GOLDSBORO CITY COUNCIL
REGULAR MEETING AGENDA
MONDAY, JULY 13, 2026

(Please turn off, or silence, all cellphones upon entering the meeting.)

1. Call to Order – 5:30 P.M.

Council Chambers

1.1 Invocation — (Archbishop Anthony Slater, Fire Chaplain)

1.2 Pledge of Allegiance

2. Roll Call

3. Adoption of the Agenda

4. Recognitions and Presentations

4.1 United Way UCAN Funding Report

4.2 Retirement Resolution for Gina Poandl

4.3 Resolution Requesting That The North Carolina Department of Transportation Dedicate and Name a Wayne County Portion of Future I-42 In Goldsboro, Wayne County, North Carolina In Honor of Jack Best

5. Public Hearings

5.1 Public Hearing for Substantial Amendments to the 2020 Annual Action Plan - CDBG-CV Reallocation

5.2 Public Hearing for Draft FY2026-2027 Community Development Annual Action Plan

5.3 Elevate Goldsboro: Comprehensive Land Use Plan and Map

6. Public Comment Period

7. Consent Agenda

7.1 Approval of the Minutes of the Goldsboro City Council: Special Meeting held June 1, 2026, Regular Meeting held June 1, 2026 and Regular Meeting held June 15, 2026

7.2 Amending a Grant Project Fund Ordinance – Community Development Block Grant Coronavirus (CDBG-CV) Special Revenue Fund (C2102)

7.3 Amend to Approve FY2026-27 Manual of Fees and Charges for Stormwater Fees

8. Old Business

8.1 Resolution Awarding a Contract for Investment Advisory Services to Valley View Consulting, LLC

8.2 EPA Brownfield Assessment Grant Update

8.3 FY27 Utility Rate Ordinance Amendment

9. New Business

9.1 NC Freedom Festival 2026 - Street Closure

9.2 Future Fire Station Location Analysis

9.3 FY2026-27 Operating Budget Amendment

10. City Manager's Report

11. Mayor and Councilmembers' Comments

12. Closed Session (if necessary)

13. Adjournment

The City of Goldsboro will make reasonable accommodations for access to City services, programs, and activities, and will make special communication arrangements for persons with disabilities. Please call (919) 580-4330 by noon on the Thursday prior to the meeting to make arrangements.

UNITED WAY
Wayne County

$50,000 INVESTED. 411 LIVES IMPACTED.

Through the City of Goldsboro's investment in United Way of Wayne County's UCAN Program, local residents and neighbors were able to stay housed, keep the lights on, put food on the table, and move forward with hope.

193 Households Served

411 Individuals Impacted

OCT. 2025 THROUGH MAY 2026



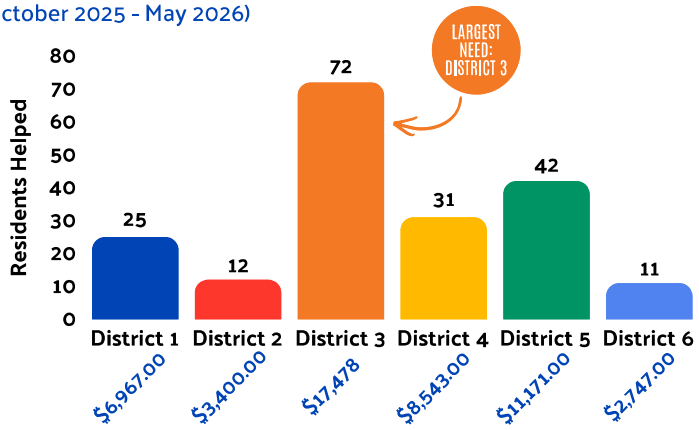
UCAN IMPACT REPORT

CITY OF GOLDSBORO GRANT UPDATE

United is the way to a stronger community.

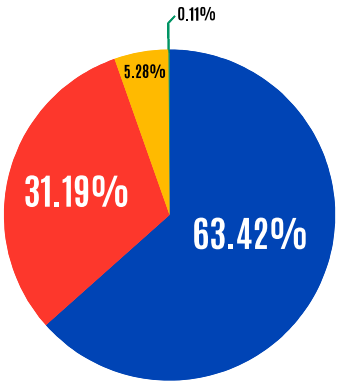
IMPACT ACROSS GOLDSBORO

Residents served by City Council Districts 1-6
(October 2025 - May 2026)



HOW THE CITY OF GOLDSBORO UCAN FUNDS WERE USED

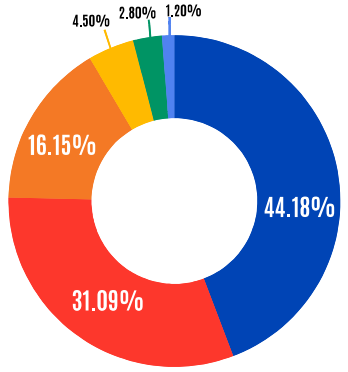
Out of $50,000 invested



- Housing Assistance (Rent) 63.42%
- Utility Stabilization 31.19%
- Food Security Support 5.28%
- Transportation Access 0.11%

PRIMARY DRIVERS OF FINANCIAL STABILITY

Out of $50,000 invested



- Employment Disruptions
- Health & Medical Challenges
- Emergency & Disaster Relief
- ALICE/Income Gap Challenges
- Transportation Barriers
- Childcare Instability

More than 75% of households seeking assistance experienced either employment interruptions or medical hardships.

SUPPORTED BY THE CITY OF GOLDSBORO

Because of this partnership, United Way of Wayne County was able to respond quickly to urgent community needs and provide direct assistance to households experiencing crisis situations across all six districts.

UNITED WAY
Wayne County
unitedwayne.org
919-735-3591

SCAN TO LEARN MORE ABOUT OUR UCAN PROGRAM

NC 211 YEAR END REPORT

JANUARY - DECEMBER 2025

United Way of Wayne County Activity Overview

2,851 Handled calls in your coverage area

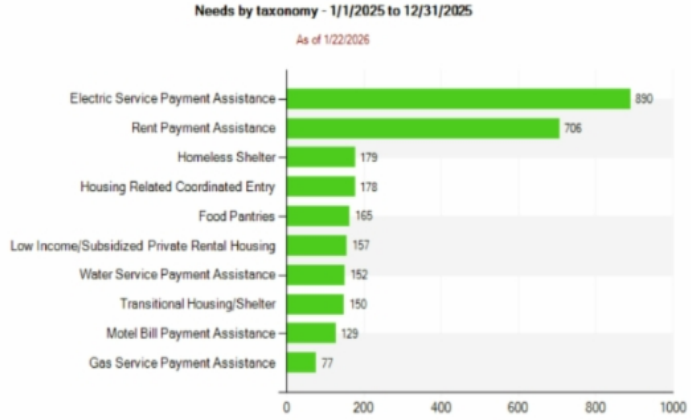
4,066 Recognized needs across 246 unique categories

319 Recognized unmet needs across 72 unique categories

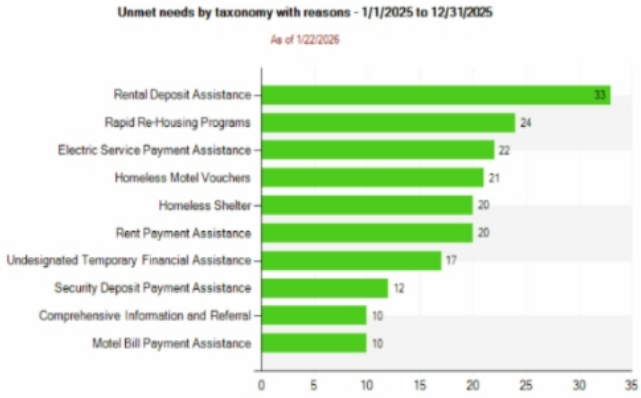
103 Agencies were verified in your area

16 New agencies were added from your area to our database

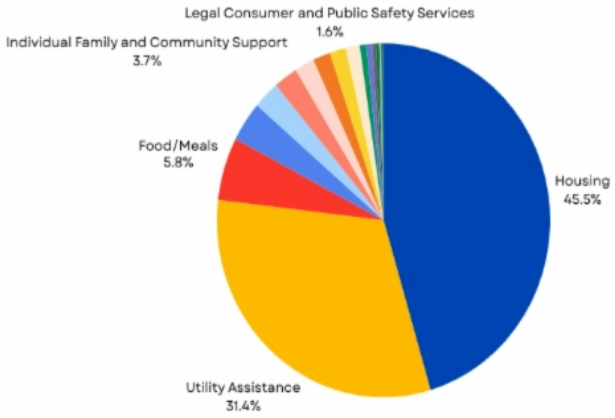
TOP NEEDS



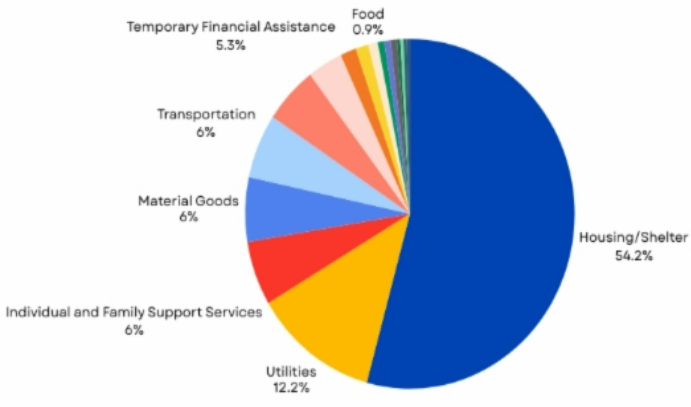
TOP UNMET NEEDS



NEEDS BY CATEGORY



UNMET NEEDS BY CATEGORY



The majority of calls originated from Goldsboro (27530)

576 Consumers showed interest in digital opportunities

19 completed digital training calls in your area

K'leigh Mayer, Client Services and Reporting Manager
Phone: (984) 208-7028
Email: kmayer@unitedwaync.org

To add or update an existing resource in the NC 211 database, please contact your local NC211 Resource Coordinator: Gerard Ciccarelli at gciccarelli@unitedwaync.org or call 984-263-0817

UNITED WAY North Carolina | 211

UNITED WAY Wayne County

Issue Focus Transformation- UPDATE (Summer 2026)

Issue of Poverty. Addressing Root Causes.

United Way of Wayne County is in the midst of a bold Issue Focus Transformation—and we're excited to share an important milestone. After extensive research and community input, our Board of Directors has approved a strategic direction focused on addressing the root causes of poverty in Wayne County.
Our Community Goal- Empower 12,000 individuals to achieve financial stability by 2035

Why This Matters

Poverty is not caused by a single issue—it is driven by interconnected challenges that keep families from moving forward. Our work is now centered on tackling these challenges at their source:

Root Causes of Poverty in Wayne County

- **Childcare Access & Affordability**
  Without reliable childcare, parents cannot fully participate in the workforce or pursue better opportunities.
- **Income & Career Instability** *(Employment & Income)*
  Access to training, career pathways, and livable wages prevents long-term financial security.
- **Essential Needs Instability** *(Basic Needs)*
  Difficulty securing housing, food, transportation, and utilities keeps families in cycles of crisis.

Our Strategic Framework: Four Pillars of Impact

◈ **Community Resiliency**

Strengthening our community's ability to respond to crises and disasters that can quickly destabilize families. Includes emergency assistance, disaster response, volunteer mobilization, and coordinated community support systems.

◈ **Childcare**

Expanding access to affordable, high-quality childcare so parents can work and children can thrive. Focus on increasing availability, reducing waitlists, and supporting working families.

◈ **Economic Mobility *(Basic Needs)***

Helping families stabilize and move beyond crisis by ensuring access to essential resources like housing, food, utilities, and transportation—while creating pathways forward.

◈ **Career Pathways & Financial Growth *(Employment & Income)***

Connecting individuals to job training, certifications, and career opportunities that lead to sustainable wages—while building financial skills like budgeting, credit, and savings.

What This Means for annual Campaign- Investors are:

- Investing in long-term solutions—not just short-term relief
- Helping families move from crisis to stability
- Strengthening the local workforce and economy
- Supporting working parents and future generations

Transition Timeline: What to Expect

United Way of Wayne County remains in a transition phase. The 2026 campaign will continue in the traditional approach funding programs in 2027 around health, education, basic needs & financial stability; however, at a reduction in grant allocations, while preparing for 100% issue focus the following year. Community summits and input will support consideration of future initiatives.

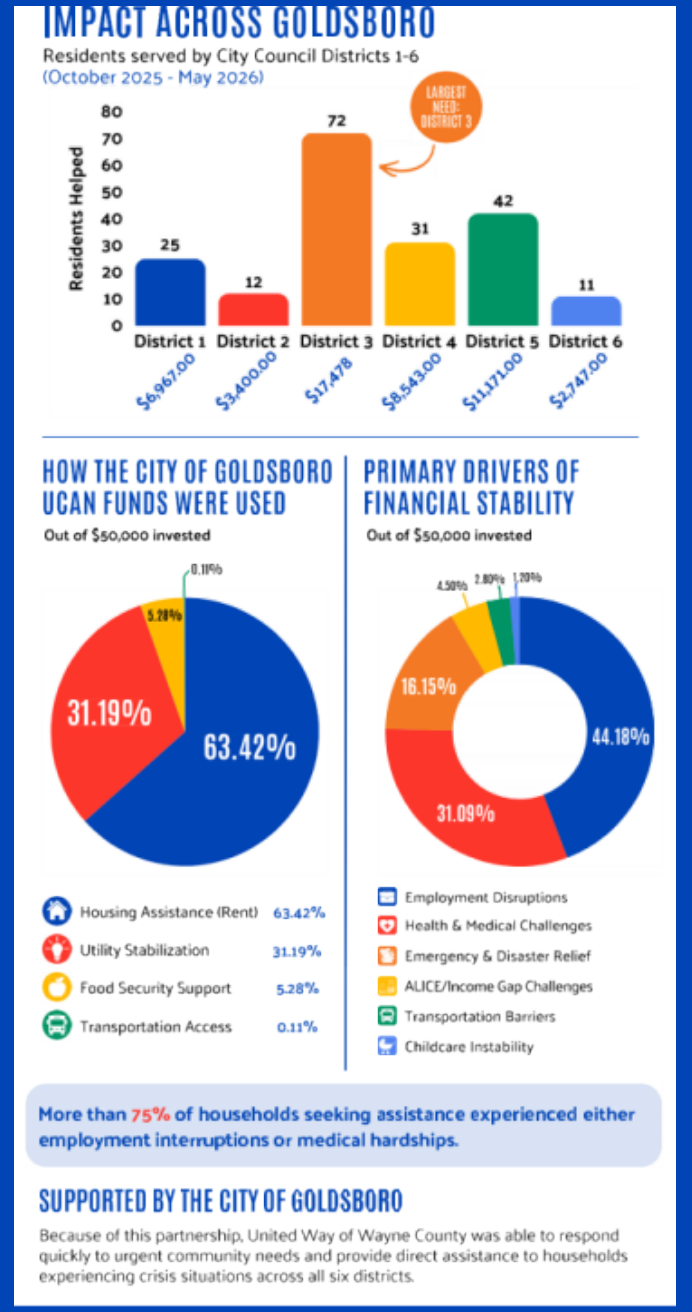
UNITED WAY
Wayne County

UCAN FUNDING REPORT

Sherry Archibald

Executive Director
United Way of Wayne County





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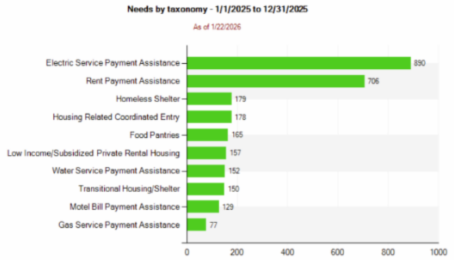
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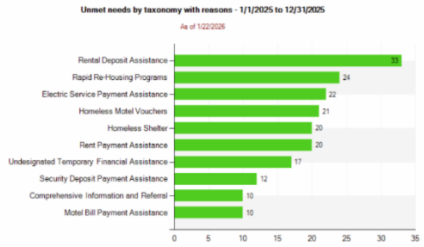
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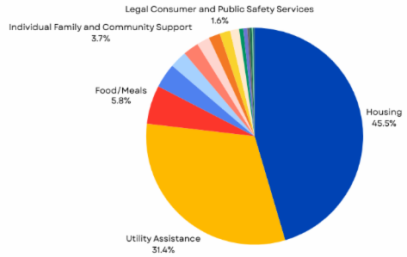
TOP NEEDS



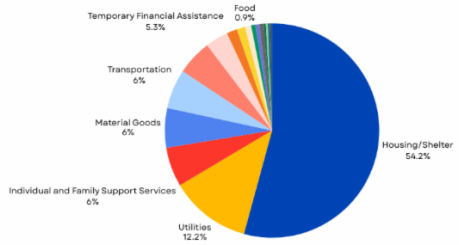
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UNITED WAY North Carolina | 211

UNITED WAY Wayne County

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RESOLUTION 2026 – 50

RESOLUTION EXPRESSING APPRECIATION FOR SERVICES RENDERED BY GINA POANDL AS AN EMPLOYEE OF THE CITY OF GOLDSBORO FOR MORE THAN 21 YEARS

WHEREAS, Gina Poandl retires on July 1, 2026, as a Human Resources Technician with more than 21 years of service with the City of Goldsboro; and

WHEREAS, Gina began her career on November 8, 2004, as an Office Assistant III with the Parks & Recreation Department; and

WHEREAS, on June 16, 2010, Gina was promoted to the position of Payroll Technician with the Finance Department; and

WHEREAS, on March 29, 2017, Gina was promoted to Human Resources Technician with the Human Resources Department where she continued to serve with dedication in that capacity until her retirement; and

WHEREAS, Gina has demonstrated exceptional dedication and efficiency in her service, earning the respect and admiration of her colleagues and the citizens of the City of Goldsboro; and

WHEREAS, the Mayor and City Council of the City of Goldsboro are desirous, on behalf of themselves, City employees, and the citizens of the City of Goldsboro, of expressing to Gina Poandl their deep appreciation and gratitude for the service rendered by her to the City over the years.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina that we express to Gina Poandl, our very best wishes for success, happiness, prosperity, and good health in her future endeavors.

