hours



Adjustment to employee base rate so employees are “held harmless” for their base pay.

# Analysis Recommendations



Transition From 24/48 Staffing Schedule to a 24/72 Staffing Schedule

Adjust Hourly Pay Rates to “Hold Employees Harmless” With Concerns to Compensation

Transition the Plan into Operation Over Time Using Vacancy Workgroups

Develop a Transition Plan that is Clear, Concise and Has Support of the Department

# 24/72 Proposal

## Staffing Requirements



## Current 24/48 Staffing

- Current Shift Staffing is 138 operations personnel as of August 2025.

Position	Shift			Total
	1	2	3	
Batalion Chief	1	1	1	3
Captain	2	2	2	6
Lieutenant	7	7	7	21
Specialist	12	6	8	26
Fire/Rescue II	1	3	4	8
Fire/Rescue I	22	28	24	74
Total	45	47	46	138

# Initial 24/72 Staffing

Position	Shift				Total
	1	2	3	4	
Batalion Chief	1	1	1	1	4
Captain	2	2	2	2	8
Lieutenant	7	7	7	7	28
Specialist	4	4	4	4	16
Fire/Rescue II	2	2	2	2	8
Fire/Rescue I	24	24	24	24	96
Total	40	40	40	40	160

- ▶ Proposed 24/72 Staffing Changes.
- ▶ All Positions Included in the Budget.
- ▶ 12 Positions Added to Budget Over Last Two Budget Years

# Proposed Staffing

Model	Shift				Total
	1	2	3	4	
24 / 48 Model	45	47	46	-	138
24 / 72 Model	40	40	40	40	160
Difference	(5)	(7)	(6)	40	22

- ▶ Proposed 24/72 Staffing Changes
- ▶ 40 Positions per Shift is **Not Enough** to Fully Implement 24/72 Model
- ▶ Difference Made Up by **Vacancy Workgroups Until Fully Staffed**

# 24/72 Proposal Vacancy Workgroups





# Vacancy Workgroups - Replaces Current OT Plan

Vacancy Workgroups used to provide shift support due to vacancies and leave time until adequate staffing is added.

All Non-Exempt employees will be required to select 2 Vacancy Workgroup days per 28-day work cycle.

Workgroup usage is dependent upon vacancies, department needs, scheduled and unscheduled leave.

Long-term goal is reduction/elimination of Vacancy Workgroup through increased staffing levels.

## Workgroup Example

Under Proposed  
Plan, Each  
Employee Works  
at least **24 Hours**  
**Less per Month**  
as Compared to  
the Current  
Schedule

Monthly Totals	Hours
Current	240
Proposed	168
Work Group	48
Difference	-24

# Vacancy Workgroups - Summary

Goal is to fully implement a 4<sup>th</sup> shift and **eliminate the need for the Vacancy Workgroups.**

At full implementation, employees will work 24 hours on and 72 hours off and **not have any required Workgroup shifts for shift staffing.**

In order to fully implement the 4<sup>th</sup> shift, the department will need to continue adding **approximately 6 new positions a year for several years (as the budget allows)**

# 24/72 Proposal Financial Impact



# Financial Impact

The Success of a 24 / 72 Model is Dependent on Reducing Vacancies and Thereby Reducing Overtime

The 160 Positions Needed to Begin Running 4 Shifts Is Built Into the Budget

Once the City Announces it is Moving To a 24 / 72 Model, a Significant Improvement in Recruitment and Retention is Intended to be Realized

The Savings in Overtime Pay Will Also Assist in Funding the 24 / 72 Model

# Financial Impact

Initially, the Vast Majority of Employees Will See Their Pay Increase Due to the Required Workgroup Days

However, as Budgeted Positions Increase and the Need for Required Workgroup Days Decreases, Employee Pay Will Come Back Down

In Addition, Employees that Have Historically Worked A lot of Overtime Will See Their Pay Go Down Due to a Reduction in the Need of Overtime with the 24 / 72 Model

# 24/72 Proposal Summary



# Overall Advantages for the Fire/Rescue Employees

Fewer shifts worked throughout the year  
(work/life balance)

More opportunity for physical and mental  
recovery

Increase in compensation with Vacancy  
Workgroup usage

Reduced risk of employee error from sleep  
deprivation

More opportunities for growth within the  
organization



# Overall Advantages for the City

Increase in employee retention

Reduction in overtime expenses

Reduction in Academy Training expenses

Fewer trained employees being recruited elsewhere

Better/Safer service delivery from healthier/happier employees

# Questions



## **Item 2**

Update on Discussion of Potential  
Changes to the Standards for Bar 2022  
and Microbrewery Uses



# **Discussion of Potential Changes to the Bar 2022 Use and Standards**

September 8, 2025



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# Overview

- At the August 11, 2025 City Council Workshop, City staff provided an overview of a Bar 2022 standards and offered some prompts on potential changes.
  - From these discussions, staff has prepared maps to illustrate the impact of proposed changes, if approved.



# Discussion Points from August 11, 2025 City Council Workshop

## 1. Bar 2022:

- Increase the maximum size?
- Allow this use outside of the downtown area?
- If allowed city-wide, should separation distances for residential uses be added?

# Summary of Maps for Review

<b>Series 1:</b>	Map of Potential Properties for Bar 2022 in the Eligible Area
<b>Series 2:</b>	Map of Potential Properties for Bar 2022 City-wide With Separation Distance

# Exclusions on Maps

The following exclusions apply to all maps:

- Vacant parcels that can be subdivided to meet separation distance;
- Vacant properties;
- Structures with units that do not have separate parcel numbers and could be subdivided; and
- Properties owned by the City, County, State, and ECU.



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# Current Standards

USE	ZONING DISTRICTS	SEPARATION DISTANCES	SIZE LIMIT
Bar	CD, CDF, CN, CG, CH	1) 500' from other bars 2) 500' from single-family districts 3) 500' from conforming single-family dwellings	N/A
Bar 2022	Downtown Eligible Area	N/A	2,000 sq. ft.

# Proposed Modifications Shown in Red

USE	ZONING DISTRICTS	SEPARATION DISTANCES	SIZE LIMIT Building Size
Series 1: Bar 2022	Downtown Eligible Area	N/A	3,500 sq. ft. 4,000 sq. ft. 4,500 sq. ft. 5,000 sq. ft.
Series 2: Bar 2022	City-wide: CD, CDF, CN, CG, CH	1) 500' from single-family districts 2) 500' from conforming single-family dwellings	3,500 sq. ft. 4,000 sq. ft. 4,500 sq. ft. 5,000 sq. ft.
Series 3: Bar 2022	City-wide: CD, CDF, CN, CG, CH	N/A	3,500 sq. ft. 4,000 sq. ft. 4,500 sq. ft. 5,000 sq. ft.



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# **Series 1: Maps of Potential Properties for Bar 2022 in Current Eligible Area (Downtown)**



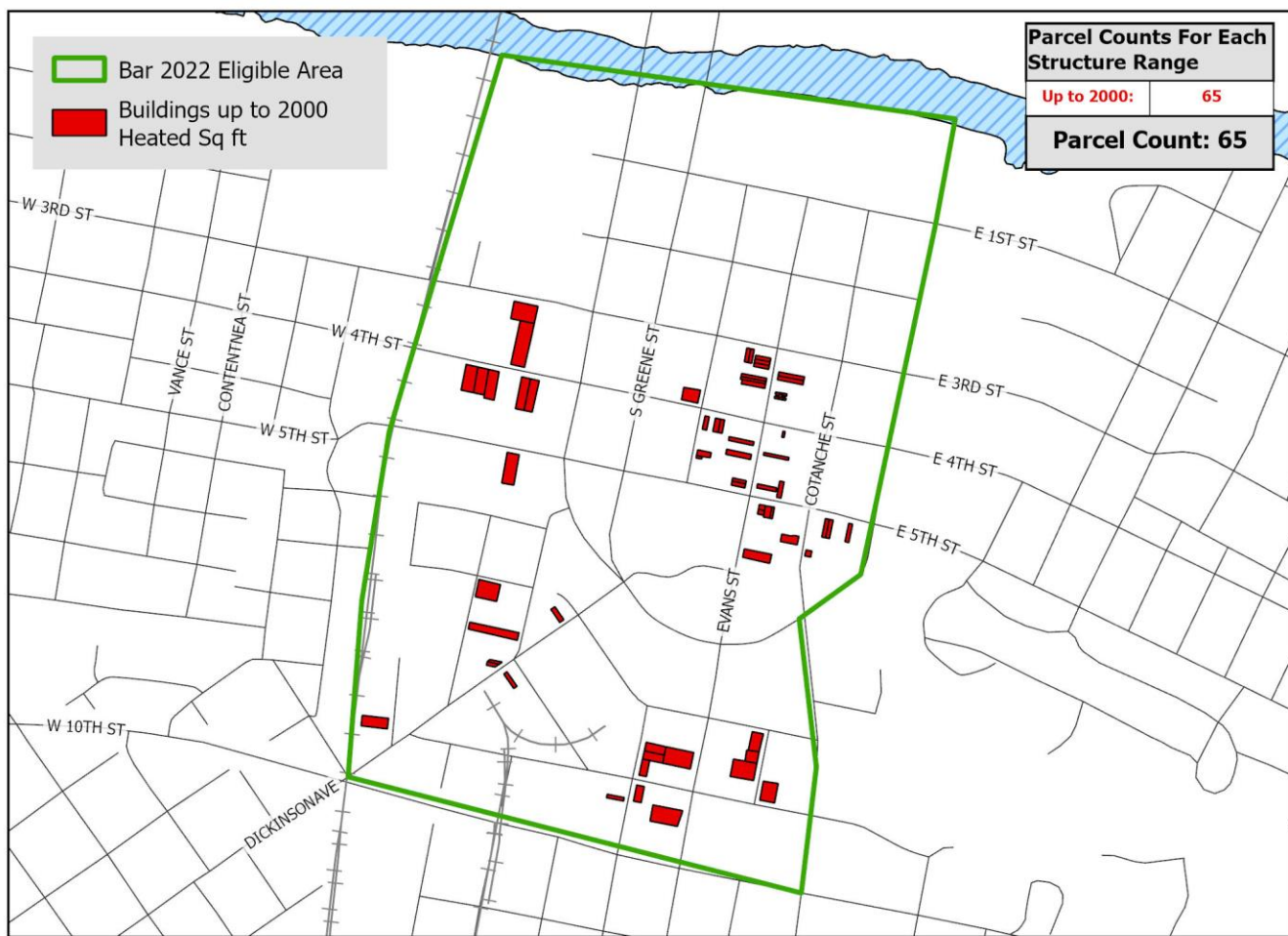
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# Series 1

## Map 1



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0 350 700 1,400 Feet

Map 1: Buildings that are 2,000 sq. ft. or less



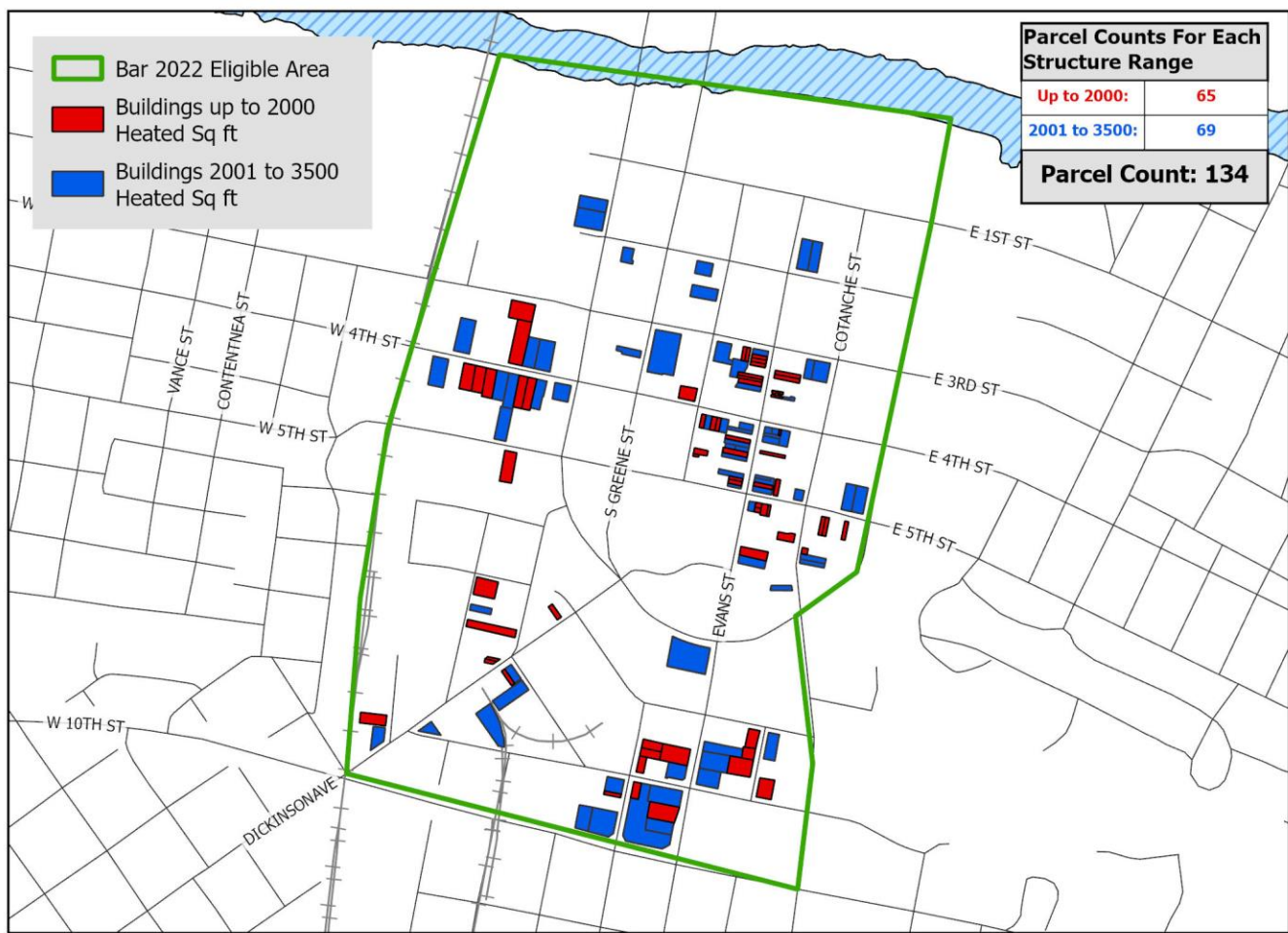
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# Series 1