This Resolution shall be incorporated into the official Minutes of the City of Goldsboro and shall be in full force and effect from and after this 13th day of July, 2026.

Charles Gaylor, IV
Mayor

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE: Resolution Requesting That The North Carolina Department of Transportation Dedicate and Name a Wayne County Portion of Future I-42 In Goldsboro, Wayne County, North Carolina In Honor of Jack Best

DEPARTMENT: City Manager's Office

BACKGROUND:
The City of Goldsboro has long partnered with state, regional, and local leaders to advance the development of the Goldsboro Bypass, now designated as I-42, recognizing its importance to the City's transportation network and economic growth. This resolution requests that the North Carolina Department of Transportation dedicate and name a portion of Future I-42 in honor of Jack Best, whose leadership and advocacy were instrumental in advancing the project and its lasting benefits to the City of Goldsboro and Wayne County.

DISCUSSION:

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:
It is recommended by staff that council adopts resolution, requesting that the North Carolina Department of Transportation dedicate and name a portion of Future I-42 in Wayne County in honor of Jack Best.

MANAGER'S RECOMMENDATION:

APPROVERS
Sakeithia Reece
Kelly Arnold
Matthew Livingston

RESOLUTION 2026 -

RESOLUTION REQUESTING THAT THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION DEDICATE AND NAME A WAYNE COUNTY PORTION OF FUTURE I-42 IN GOLDSBORO, WAYNE COUNTY, NORTH CAROLINA IN HONOR OF JACK BEST

WHEREAS, transportation facilities in Eastern North Carolina are essential to the expedient movement of goods, services and residents of the Great State of North Carolina; and

WHEREAS, the City of Goldsboro has served as the Lead Planning Agency for transportation in the Goldsboro Urban Area which encompasses a majority of Wayne County; and

WHEREAS, the City of Goldsboro and Wayne County have successfully partnered in their efforts to influence the allocation of funds for the location of superior transportation facilities which would enhance the attractiveness of the area to new business and industry; and

WHEREAS, Jack Best, a local business owner in Goldsboro, who served the public in the capacities as a Wayne County Commissioner and Village of Walnut Creek Councilman, was instrumental in supporting and promoting the planning and construction of a future interstate highway which would connect I-40 to Morehead City through Wayne County; and

WHEREAS, as a public servant, Jack served his constituents well by recognizing that transportation is the key to North Carolina's economic growth and recruitment of jobs; and

WHEREAS, Jack Best was involved in the promotion, design and planning of the Goldsboro Bypass, designated as I-42 corridor within Wayne County through service on various boards and was a founding member of the Highway 70 Corridor Commission; and

WHEREAS, Jack put forth his dedication to making the Goldsboro Bypass, now known as I-42, corridor project a reality through his extensive service to his fellow citizens; and

WHEREAS, on May 27, 2016, Governor Pat McCrory and the North Carolina Department of Transportation joined state and local officials and members of the Highway 70 Corridor Commission to open the completed Goldsboro Bypass, and now designated as I-42; and

WHEREAS, it would be most fitting for the State of North Carolina and the City of Goldsboro to recognize him in a permanent, public manner.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina, hereby recommends honoring Jack Best by requesting that the North Carolina Department of Transportation dedicate and name a portion of the I-42 corridor in Goldsboro, Wayne County, North Carolina, extending from the vicinity of SR 1719 North Beston Road approximately 3.4 miles east to the Lenoir County Line in honor of Mr. Jack Best.

This Resolution shall be in full force and effect from and after July 13, 2026.

_____
Charles Gaylor, IV
Mayor

Attested by:

_____
Laura Getz
City Clerk

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE: Public Hearing for Substantial Amendments to the 2020 Annual Action Plan - CDBG-CV Reallocation

DEPARTMENT: Development Services

BACKGROUND:
The 2020 Annual Action Plan outlined how the City intended to use the Community Development Block Grant (CDBG) and HOME Investment Partnership funds for that program year and acknowledged the receipt of the one-time issuance of Community Development Block Grant Cares Act (CDBG-CV) funds. In accordance with the City's Citizen Participation Plan, the Community Development Division of the Development Services Department will solicit feedback for the Substantial Amendment to the 2020 Annual Action Plan using Community Development Block Grant Cares Act (CDBG-CV) funds, allowing the public multiple opportunities to provide input.

A draft copy of the Substantial Amendments to the 2020 Annual Action Plan was made available to the public on June 15, 2026, for a thirty (30) day public comment period and runs through July 16, 2026. A public hearing is being held tonight, July 13, 2026, during the regular meeting of the Goldsboro City Council, to discuss reallocation of funding.

DISCUSSION:
Per the City's Citizen Participation Plan, a Substantial Amendment to an Annual Action Plan is required when a "substantial" change is proposed, which includes:

- To make a change in its allocation priorities or a change in the method of distribution of funds;
- To carry out an activity using funds from any program covered by the ConPlan (including program income) not previously described in the AAP; or
- To change the purpose, scope, location, or beneficiaries of an activity.

This substantial amendment to the 2020 Annual Action Plan is necessary because the City is proposing to make a change in its allocation priorities by making a public facility improvement to the Bryan Multi-Sports Complex, not included in previous plans.

BUDGET RELATIONSHIP:
Staff intends to expend the remaining available funds through the CDBG-CV grant.

STRATEGIC PLAN RELATIONSHIP:

This action is in alignment with the Community Development Funding goal expends funds for activities that benefit low-to-moderate income (LMI) persons.

STAFF RECOMMENDATION:
It is recommended that Council approve the Substantial Amendments to reallocate funds from the 2020 Annual Action Plan.

MANAGER'S RECOMMENDATION:

APPROVERS
April Choice
Kellianne Williams
Sakeithia Reece
Matthew Livingston

RESOLUTION 2026 -

RESOLUTION APPROVING SUBSTANTIAL AMENDMENTS TO THE 2026 ANNUAL ACTION PLAN CDBG-CV REALLOCATION

WHEREAS, the City of Goldsboro's Community Development Division of the Development Services Department is making a change in its allocation priorities of the 2020 CDBG-CV one-time funding, by proposing a Public Facility Improvement to the Bryan Multi-Sports Complex, not included in previous plans; and

WHEREAS, pursuant to the City of Goldsboro's Participation Plan, the City of Goldsboro's Community Development Department is required to make substantial amendments to its 2020-2021 Action Plans; and

WHEREAS, a draft copy has been made available for public review and comment for the mandatory thirty (30) days; and

WHEREAS, a public hearing is being held tonight, July 13, 2026, to receive public comment.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina, that the Mayor and City Clerk hereby approve the Substantial Amendments to the 2020-2021 Annual Action Plan.

This Resolution shall be in full force and effect from and after July 13, 2026.

_____
Charles Gaylor, IV
Mayor

Attested by:

_____
Laura Getz
City Clerk

SUBSTANTIAL AMENDMENT TO THE 2020 ANNUAL ACTION PLAN

A. EXECUTIVE SUMMARY

The U.S. Department of Housing and Urban Development (HUD) requires all entitlement communities receiving Community Development Block Grant Cares Act (CDBG-CV) funds, such as the City of Goldsboro, to prepare and submit a Consolidated Plan every five years to establish a unified, strategic vision for economic development, housing and community development actions. The Consolidated Plan encompasses the analysis of local community needs and coordinates appropriate responses to those needs and priorities.

The Consolidated Plan is carried out through Annual Action Plans which provide a concise summary of the actions, activities, and the specific federal and non-federal resources that will be used each year to address the priority needs and specific goals identified by the Consolidated Plan. The City must submit an Annual Action Plan to HUD by no later than May 15 of each year during the five-year period.

Per the City's Citizen Participation Plan, a Substantial Amendment to an Annual Action Plan is required when a "substantial" change is proposed, which includes:

- To make a change in its allocation priorities or a change in the method of distribution of funds;
- To carry out an activity using funds from any program covered by the ConPlan (including program income) not previously described in the AAP; or
- To change the purpose, scope, location, or beneficiaries of an activity.

This Substantial Amendment to the 2020 Annual Action Plan is necessary because the City is proposing to make a change in its allocation priorities described in Section C.

B. CITIZEN PARTICIPATION

A Notice of Public Hearing is being published in the Wayne Week on June 21, 2026 and a 30-day public review period notice will be published on the Goldsboro City website at www.goldsbronc.gov on June 15, 2026 informing the public of the proposed Substantial Amendment and inviting comments at the public hearing. The public review period will begin on June 15,2026 and end on July 16, 2026. Citizens can review copies of the Draft Substantial Amendment at the City Manager's Office, the office of Community Development, the front desk at City Hall, the Wayne County Library at 1001 E. Ash St., Goldsboro and the Housing Authority of the City of Goldsboro. On July 13,2026 the Goldsboro City Council will be hearing public comments regarding the Substantial Amendment.

C. CHANGES TO THE 2020 CDBG-CV ACTIVITY

Program Year/Activity Project	Prior Budget	Additional (Reprogrammed) Budget	Total Adjusted Budget	Changes
2020 CDBG-CV Public Facilities and Improvements	$0	($292,378.83)	$292,378.83	Reprogrammed to Bryan Multi-Sports Complex Public Facilities Improvement
NEW ACTIVITY Bryan Multi-Sports Complex Public Facilities Improvement	$0	$292,378.83	$292,378.83	Reprogrammed unused Program Year funds
TOTAL	**$0**	**292,378.83**	**$292,378.83**	

PUBLIC COMMENTS

All public comments received during the 30-day public review period or at the public hearing will be incorporated into the overall Substantial Amendment submitted to HUD.

GOLDSBORO
BE MORE DO MORE SEYMOUR

www.goldsboronc.gov

2020 Substantial Amendment to the 2020 CDBG-CV Annual Action Plan

Why is a Substantial Amendment Needed?



HUD requires an amendment when changing the use of previously approved CDBG-CV funds.



The City is reprogramming unused CDBG-CV funds to a new eligible public improvement project.

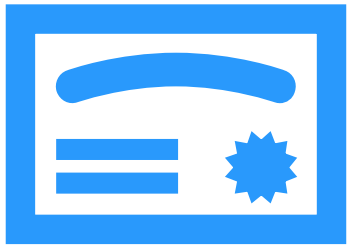
Proposed Change

- From
  - Unallocated/Unused 2020 CDBG-CV Funds
- To (New Activity)
  - Bryan Multi-Sports Complex Public Facilities Improvement
    - Walking trail access improvement
    - New lighting for safe access
    - Expands opportunities for outdoor recreation
    - Expands opportunities for social distancing during future COVID outbreak

Substantial Amendment

Program Year/Activity Project	Prior Budget	Additional (Reprogrammed) Budget	Total Adjusted Budget	Changes
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CDBG-CV Available Funds



Received $427,303 9/10/2020

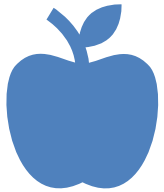


Amount Available to Commit
$292,378.83 by 9/10/2026

Projects Funded



Partnership for Children – Outdoor playground equipment



WAGES – Promoted health and nutrition with meals for senior adults



Four Day Movement – Temporary housing for unhoused individuals/families affected by COVID-19



The Salvation Army – Rental assistance to individuals affected by COVID-19

Public Participation

- 30-Day Comment Period
- Public Hearing: July 13, 2026 – City Council
- Public Meeting: July 14, 2026 – Commission on Community Relations & Development
- To date, no additional comments
- Post comment period, submit to HUD for approval

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE: Public Hearing for Draft FY2026-2027 Community Development Annual Action Plan

DEPARTMENT: Development Services

BACKGROUND:
The Department of Housing and Urban Development (HUD) requires jurisdictions receiving federal funds from Community Development Block Grant and HOME Investment Partnerships programs to develop and submit an Annual Action Plan outlining the proposed projects to serve lower-to-moderate income (LMI) residents in Goldsboro.

Due to the restrictive use of funds placed on the HOME program to focus on projects and/or activities designed exclusively to create affordable housing for low-income households, the City has historically each year carried over a substantial amount of prior years' HOME funds when it has not undertaken large development projects. Over the past few years, staff have successfully worked with developers that have been awarded funds to responsibly spend these funds expending past year's funds and current funds towards large affordable housing projects.

DISCUSSION:
Planning and research are currently being conducted to draft the FY2026-2027 Annual Action Plan. During this planning and draft phase, a Public Hearing and a Public Meeting is required to receive input from the public. A public hearing will be held during the regular meeting of the Goldsboro City Council on July 13, 2026. A brief presentation highlighting the purpose of the Annual Action Plan will be given.

Advertisements were published in Wayne Week on June 28, 2026, relative to the holding of a public hearing at the July 13, 2026, City Council Meeting and the public meeting at the July 14, 2026 regular meeting of the Commission on Community Relations and Development. Comments received during the public hearing and public meeting will be incorporated as part of the City of Goldsboro's draft version of the FY26-27 AAP to be sent to HUD on or before August 16, 2026.

BUDGET RELATIONSHIP:
No funds are planned to be expended from the city budget.

STRATEGIC PLAN RELATIONSHIP:
The annual action plan aligns with the *Community Development Funding* and *Building Thriving Neighborhoods* goals of the City's strategic plan.

STAFF RECOMMENDATION:

MANAGER'S RECOMMENDATION:

APPROVERS
April Choice
Kellianne Williams
Sakeithia Reece
Matthew Livingston

GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina

DRAFT

2026 ANNUAL ACTION PLAN

Community Development Block Grant (CDBG)



30-Day Public Comment Period:
June 30, 2026 to July 30, 2026

City Council Public Hearing:
July 13, 2026

Commission on Community Relations & Development
Public Meeting:
July 14, 2026

ADMINISTERED BY: Development Services Department

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Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Goldsboro is an Entitlement City according to the U.S. Department of Housing and Urban Development (HUD). Accordingly, the City receives annual allocations of funding for Housing and Community Development activities under the Community Development Block Grant Program (CDBG) and Home Investment Partnerships Program (HOME). As an entitlement city, and as a prerequisite to funding, the City must conduct a comprehensive assessment of its housing and community development needs.

This is the City of Goldsboro's second year Annual Action Plan of a Five-Year Consolidated Plan covering the period July 1, 2025, to June 30, 2030, that identifies activities the City will undertake in Fiscal Year 2026-2027. These activities are designed to address priority needs in the community. The Plan describes the resources available, the programs and projects to be funded and the proposed accomplishments for the fiscal year 2026-2027.

The City received $337,814.00 in CDBG funds and $225,732.15 in HOME funds allocated from HUD for Fiscal Year 2025-2026. To date, no allocation amount has been awarded for fiscal year 2026. In addition, there are prior year funds that remain available and will be used to support previously programmed and ongoing community development activities. CDBG-CV funds are still available and will be used to support activities that prevent, prepare for, or respond to Coronavirus by September 2026.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

It is the objective of this plan to continue to address the priority needs that were identified during the preparation of the Five-Year Consolidated Plan. As such, during this program year, CDBG and HOME funds will be used to support efforts that address affordable housing, neighborhood stabilization, non-housing community development, and affirmatively furthering fair housing.

Specifically, the activities proposed for CDBG & HOME funding include Administration (CDBG) $66,000; Housing Rehabilitation (CDBG) $160,000; Public Services (CDBG) $50,000; Infrastructure & Project Delivery (CDBG) $54,000; Administration (HOME) $22,000, Down Payment Assistance (HOME) $60,000; CHDO Reserve (HOME) $33,000; and Affordable Housing Construction (HOME) $105,000.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The City prepares the Consolidated Annual Performance and Evaluation Report (CAPER), which captures progress toward meeting the goals established in the Consolidated Plan and Annual Action Plans. CDBG & HOME funds are used exclusively for meeting the three goals of: providing decent housing; a suitable living environment; and/or expanding economic opportunities. Funds are also used to benefit low and moderate-income households. Overall, the City of Goldsboro will continue to strive to utilize CDBG and HOME funding to meet community needs and benefit low and moderate-income citizens. Past performance of the program has included using CDBG funding to assist with improving public facilities to ensure accessibility and availability of services for homeless populations; HOME funding to assist with acquisition and construction of single-family housing to promote neighborhood revitalization and homeownership; CDBG-CV public service activities to prevent, prepare for, and respond to the Coronavirus and partnerships with the North Carolina Housing Finance Agency to provide Urgent Repair and Disaster Recovery, as needed, owner-occupied rehabilitation.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

During preparation of the FY26-27 Annual Action Plan, Staff sought input from the community. Initial Annual Action Plan consultations were anticipatory and carried out before HUD announced grantee allocations for FY26-27. To date, FY26-27 allocations have not yet been announced, and we anticipate funding based on the recent FY25-26 allocation award. Please note that there will be one public meeting and one public

hearing scheduled. There was one, 30-day public comment review period published. Additionally, citizen surveys were distributed during a June 20, 2026 community event requesting funding priority input.

Per the City's Citizen Participation Plan, the Commission on Community Relations and Development held a public meeting on July 14, 2026. A public hearings was scheduled and held during the regular meeting of Goldsboro City Council on July 13, 2026 at 5:30pm in City Hall. A public notice was advertised as per the Citizen Participation Plan. All public comments received from the 30-day public comment period, public meeting, and public hearing will be incorporated into the plan.

A draft of the Annual Action plan was made available for public comment and review from June 30, 2026 through July 30, 2026. Copies of the draft Annual Action Plan were placed at public access sites such as the desk of City Receptionist and the office of the Clerk, both at the City Hall Annex, located at 200 N. Center Street; the Community Relations Office at City Hall, located at 214 N. Center Street; the Wayne County Public Library, located at 1001 E. Ash Street; the Housing Authority of the City of Goldsboro, located at 700 N. Jefferson Avenue; and on the City's website at www.goldsboronc.gov. All written comments will be incorporated into the plan.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

A summary of public comments will be included and attached here.

6. Summary of comments or views not accepted and the reasons for not accepting them

To date, there are no comments or views received that have not been accepted.

7. Summary

The 2026-2027 Annual Action Plan identifies key priorities and goals that would significantly improve the quality of life for low-to-moderate income residents of Goldsboro through vital housing and community development programs.

By focusing on these overall priorities, the City seeks to address community concerns such as:

- AFFORDABLE HOUSING - The need for additional decent, safe, and affordable housing to address the gap between housing costs and local incomes.
- SUITABLE LIVING ENVIRONMENT - Programs that improve community facilities and increase access to quality services such as transportation, employment training, senior and youth activities and anti-crime programs. Provide sustainable neighborhoods through activities such as the elimination of slum and blight conditions and infrastructure improvements, laying the foundation for increased private investment.
- SPECIAL NEEDS HOUSING & SPECIAL POPULATIONS – Affordable housing and public services that increase the ability of seniors, persons with disabilities, veterans, and others with special needs to live independently, avoid institutions, and improve their quality of life.
- PUBLIC SERVICES - In collaboration with organizations that will provide services for various activities that will include transportation, youth mentoring, youth employment, job training, crime prevention, fair housing, and other activities.
- PUBLIC INFRASTRUCTURE – Improving public facilities and infrastructure within identified low-to-moderate income neighborhoods.

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency

CDBG Administrator	Goldsboro	Community Development & Relations Division of Development Services Dept.
HOME Administrator	Goldsboro	Community Development & Relations Division of Development Services Dept.

Table 1 – Responsible Agencies

Narrative (optional)

The City of Goldsboro's Community Development & Relations Division of the Development Services Department is the lead agency in the development of the 2026-2027 Annual Action Plan and the implementation of CDBG and HOME projects in Goldsboro, NC. The City of Goldsboro has years of experience administering Goldsboro's housing and community development programs. As a result, the Community Development & Relations Division has well-established relationships with neighborhood groups, nonprofit organizations, financial institutions, developers, and social service agencies involved in community development.

Annual Action Plan Public Contact Information

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AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

City of Goldsboro staff worked to identify priorities to maximize funds through periodic meetings with various City departments, housing providers, representatives from various public services agencies, and other entities with a potential interest in or knowledge of the City of Goldsboro's housing and non-housing community development needs.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

The City continues to work with numerous private and governmental health, mental health, and public services agencies to find opportunities to coordinate the support of low-to-moderate income residents and affordable housing. These community partners include:

- Nonprofit service providers serving the needs of low-to-moderate income
- Households and persons with special needs, including persons with disabilities
- Affordable housing providers.
- Housing advocates
- Housing professionals
- Public agencies
- Economic development and employment organizations
- Community groups

Within City government, the Community Development & Relations Division works closely with other City departments. To overcome any gaps in the delivery system, the City will continue to provide opportunities for public, private, governmental, and faith-based organizations to come together to share information, advocate for issues of concern, leverage resources and address the obstacles and challenges that local governments often face in developing affordable housing and providing needed services.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The Continuum of Care is a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximum self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness. The North Carolina Balance of State Continuum of Care (NC BOS CoC) is established and maintained to provide a full continuum of housing and services to homeless individuals and families in compliance with the McKinney-Vento Homeless Assistance Act, and to be able to receive U.S. Department of Housing and Urban Development (HUD) funding to provide housing and services through appropriations under that act.

Trillium Health Resources, a managed care organization that coordinates and manages healthcare for people in North Carolina who struggle with mental illness, substance abuse, intellectual and developmental disabilities, and traumatic brain injury, continues to serve as the lead entity representing the interests of the City of Goldsboro as part of the Neuse Regional Committee's NC Balance of State, Continuum of Care (CoC). The Neuse Regional Committee is a community-wide collaboration established to identify and assess the needs of homeless people in Wayne County. The committee is made up of organizations from Wayne, Duplin, Greene, Lenoir, Sampson, and Wilson counties. This organization seeks access to available grants for planning and gathering data, and prevention and intervention strategies for the homeless population. Comprised of stakeholders representing public, private, and non-profit organizations, the Neuse Regional Committee's comprehensive and diverse membership is the leading partnership to address homeless issues. The collaboration with this group allows for greater leveraging of resources, greater visibility and adds validity and credibility to the coalition.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

The City of Goldsboro's Community Development & Relations Division serves as a voting member of the Neuse Regional Committee, NC Balance of State Continuum of Care (CoC). Each Regional Committee is represented by a Regional Lead, who organizes local meetings and sits on the Balance of State Steering Committee. The Regional Lead for Wayne County is Trillium Health Resources. Applicants seeking Emergency Solutions Grant (ESG) funds submit their request through the regional committee, which ranks them and makes recommendations. Consultation occurs

through regular attendance at monthly meetings. Staff also periodically meet with representatives serving the homeless to discuss housing and service needs and does Coordinated Entry of referred persons.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

1	**Agency/Group/Organization**	Housing Authority of the City of Goldsboro
	Agency/Group/Organization Type	Housing PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City works closely with the Housing Authority of the City of Goldsboro in several capacities. The HACG is frequently consulted for vacancies and most recently assisted a homeless disabled family with public housing. The City also has an existing CHDO relationship with the HACG and currently is monitoring several HOME funded rental properties. It is anticipated that the City will continue collaboratives with the HACG in effort to continue providing affordable housing to LMI families.
2	**Agency/Group/Organization**	HABITAT FOR HUMANITY OF GOLDSBORO-WAYNE
	Agency/Group/Organization Type	Services - Housing Service-Fair Housing Nonprofit Faith-Based Organization
	What section of the Plan was addressed by	Housing Need Assessment

	Consultation?	Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Email and in-person consultations were conducted with Habitat for Humanity with expected outcomes of identifying current housing needs and to increase access to affordable housing by providing first-time homebuyer assistance and the development of affordable housing units. It is anticipated that the City will assist Habitat with necessary funding so that they can continue providing affordable housing throughout Goldsboro.
3	**Agency/Group/Organization**	United Way of Wayne County
	Agency/Group/Organization Type	Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Non-profit organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	United Way of Wayne County has been a housing partner to the City and has served as coordinator for meetings and roundtable discussions focused on Goldsboro's housing needs. The City participated in a Housing Needs Roundtable, hosted by United Way, and engaged in a meeting with the local Salvation Army, facilitated by United Way, to discuss how the City can assist with reopening the agency's homeless shelter. It is anticipated that the City can utilize CDBG-CV and HOME-ARP funds to assist.

4	**Agency/Group/Organization**	The Salvation Army
	Agency/Group/Organization Type	Services - Housing Services-homeless Public Services
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City has worked at length with the Salvation Army to assist with the reopening of their homeless shelter. Due to high turnover with their leadership over the past several years, the City has not been successful in starting the process for assistance. The City anticipates continually reaching out to ascertain needs and capacity for providing community services when reorganization becomes a priority.
5	**Agency/Group/Organization**	Trillium Health Resources
	Agency/Group/Organization Type	Health Agency Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Trillium is the regional Managed Care Organization overseeing many counties that include Wayne County. Trillium now oversees the Region 10 Continuum of Care. City staff recently met with Trillium CEO and Trillium leaders to discuss services they will provide to Goldsboro. City staff also attended a local town hall held by Trillium. The City anticipates the continuation of engaging in the Region

		10 Continuum of Care, or CoC, as well as the Coordinated Entry. Currently, City staff completed the Coordinated Entry intake packet for homeless individuals/families that present to the City.
6	**Agency/Group/Organization**	Commission on Community Relations and Development
	Agency/Group/Organization Type	Board and Commission of the City of Goldsboro
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development & Relations Division Staff consult with the Commission on Community Relations and Development Board at their monthly meetings and discuss housing and non-housing needs. A public meeting was held on July 14, 2026, during the regular meeting of the Commission. The anticipated outcome is increasing the assessment of housing needs among the Commission.
7	**Agency/Group/Organization**	City of Goldsboro
	Agency/Group/Organization Type	Services - Broadband Internet Service Providers Other government - Local Information Technology Department & Public Information Office
	What section of the Plan was addressed by Consultation?	Digital Communications
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City of Goldsboro's Information Technology department and the Public Information Office were engaged to assist with ensuring public meeting and hearing notices and the 30-day plan draft were made available to the public in a digital format.

Identify any Agency Types not consulted and provide rationale for not consulting

The City of Goldsboro, through the Community Development & Relations Division, consults with many agency types involved in housing, homelessness, community development, and economic development activities. There was no decision to exclude any specific group. Outreach efforts to relevant agencies are ongoing and will continue throughout the Annual Action Plan development process.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Trillium Health Resources	The 2026-2027 Annual Action Plan was developed with consultation of member of Trillium's leadership team to ensure that goals of all strategic plans are in concert with one another.
2026 Annual Plan	Housing Authority of the City of Goldsboro	The City and the HACG share the goal to provide safe, quality, and affordable housing to low-income families, the elderly and disabled individuals, while encouraging personal responsibility and upward mobility of residents in partnership with other community organizations.

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

The consultation process for the 2026-2027 Annual Action Plan provided an opportunity for the Community Development & Relations Division of the Development Services Department and the City of Goldsboro to enhance relationships, cooperation, and collaboration between public and assisted housing providers, and private and governmental health, mental health, and public service agencies. The Community Development & Relations Division collaborates with many organizations throughout the city to see how the City of Goldsboro can network and ultimately enhance coordination with private industries, businesses, developers, and social service agencies.

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation

Summarize citizen participation process and how it impacted goal-setting

The City of Goldsboro Community Relations Department meets with interested citizens, agencies, groups, and organizations who wish to discuss and express their concerns and ideas with regards to housing and non-housing needs of Goldsboro's low and moderate-income persons and families. The City of Goldsboro's draft of the Annual Action Plan will be available for public review and comment from June 30, 2026 through July 30, 2026 at 5:00pm. Advertisements were published in the New Old North Media on June 28, 2026, and the City's website on June 30, 2026, relative to the holding of a July 14, 2026 public meeting and a July 13, 2026 public hearing. The notice of the plan draft and 30-day public comment period was published on the City's website on June 30, 2026. Copies of the drafted Annual Action Plan were placed at public access sites such as the desk of the City Receptionist and the office of the City Clerk, both at the City Hall Annex, 200 North Center Street; the Community Relations Office at City Hall, 214 North Center Street; the Wayne County Public Library, 1001 East Ash Street; the Housing Authority of the City of Goldsboro, 700 N. Jefferson Avenue; and on the City's website at www.goldsboronc.gov.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Newspaper Ad	Minorities Non-English Speaking - Specify other language: Spanish Persons with disabilities Non-	Not applicable	Not applicable	Not applicable	

		targeted/broad community Residents of Public and Assisted Housing				
2	Internet Outreach	Minorities Non-English Speaking - Specify other language: Spanish Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing				
3	Public Meeting	Minorities Non-English Speaking - Specify other language: Spanish				

		Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing				
4	Public Hearing	Minorities Non-English Speaking - Specify other language: Spanish Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing				

Expected Resources

AP-15 Expected Resources - 91.220(c)(1,2)

Introduction

The City of Goldsboro relies on a combination of federal, state, and local resources to meet the housing, community development, and economic needs of its low-to-moderate income residents. Anticipated resources include HUD formula grants, state-administered housing programs, and city general funds. These resources will be aligned with identified priority needs and leveraged wherever possible to maximize impact. Strategic targeting of CDBG and HOME funds will support affordable housing development, homelessness prevention, public facility improvements, and capacity-building across key service areas.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	330,000.00	0.00	0.00	330,000.00	990,000.00	Primary HUD entitlement funding source used citywide for housing rehab, public infrastructure, and LMI support. No expected program income.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	220,000.00	0.00	0.00	225,732.15	660,000.00	Supports affordable housing and homeownership through nonprofit and developer partnerships.

Table 1 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Federal funds will play a catalytic role in leveraging additional public, private, and philanthropic resources across Goldsboro's priority areas. Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) funds will be paired with contributions from developers, banks, and nonprofits, who provide match funding, tax credit equity, and donated services. In particular, projects benefiting from Low-Income Housing Tax Credits (LIHTC) will significantly extend the reach of federal dollars. Similarly, HOME allocations will coordinate with Continuum of Care partners and regional service providers to increase shelter capacity, outreach coverage, and rapid rehousing services.

To meet required match obligations, the City of Goldsboro will use a blend of local general fund contributions, nonprofit partner match, in-kind services, and waived fees. These strategies help satisfy HOME's 25% dollar-for-dollar match requirements. By aligning HUD funding with

strategic planning and leveraging diverse financial sources, Goldsboro aims to maximize the impact of each dollar invested—supporting affordable housing, economic mobility, and quality of life for low- and moderate-income residents.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The City of Goldsboro is exploring strategic use of publicly owned land and property to address affordable housing and community development needs. Vacant parcels owned by the city or its redevelopment partners may be prioritized for infill development of affordable housing, particularly in high-need neighborhoods such as East Goldsboro. These properties provide critical opportunities to support new unit production while limiting displacement and spurring broader neighborhood revitalization. Additionally, parcels located near transit corridors, schools, and major employment centers may be targeted to ensure better accessibility for low-to-moderate income households.

Underutilized or surplus municipal properties are also being reviewed for potential adaptive reuse, such as the transformation of vacant buildings into supportive housing, youth centers, or nonprofit office space. For example, the City is assessing opportunities to repurpose older public buildings no longer in use, such as decommissioned fire stations or schools, as community resource hubs. Goldsboro will coordinate closely with the Planning Department and Community Development Division to align land use strategies with Consolidated Plan goals, ensuring zoning compatibility, site readiness, and equity-driven redevelopment. These initiatives will be instrumental in maximizing federal investments and addressing longstanding community needs.

Discussion

N/A

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Program Administration	2025	2029	Program Admin	Goldsboro Citywide (within LMI requirements)	Affordable Housing Development & Preservation Homelessness Services and Prevention Community Development & Infrastructure Improvement Special Needs & Vulnerable Populations	CDBG: $66,000.00 HOME: $22,000.00	Other: 5 Other
2	Housing Rehabilitation	2025	2029	Affordable Housing	Goldsboro Citywide (within LMI requirements)	Affordable Housing Development & Preservation	CDBG: $160,000.00	Homeowner Housing Rehabilitated: 5 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Public Services	2025	2029	Public Services	Goldsboro Citywide (within LMI requirements)	Homelessness Services and Prevention Special Needs & Vulnerable Populations	CDBG: $50,000.00	Public service activities other than Low/Moderate Income Housing Benefit: 50 Persons Assisted
4	Infrastructure and Project Delivery	2025	2029	Non-Housing Community Development	Opportunity Zone (Census Tract:37191001500) Opportunity Zone (Census Tract:37191001800) Opportunity Zone (Census Tract:37191001900) Goldsboro Citywide (within LMI requirements)	Community Development & Infrastructure Improvement	CDBG: $54,000.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 40 Persons Assisted Other: 2 Other
5	Down Payment Assistance	2025	2029	Affordable Housing	Goldsboro Citywide (within LMI requirements)	Affordable Housing Development & Preservation	HOME: $60,000.00	Direct Financial Assistance to Homebuyers: 4 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	CHDO	2025	2029	Affordable Housing	Opportunity Zone (Census Tract:37191001500) Opportunity Zone (Census Tract:37191001800) Opportunity Zone (Census Tract:37191001900) Goldsboro Citywide (within LMI requirements)	Affordable Housing Development & Preservation Community Development & Infrastructure Improvement	HOME: $33,000.00	Homeowner Housing Added: 4 Household Housing Units
7	Housing Construction	2025	2029	Affordable Housing	Goldsboro Citywide (within LMI requirements)	Affordable Housing Development & Preservation	HOME: $105,000.00	Rental units constructed: 5 Household Housing Unit Homeowner Housing Added: 5 Household Housing Unit

Table 2 – Goals Summary

Goal Descriptions

1	**Goal Name**	Program Administration
	Goal Description	Administer CDBG and HOME programs in compliance with HUD requirements while ensuring effective planning, financial management, and program oversight.