## Map 2



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0 350 700 1,400 Feet

Map 2: Buildings that  
are 3,500 sq. ft. or less

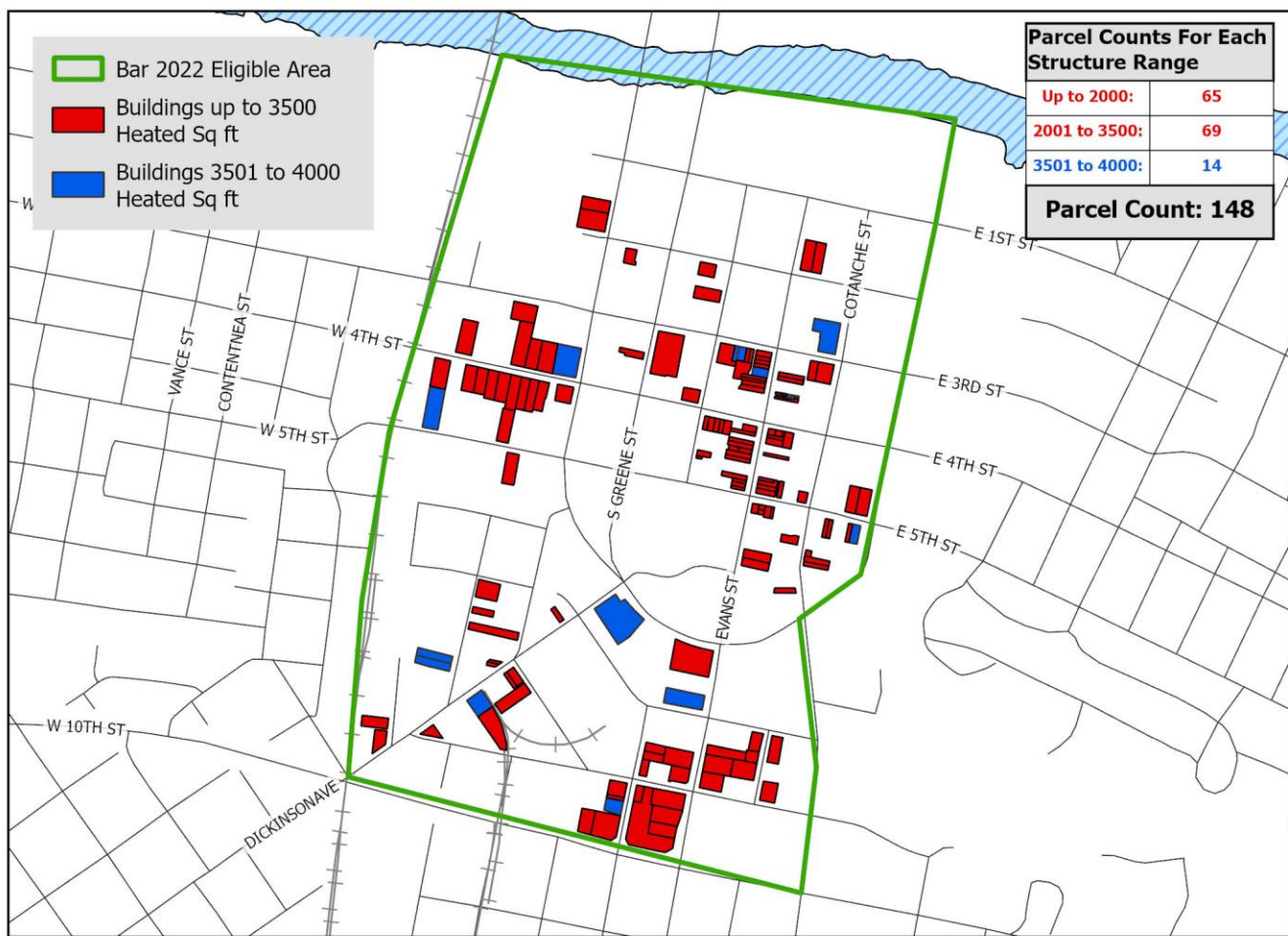


# Series 1

## Map 3



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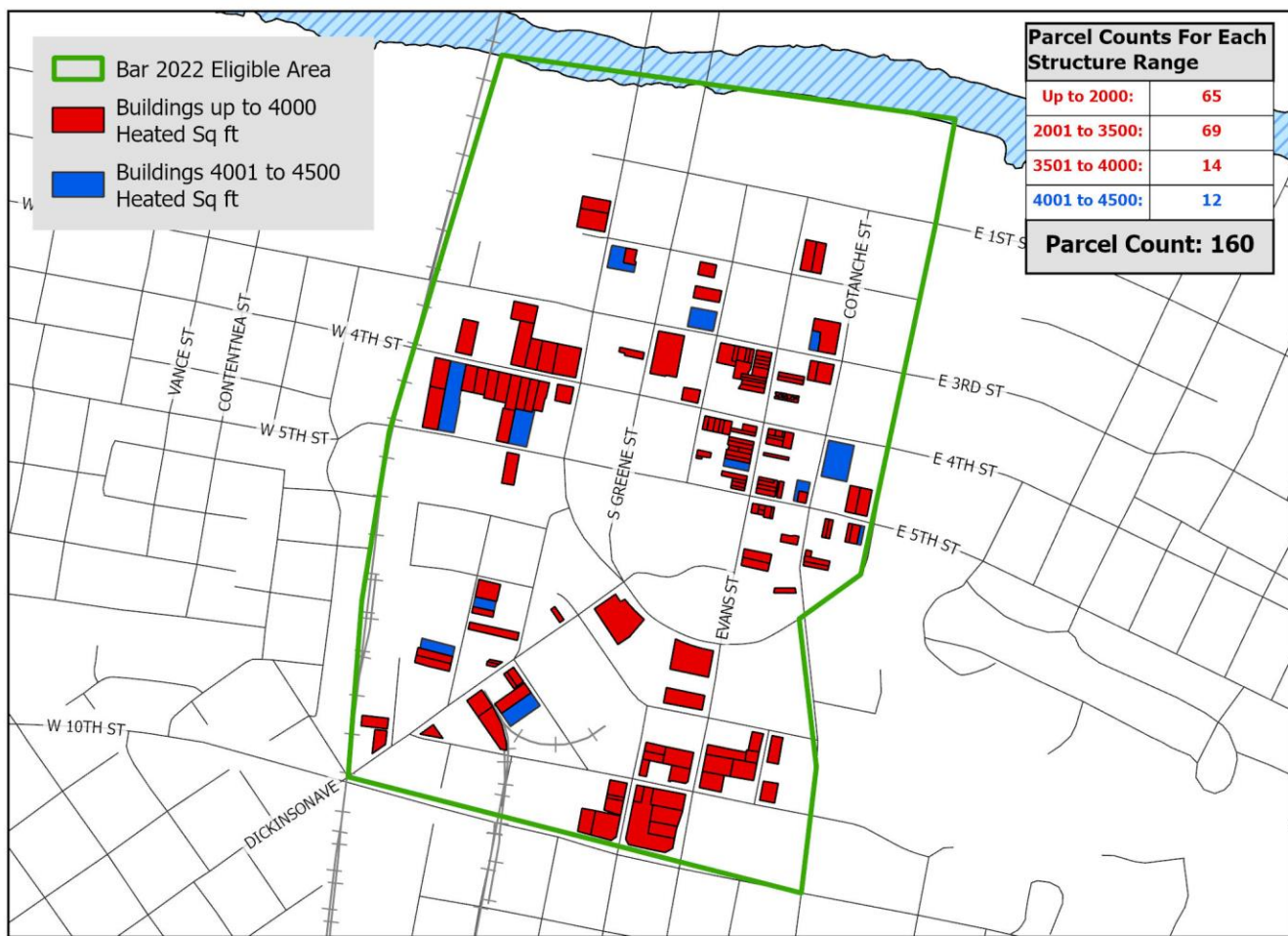


# Series 1

## Map 4



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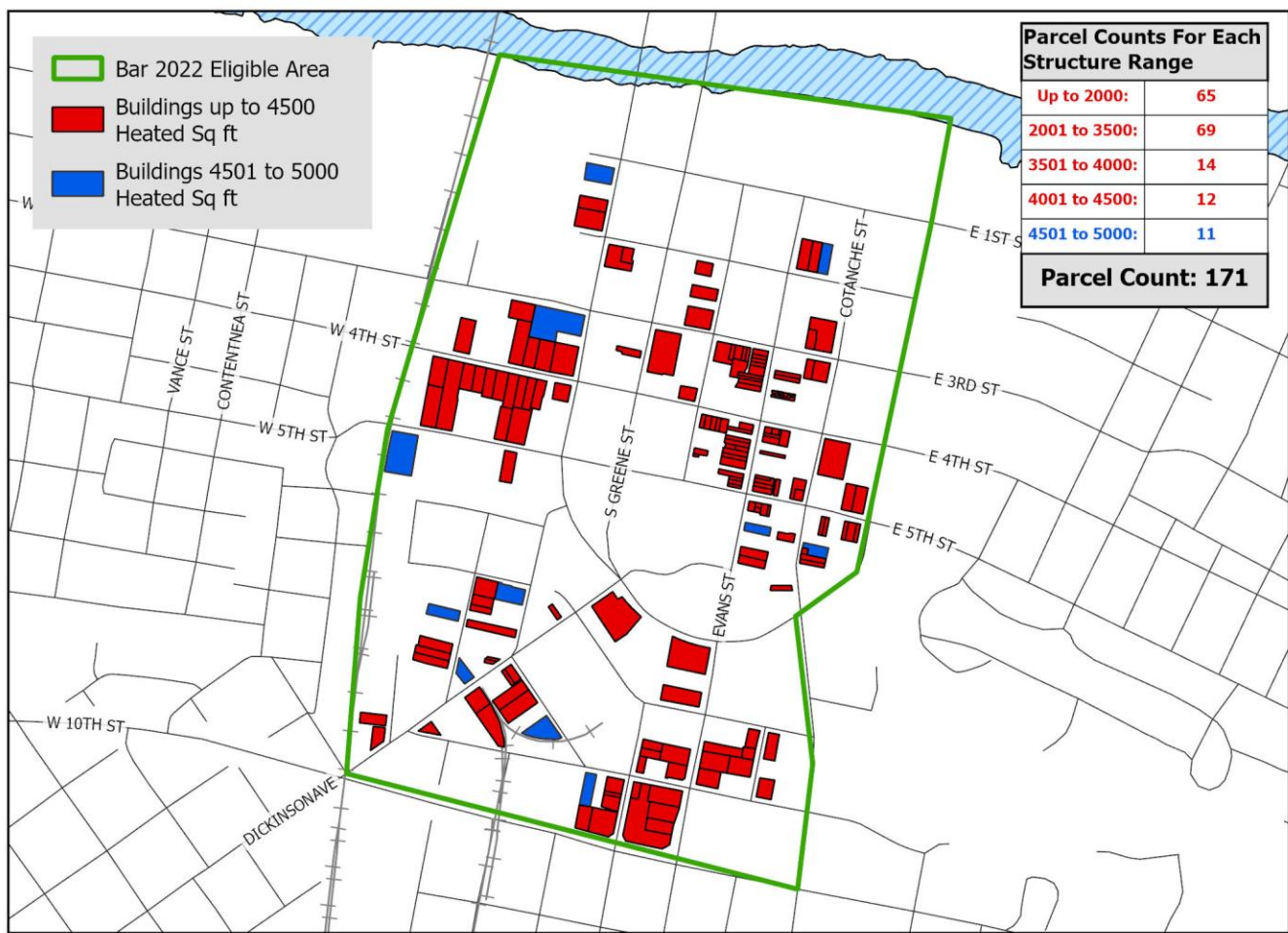
0 350 700 1,400 Feet

Map 4: Buildings that are 4,500 sq. ft. or less

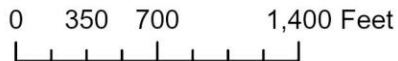


# Series 1

## Map 5



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Map 5: Buildings that are 5,000 sq. ft. or less





## **Series 2:** Maps of Potential Properties for Bar 2022 City-wide With Separation Distances from Residential Uses



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## Series 2: Summary of Potential Properties for Bar 2022 City-wide With Separation Distances

Map Number	Size Limit	Number of Parcels
Map 1	N/A	448
Map 2	Up to 2,000	32
Map 3	2,001 - 3,000	68
Map 4	3,501 - 4,000	19
Map 5	4,001 - 4,500	11
Map 6	<u>4,5001 - 5,000</u>	<u>21</u>
		<b>151</b>



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# Common Issues with Current Standards In Greenville - Cont'd

- **Bar 2022**
  - Maximum size is too small - limited to no more than 2,000 SF (entire operation: bathroom, storage, bar)
  - Limited to downtown area only
  - Has more regulations/safety controls than a bar



# Common Issues with Current Standards In Greenville - Cont'd

- **Businesses With Little or No Food Sales Are Considered A Bar**
  - Arcade with alcohol sales with little or no food sales
  - Golf simulator with alcohol sales with little or no food sales
  - Microbrewery that wants to sale spiritous liquor



# Discussion Points from August 11, 2025 City Council Workshop

## 1. Bar 2022:

- Increase the maximum size?
- Allow this use outside of the downtown area?
- If allowed city-wide, should separation distances for residential uses be added?

# Next Steps + Potential Timeline

If Council desires to amend the definition and/or standards of the Bar 2022 and/or Microbrewery use, it will require a text amendment.