2	**Goal Name**	Housing Rehabilitation
	Goal Description	Preserve and improve the safety, quality, and affordability of existing housing through rehabilitation activities.
3	**Goal Name**	Public Services
	Goal Description	Support programs that improve quality of life by addressing the needs of low- and moderate-income residents and special populations.
4	**Goal Name**	Infrastructure and Project Delivery
	Goal Description	Improve public infrastructure and support project delivery through investments in streets, sidewalks, drainage, and other public improvements that benefit low- and moderate-income neighborhoods.
5	**Goal Name**	Down Payment Assistance
	Goal Description	Expand homeownership opportunities by providing financial assistance to eligible low- and moderate-income homebuyers.
6	**Goal Name**	CHDO
	Goal Description	Support Community Housing Development Organizations (CHDOs) in developing and preserving affordable housing for income-eligible households.
7	**Goal Name**	Housing Construction
	Goal Description	Construct, acquire, or preserve affordable housing to increase the supply of safe, decent, and affordable homes.

AP-35 Projects - 91.220(d)

Introduction

Projects for 2026-2027 will include Homeownership Assistance, Housing Rehabilitation, Housing/Rental Development, Public Facilities and Improvements, Public Services and Program Administration.

#	Project Name
1	CDBG Program Administration
2	HOME Program Administration
3	CDBG Housing Rehabilitation
4	CDBG Public Service
5	CDBG Public Improvements and Infrastructure
6	HOME Down Payment Assistance
7	HOME CHDO Reserve
8	HOME Affordable Rental Housing

Table 3 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

The City of Goldsboro's allocation priorities for the 2026 Annual Action Plan are driven by a combination of local needs assessments, community input, HUD objectives, and alignment with the City's Consolidated Plan goals. Priority is given to activities that benefit low-to-moderate income residents, address homelessness, improve aging housing stock, and enhance infrastructure in underserved neighborhoods. The City has placed a strong emphasis on affordable housing—including homeownership assistance, housing rehabilitation, and rental housing—due to the high demand and limited supply of safe and affordable units.

Public service investments, including youth services, homelessness prevention, food security, and healthcare access, were prioritized based on community feedback and data indicating widespread need among vulnerable populations. Infrastructure improvements and neighborhood revitalization efforts support long-term community sustainability and equitable development, particularly in areas with deteriorated housing and outdated public facilities.

Despite the City's strategic targeting of funds, several obstacles hinder the ability to fully meet underserved needs. The most significant barrier is the limited availability of federal and state resources relative to the scope of local demand. Additionally, rising construction costs, lack of available affordable units and regulatory barriers show the pace of housing development and rehabilitation. For some public services, staffing shortages and service capacity constraints also limit the reach of programs. The City

continues to seek partnerships, leverage additional funding sources and streamline program delivery to overcome these challenges and expand equitable access to housing and services.

AP-38 Project Summary

Project Summary Information

1	**Project Name**	CDBG Program Administration
	Target Area	Opportunity Zone (Census Tract:37191001500) Opportunity Zone (Census Tract:37191001800) Opportunity Zone (Census Tract:37191001900) Goldsboro Citywide (within LMI requirements)
	Goals Supported	Program Administration
	Needs Addressed	Affordable Housing Development & Preservation Homelessness Services and Prevention Community Development & Infrastructure Improvement Special Needs & Vulnerable Populations
	Funding	CDBG: $66,000.00
	Description	Administration of the CDBG Program.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 100 individuals and families are expected to benefit from the program.
	Location Description	Citywide.
	Planned Activities	Homeowner rehabilitation, rental development, public infrastructure to support homeownership and downpayment assistance.
2	**Project Name**	HOME Program Administration
	Target Area	Opportunity Zone (Census Tract:37191001500) Opportunity Zone (Census Tract:37191001800) Opportunity Zone (Census Tract:37191001900) Goldsboro Citywide (within LMI requirements)
	Goals Supported	Program Administration
	Needs Addressed	Affordable Housing Development & Preservation Homelessness Services and Prevention Community Development & Infrastructure Improvement Special Needs & Vulnerable Populations
	Funding	HOME: $22,000.00

	Description	Support the planning, coordination and compliance of HOME program activities.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	N/A-indirect.
	Location Description	City-wide. Handled by the Community Development & Relations Division of the Development Services Department.
	Planned Activities	Staff time, monitoring, reporting and file management. Homeowner rehabilitation, downpayment assistance, rental development and public infrastructure to support homeownership.
3	**Project Name**	CDBG Housing Rehabilitation
	Target Area	Goldsboro Citywide (within LMI requirements)
	Goals Supported	Housing Rehabilitation
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	CDBG: $160,000.00
	Description	Homeowner rehabilitation to address barriers and bring home up to code. Preservation of affordable housing for low/mod households.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 8 low-to-moderate households will benefit.
	Location Description	Citywide.
	Planned Activities	Code compliance, accessibility upgrades, roofing, plumbing, and HVAC repair.
4	**Project Name**	CDBG Public Service
	Target Area	Opportunity Zone (Census Tract:37191001500) Opportunity Zone (Census Tract:37191001800) Opportunity Zone (Census Tract:37191001900) Goldsboro Citywide (within LMI requirements)
	Goals Supported	Public Services

	Needs Addressed	Homelessness Services and Prevention Special Needs & Vulnerable Populations
	Funding	CDBG: $50,000.00
	Description	Provides support to agencies offering after-school programs, food assistance, shelter, and healthcare.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	An estimated individuals and families.
	Location Description	Service provider facilities and community centers.
	Planned Activities	Salary support, supplies, direct client services
5	**Project Name**	CDBG Public Improvements and Infrastructure
	Target Area	Goldsboro Citywide (within LMI requirements)
	Goals Supported	Infrastructure and Project Delivery
	Needs Addressed	Community Development & Infrastructure Improvement
	Funding	CDBG: $54,000.00
	Description	Supports construction and upgrades to neighborhood infrastructure to improve livability. This will include road and sidewalk installation for a low-mod residential development.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 500 households could benefit from this program.
	Location Description	Citywide. Infrastructure-priority blocks within LMI areas.
	Planned Activities	Supports construction and upgrades to neighborhood infrastructure to improve livability.
6	**Project Name**	HOME Down Payment Assistance
	Target Area	Opportunity Zone (Census Tract:37191001500) Opportunity Zone (Census Tract:37191001800) Opportunity Zone (Census Tract:37191001900) Goldsboro Citywide (within LMI requirements)
	Goals Supported	Down Payment Assistance
	Needs Addressed	Affordable Housing Development & Preservation

	Funding	HOME: $60,000.00
	Description	Provides financial assistance to help eligible households purchase homes.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Six (4) homebuyers should benefit from this assistance.
	Location Description	Varies by eligible homebuyer selection. Citywide benefit.
	Planned Activities	Down payment grants, closing cost assistance.
7	**Project Name**	HOME CHDO Reserve
	Target Area	Opportunity Zone (Census Tract:37191001500) Opportunity Zone (Census Tract:37191001800) Opportunity Zone (Census Tract:37191001900)
	Goals Supported	CHDO
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	HOME: $33,000.00
	Description	Funds to support Community Housing Development Organizations in producing affordable housing.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Five (5) low-to-moderate income households.
	Location Description	Project sites identified by CHDO partners
	Planned Activities	New construction, acquisition-rehab, or redevelopment of affordable housing
8	**Project Name**	HOME Affordable Rental Housing
	Target Area	Goldsboro Citywide (within LMI requirements)
	Goals Supported	Housing Construction
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	HOME: $105,000.00
	Description	Develop property as affordable rental housing.
	Target Date	6/30/2027

	Estimate the number and type of families that will benefit from the proposed activities	Ten (10) low-to-moderate income rental households.
	Location Description	Citywide.
	Planned Activities	Assist development of affordable rental units.

AP-50 Geographic Distribution - 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The City of Goldsboro's Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) funds will primarily be directed toward areas with high concentrations of low-to-moderate income residents, as well as neighborhoods with significant minority populations and indicators of disinvestment. These areas include several qualified census tracts (QCTs) located within and surrounding the downtown core and east and south sides of the city. These neighborhoods exhibit disproportionate rates of poverty, aging housing stock, and limited access to quality infrastructure and public services.

Geographic targeting is guided by data from the American Community Survey, HUD Low/Mod Income Summary Data (LMISD), and local housing condition surveys. Priority will be given to projects located in or serving residents of census tracts where more than 51% of the population is low/mod income, and where racial or ethnic minorities comprise a significant portion of the population. These areas have also been historically underserved and face persistent challenges such as vacant properties, food insecurity, and poor housing conditions.

The City will also use place-based targeting strategies to support neighborhood revitalization and infrastructure improvements in areas such as the Walnut Street corridor, Little Washington neighborhood, and portions of Southeast Goldsboro. HOME-assisted housing activities may occur citywide, but will prioritize sites that expand affordable housing opportunities in both impacted and high-opportunity neighborhoods to affirmatively further fair housing.

This geographic allocation strategy ensures that CDBG and HOME resources are used efficiently to address concentrated needs, support equitable development, and leverage additional investment in historically disadvantaged communities.

Geographic Distribution

Target Area	Percentage of Funds
Goldsboro Citywide (within LMI requirements)	

Table 4 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The City of Goldsboro prioritizes geographic allocation of CDBG and HOME funds based on a combination of quantitative data analysis, community input, and consistency with long term planning goals. Investment decisions are designed to address persistent disparities in housing quality,

infrastructure condition, and access to essential services across low-to-moderate- income neighborhoods.

Areas selected for geographic targeting—such as Southeast Goldsboro, Little Washington, and parts of the downtown core—exhibit elevated rates of poverty, aging housing stock, and higher proportions of minority residents. These areas also often lack equitable access to quality infrastructure, healthcare, fresh food, educational opportunities, and economic mobility. Targeting these neighborhoods allows the City to maximize the impact of limited federal resources, leverage complementary investments, and catalyze revitalization.

The rationale also aligns with the City's goals to affirmatively further fair housing by directing investment toward historically underserved areas while promoting inclusion across neighborhoods. HOME investments may be made citywide but will prioritize projects that reduce racial and economic segregation, improve housing choice, and address concentrated disadvantage. By strategically concentrating resources, Goldsboro seeks to reduce disparities, increase equity, and promote neighborhood sustainability.

Discussion

N/A

Affordable Housing

AP-55 Affordable Housing - 91.220(g)

Introduction

The City of Goldsboro is committed to expanding access to safe, decent, and affordable housing for low-to-moderate income residents. Through the use of Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) funds, the City will support activities such as housing rehabilitation, down payment assistance for first-time homebuyers, and the development of new affordable housing/rental units. These investments are targeted to meet the needs of cost-burdened households, prevent homelessness, and ensure housing stability for vulnerable populations throughout the city.

One Year Goals for the Number of Households to be Supported	
Homeless	15
Non-Homeless	15
Special-Needs	10
Total	40

Table 6 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	30
Rehab of Existing Units	10
Acquisition of Existing Units	0
Total	40

Table 7 - One Year Goals for Affordable Housing by Support Type

Discussion

N/A

AP-60 Public Housing - 91.220(h)

Introduction

Public housing plays a critical role in meeting the needs of residents who cannot access housing in the private market due to cost burdens, disability, or other barriers. The City works collaboratively to improve housing quality, reduce vacancies, and promote resident self-sufficiency through supportive services and modernization efforts. This section outlines ongoing strategies to preserve, enhance, and expand access to public housing resources within the jurisdiction.

Actions planned during the next year to address the needs to public housing

The City of Goldsboro plans to work more closely with the local public housing agency to address community needs.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

Public housing authorities and local governments recognize the importance of empowering residents to play an active role in shaping the programs and policies that affect their lives. Resident Advisory Boards (RABs) provide a formal platform for residents to offer input on capital improvements, housing management practices, and supportive services. Regular engagement activities, listening sessions, and public meetings are conducted to ensure residents are well-informed and their perspectives are incorporated into decision-making processes.

In support of long-term economic mobility, public housing residents are encouraged to enroll in financial literacy programs, credit counseling, and workforce development services offered by community-based organizations. The Family Self-Sufficiency (FSS) program is promoted as a tool to help residents set goals, increase savings, and reduce reliance on subsidized housing over time.

To facilitate the transition from renting to owning, eligible residents are connected with down payment assistance programs, homebuyer education, and affordable mortgage options through local or federally funded initiatives. These combined efforts are intended to foster stronger resident engagement, promote self-sufficiency, and expand access to stable, long-term housing opportunities.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

N/A

Discussion

N/A

AP-65 Homeless and Other Special Needs Activities - 91.220(i)

Introduction

This section outlines the jurisdiction's strategies for addressing homelessness and the needs of persons with special needs who are not homeless but require supportive housing and services. The City collaborates with local Continuum of Care (CoC) partners, nonprofit providers, and regional service networks to prevent and reduce homelessness, support rapid rehousing, and ensure that vulnerable populations—including persons with disabilities, the elderly, victims of domestic violence, and those with substance use or mental health challenges—have access to safe, stable, and appropriate housing options. The planned activities align with federal and local priorities to promote housing stability, prevent institutionalization, and ensure equitable access to services.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

In the upcoming program year, the jurisdiction will prioritize proactive outreach and assessment efforts to connect with individuals and families experiencing homelessness, with a special emphasis on those who are unsheltered. The City will continue working closely with local Continuum of Care (CoC) partners, outreach teams, and nonprofit service providers to identify homeless individuals in encampments, public spaces, and other non-traditional locations.

Outreach efforts will include regular street engagement, mobile outreach units, and coordination with local law enforcement and emergency responders to ensure that unsheltered individuals are offered immediate assistance and access to services. Trained outreach workers will conduct on-site assessments using standardized tools such as the Homeless Assessment and Referral Tool (HART) to determine each person's level of need and refer them to the most appropriate housing and supportive service programs.

These outreach activities are designed to establish trust with individuals who may be disconnected from mainstream services, while also building a coordinated entry process that ensures fair and effective prioritization of resources. The City will continue to fund or support organizations that offer case management, emergency shelter, and wraparound services as part of a comprehensive approach to reducing and ultimately ending homelessness in the community.

Addressing the emergency shelter and transitional housing needs of homeless persons

The jurisdiction is committed to meeting the emergency shelter and transitional housing needs of individuals and families experiencing homelessness through coordinated partnerships with local service providers, nonprofit organizations, and Continuum of Care (CoC) agencies. Emergency shelters serve as

a critical first point of entry for those without housing, offering temporary shelter, food, hygiene facilities, and crisis support. The jurisdiction will continue to support operations and program delivery at emergency shelters to ensure they remain accessible, safe and responsive to community needs. Priority is given to shelters that serve high-risk populations, including survivors of domestic violence, individuals with mental health or substance use disorder and youth.

Transitional housing programs remain an essential component of the local homeless services system, providing time-limited but structured housing opportunities paired with case management and supportive services. These programs help individuals and families stabilize, address barriers to permanent housing, and gain the skills necessary for independent living. The jurisdiction works to ensure that transitional housing is integrated with the coordinated entry process, so that resources are allocated based on assessed needs. Funding support and technical assistance will be offered to improve shelter capacity, enhance trauma-informed practices, and facilitate connections to permanent housing solutions.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

To assist homeless individuals and families in transitioning to permanent housing and independent living, the jurisdiction will continue to implement a housing first approach in coordination with local Continuum of Care (CoC) partners and service providers. Efforts will focus on reducing the time individuals and families spend without stable housing by improving access to coordinated entry, expanding rapid rehousing and transitional housing programs, and increasing landlord engagement to identify available affordable units. Special attention will be given to chronically homeless individuals, families with children, veterans and their families, and unaccompanied youth through targeted outreach, housing navigation, and individualized case management. To prevent returns to homelessness, the City will support integrated services that address the root causes of instability, including mental health support, substance use treatment, employment assistance, and life skills training. These strategies are designed to promote long term housing stability and support successful reintegration into the community.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services,

employment, education, or youth needs.

To help low income individuals and families avoid becoming homeless, the jurisdiction will focus on early intervention and prevention strategies targeting those at highest risk, particularly extremely low income households and individuals transitioning from publicly funded institutions such as hospitals, mental health facilities, foster care, and correctional programs. The City will strengthen coordination with discharge planning agencies to ensure that individuals leaving these systems are connected to stable housing options and support services prior to release. Prevention efforts will also include emergency rental assistance, legal aid for eviction prevention, utility support, and wraparound case management. In partnership with public and private agencies addressing housing, health, employment, education, and youth services, the jurisdiction will implement cross-sector referral systems and promote service integration to stabilize vulnerable households and prevent future episodes of homelessness. These efforts are designed to close service gaps, reduce institutional discharges into homelessness, and support long term housing stability for at-risk populations.

Discussion

N/A

AP-75 Action Plan Barriers to Affordable Housing - 91.220(j)

Introduction

Affordable housing continues to be a pressing challenge for many low-to-moderate income households due to a combination of market forces and regulatory barriers. This section identifies local policies, practices, and economic factors that limit the development, preservation, and accessibility of affordable housing. Common barriers include restrictive zoning, development fees, limited land availability, and rising construction costs. The jurisdiction is committed to evaluating and addressing these obstacles through planning, policy reforms, and targeted investments that support a more inclusive and affordable housing market.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

• Review and revise zoning ordinances to allow for greater residential density, mixed-use development, and by-right multifamily housing in targeted areas.
• Encourage the development of Accessory Dwelling Units (ADUs) through zoning reforms and design standard flexibility.
• Streamline permitting and development review processes to reduce delays and costs for affordable housing developers.
• Explore fee waivers or reductions for affordable housing developments, particularly those led by nonprofit or mission-driven entities.
• Update building codes to allow for modern, cost-effective construction methods without compromising safety or energy efficiency.
• Conduct a land inventory to identify publicly owned or underutilized parcels suitable for affordable housing development.
• Support tax incentive policies that encourage affordable housing investment and discourage speculation or long-term vacancy.
• Promote inclusionary housing policies or voluntary incentives to integrate affordable units into market-rate developments.
• Partner with developers and housing advocates to identify additional policy solutions and foster public-private collaboration.

Discussion

N/A

AP-85 Other Actions - 91.220(k)

Introduction

This section outlines the jurisdiction's strategies to address obstacles to meeting underserved needs, foster and maintain affordable housing, reduce lead-based paint hazards, enhance institutional coordination, and improve the effectiveness of housing and community development efforts. These complementary actions are designed to strengthen the overall impact of CDBG and HOME investments by addressing barriers, leveraging partnerships, and ensuring that the most vulnerable residents have activities and actions that do not violate any applicable Federal anti-discrimination laws, including Title VI of the Civil Rights Act of 1964, and access to safe, stable housing and supportive services.

Actions planned to address obstacles to meeting underserved needs

Despite ongoing efforts, underserved populations—including low-income families, seniors, persons with disabilities, and individuals experiencing homelessness—continue to face significant barriers to accessing affordable housing, supportive services, and economic opportunities. To address these challenges, the jurisdiction will prioritize funding for programs that expand access to basic needs such as housing rehabilitation, food security, healthcare, and youth services. Additionally, the City will work with community-based organizations to enhance outreach and engagement in historically underrepresented neighborhoods, ensuring that residents are aware of available resources and how to access them.

The City also recognizes that structural obstacles such as limited transportation, language barriers, and fragmented service delivery systems contribute to inequities in access. To mitigate these barriers, the jurisdiction will support initiatives that improve service coordination, provide translation and interpretation services, and invest in technology platforms that increase efficiency and accessibility. Ongoing collaboration with nonprofit partners, regional agencies, and faith-based groups will be essential to expanding the capacity of the local service network and improving outcomes for underserved populations.

Actions planned to foster and maintain affordable housing

To foster and maintain affordable housing, the jurisdiction will invest in a combination of preservation and production strategies. This includes funding the rehabilitation of existing housing units to ensure they remain safe, livable, and affordable for low-to-moderate income households. Rehabilitation activities will prioritize older homes with code violations, accessibility challenges, or deferred maintenance. The City will also support nonprofit and CHDO-led development of new affordable housing units, particularly in areas with strong access to services, employment, and transportation. Down payment assistance programs will be used to help first time homebuyers overcome financial barriers to ownership.

In addition to direct housing investments, the jurisdiction will pursue policy and planning strategies to

expand affordable housing opportunities. These include evaluating zoning regulations to allow for increased density, supporting infill development, and promoting mixed-income housing in both high-opportunity and revitalization areas. The City will work with developers, lenders, and housing advocates to identify and eliminate regulatory barriers, while also leveraging federal and state funding sources. Through these combined efforts, the jurisdiction aims to preserve the existing affordable housing stock, create new units and promote long-term housing stability for cost burdened households.

Actions planned to reduce lead-based paint hazards

The jurisdiction is committed to reducing lead-based paint (LBP) hazards in housing, particularly in older units occupied by low-to-moderate-income households. All federally assisted housing rehabilitation projects will be carried out in compliance with HUD's Lead Safe Housing Rule (24CFR Part 35), which requires lead hazard evaluation and control measures in pre-1978 residential properties. Risk assessments will be conducted prior to rehabilitation work, and appropriate abatement or interim controls will be implemented where lead-based paint hazards are identified. Residents will be notified of potential risks, and contractors must be certified in lead-safe work practices.

In addition to regulatory compliance, the jurisdiction will work to raise awareness among property owners and tenants about the risks of lead exposure—particularly for children under six and pregnant women. Educational materials and lead safety information will be distributed during housing inspections, public outreach events, and through local service providers. The City will continue to collaborate with state and regional health departments to monitor blood lead levels and identify high-risk properties. Where feasible, the jurisdiction will seek additional funding sources, such as HUD's Lead-Based Paint Hazard Control Grant, to expand testing and remediation efforts in low-income housing stock.

Actions planned to reduce the number of poverty-level families

The jurisdiction will implement a multifaceted strategy to reduce the number of families living in poverty by addressing both immediate needs and long-term economic self-sufficiency. Key actions include expanding access to affordable housing, increasing participation in workforce development programs, and supporting public services that reduce barriers to employment. The City will continue to fund programs that provide job readiness training, childcare support, transportation assistance, and financial literacy education, particularly for low-income households seeking to enter or advance in the workforce.

In addition to direct service support, the jurisdiction will strengthen partnerships with local economic development agencies, community colleges, and nonprofit organizations to connect residents to higher-wage employment opportunities and educational pathways. Special attention will be given to populations at greatest risk of generational poverty, including single-parent households, youth aging out of foster care, and residents with limited English proficiency. By aligning housing stability efforts with economic opportunity initiatives, the City aims to create an integrated system that empowers families to

move out of poverty and toward long-term stability.

Actions planned to develop institutional structure

To strengthen the institutional structure supporting affordable housing and community development, the jurisdiction will continue to foster collaboration among public agencies, nonprofit organizations, and private sector partners. This includes enhancing coordination between housing, health, economic development, and social service providers to ensure comprehensive and efficient service delivery. The City will host regular stakeholder meetings and participate in regional planning initiatives to align goals, share resources, and avoid duplication of efforts.

Capacity building will also be a key focus, particularly for smaller nonprofit partners and Community Housing Development Organizations (CHDOs). The jurisdiction will offer technical assistance, training, and grant management support to ensure these organizations are equipped to implement federally funded programs effectively and in compliance with HUD regulations. By improving communication, expanding partnerships, and investing in local organizational capacity, the City aims to create a more responsive and integrated institutional network that supports equitable and sustainable community development outcomes.

Actions planned to enhance coordination between public and private housing and social service agencies

To enhance coordination among housing providers and social service agencies, the jurisdiction will continue to foster strategic partnerships that support integrated service delivery and collective impact. This includes regular collaboration with the local housing authority, nonprofit developers, Continuum of Care (CoC) organizations, and public health and human services agencies. Coordination meetings, joint planning sessions, and shared data platforms will be used to improve communication, align goals, and streamline referrals across programs serving low-income households, persons experiencing homelessness, and individuals with special needs.

In addition, the jurisdiction will encourage cross-sector collaboration between private housing developers and supportive service providers to increase the supply of affordable housing units that are paired with wraparound services. Partnerships with organizations that provide mental health support, job training, childcare, and case management will ensure that housing stability is accompanied by long-term self-sufficiency. The City will also support funding applications and grant proposals that demonstrate collaborative approaches, ensuring that resources are leveraged effectively and that residents receive coordinated, client-centered care.

Discussion

N/A

Program Specific Requirements

AP-90 Program Specific Requirements - 91.220(l)(1,2,4)

Introduction

This section outlines program-specific requirements associated with the City's Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) programs. It includes the use of program income, threshold limits, and applicable requirements for activities such as rehabilitation, direct assistance to homebuyers, and CHDO reserves. These requirements ensure that federal funds are used in a compliant, transparent, and efficient manner, consistent with HUD regulations and the goals established in the Consolidated Plan and Annual Action Plan.

Community Development Block Grant Program (CDBG)
Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0.00
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	**0.00**

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	80.00%

HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(l)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

   Goldsboro will not use HOME funds for any other forms of investment not described in § 92.205(b).

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

   Goldsboro will use recapture provisions in accordance with HOME regulations.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

   Recapture provisions will ensure the City recoups HOME investment if the homebuyer sells or transfers the property within the affordability period.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

   The City does not intend to use HOME funds to refinance existing debt secured by multifamily housing.

5. If applicable to a planned HOME TBRA activity, a description of the preference for persons with special needs or disabilities. (See 24 CFR 92.209(c)(2)(i) and CFR 91.220(l)(2)(vii)).

   No HOME funds will be allocated for TBRA activities in the program year.

6. If applicable to a planned HOME TBRA activity, a description of how the preference for a specific category of individuals with disabilities (e.g. persons with HIV/AIDS or chronic mental illness) will narrow the gap in benefits and the preference is needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2)(ii) and 91.220(l)(2)(vii)).

   No HOME funds will be allocated for TBRA activities in the program year.

7. If applicable, a description of any preference or limitation for rental housing projects. (See 24 CFR 92.253(d)(3) and CFR 91.220(l)(2)(vii)). Note: Preferences cannot be administered in a manner that

limits the opportunities of persons on any basis prohibited by the laws listed under 24 CFR 5.105(a).

No preferences or limitations for rental housing projects are planned.

Discussion

N/A

City of Goldsboro's Annual Action Plan (AAP) FY 26-27 Public Hearing

July 13, 2026
5:30pm
City Hall
200 N. Center St.

City Council Regular Meeting

What is the Annual Action Plan (AAP)?

- The **AAP** provides a concise summary of the actions, activities, and the specific resources that will be used each year to **address the priority needs and specific goals identified by the Consolidated Plan.**
- The City of Goldsboro's **FY26-27 AAP** is currently in the draft review stage.
- Covers activities done from **July 1,2026-June 30, 2027.**



2025-2029 ConPlan Goals

Goal 1	Affirmatively Further Fair Housing Choice/ Utilizing Public Service Activities/ CDBG
Goal 2	Increase Affordable Rental Housing Option/ Rental Units Constructed/ HOME
Goal 3	Increase Access to Affordable Home Ownership/ Homeowner Housing Added &Rehabilitated; Direct Financial Assistance to Homebuyers; Public Service Activities/ CDBG & HOME
Goal 4	Improve-Expand Public Facilities Access & Capacity/ Public Facility or Infrastructure Activities/ CDBG
Goal 5	Provide Essential Service & Employment Training/ Public Services Activities/ CDBG & CDBG- CV
Goal 6	Provide Rehabilitation Owner-Occupied & City-Owned/ Homeowner Housing Added & Rehabilitated; Building Demolition/ CDBG & Urgent Repair
Goal 7	Program Administration/ CDBG, HOME, & CDBG-CV



Community Development
Eligible Activities

CDBG

Housing Rehabilitation

Public Facilities

Public Services Grants

Economic Development

HOME

Housing Rehabilitation

Homebuyer Assistance

Housing Construction (Single Family/ Multi-Family)

Community Housing Development Organization (CHDO)

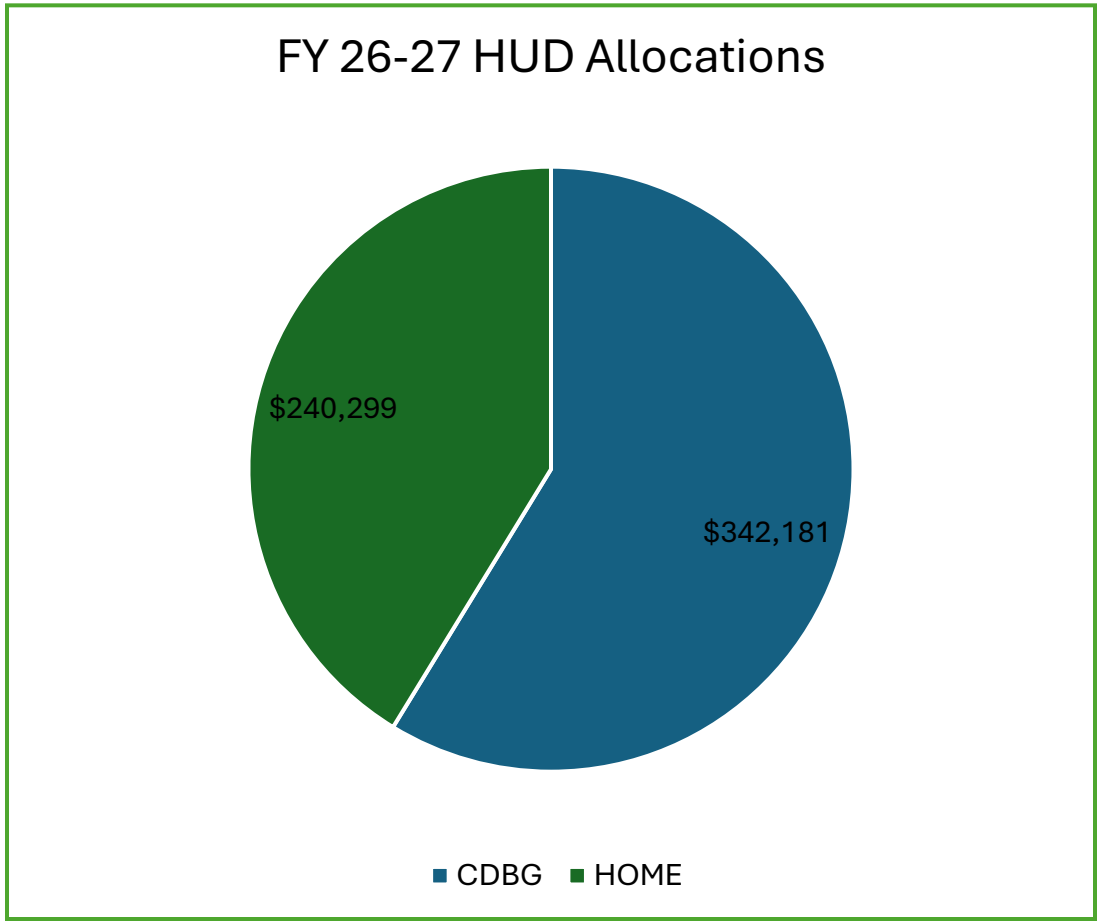
*HOME-ARP

Allocation of funds specifically dedicated to combat those that are experiencing or at-risk of homelessness.

FY 26-27 HUD ALLOCATIONS

(estimates only-actual allocations have not been released)

- ❑CBDG- $342,181.00
- ❑HOME- $240,299.18





FY26-27 Activities At-A-Glance

- Home Rehabilitation (CDBG)
- Homebuyer Assistance (HOME)
- Affordable Housing Development (HOME) (CHDO)
- Public Services (CDBG)
- Public Facilities/Public Infrastructure (CDBG)

FY 26-27 Annual Action Plan Timeline

AAP Public Hearing (City Council)	July 13, 2026
AAP Draft/ 30 Day Public Comment Period	June 30, 2026 – July 30, 2026
AAP Public Meeting (Commission on Community Relations & Development)	July 14, 2026
Final AAP Presentation to Council	August 3, 2026
AAP Due to HUD by	August 14, 2026

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE: Elevate Goldsboro: Comprehensive Land Use Plan and Map

DEPARTMENT: Planning

BACKGROUND:
In February 2025, the contract was signed with Kimley-Horn to complete the updated Comprehensive Land Use Plan.

Initial work on the project began in March 2025, and meetings with the Advisory Committee began in June 2025. In June 2025 the project website was also launched, and in July 2025 Community workshops began. Comments and recommendations were gathered from numerous Advisory Committee Meetings and Community Engagement Sessions, as well as from the thousands of visitors to the project website.

Beginning in March 2026, drafts for the individual sections of the plan were provided for review and feedback. The first draft of the complete plan was provided in May 2026.

On June 10, 2026, the draft was provided to the City of Goldsboro Planning Commission and City Council for review. The report was presented by Kimley-Horn in a Joint Meeting of the Goldsboro Planning Commission and City Council on June 16, 2026.

On June 29, 2026 the Goldsboro Planning Commission voted to recommend approval for adopting the Plan.

DISCUSSION:
While not a regulatory document, the Comprehensive Plan is used to guide Planning Division Staff, the Planning Commission, and City Council when making determinations regarding rezoning and use requests. The Plan is used to determine if such requests are consistent with the future development plan for the City of Goldsboro.