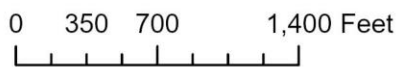
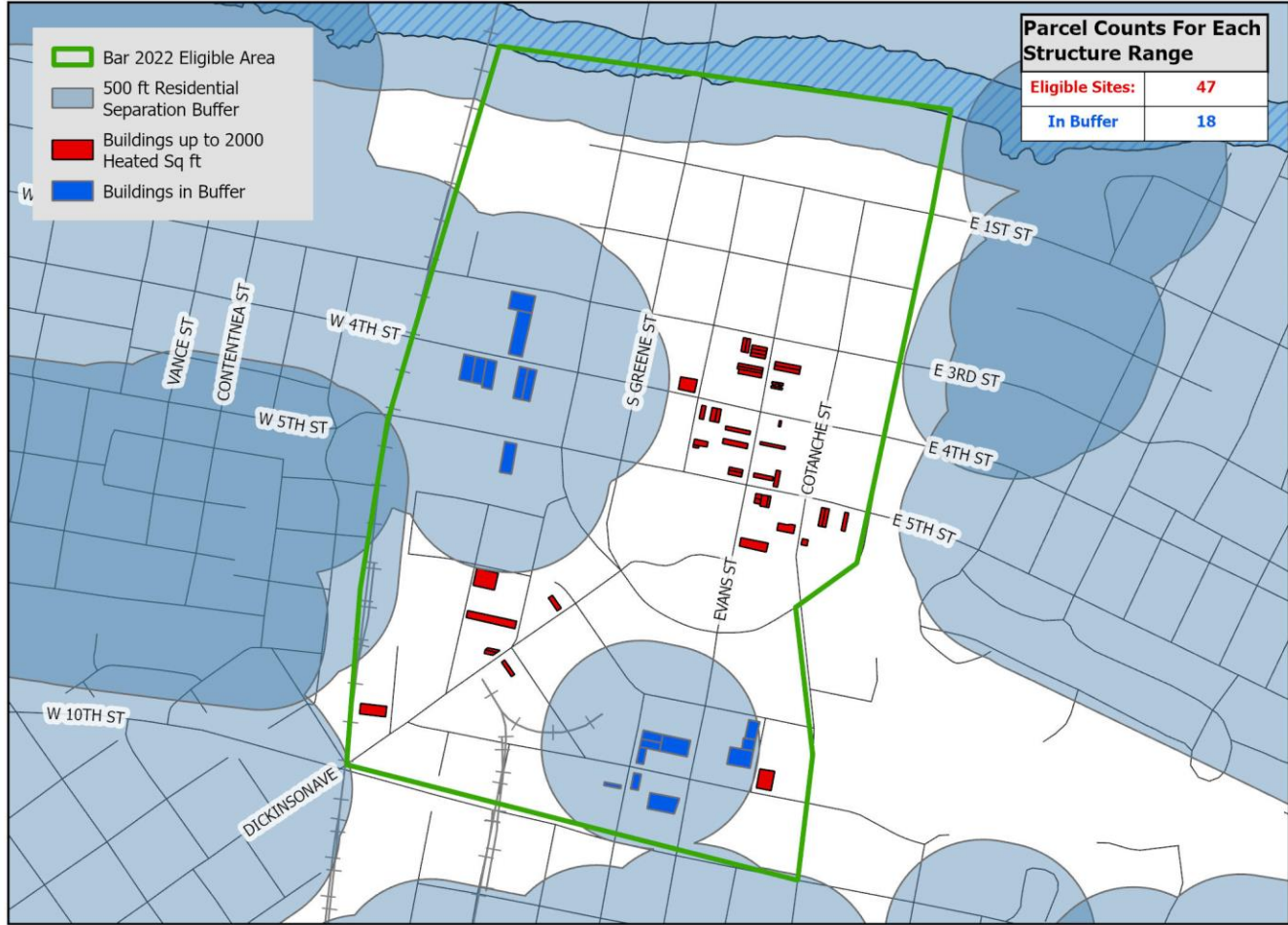
Activity	Potential Timeline
Staff prepare a text amendment with City Council's input	September
Public hearing held by Planning and Zoning Commission	October
Public hearing held by City Council	November

End of Slides

With separation distance from residential uses



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Buildings that are 2,000 sq. ft. or less

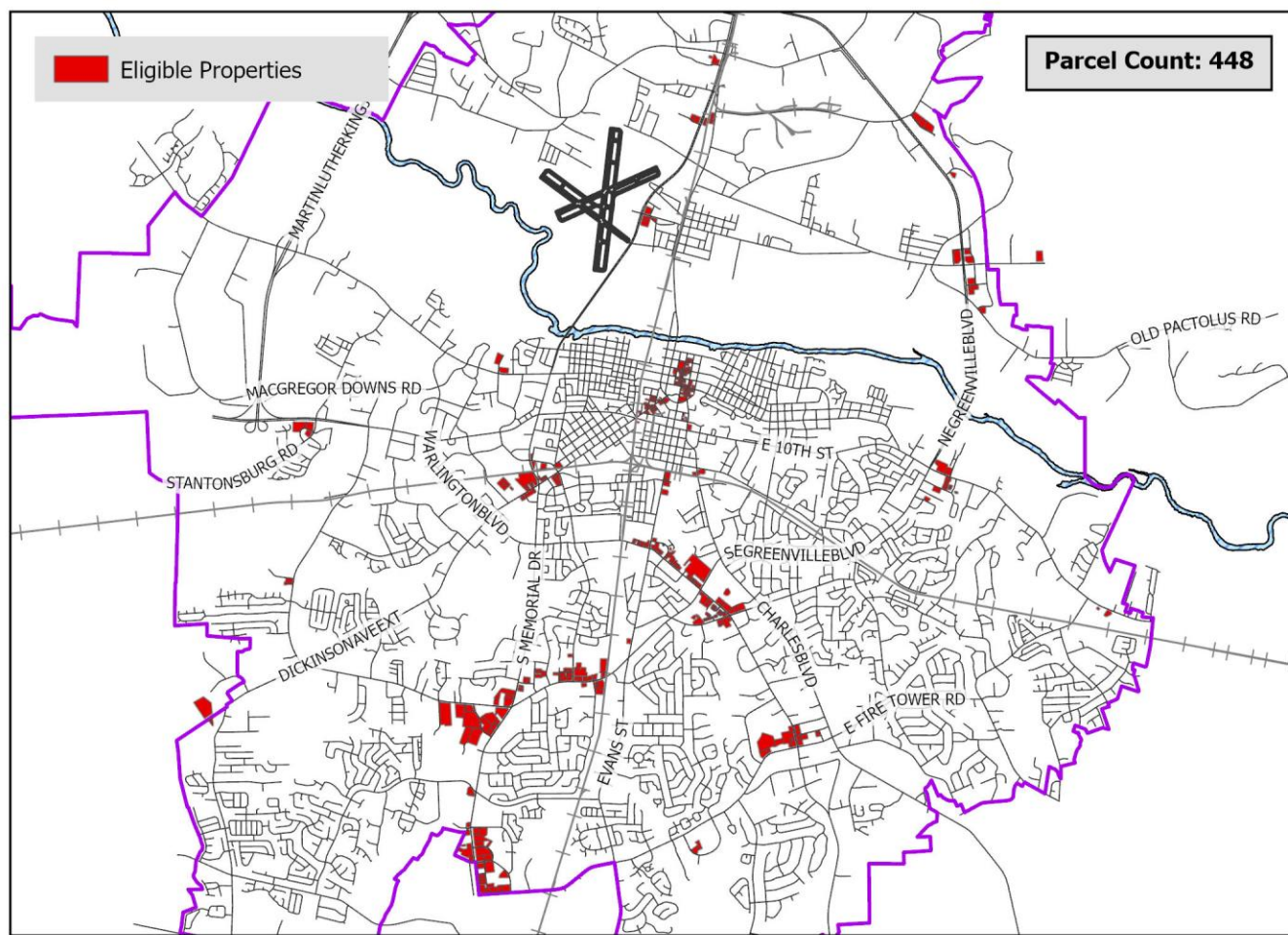




# Series 2 Map 1



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Parcel Count: 448

0 0.5 1 2 Miles

Map 1: All Properties Zoned:  
CD, CDF, CN, CG, CH  
(with separation standards applied)





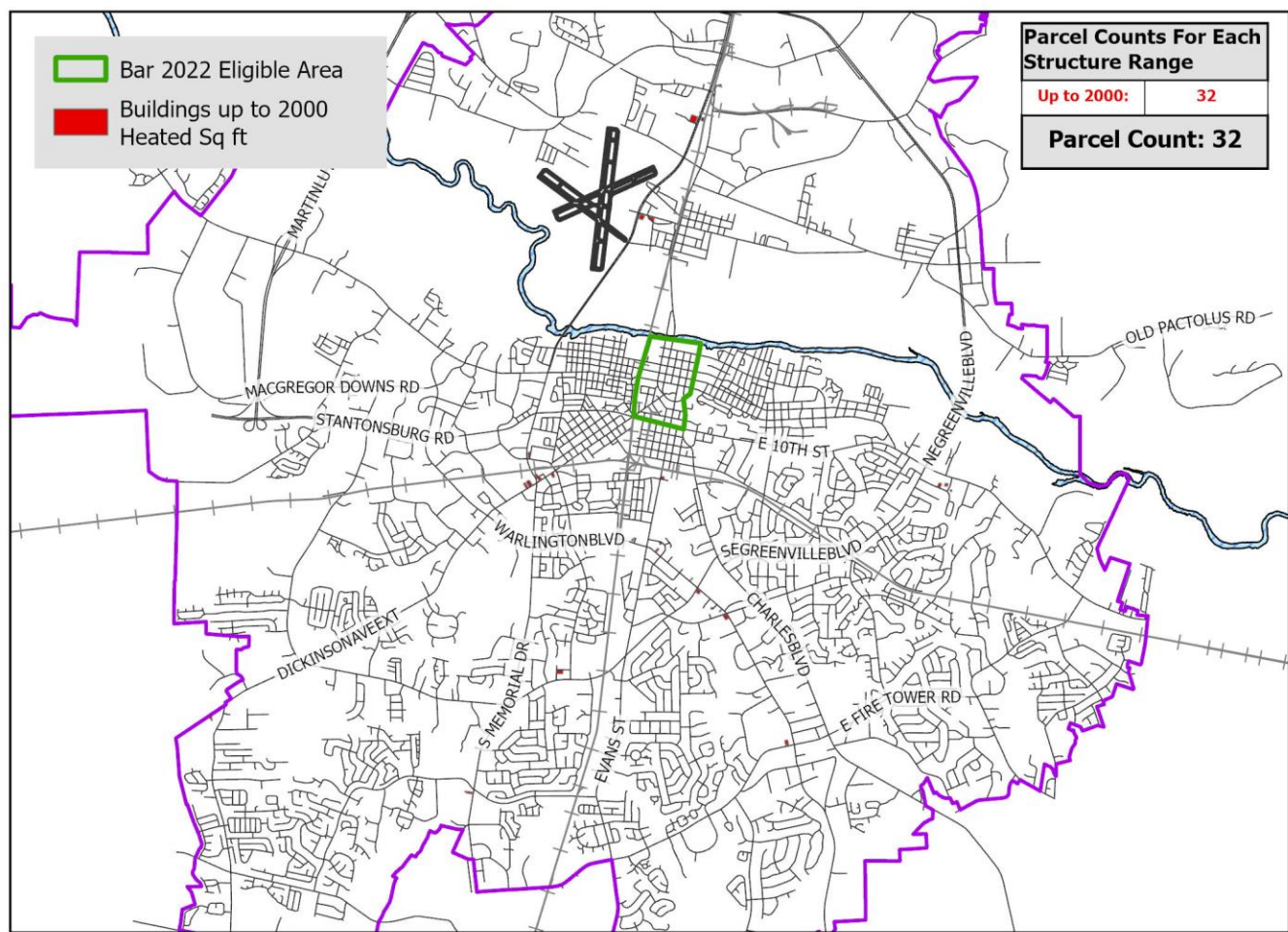
# Series 2

## Map 2



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-  Bar 2022 Eligible Area
-  Buildings up to 2000 Heated Sq ft



### Parcel Counts For Each Structure Range

Up to 2000: 32

Parcel Count: 32



Map 2: Buildings that are  
2,000 sq. ft. or less  
(with separation standards applied)