BUDGET RELATIONSHIP:
N/A

STRATEGIC PLAN RELATIONSHIP:
N/A

STAFF RECOMMENDATION:
Planning Staff recommends Council approval of the presented Plan.

REQUESTED ACTION:

City Council is requested to hold a public hearing, and invite stakeholders to review the plan and provide feedback on the presented Draft. If there are no substantive changes, the plan will be brought back, with any requested adjustments, to the August 17, 2026 City Council meeting for a vote.

MANAGER'S RECOMMENDATION:

APPROVERS
Mark Helmer
April Choice
Kellianne Williams
Sakeithia Reece
Matthew Livingston

ELEVATE GOLDSBORO COMPREHENSIVE PLAN

DRAFT REPORT

Adoption Draft

July 13, 2026

GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina

Letter from Mayor to be inserted.

Letter from City Manager to be inserted.

Acknowledgments

Elevate Goldsboro is the result of a collaborative planning process shaped by the community. Thank you to the residents, stakeholders, and community partners who generously shared their time, perspectives, and enthusiasm throughout this effort. The input received has been fundamental to the development of the plan and is sincerely appreciated. Elevate Goldsboro reflects the voices and values of the community and will help guide the City's future.

Technical Advisory Committee

Glenn Barwick

June Bynum

Berry Gray

Albert Van Kleeck

Brenda Watkins

Rashema Bivens

Reva Davis

Cynthia Hinnant

Anthony Slater

Dr. Marc Whichard

Felicia Brown

Nancy Delia

Brian Joyner

Ronald Waters

Planning Commission

William Rose Jr. - Chairperson

Shirley Edwards– Vice Chairperson - Wayne County & ETJ Representative

Duke Cox

Kevin Woodard

Viola Figureoa

Glenn Barwick

Ronald Waters - Wayne County & ETJ Representative

City Council

Charles Gaylor, Mayor

Hiawatha Jones, District 1

Chris Boyette, District 2

Jamie Taylor, District 3

Brandi Matthews, District 4

Beverly Weeks, District 5

Roderick White, District 6

Development Services

April Choice, Development Services Director

Mark Helmer, Planning Services Manager

Kenny Talton, Assistant Planning Services Manager

Paul Saylors, Planner I

Holly Jones, Executive Assistant

C. Roy Publico, Senior Planner

City Manager's Office

Matthew Livingston, City Manager

Kelly Arnold, Deputy City Manager

Kellianne Williams, Assistant City Manager

LaToya Henry, Public Communication Officer

Additional thanks to anyone who graciously gave their time and knowledge to this process.

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Grow Policy Framework - Pages 61-62

Thrive Policy Framework - Pages 63-66

Prosper Policy Framework - Pages 67-70

Move Policy Framework - Pages 71-74

Engage Policy Framework - Pages 75-78

Implementation Strategy - Pages 81-93

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SECTION 1

Introduction




SHOP
DO IT DOWNTOWN

Elevate Goldsboro represents a forward-looking, community-driven comprehensive plan that blends data, technical analysis, and meaningful public input into a unified blueprint for the City's future. At its core, the plan reflects the voices, values, and priorities of Goldsboro's residents, businesses, and stakeholders to ensure the path forward is both grounded in local identity and responsive to emerging opportunities.

This effort is more than a policy document. It is a shared commitment to shaping Goldsboro's future. Elevate Goldsboro establishes clear and realistic expectations for how our community will grow, invest, and evolve over time. By aligning community aspirations with actionable strategies, the Plan provides a practical framework by guiding public investments, development patterns, and policy choices in the years ahead.

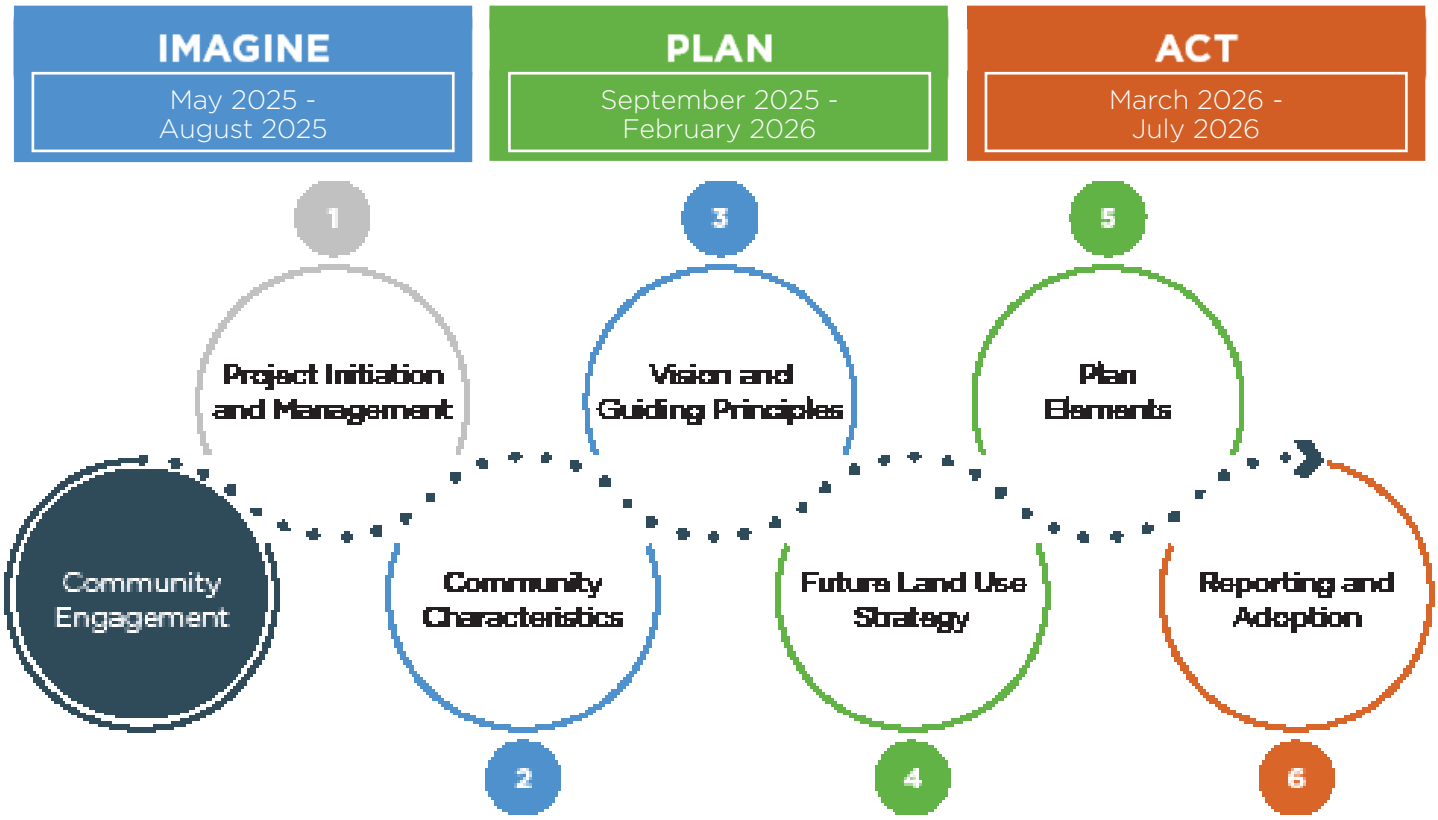
Implementation is designed to occur through a series of incremental, achievable steps. Rather than a single moment in time, Elevate Goldsboro is an ongoing process—one that actively advances community priorities through coordinated actions, measurable progress, and continued engagement.

Our Process

The development of Elevate Goldsboro followed a structured, three-phase planning process that began in February 2025 and culminated in its adoption by City Council in July 2026. Each phase built upon the last, ensuring that community input and technical analysis informed every stage of the plan's evolution:

- **IMAGINE** – Engaging the community to define a shared vision for Goldsboro's future and identify key opportunities and challenges.
- **PLAN** – Translating that vision into clear goals, policies, and strategies supported by data and analysis.
- **ACT** – Establishing an implementation framework to move from ideas to action, with defined priorities, tools, and next steps.

Together, these phases reflect the spirit of Elevate Goldsboro—a process rooted in aspiration, grounded in planning, and focused on delivering results.



From Imagining Possibilities to Acting on Opportunities

Elevate Goldsboro brings together a range of implementation tools that help move from community vision to real-world results. Each plays a different role in guiding how Goldsboro grows, invests, and evolves over time. Together, these elements ensure that the Plan is not just aspirational but actionable.

PLANS

Refining the Vision for Key Areas

Small area plans, corridor studies, and master plans build on Elevate Goldsboro by providing more detailed guidance for specific parts of the City. These efforts translate the community's vision into place-based recommendations tailored to Goldsboro's neighborhoods, corridors, and growth areas.

PROGRAMS

Delivering Ongoing Community Priorities

City-led programs advance the day-to-day work of implementing the Plan. From neighborhood improvements to economic development initiatives, these programs help carry forward the priorities identified by Goldsboro residents, with support from partners, staff, and elected officials.

ELEVATE GOLDSBORO COMPREHENSIVE PLAN

POLICIES

Guiding Decisions and Future Updates

The Plan establishes a policy foundation to guide decision-making by City Council, boards, and staff. These policies shape future updates to development regulations, ensuring that Goldsboro's growth aligns with the community's vision and long-term priorities

PROJECTS

Making Targeted Investments

Projects represent the physical improvements that shape Goldsboro on the ground—from streets and parks to utilities and public facilities. Elevate Goldsboro helps highlight these investments, while more detailed planning and budgeting determine timing and funding.

Elevate Goldsboro is an update to the City's previous comprehensive plan, Envision 35. Our updated comprehensive plan not only provides a clear vision for the future of the community, it also outlines the necessary steps to turn that vision into a reality. The plan places a strong emphasis on implementation to guide the City's near- and long-term decision-making and investment. Elevate Goldsboro serves as a framework over the next 20+ years to guide development.

Engaging Our Community

Strong plans are built through collaboration. Elevate Goldsboro brought together voices from across the community to create a plan rooted in local experience and shared priorities. The engagement approach was designed to position residents, stakeholders, and partners as active participants in the planning process. This involvement, paired with technical analysis, helps ensure that Elevate Goldsboro reflects both identified needs and the community's long-term goals and values.

Phase 1 Imagine	Phase 2 Plan	Phase 3 Act
Engagement Focus		
▶ Build awareness of the process ▶ Educate on the plans' purpose ▶ Collect input on vision and needs	▶ Confirm what we learned so far ▶ Collect input on the land use strategy and supportive policies	▶ Present key elements of the comprehensive plan ▶ Collect final input before adoption
Engagement Activities		
• Technical Team Coordination • Planning Commission and City Council • Advisory Committee • Project Website Launch • Stakeholder Engagement • Online Engagement • Community Workshop • Freedom Fest	• Technical Team Coordination • Planning Commission and City Council • Advisory Committee • Project Website • Stakeholder Engagement • Online Engagement • Community Workshop	• Technical Team Coordination • Planning Commission and City Council • Advisory Committee • Project Website • Stakeholder Engagement • Online Comment Form • Public Review Period • Adoption Meetings

Engagement Spotlight

Red callout boxes, like this one, appear throughout the document to highlight Engagement Spotlights in relevant sections. These spotlights demonstrate how community input guided planning decisions and how engagement shaped outcomes at each stage of the process.

By the Numbers

Meetings, Workshops, and Surveys

650+ Touch Points

Anyone who attended a meeting, participated in a workshop, or completed a survey.

5,000+ Individual Data Points

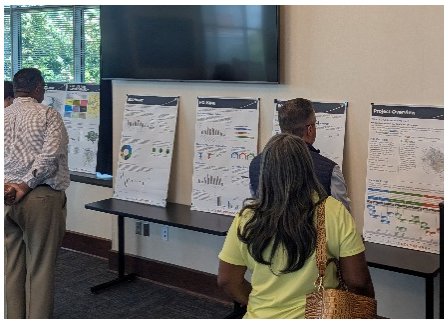
800+ Written Comments

560+ Hours Invested

Project Website

1,700+ Visits

1,250+ Visitors















Using the Plan

With Elevate Goldsboro, the City and its partners have created a living document that should be referred to often as a guide for community decision-making. To be responsive to ongoing change, the Plan's vision, planning principles, strategies, and actions should be revisited regularly to help ensure the Plan continues to provide clear and dependable direction for the issues the City will face—from attainable housing to a strong local economy to a transportation network that provides choice and convenience. The Plan was designed to be used and concludes with a call to action which acknowledges that fulfilling the vision of the Plan requires the City and its partners to maintain a commitment toward positive change, to be nimble as circumstances change, and to hold one another accountable.

Elevate Goldsboro is organized to move from context to action, helping users quickly understand the "why," "what," and "how" of the Plan. Each section builds on the previous, creating a clear path from community input to implementation.

INTRODUCTION: Outlines the planning process, community engagement efforts, and the purpose of Elevate Goldsboro as a guiding framework.

OUR COMMUNITY: Summarizes Goldsboro's existing conditions, including population trends, economic context, land use patterns, and infrastructure systems that inform future decisions.

OUR VISION: Defines the community's shared direction, including guiding principles and a long-term vision for how Goldsboro should grow and evolve.

OUR PLAN: Presents actions organized around the guiding principles for topics such as land use, housing, economic development, transportation, and quality of life.

OUR TIME TO ACT: Identifies priority actions, implementation tools, and partnerships needed to advance the Plan, including steps the City and its partners can take in the near and long term.

Elevate Goldsboro serves as Goldsboro's policy framework, guiding how the City will grow, invest, and evolve over time. To support clear and consistent use, it is important to understand what this Plan is intended to do—and what it is not.

What Elevate Goldsboro Does

SETS THE VISION AND DIRECTION

Articulates a shared vision for Goldsboro through 2050, defining the desired character of growth and development.

ESTABLISHES POLICY DIRECTION

Identifies goals and policies for housing, economic development, and community development to guide future decisions and actions.

GUIDES LAND USE AND GROWTH

Directs future land use patterns, development decisions, and growth areas—within the city and in the ETJ—based on community priorities.

INFORMS INVESTMENTS & PRIORITIES

Provides guidance for long-term public investments in infrastructure, including transportation, parks, and utility systems.

Elevate Goldsboro is advisory in nature. City Council and other boards in Goldsboro are encouraged to follow the guidance provided in the Comprehensive Plan.

The City

Elevate Goldsboro is designed to inform future land use decisions, policy decisions, and investment choices. The Plan should be referenced by those making decisions on behalf of the City.

City Council should refer to the Plan as a guide for growth and development decisions while being nimble to respond to evolving economic conditions and shifts in community preferences.

Boards and Committees should refer to the Plan in their specific roles as they work collectively to promote the community's vision and ensure consistency in decision-making.

City Staff should refer to the Plan in ways that align local policies, inform budget decisions, and provide incremental choices in the context of the community's vision.

Others

Elevate Goldsboro is designed to be used by individuals and groups with diverse interests in the City. In the years to come, the Plan should be used in the following ways by various groups:

Business Owners should refer to the Plan to identify new opportunities and to understand the City's strategy for growth and investment and its approach to managing the unique characteristics of Goldsboro.

Residents should refer to the Plan to understand the future vision of growth, development, and resiliency, as well as how supportive policies can enhance quality of life.

Community Leaders should refer to the Plan as they continue to work toward a common community vision for Goldsboro

Regional Partners should refer to the Plan as cross-jurisdictional issues are discussed, evaluated, and addressed.

What Elevate Goldsboro Does Not Do

DOES NOT CHANGE ZONING REGULATIONS

Does not amend the City's zoning ordinance or map, but informs future rezonings and regulatory updates.

DOES NOT GUARANTEE ANNEXATION

Does not ensure approval of voluntary annexations, which will continue to be evaluated case by case.

DOES NOT COMMIT FUNDING

Does not obligate the City to specific capital projects or funding decisions.

DOES NOT CREATE INCENTIVE PROGRAMS

Does not establish regulatory tools or financial incentives such as density bonuses or tax incentives.

SECTION 2

Our Community




w WALNUT St
100

Introduction

Understanding Goldsboro today is the foundation for planning its future. This chapter provides a data-informed snapshot of the community that examines the population trends, development patterns, economic conditions, and infrastructure systems that shape how the City functions.

Goldsboro is defined by a unique combination of assets, including a strong military presence at Seymour Johnson Air Force Base, a historic and evolving downtown, established neighborhoods, and access to regional transportation networks. These elements influence where growth occurs, how investment is prioritized, and how residents experience daily life.

At the same time, broader regional forces—such as growth in surrounding areas and increased demand for services and housing—continue to shape Goldsboro's trajectory. Understanding these dynamics is critical to making informed decisions about land use, infrastructure, and community investment.

Together, these community characteristics highlight both opportunities and challenges, helping to inform the goals, policies, and strategies that guide Elevate Goldsboro forward.

This section synthesizes key trends and conditions that influence how Goldsboro grows and evolves. These insights provide a foundation for shaping future land use, investment priorities, and community development decisions.

REGIONAL ROLE: Goldsboro's growth is shaped by its role as a regional hub anchored by Seymour Johnson Air Force Base, historic downtown, and key employment centers.