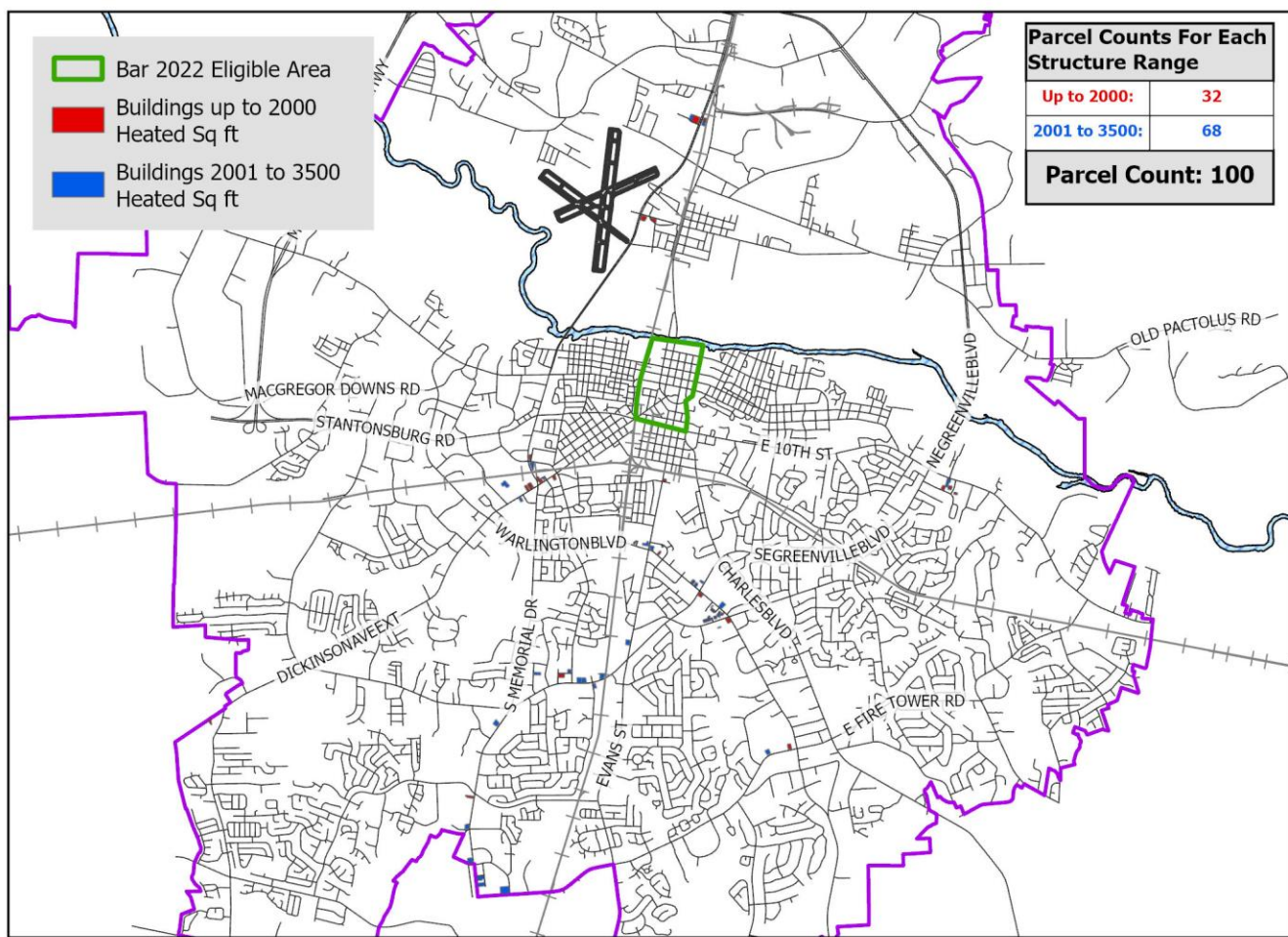




# Series 2 Map 3



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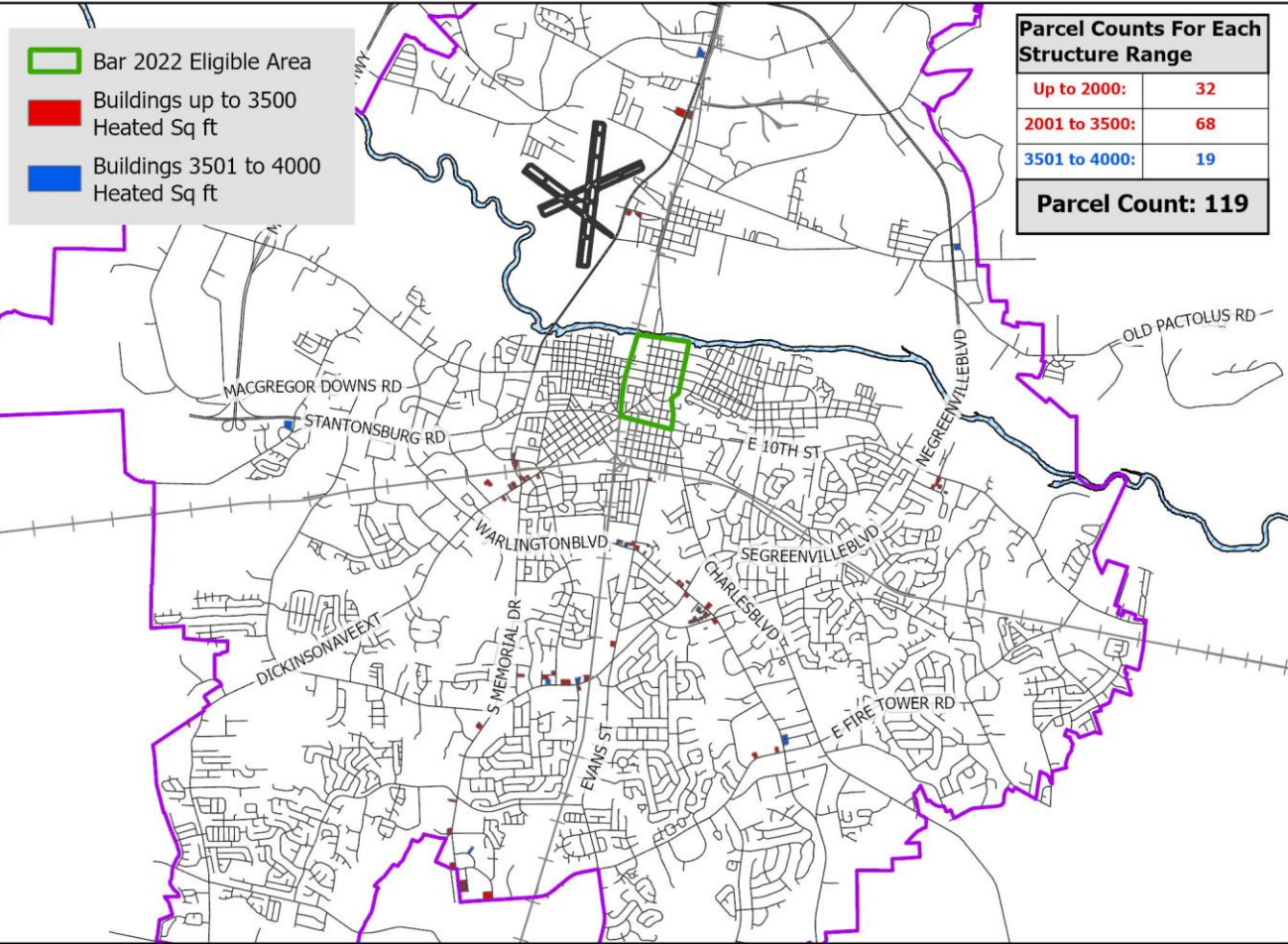


Map 3: Buildings that are  
3,500 sq. ft. or less  
(with separation standards applied)



# Series 2

## Map 4



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Map 4: Buildings that are  
4,000 sq. ft. or less  
(with separation standards applied)

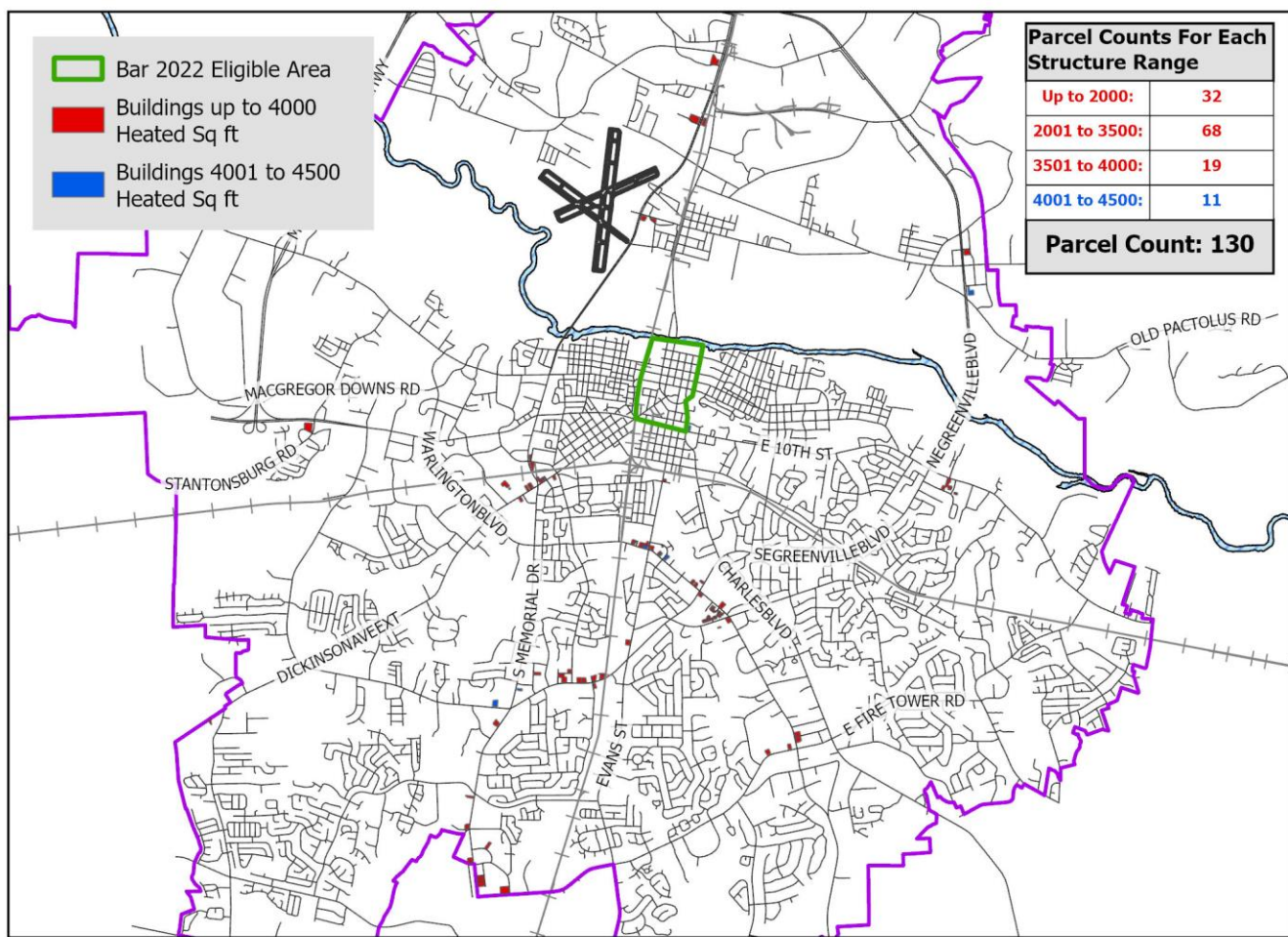




# Series 2 Map 5



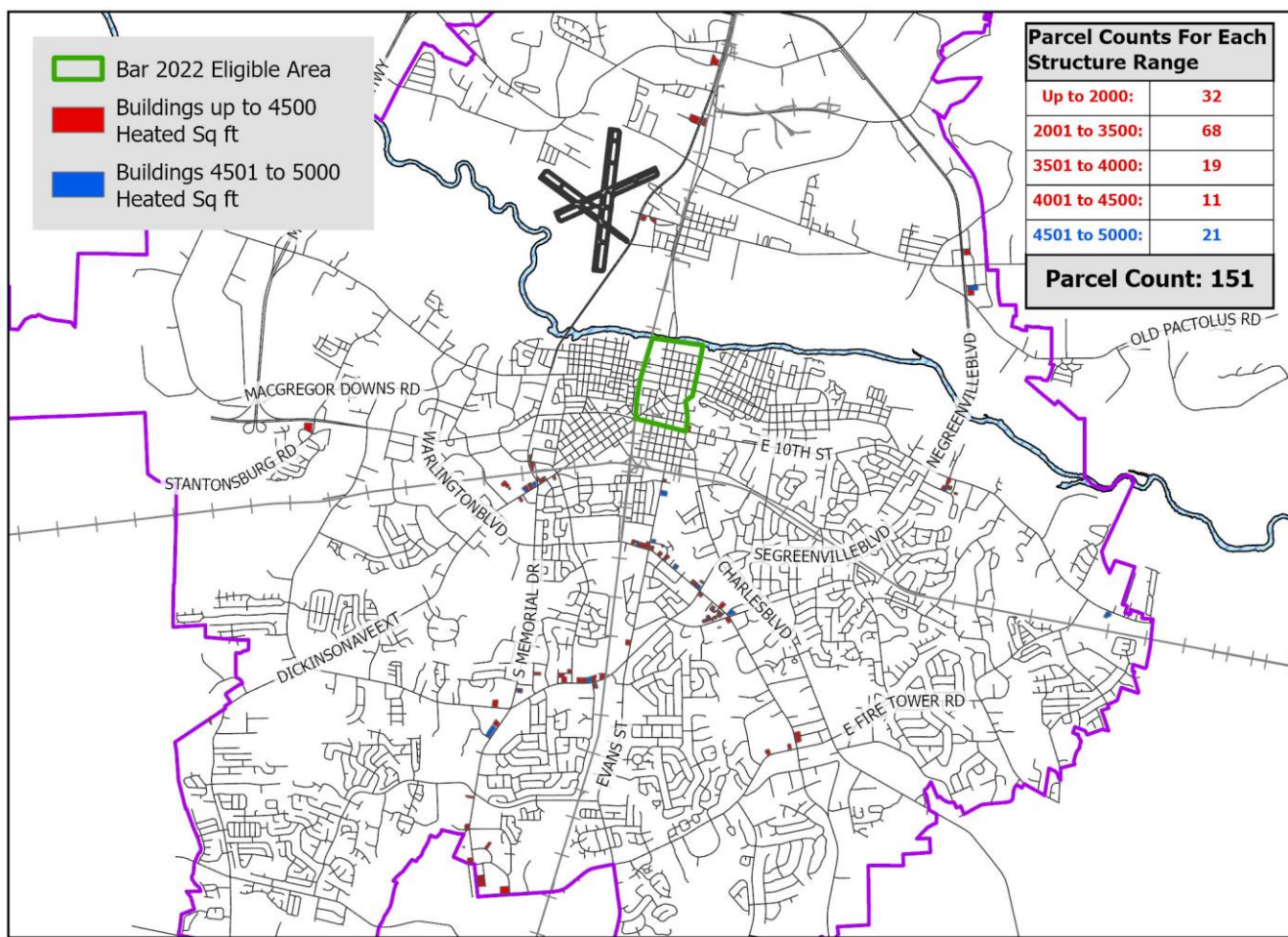
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Map 5: Buildings that are  
4,500 sq. ft. or less  
(with separation standards applied)



# Series 2 Map 6



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Map 6: Buildings that are  
5,000 sq. ft. or less  
(with separation standards applied)

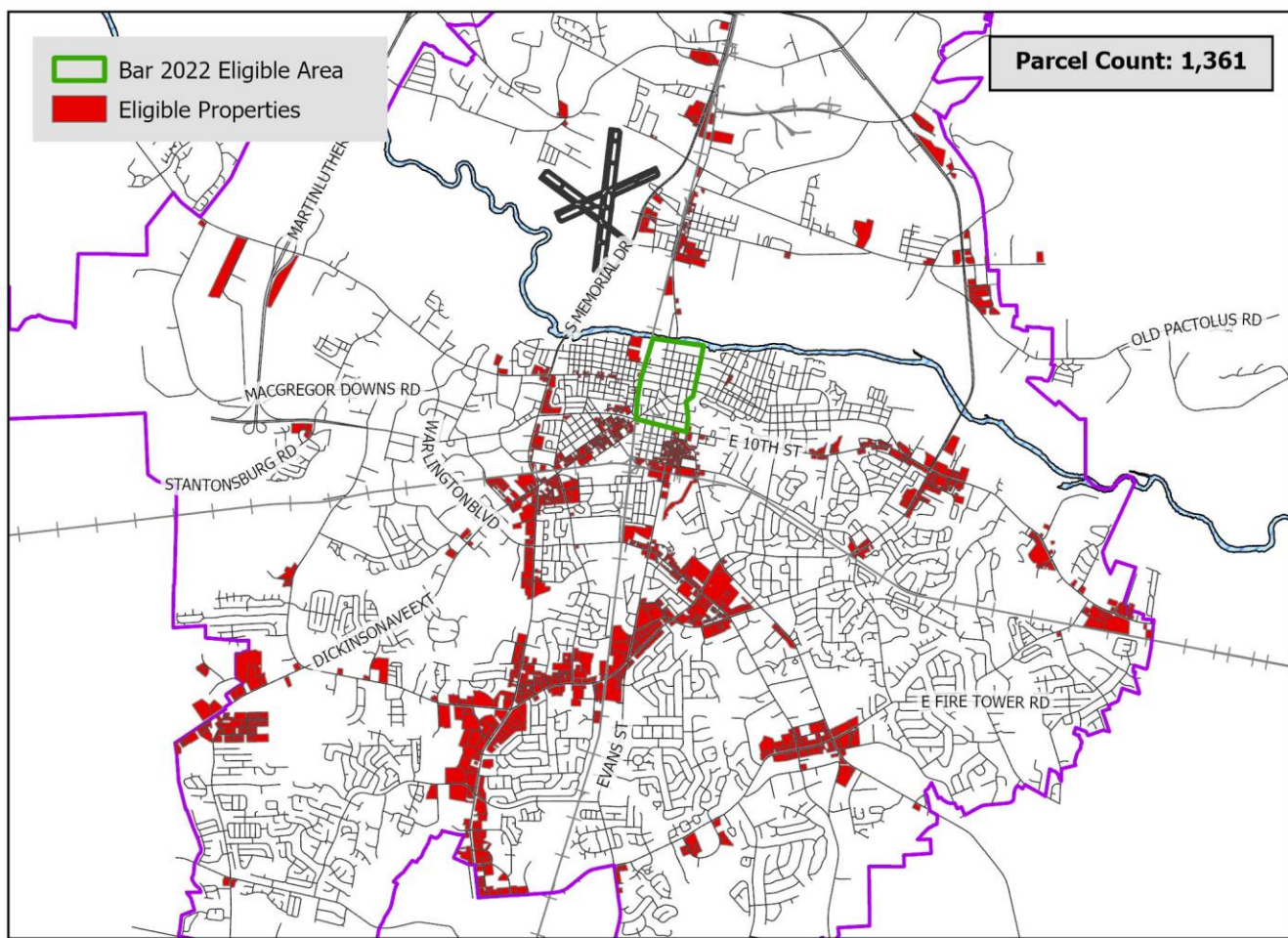




# Series 3 Map 1



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Map 1: All Properties Zoned:  
CD, CDF, CN, CG, CH  
(no separation standards applied)

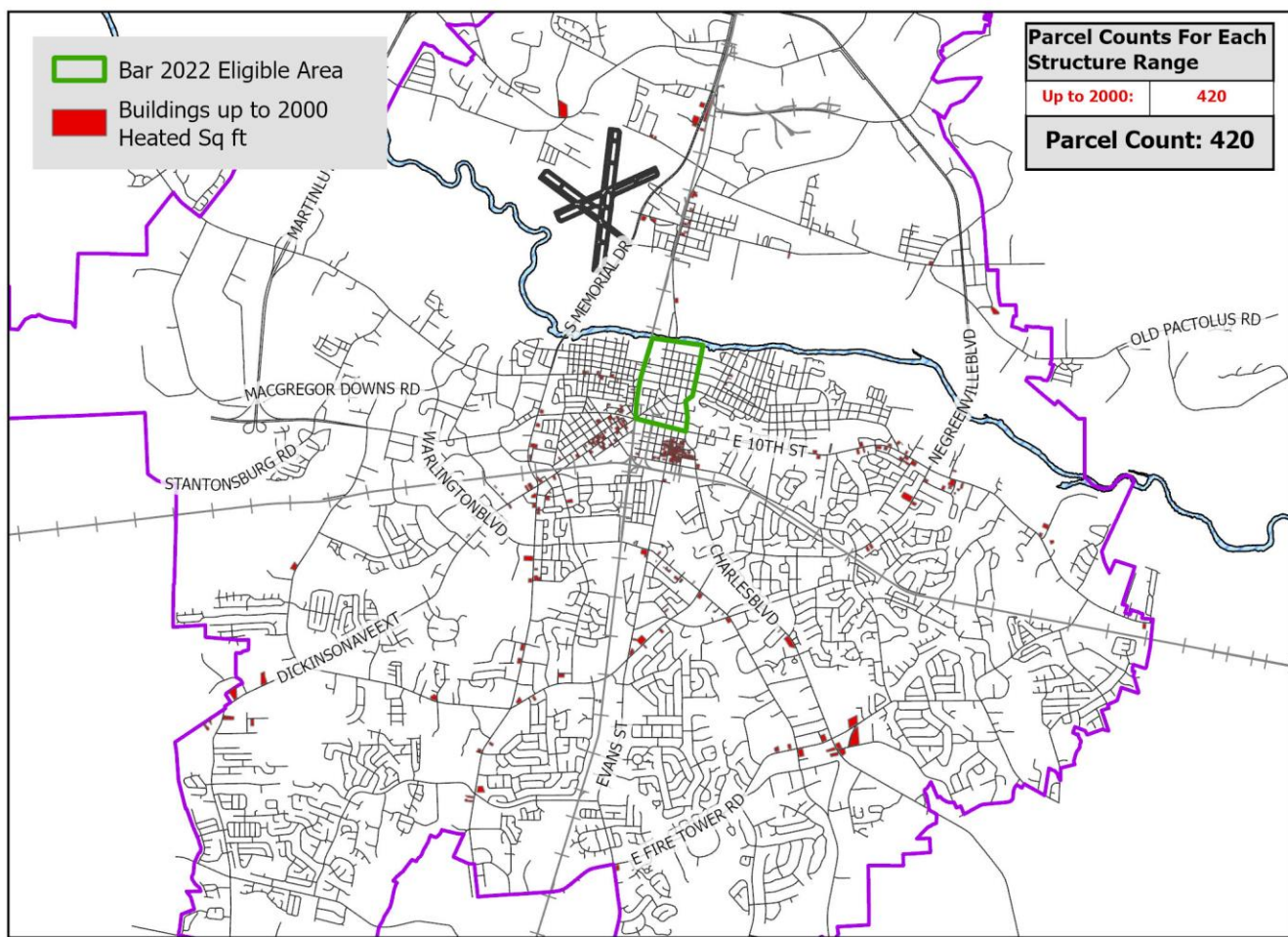


# Series 3

## Map 2



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Map 2: Buildings that are  
2,000 sq. ft. or less  
(no separation standards applied)



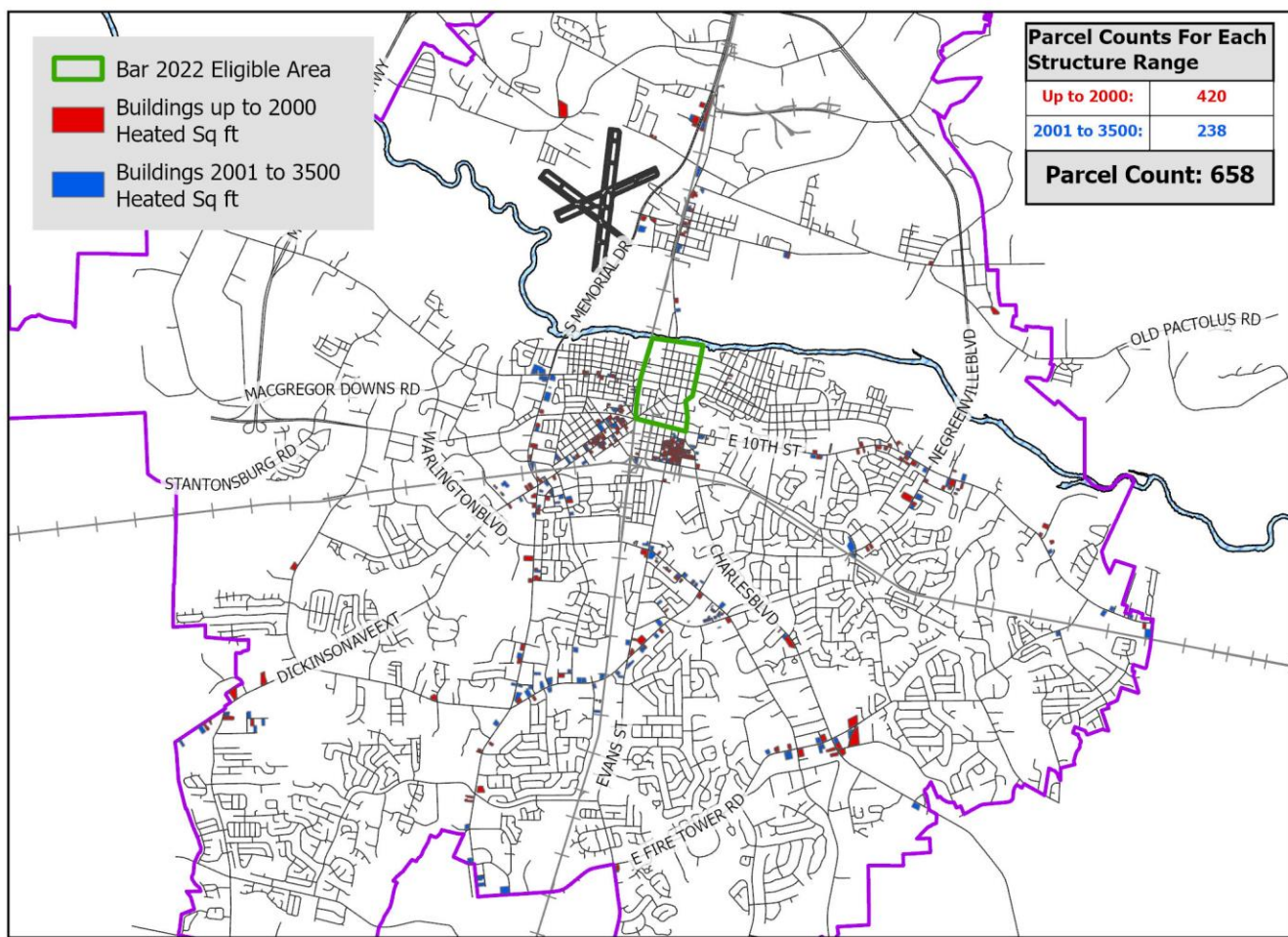


# Series 3

## Map 3



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Map 3: Buildings that are  
3,500 sq. ft. or less  
(no separation standards applied)

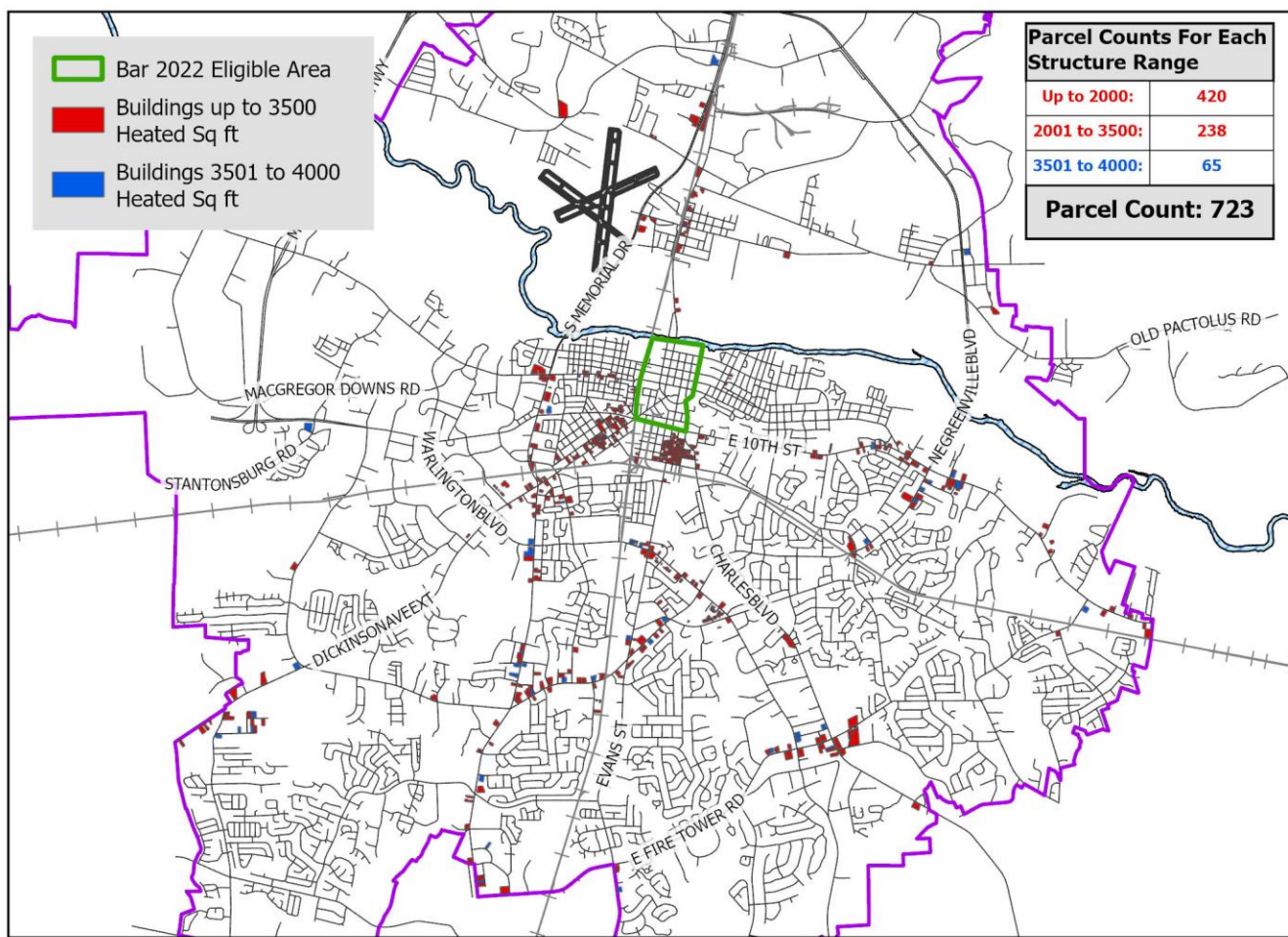


# Series 3

## Map 4



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Map 4: Buildings that are  
4,000 sq. ft. or less  
(no separation standards applied)



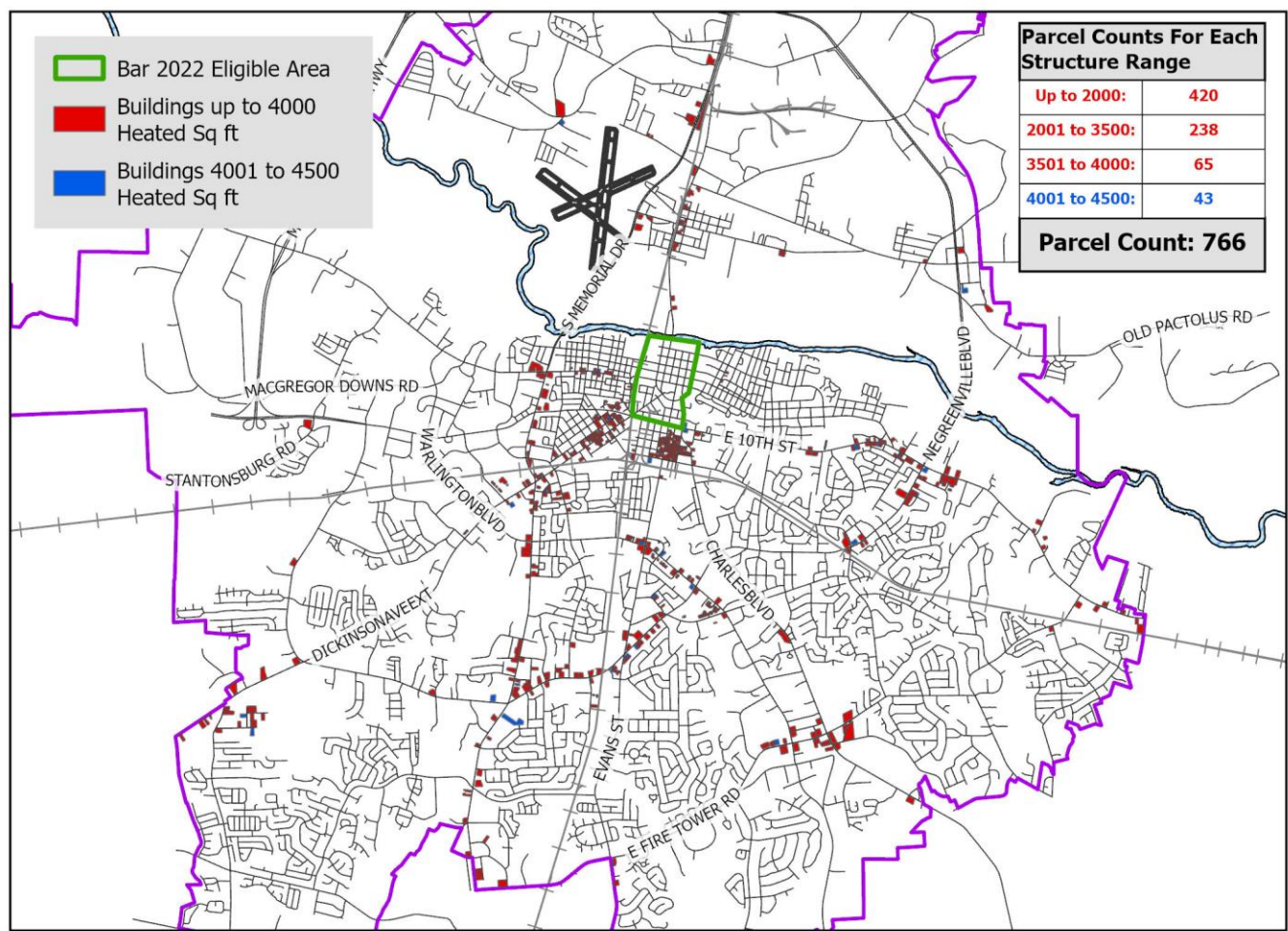


# Series 3

## Map 5



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- Bar 2022 Eligible Area
- Buildings up to 4000 Heated Sq ft
- Buildings 4001 to 4500 Heated Sq ft