POPULATION TRENDS: Population trends remain stable, while surrounding areas continue to influence demand for housing, services, and infrastructure.

DEVELOPMENT PATTERNS: Established neighborhoods and development patterns reflect a mix of historic areas, suburban growth, and emerging investment opportunities.

CONNECTIVITY AND ACCESS: Regional connectivity and infrastructure play a critical role in supporting mobility, economic activity, and future growth.

HOUSING AND GROWTH PRESSURE: Housing demand is influenced by both local needs and regional growth patterns, shaping future development choices.

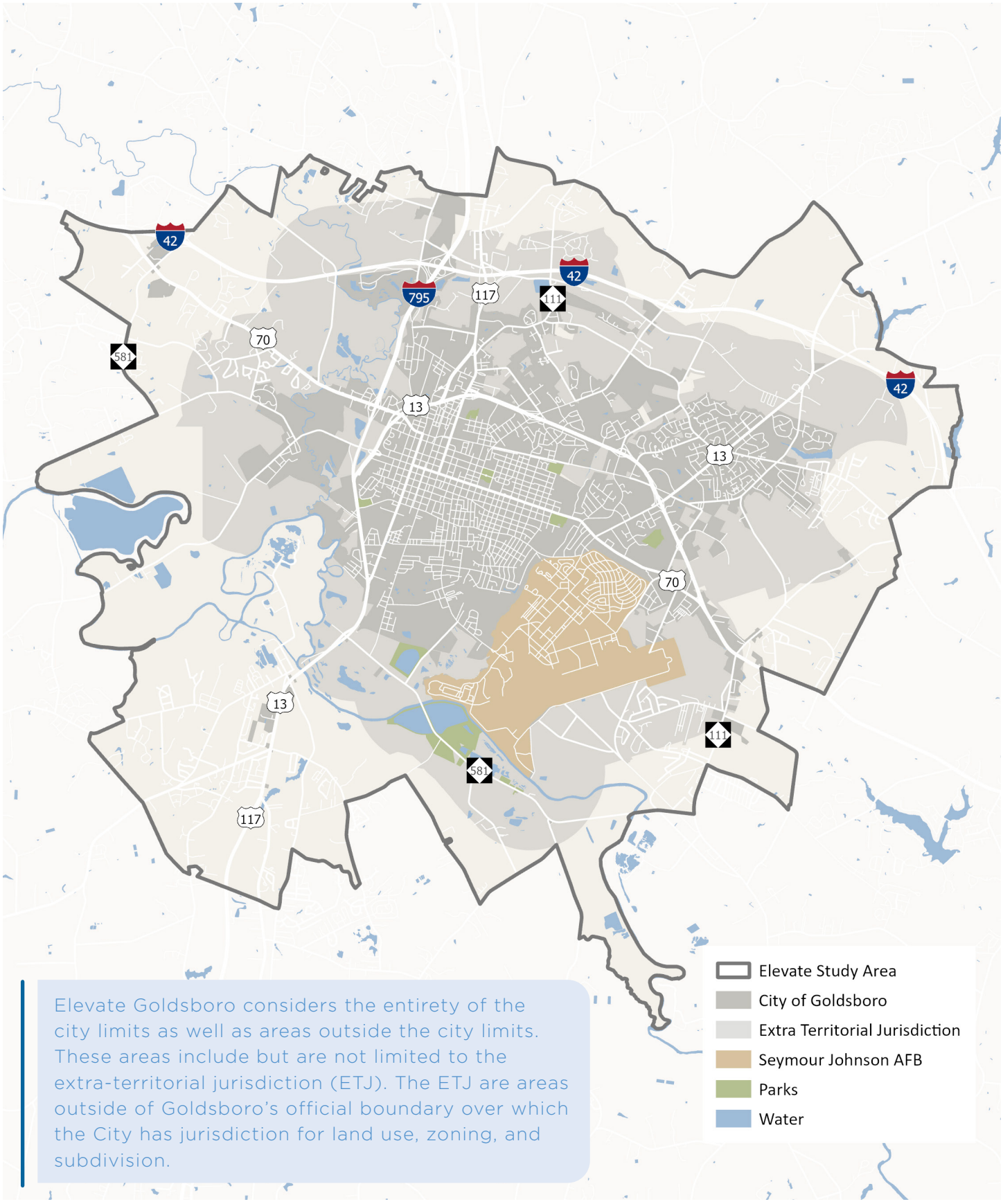
COMMUNITY ASSETS: Goldsboro's parks, downtown, and civic spaces contribute to quality of life and support continued reinvestment.

Population Economy Housing

Transportation Natural Environment

Built Environment

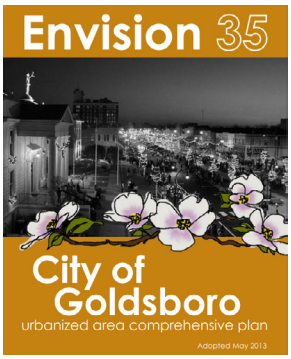
Study Area



Elevate Goldsboro considers the entirety of the city limits as well as areas outside the city limits. These areas include but are not limited to the extra-territorial jurisdiction (ETJ). The ETJ are areas outside of Goldsboro's official boundary over which the City has jurisdiction for land use, zoning, and subdivision.

Foundational Plans

Elevate Goldsboro builds on past plans and studies that have shaped the community. These efforts provide context and direction, ensuring the Comprehensive Plan reflects both prior work and current priorities.

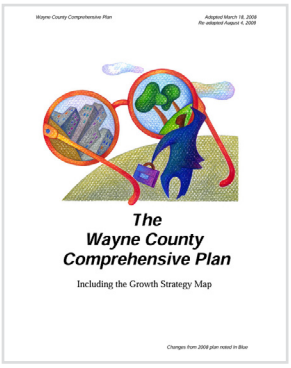


Envision 35 Goldsboro Urbanized Area Comprehensive Plan

Envision 35 represents the current comprehensive plan for the City of Goldsboro. This plan was adopted in 2013 and serves a horizon of 2035.

KEY TAKEAWAYS

- Developed the vision for Goldsboro with regards to its internal character and role in the greater community
- Developed the policies guiding development starting in 2013

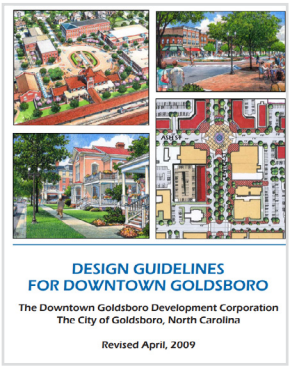


Wayne County Comprehensive Plan

This plan serves as the primary planning document for Wayne County. The plan was adopted in 2008.

KEY TAKEAWAYS

- Sets out goals and visions for the County
- Identifies specific strategies and policies for future planning within the County
- Creates a growth strategy map

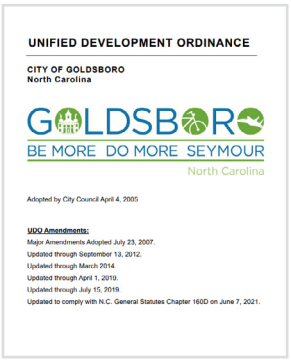


Master Plan of the Greater Downtown Goldsboro

Goldsboro created the Master Plan of the Greater Downtown Goldsboro in 2007 and revised it in 2009. The plan intends to guide development of the downtown.

KEY TAKEAWAYS

- Identified a need for both private and public sector investment
- Concentrated on image and character
- Developed design guidelines for the long term appearance and development

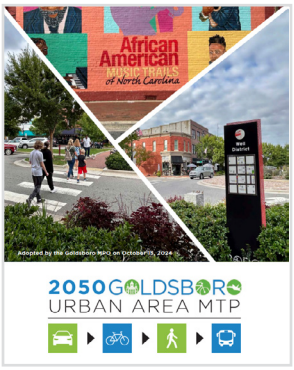


Goldsboro Unified Development Ordinance

This document serves as Goldsboro's unified development ordinance, adopted in 2005 and most recently revised in 2021.

KEY TAKEAWAYS

- Guides development for the City of Goldsboro
- Serves as the regulatory document creating a more efficient and transparent development process

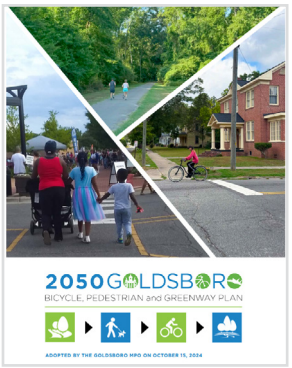


2050 Goldsboro Urban Area MTP

This plan serves as the guiding document for regional transportation through the year 2050. This plan was adopted in 2024.

KEY TAKEAWAYS

- Uses transportation to support regional economic vitality
- Prioritizes safety for motorized and non-motorized users
- Links travel, tourism, and community development



2050 Goldsboro Bicycle, Pedestrian, and Greenway Plan

This plan, adopted in 2024, provides a long-range framework to expand and improve Goldsboro's bicycle, pedestrian, and greenway network.

KEY TAKEAWAYS

- Identifies priority routes and connections to improve mobility and access
- Supports safer travel for walking, biking, and shared-use users
- Guides investments in greenways, sidewalks, and multimodal infrastructure

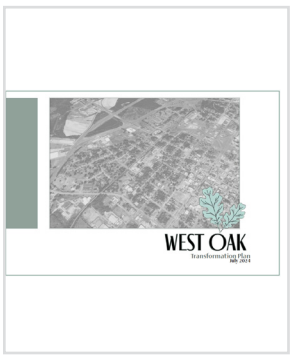


Goldsboro 2025 Parks and Recreation Master Plan

This plan, adopted in 2025, provides a 10-year framework to guide improvements to Goldsboro's parks, facilities, and programs.

KEY TAKEAWAYS

- Prioritizes upgrades to existing parks and development of new amenities
- Highlights strong demand and regional use of Goldsboro's park system
- Emphasizes expanding access, connectivity, and modern recreational offerings



West Oak Transformational Plan

Completed in 2024, the West Oak Choice Neighborhood Plan was submitted to HUD as a joint effort to transform the West Oak neighborhood.

KEY TAKEAWAYS

- Focuses on ways to improve resources and outcomes for residents
- Seeks to provide capital improvement funding and a development district
- Identifies ways to improve and diversify the housing stock

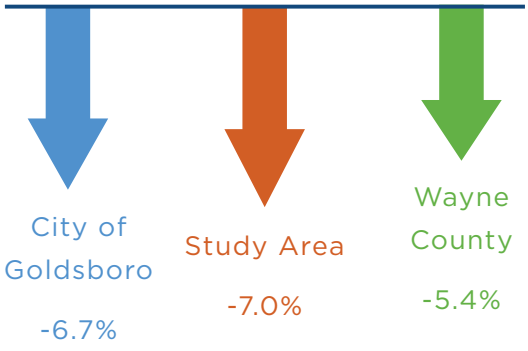
Population

Demographic trends show the makeup of the current Goldsboro population and serve as an indicator for growth projections. This section analyzes existing demographic conditions in the Study Area, estimates future ones, and compares the City of Goldsboro to the Study Area and Wayne County.

Population Trends

POPULATION CHANGE (2010-2024)

Between 2010 and 2024, the City of Goldsboro, the surrounding Study Area, and Wayne County all experienced population decline. Goldsboro saw a 6.7% decrease, losing over 2,300 residents, while the broader Study Area declined by 7.0%, and Wayne County by 5.4%.



Source: ESRI Business Analyst Online, Kimley-Horn

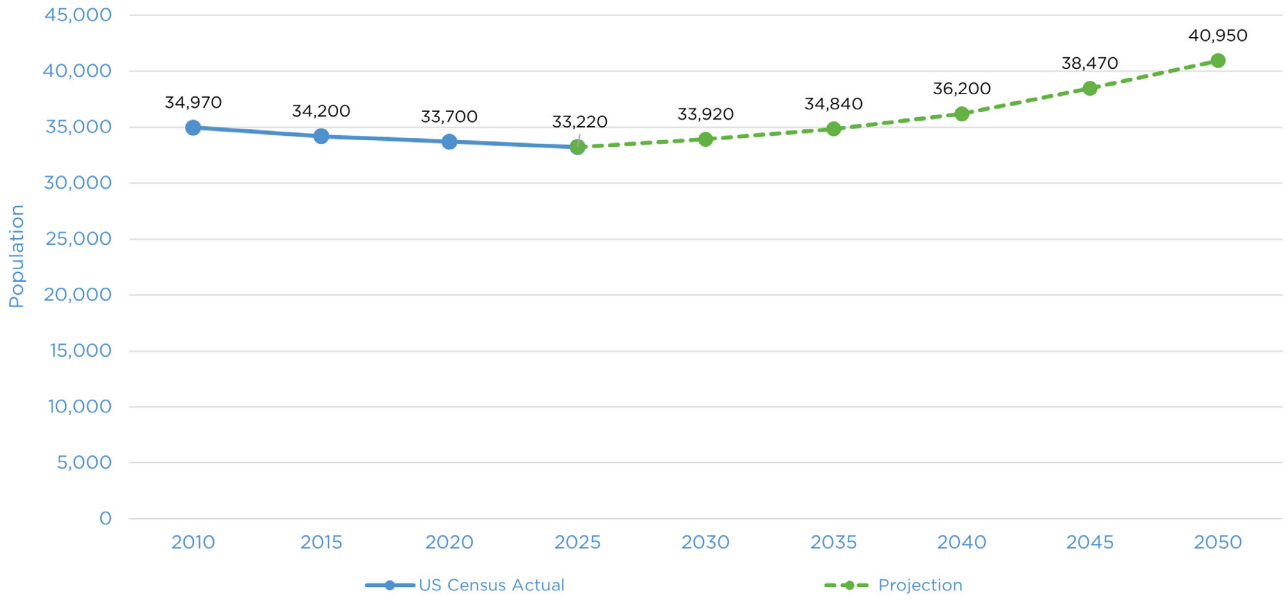
TOTAL POPULATION (2024)

City of Goldsboro	Study Area	Wayne County
32,613	51,145	116,089

Source: ESRI Business Analyst Online, Kimley-Horn

PROJECTED POPULATION GROWTH (2025-2050)

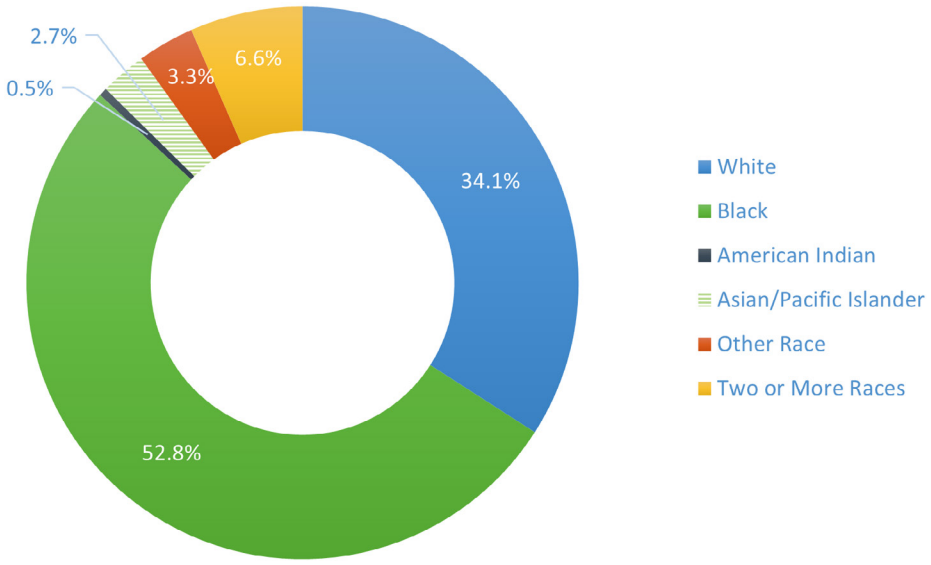
After more than a decade of gradual decline, Goldsboro's population is projected to reverse course and begin growing steadily through 2050. From a low of 33,220 in 2025, the City is expected to gain more than 7,500 residents over the next 25 years, reaching nearly 41,000 by 2050.



Source: Woods & Poole; North Carolina Office of State Budget and Management; ESRI BAO; 2040 Wayne County TAZ; Seymour Johnson and Dare County Range Joint Land Use Study; Kimely-Horn

RACE

Black residents account for the largest share in Goldsboro at 52.8%, followed by White residents at 34.1%. Hispanic or Latino residents, who may be of any race, make up 7.8% of the City's population.