### Parcel Counts For Each Structure Range

Up to 2000:	420
2001 to 3500:	238
3501 to 4000:	65
4001 to 4500:	43

**Parcel Count: 766**

Map 5: Buildings that are  
4,500 sq. ft. or less  
(no separation standards applied)

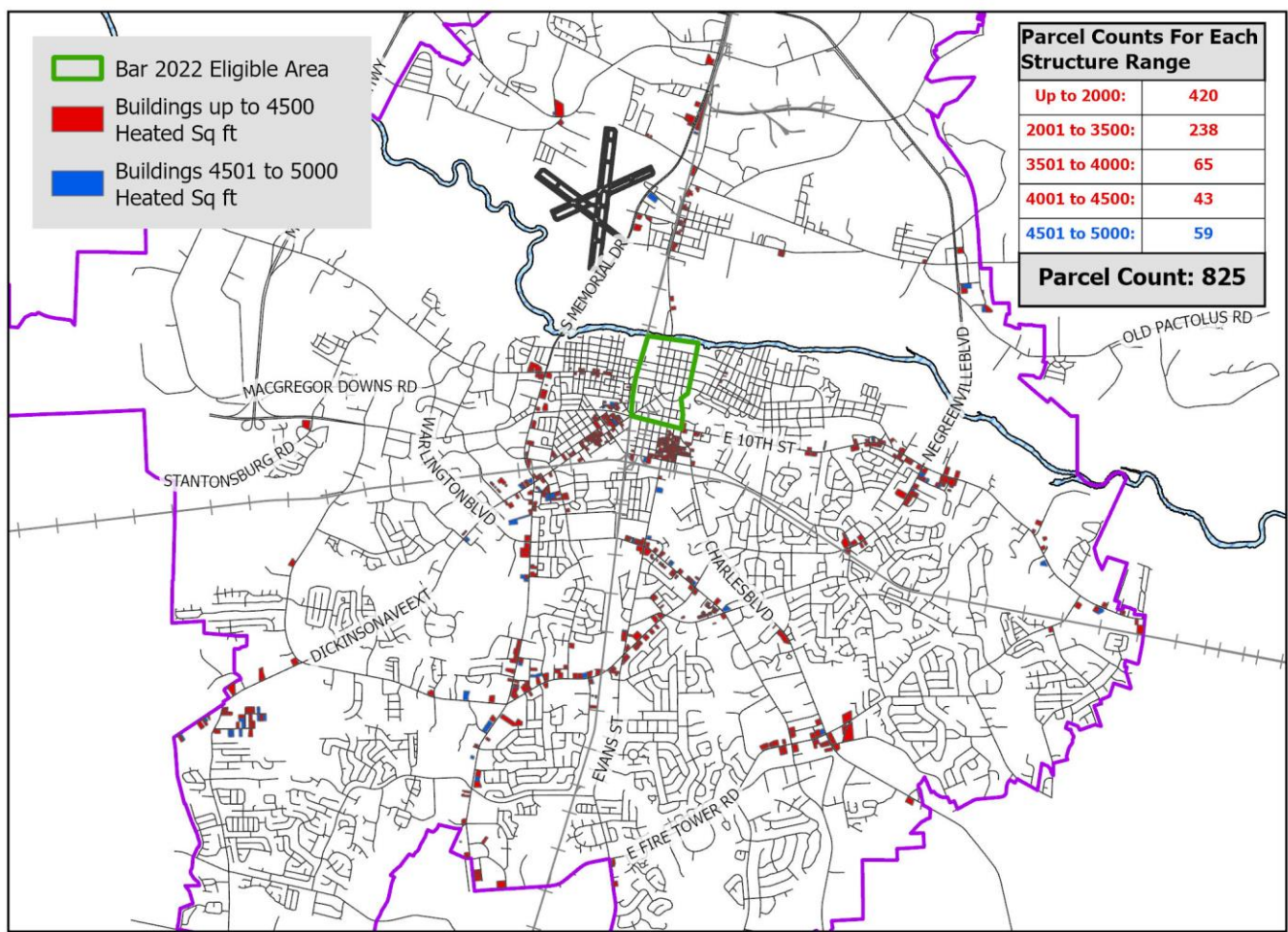


# Series 3

## Map 6



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Map 6: Buildings that are  
5,000 sq. ft. or less  
(no separation standards applied)

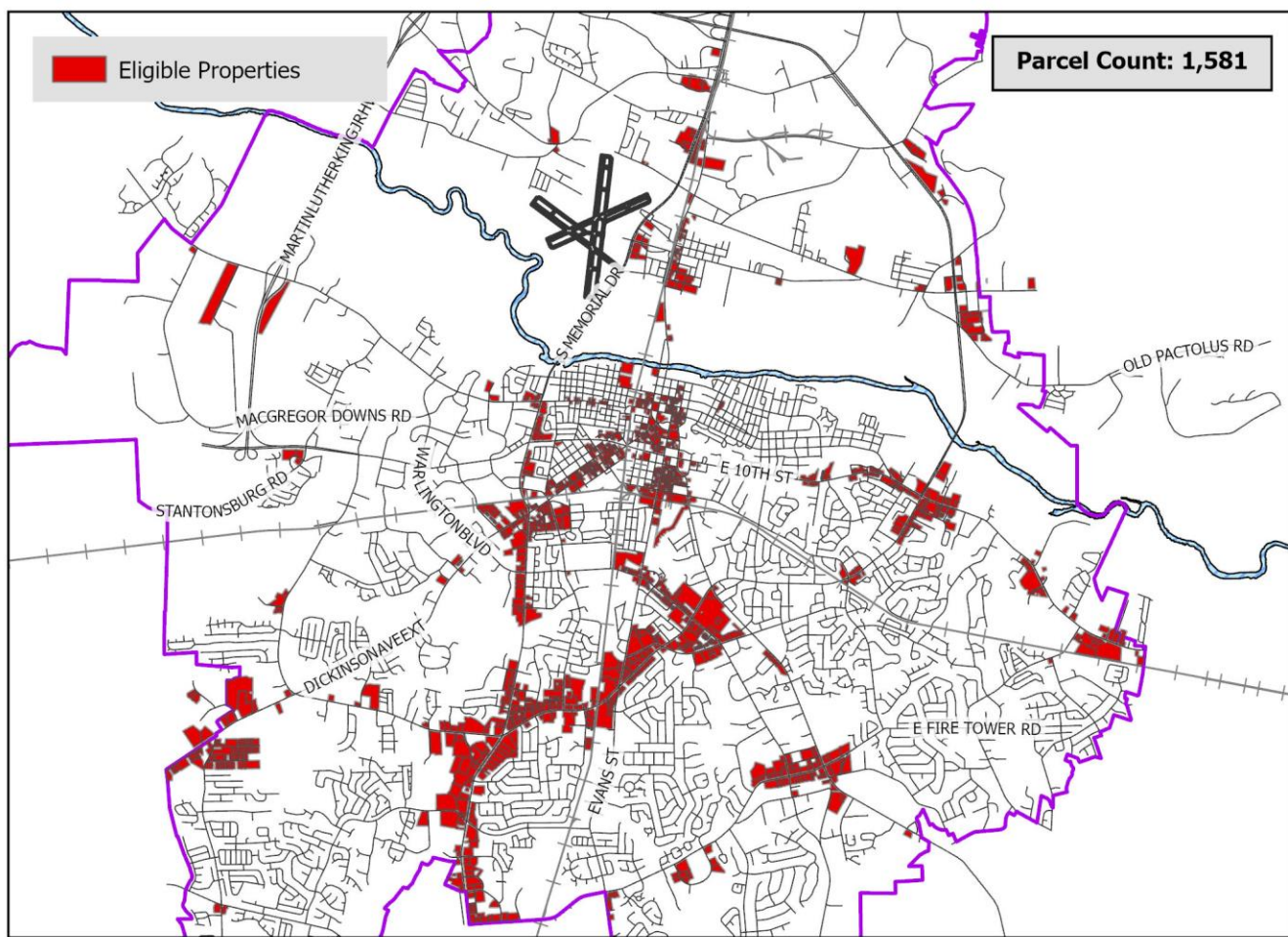




# Series 4 Map 1



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Map 1: Current Eligible Properties  
Zoned: CD, CDF, CN, CG, CH, MUI  
(no separation standards applied)

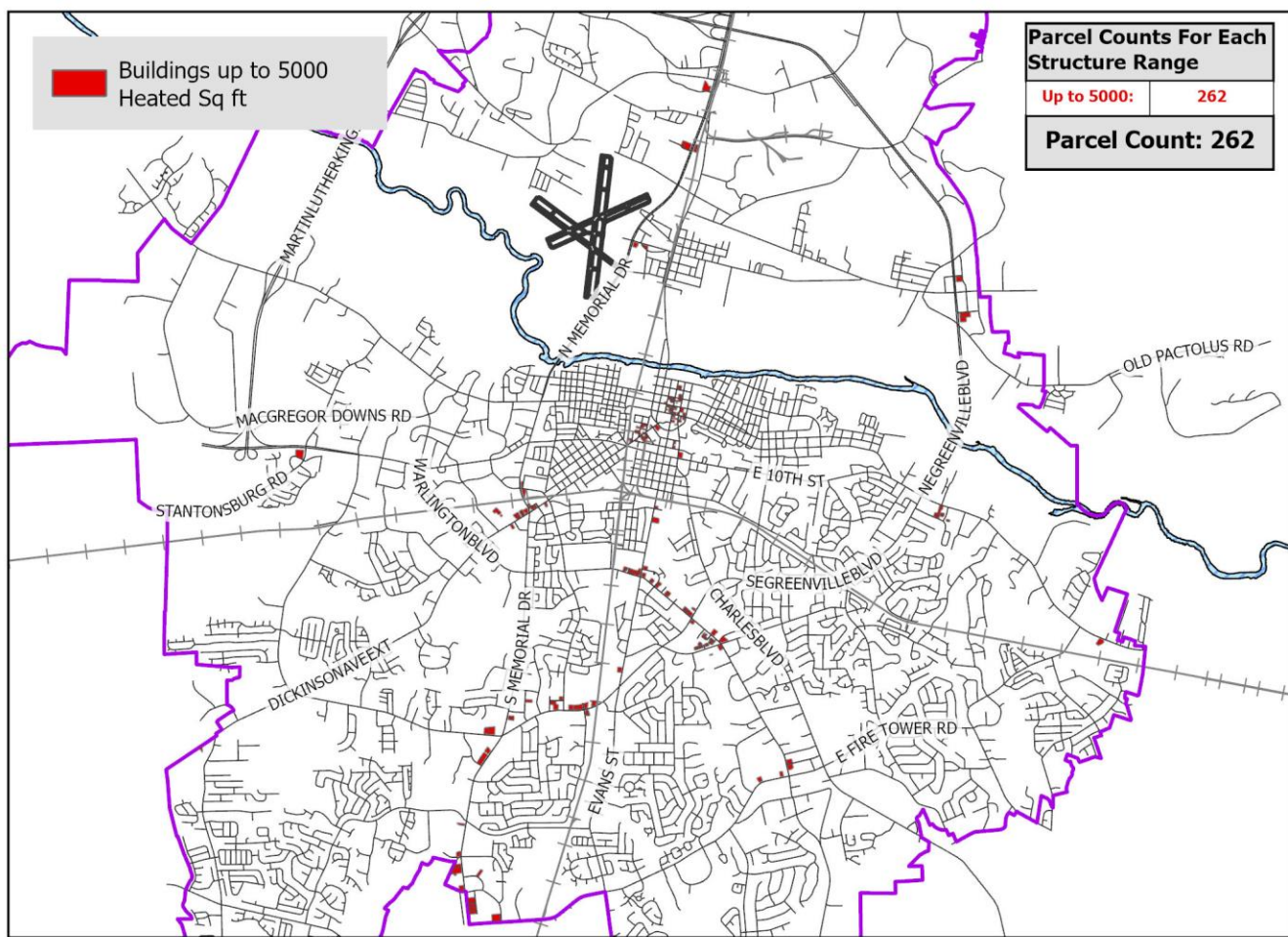


# Series 4

## Map 2



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Map 2: Buildings that are  
5,000 sq. ft. or less  
(with separation standards applied)

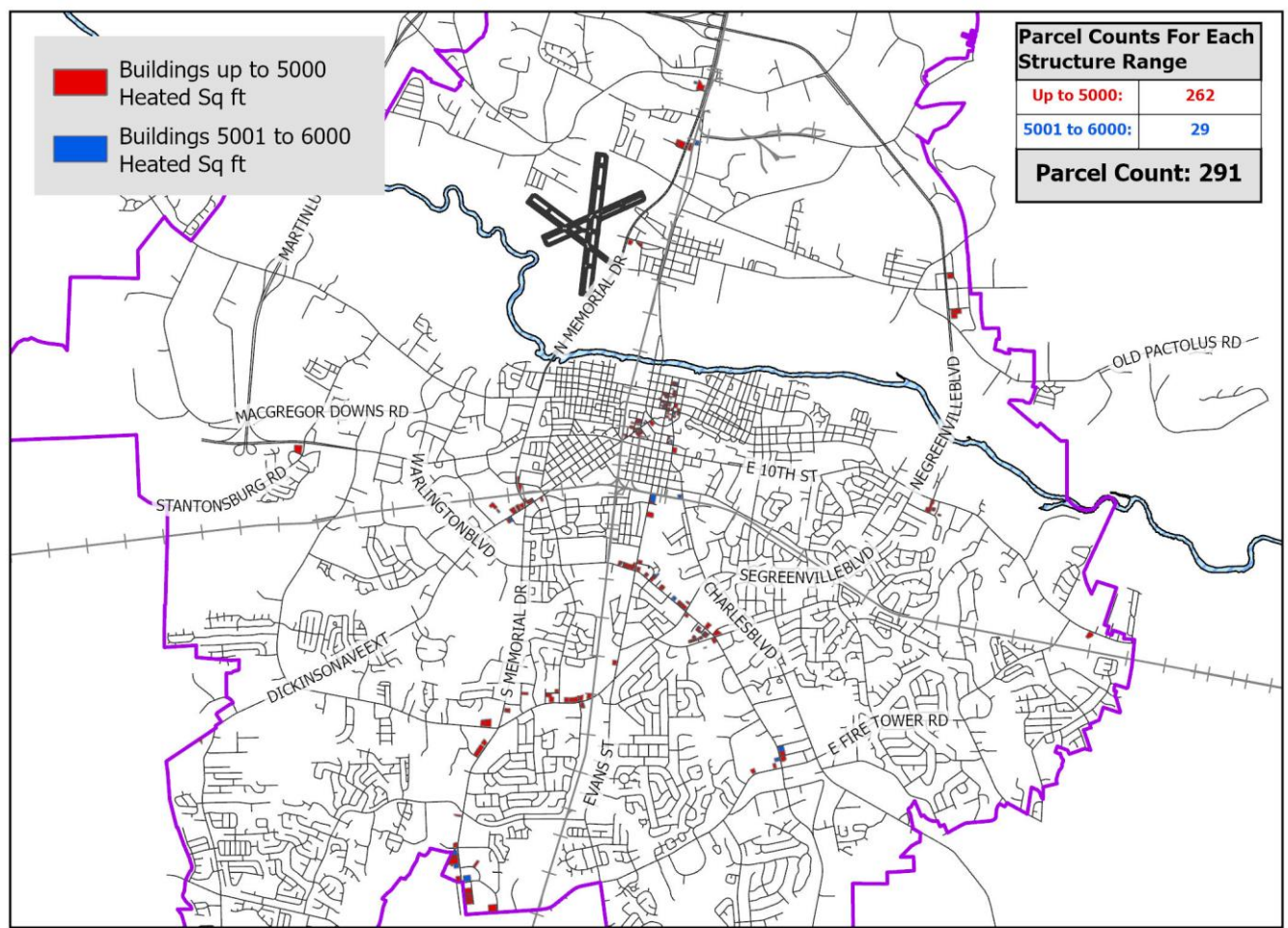




# Series 4 Map 3



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Map 3: Buildings that are  
6,000 sq. ft. or less  
(with separation standards applied)

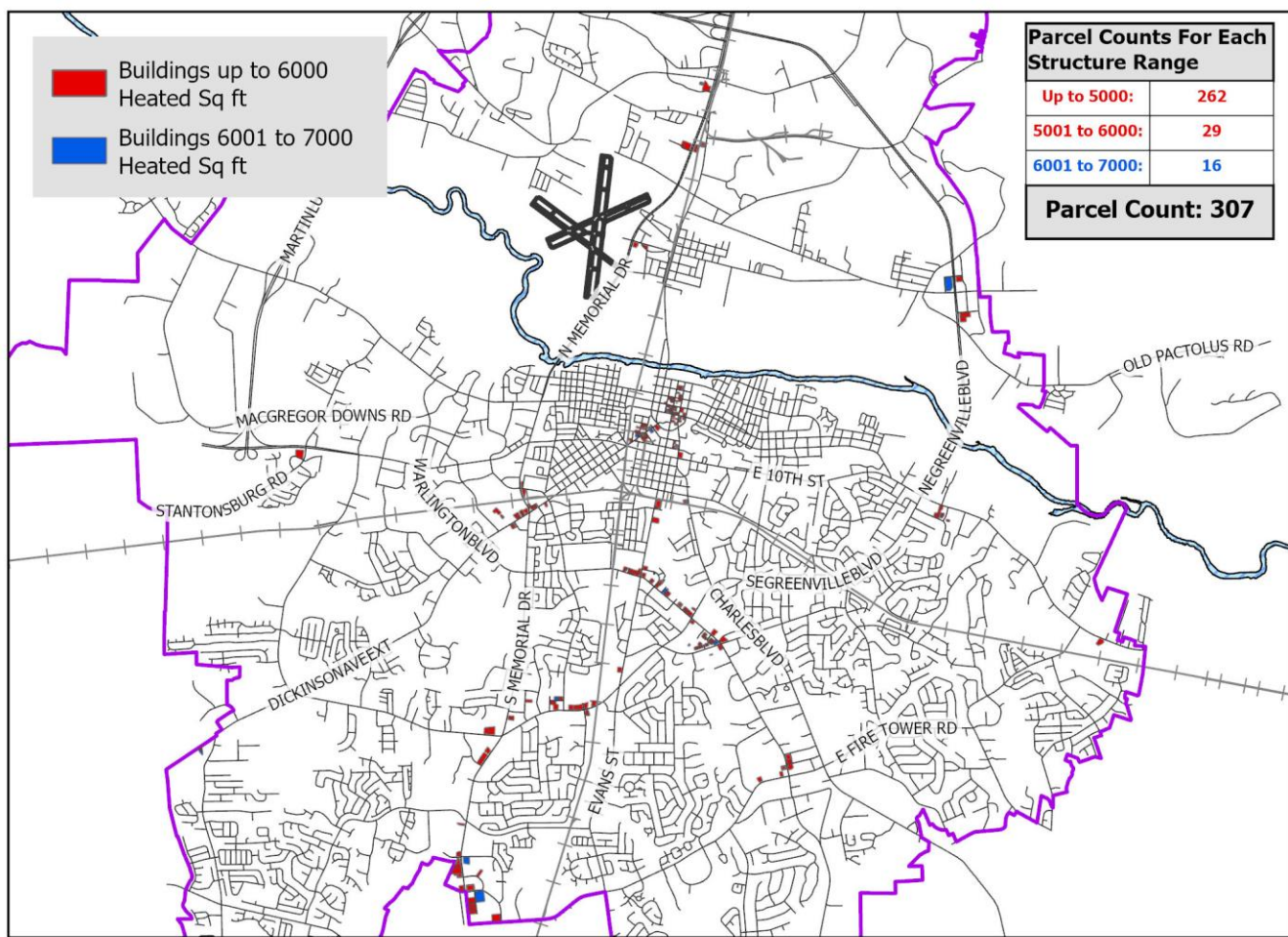


# Series 4

## Map 4



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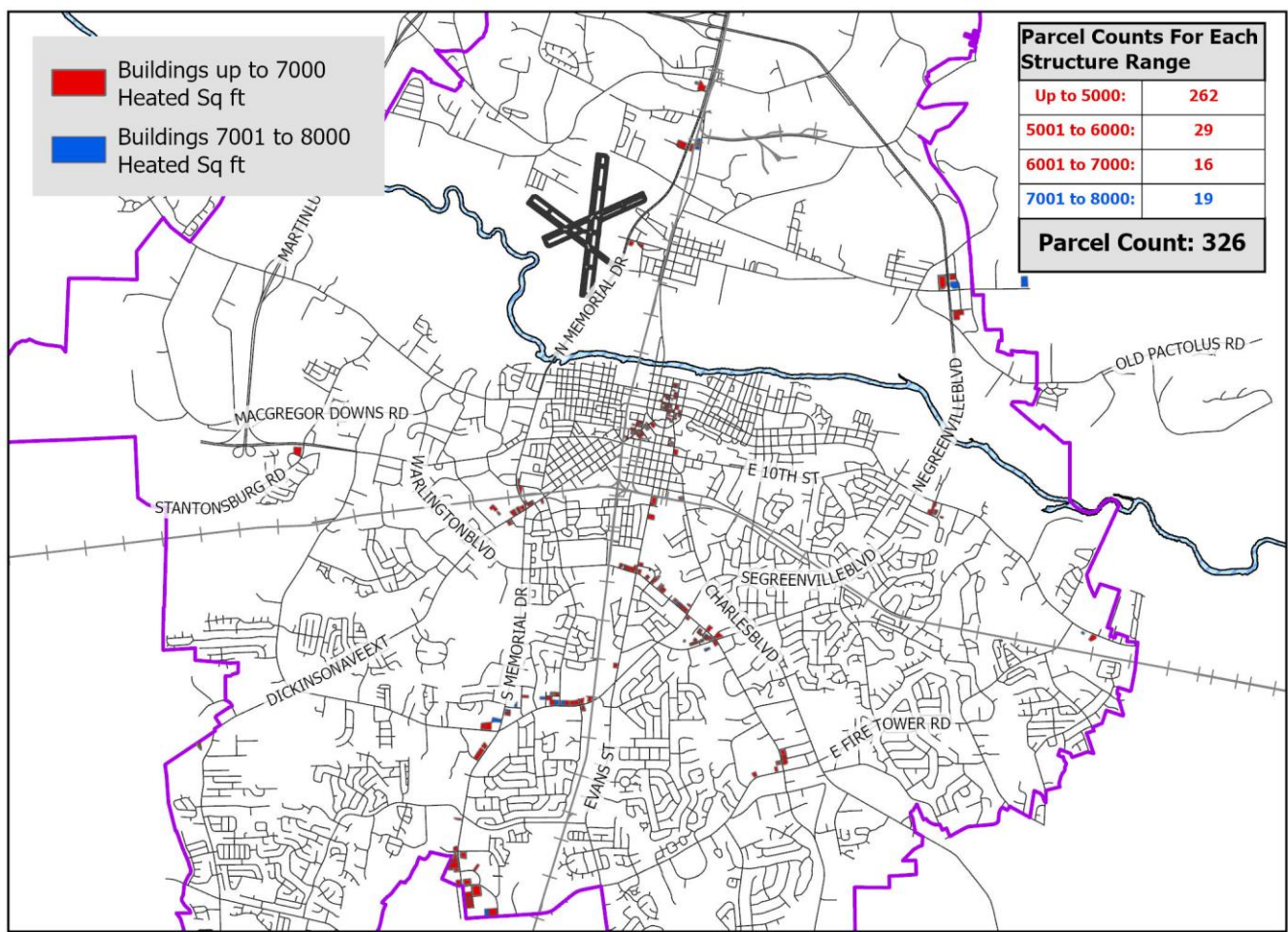


# Series 4

## Map 5



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# Common Issues with Current Standards In Greenville

- **Enforcement**
  - Limited support when enforcing zoning
  - Inability to obtain audit information from the State of North Carolina
- **Reduced opportunity for business creation and/or expansion**
- **Level of Intensity**
  - If rules are “loosened” for these types of establishments, then other lesser intensive establishments should have comparable regulations



# Types of Violations

1. Public Safety Violations (Health & Safety), e.g.:
  - **Major** - assault or blocked exits
  - **Minor** - sale of alcohol to minor or fire extinguisher expired
2. Public Nuisances (Quality of Life), e.g.,  
Trash and debris outside of Bar 2022

# Major and Minor Public Safety Violations Issued by the Police Department

**Table 1: Greenville Police Public Safety Violations Major Violations**

<b>Major Violations</b>	<b>Minor Violations</b>
Aggravated Assault (to include shootings, stabbings, violent assaults resulting in significant injury, employee assaulting patron with significant injury)	Sale of Alcohol to Minors by Outlet Staff
Sexual Assaults	Minor Altercations (fights-little or no injury, verbal disputes requiring police intervention)
Security Neglect	ALE/ABC issues
Prostitution	Security Violation (Minor)
Negligent service of alcohol resulting in severe injury or death	Negligent service of alcohol resulting in injury to persons or property; no injury/treatment required by medical personnel/facility
Selling drugs on premises	Noise Violations
	Other Nuisance Violations



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# Major and Minor Public Safety Violations Issued by the Fire/Rescue Department and/or the Inspections Division

Table 2: Greenville Fire/Rescue/Building Code Public Safety Violations	
Major Violations	Minor Violations
Blocked egress or exit that is inoperable/ Inadequate means of egress	Exit sign not working properly
Fire protection system impairment including sprinkler/fire alarm	Emergency lighting not working properly
Illegal/unapproved use of pyrotechnics	Fire extinguishers expired or not working properly
Installation of unapproved wall coverings that promote flame spread	Misuse of extension cords
Hazardous conditions prone to cause fire	Damaged electrical outlets
Bad condition of walls	Unapproved construction or modification to existing space (potentially major if significant change as determined Fire Marshal)
Overloaded floors	Failure to complete required staff training
Defective construction	
Decay	
Unsafe wiring or heating systems	

# Public Nuisance Violations Issued by Police, Fire/Rescue, and Planning Departments

Table 3: Public Nuisance Violations	
Violation	Responsible Department
Noise	GPD
Trash and debris	NBS
Lack of required security personnel on-site	GPD, PDS
Other minor SUP violation	GPD, FR, PDS
Non-life safety building/fire/zoning violations	FR, PDS
Lack of permit holder or on-site manager on the premises	GPD, PDS

## Citations

Type of Violation	First Day	Second Day/Second Violation within 12 Months	Third Day/Second Violation within 12 Months
Major Violation	\$500	\$1,000	\$2,000
Minor Violation	\$250	\$500	\$1,000

# What Is An Alcohol Establishment?

City staff categorizes alcohol establishments as places where the primary activity is the sale AND consumption of alcohol on-site.

These include the following uses:

- Bar (AKA nightclub and public/private club)
- Bar 2022 (Greenville-centric use)
- Microbrewery (small scale manufacture of beer on-site)
- Microdistillery (small scale manufacture of spiritous liquor on-site)
- Wine and beer store (off and on-premise sale and consumption)
- Accessory sales of beer and wine in some retail establishments

Each of these uses have unique rules and regulations that are based, in part on state regulations and have been supplemented, where possible, for Greenville's unique needs and desires.



# Special Use Permits

- Table of Uses – Permitted, Special Use Permit, or Prohibited.
- A permit required for a use that is allowed in a particular zoning district only under specific criteria.
- Board of Adjustment (BOA) has the authority to grant SUPs and to place reasonable conditions on a property to satisfy the general criteria
- The permit and all conditions (*if applicable*) are applied to the property.
- Special use permits do not have an expiration date and run with the land.





# What is an appropriate maximum size? Occupant Loads

**Q:** Is there a Maximum Occupant Load for a structure?

**A:** Yes, Assembly area occupant loads are calculated on the following criteria:

<b>Occupant Load Table for Assembly Areas</b>	
<b>Assembly Areas Type</b>	<b>SF Per Person</b>
<b>Table and Chair Areas</b>	<b>15</b> net SF per person
<b>Concentrated (chairs only – not fixed)</b>	<b>7</b> net SF per person
<b>Standing space and queuing lines</b>	<b>5</b> net SF per person
<b>Gaming floors (keno, slots, etc.)</b>	<b>11</b> SF per person

# What is an appropriate maximum size? Occupant Loads

- There is not a specific occupant load that applies to all structures of an equal size.
- The occupant load is determined by the layout and use of each of the function areas of the building.
  - Entire area used for and supporting the establishment, including restrooms, behind bar and physical bar area, stage, storage rooms, mechanical rooms, table and chair areas, offices, outside areas such as decks or patios, etc.
  - Each of these areas have different ratios based on square footage to calculate the occupant load.



# Current Definition and Standards for a Bar 2022

An establishment of which the principal use is entertainment, and which meets all of the following:

- (1) Occupies less than 2,000 square feet of space of premises;
- (2) May provide live or recorded amplified music;
- (3) May provide a floor show;
- (4) May provide a dance area;
- (5) Only allowed in a specific geographic area

No separation between a bar 2022 and any other use or zoning district.

\*The Bar 2022 use was viewed as an alternate use for a Bar in the downtown area.



# Additional Standards

- Requires an Enforcement Plan
- Requires manager to be on-site when Bar 2022 is open (even for private events)
- Requires security personnel if Bar 2022 has amplified entertainment after 11PM
- Requires security plan approved by GPD
- Requires compliance with current building codes and safety standards



# Additional Standards: Enforcement Plan

- Bar 2022 is the only alcohol establishment with an Enforcement Plan based on citations for public safety and/or public nuisance violations within a 6-month period.
- PDS staff can request the Board of Adjustment hold a hearing to consider modification or revocation of the special use permit.

# What is an appropriate maximum size?

## Examples:

- Chic-Fil-A (Evans St): 3940 SF
- Pitt Street Brewing: 7800 SF
- Blackened Kraken: 2288 SF

# What is an appropriate maximum size? Cont'd

Microbreweries are **large in size** due to having brewing equipment on site to make beer, which is a requirement as a microbrewery.

For example:

- Uptown Brewing is 5600 SF
- Pitt St. Brewing is 7800 SF

# What is an appropriate maximum size? Cont'd

Do we look at structures differently?

Regular Structures

vs.

Microbrewery Structures





# What is an appropriate maximum size? Cont'd

Type of Structure	Considerations
Regular	<ul style="list-style-type: none"><li>• No equipment</li><li>• Smaller SF</li></ul>
Microbrewery	<ul style="list-style-type: none"><li>• Equipment</li><li>• Larger SF with reduction for patron area</li></ul>

# What is an appropriate maximum size?

## Microbrewery Equipment Area

Applying the floor space for Equipment:  
(30% min floor area to 5000 SF max floor area)

- Uptown Brewing is 5600 SF (1680 sq ft- 5000 sq ft)  
*So, patron space could be... 3,920 SF. down to 600 SF*
- Pitt St. Brewing is 7800 SF (2340 sq. ft.- 5000 sq. ft.)  
*So, patron space could be... 5,460 SF down to 2,800 SF*



# Current Zoning Districts That Allow Bars

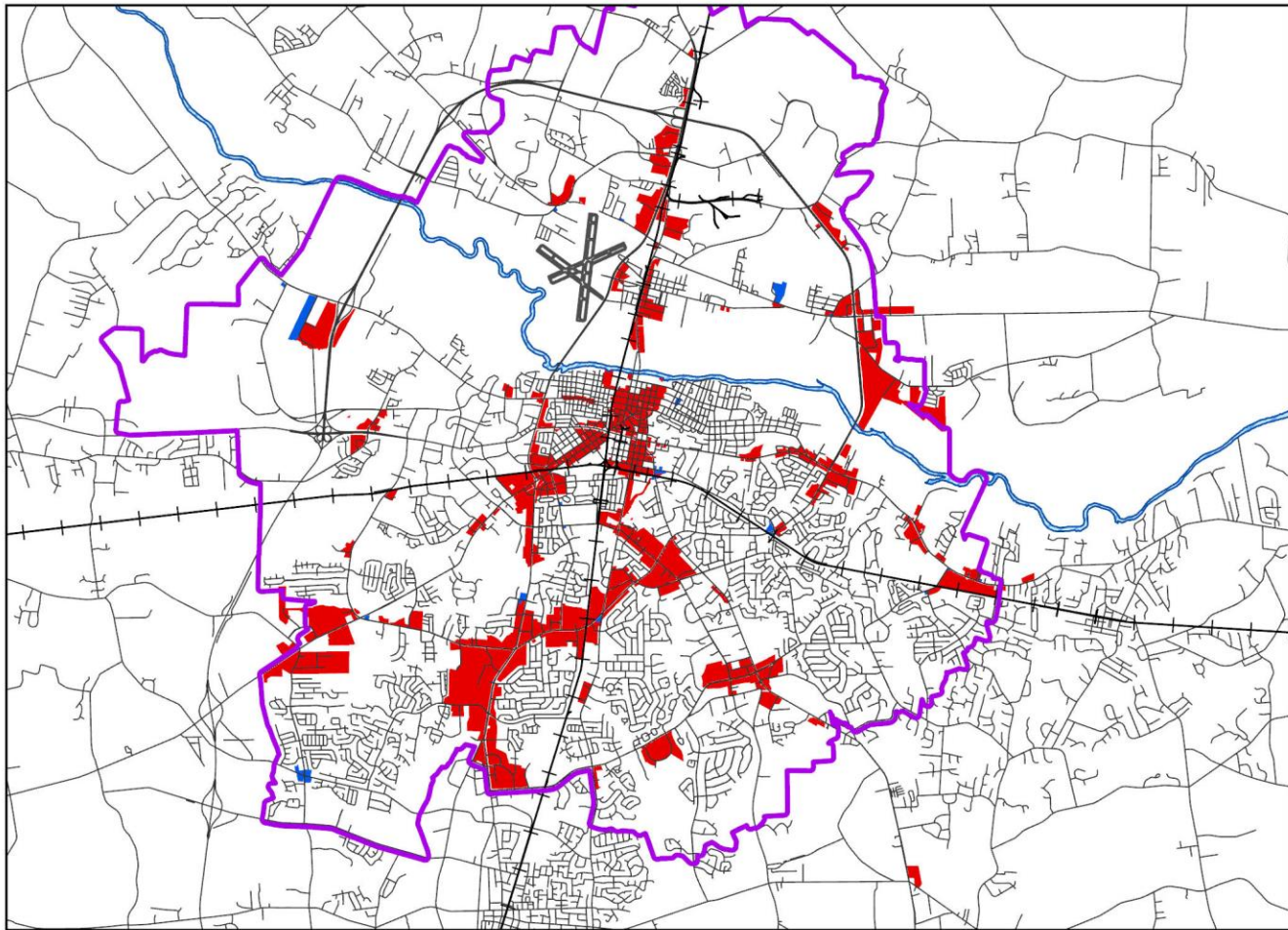
Only allowed with a Special Use Permit in the following districts:

- Downtown Commercial (CD)
- Downtown Commercial Fringe (CDF)
- General Commercial (CG)
- Heavy Commercial (CH)



# CD/CDF/CH/CG/CN Zoning Combined

 Commercial Zoning



0 5,000 10,000 20,000 Feet



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**Is there consideration for  
including spacing  
requirements for a Bar  
2022 outside of the  
downtown area?**



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# Consideration of Spacing Requirements

## Bars:

- 500-foot spacing requirement between bars. Measured from lot lines.
- 500-foot spacing requirement from single-family dwellings located in a zoning district that allows single family uses. Measured from lot lines.
- 500-foot spacing from all single-family residential zoning districts. Measured from lot lines.



# Consideration of Spacing Requirements Cont'd

## Bar 2022:

- Currently, there are no spacing requirements between any other use or zoning district.
- If there is consideration of allowing a Bar 2022 outside of the downtown area, there should be consideration of spacing requirements.
- If the same separation distances are applied to Bar 2022, it can limit/impede the opportunities for a Bar 2022 outside of the downtown area.

# **Item 3**

## Presentation of Recommendations for Boards and Commissions



The background features abstract, overlapping green geometric shapes in various shades of green, creating a modern and dynamic look. The shapes are primarily triangular and polygonal, with some areas being more translucent than others.

# BOARDS & COMMISSIONS SUBCOMMITTEE PROPOSALS

CITY OF GREENVILLE, NC

# Recap of Timeline:

February 2025

- Workshop Presentation, Subcommittee Formed

March 2025

- Feedback gathered from committee members and staff

April 2025 - August 2025

- Subcommittee meetings and peer discussions
- Formulation of proposals

# Types of Boards and Commissions

## ADVISORY

Board/Commission	Creation Date	Number of Members	Type of Board Advisory, Quasi-Judicial, Autonomous
Affordable Housing Loan Committee	1994	8	Advisory
Environmental Advisory Commission	1975	7	Advisory
Historic Preservation Commission	1988	10	Quasi-Judicial/Advisory
Human Relations Council	1972	18	Advisory
Multi-Modal Transportation Commission	2020	7	Advisory
Neighborhood Advisory Board	2008	10	Advisory
Planning and Zoning Commission	1956	12	Advisory
Police Community Relations Committee	1996	9	Advisory
Recreation and Parks Commission	1951	9	Advisory
Youth Council	2005	20	Advisory

# Questions Considered During the Review of Current Boards and Commissions:

Are the reasons the board or commission was created still valid?

Is the board or commission producing the expected results? If not, what are some opportunities for improvement?

Are there other avenues available to achieve community engagement?

Is this a good use of volunteers' time and efforts?



# AFFORDABLE HOUSING LOAN COMMITTEE (AHLC)

## DISCUSSION:

- Limited on abilities - Council takes action to set and approve initiatives aimed at increasing affordable housing with efforts driven by staff
- Commission currently serves as an additional step for applicants serving as a perfunctory approver

## RECOMMENDATION:

- Dissolve the AHLC
- Staff coordinate opportunities for public expression and education related to housing
- Form task force committees as the need arises

# ENVIRONMENTAL ADVISORY COMMISSION (EAC)

## DISCUSSION:

- Staff significant organizational changes in the City, including the hiring of technical experts
- Decreased need for expertise on volunteer commission
- Desire to diversify the pool of applicants

## RECOMMENDATION:

- Soften membership requirements to increase the flexibility of appointments

# HISTORIC PRESERVATION COMMISSION (HPC) AND PLANNING & ZONING COMMISSION (PZ)

## DISCUSSION:

- Limited ability for changes due to statutory requirements for both boards
- Preliminary plat approval process being considered by the State (PZ)
- Planning Staff working with a consultant on Design Guidelines (HPC)

## RECOMMENDATION:

- No structural changes recommended at this time
- Wait to see the results from the State and consultant

# HUMAN RELATIONS COUNCIL (HRC)

## DISCUSSION:

- Work done is in line with goals
- Size of the board - 18 members
  - Hard to meet quorum
  - Can be unwieldy

## RECOMMENDATION:

- Reduce the size of the board

# MULTIMODAL TRANSPORTATION COMMISSION (MTC)

## DISCUSSION:

- Scope and focus discussed and deemed appropriate because transportation issues are interconnected
- MTC's desire to maintain momentum

## RECOMMENDATION:

- Inform the MTC of its ability to form subcommittees and set meeting schedule
- Change the length of terms

# NEIGHBORHOOD ADVISORY BOARD (NAB)

## DISCUSSION:

- Inactive for the past 2+ years
- Mission and goals of the NAB realized with the creation of the Neighborhood & Business Services Department

## RECOMMENDATION:

- Dissolve the NAB
- Staff coordinate neighborhood symposiums and other like opportunities on a regular basis

# POLICE COMMUNITY RELATIONS COMMITTEE (PCRC)

## DISCUSSION:

- Appointment structure and terms not consistent with other boards and commissions

## RECOMMENDATION:

- Change the appointment structure from a direct appointment to an appointment by majority vote
- Change the length of terms



# RECREATION & PARKS COMMISSION (RPC)

## DISCUSSION:

- Difficulties confirming quorum
- Desire to see dedicated time for board discussion

## RECOMMENDATION:

- Reduce membership on the board to help with quorum issues
- Add board discussion to the monthly agenda

# YOUTH COUNCIL (YC)

## DISCUSSION:

- Scope not aligned with actual work
- Size of the board - 20 members
  - Hard to meet quorum
  - Can be unwieldy

## RECOMMENDATION:

- Shift the focus of the Youth Council to a leadership training opportunity
- Reduce the size of the Youth Council

# GENERAL/STRUCTURAL RECOMMENDATIONS

## Cooling-off period (time between reappointments)

- Ensure consistent turnover to allow different ideas and perspectives
- Initial cooling-off period - period equivalent to one year after a full term
- Subsequent cooling-off periods - period equivalent to the length of one term
- No term limits

# GENERAL/STRUCTURAL RECOMMENDATIONS - COOLING OFF PERIOD

Term and Cooling Off Period	
1 <sup>st</sup> Term	3 years
Cooling Off Period	1 year
2 <sup>nd</sup> term	3 years
Cooling Off Period	3 years
3 <sup>rd</sup> term	3 years
Cooling Off Period	3 years

# GENERAL/STRUCTURAL RECOMMENDATIONS

## Standardization of Membership and Appointment Structure

- **NUMBER OF MEMBERS** - 7 members for all discussed boards except for the Historic Preservation Commission and the Planning & Zoning Commission
- **LENGTH OF TERMS** - Term lengths equivalent to three years
- **NOMINATIONS**- Mayor & City Council assigned nominations on all advisory boards
- **APPOINTMENT STRUCTURE** - All appointments made by a majority vote of the City Council

# GENERAL/STRUCTURAL RECOMMENDATIONS

## - NUMBER OF MEMBERS

Board/Commission	Current Number of Members	Proposed Number of Members
Environmental Advisory Commission	7	7
Human Relations Council	18	7
Multi-Modal Transportation Commission	7	7
Police Community Relations Committee	7	7
Recreation and Parks Commission	9	7
Youth Council	20	7

# GENERAL/STRUCTURAL RECOMMENDATIONS

## - LENGTH OF TERMS

Board/Commission	Current Term Length	Proposed Term Length
Environmental Advisory Commission	3 years	3 years
Human Relations Council	3 years	3 years
Multi-Modal Transportation Commission	2 years	3 years
Police Community Relations Committee	2 years	3 years
Recreation and Parks Commission	3 years	3 years
Youth Council	1 year	1 year



# GENERAL/STRUCTURAL RECOMMENDATIONS - NOMINATIONS & APPOINTMENT STRUCTURE

Board/Commission	Current Nomination; Appointment Structure	Proposed Nomination; Appointment Structure
Environmental Advisory Commission	City Council Liaison Nominates; Majority Vote	Assigned Nominations; Majority Vote
Human Relations Council	City Council Liaison Nominates; Majority Vote	Assigned Nominations; Majority Vote
Multi-Modal Transportation Commission	City Council Liaison Nominates; Majority Vote	Assigned Nominations; Majority Vote
Police Community Relations Committee	Assigned Nominations; Direct Appointment	Assigned Nominations; Majority Vote
Recreation and Parks Commission	Assigned Nominations; Majority Vote	Assigned Nominations; Majority Vote
Youth Council	City Council Liaison Nominates; Majority Vote	Assigned Nominations; Majority Vote

# GENERAL/STRUCTURAL RECOMMENDATIONS

## Timing of Planning Retreats for Advisory Boards

- Occur after the City Council's Planning Retreat so that boards can build their plans around the Council's goals and priorities; should occur February/March

## Opportunities for Engagement

- Coordinate the participation of advisory boards at City-sponsored events

# ENC ALLIANCE

## Membership Composition:

- 3 voting members appointed by the City Council
- 1 City Council Liaison appointed by the City Council

## Concerns:

- Lack of formal procedure to nominate members to serve
- Lack of clarity on terms

## Recommendation

- Implement a rotating schedule amongst the Mayor and City Council to nominate the three voting members with terms of three years
- Mayor appoints City Council Liaison when assigning City Council Liaisons

## NEXT STEPS



Gather feedback and direction  
from the City Council



Bring back updated policy at  
the October 6, 2025, meeting  
for consideration and adoption



QUESTIONS?

# **City Council Workshop**

September 8, 2025