65.9%

of the population is part of a racial minority group

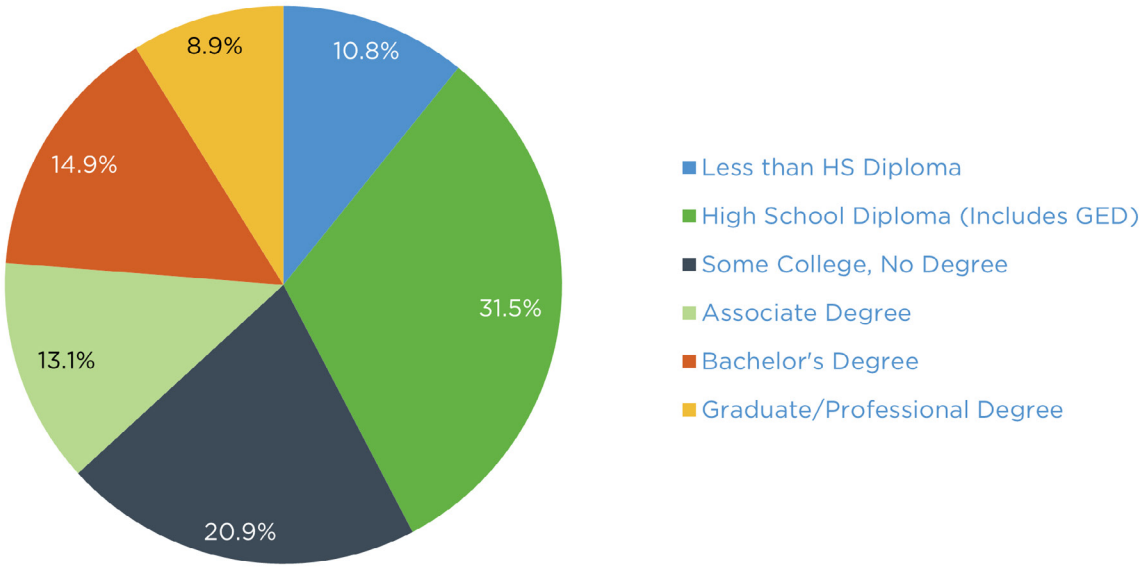
7.8%

of the population identifies as Hispanic or Latinx

Source: ESRI Business Analyst Online, Kimley-Horn

EDUCATION

About 32% of residents in Goldsboro have earned a high school diploma or GED as their highest level of education, while another 21% have attended some college but have not obtained a degree. Higher levels of education are less common, with 15% holding a bachelor's degree and just 9% holding a graduate or professional degree.

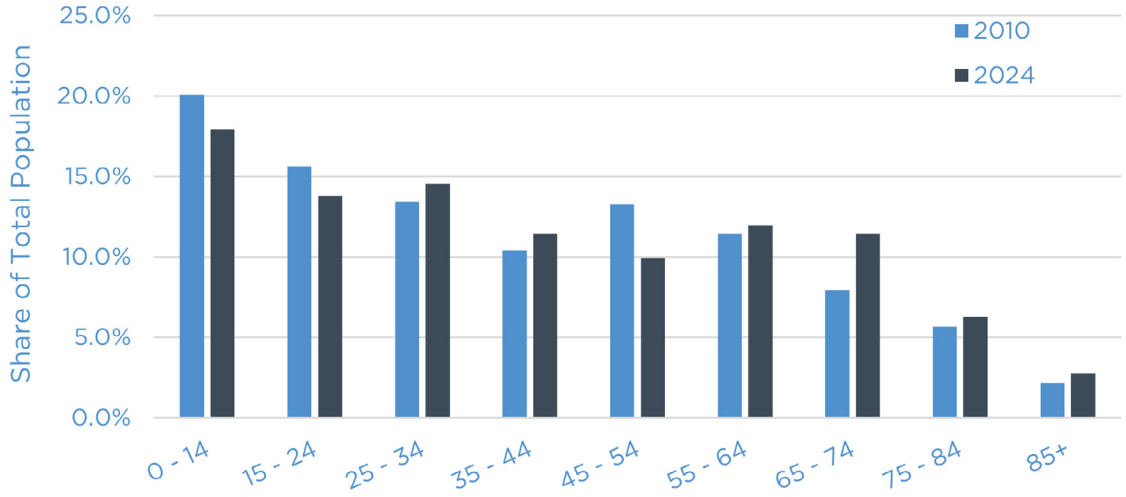


Source: ESRI Business Analyst Online, Kimley-Horn

Age

AGE BY COHORT TRENDS, CITY OF GOLDSBORO (2010-2024)

The City is experiencing a gradual shift toward an older population. Since 2010, the share of residents under 25 has declined, while the share of residents ages 65 and up, has increased. The largest decreases are seen in the age cohorts under 25.



Source: ESRI Business Analyst Online, Kimley-Horn

POPULATION BY AGE



Under 18 (21.3%)

Ages 18 to 64 (58.2%)

Aged 65+ (20.5%)

Source: ESRI Business Analyst Online, Kimley-Horn

POPULATION BY GENERATION

Millennials and Generation Z make up nearly half the population in the City of Goldsboro, while Baby Boomers remain a significant portion at over 20%.

5.9%
Greatest Generation
Born 1945 or Earlier

20.9%
Baby Boomer
Born 1946 to 1964

16.5%
Generation X
Born 1965 to 1980

23.3%
Millennial
Born 1981 to 1998

23.5%
Generation Z
Born 1999 to 2016

9.9%
Alpha
Born 2017 to Present

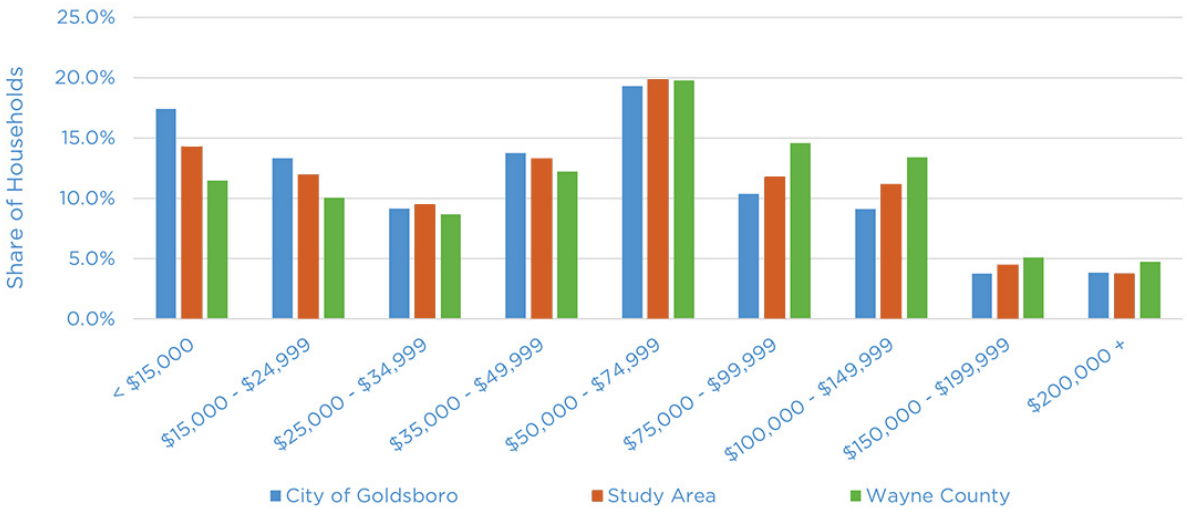

2024
Creek Baptist Church
BS

Economy

Goldsboro's economy is shaped by a mix of service-oriented industries and modest income levels. Health care, hospitality, and retail are the City's largest employment sectors, reflecting a predominantly service-based workforce.

Median Household Income

Nearly one in five households in Goldsboro earn less than $15,000 annually, and over 30% earn less than $25,000. The largest share of households falls in the $75,000 to $99,999 range, but households earning above $100,000 make up a smaller portion of the population than in Wayne County.



53%

of Households Make Under $50,000

$6,949

Average Spent on Mortgage and Basics

Source: ESRI Business Analyst Online, Kimley-Horn

Projected Income Growth

Median household income in the City is projected to grow by nearly 16% between 2024 and 2029, rising from $45,074 to $52,263. However, overall income levels remain lower than those in the broader Study Area and Wayne County.

City of Goldsboro

$45,074 → **$52,263**

2024 2029

Study Area

$50,841 → **$57,396**

2024 2029

Wayne County

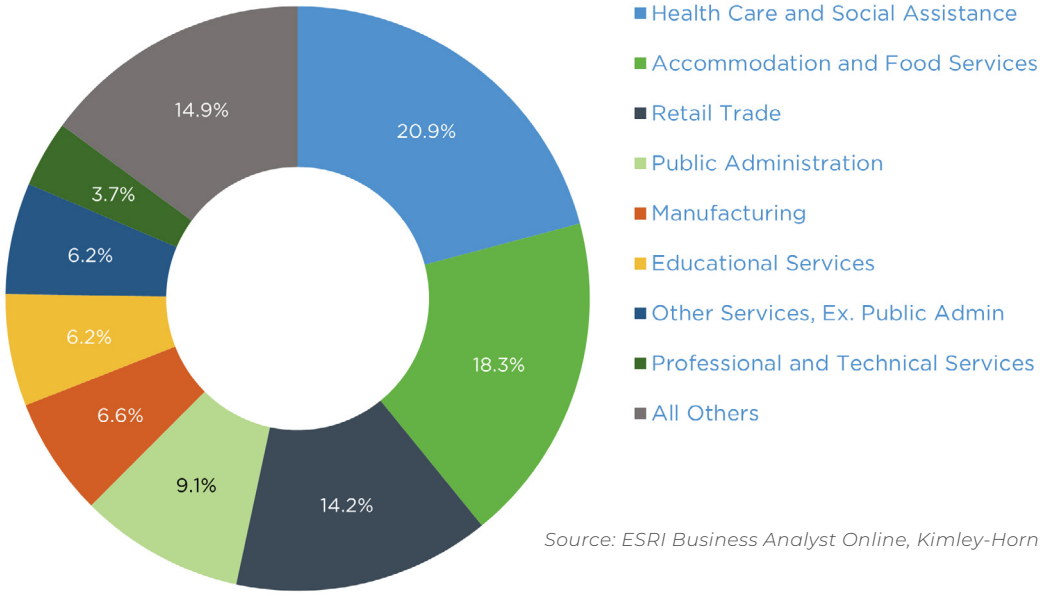
$57,298 → **$66,882**

2024 2029

Source: ESRI Business Analyst Online, Kimley-Horn

Employment

Goldsboro's employment base is anchored by health care and social assistance, which accounts for over 20% of all jobs in the City. Accommodation and food services (18.3%) and retail trade (14.2%) also make up substantial portions of the local economy. Together these three industries account for over half of jobs in the City.



Source: ESRI Business Analyst Online, Kimley-Horn

EMPLOYEE PROFILES

Goldsboro is home to a mix of employee types:

- White Collar, office-based and professional services
- Blue Collar, manual labor and skilled trades
- Service Providers, including retail employees

Source: ESRI Business Analyst Online, Kimley-Horn

50.7% White Collar

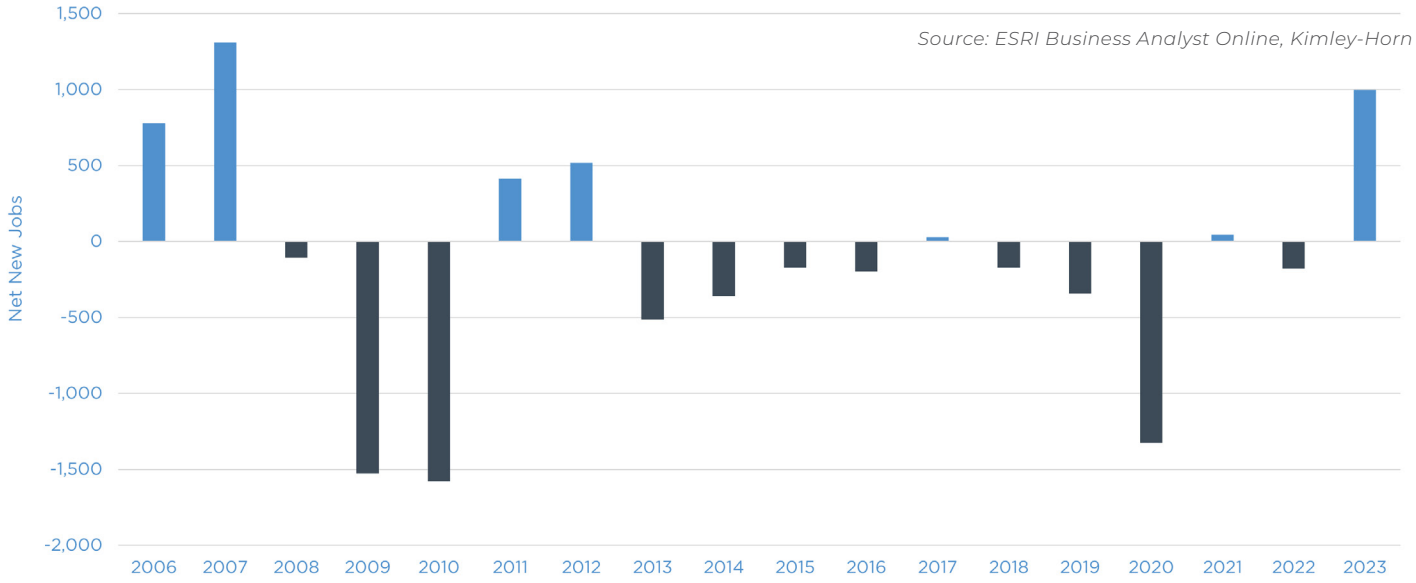
26.4% Blue Collar

22.9% Service Provider

ANNUALIZED REGIONAL JOB GROWTH

Wayne County's job growth over the past two decades has sharp fluctuations, with significant losses during the Great Recession and again in 2020 during the COVID-19 pandemic. The most notable recover was most recently in 2023, when the county added over 1,000 net new jobs. Overall, job growth has been inconsistent year to year, signaling the need for strategies that promote sustained economic resilience.

Source: ESRI Business Analyst Online, Kimley-Horn

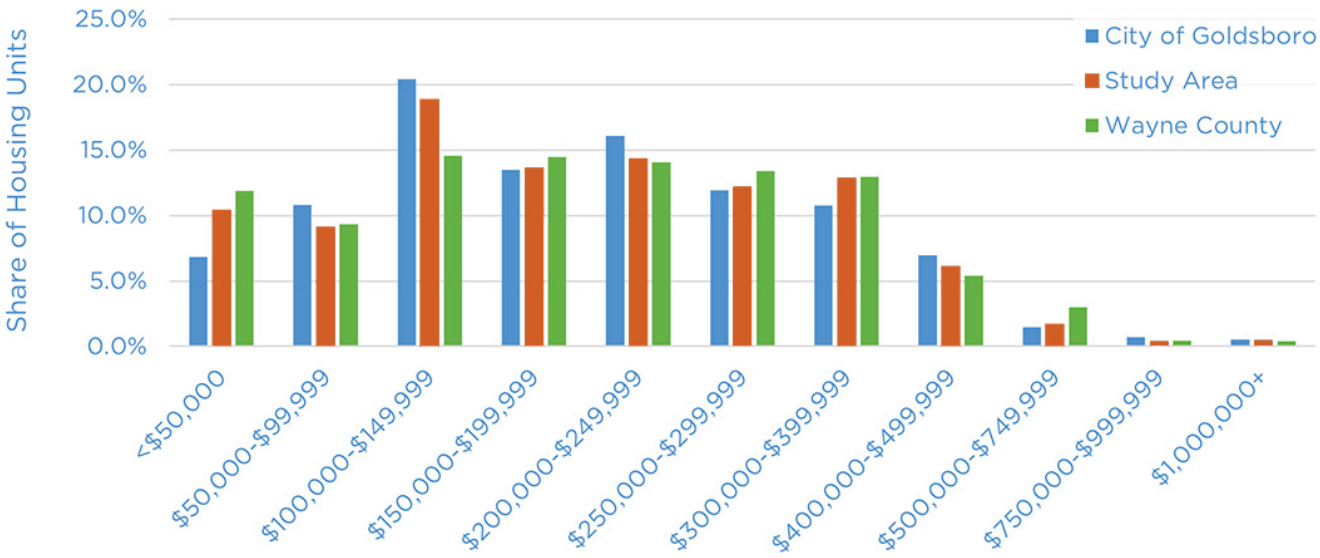


Housing

An analysis of the housing supply and market in Goldsboro uncovers the conditions and trends that affect current and prospective residents. The following pages reflect key statistics and characteristics of existing housing in Goldsboro.

Residential Property Values

The City of Goldsboro's housing market is concentrated in the lower- to mid-range value tiers, with over 60% of homes valued under $250,000. The largest share of homes falls within the $100,000 to $149,999 range. Compared to the broader County, Goldsboro has fewer homes at the very low and very high ends of the value spectrum, reflecting a middle-value housing market with moderate price diversity.



Source: ESRI Business Analyst Online, Kimley-Horn

MEDIAN HOME VALUE (2024)

$194,211
City of Goldsboro

$192,657
Study Area

$199,018
Wayne County

Source: ESRI Business Analyst Online, Kimley-Horn

HOUSING UNIT GROWTH

Between 2010 and 2024, the total number of housing units in the City of Goldsboro declined slightly, falling by 370 units. This decline contrasts with regional growth pressures seen elsewhere and may reflect ongoing disinvestment, demolition of aging structures, or limited new construction.



Source: ESRI Business Analyst Online, Kimley-Horn

Households

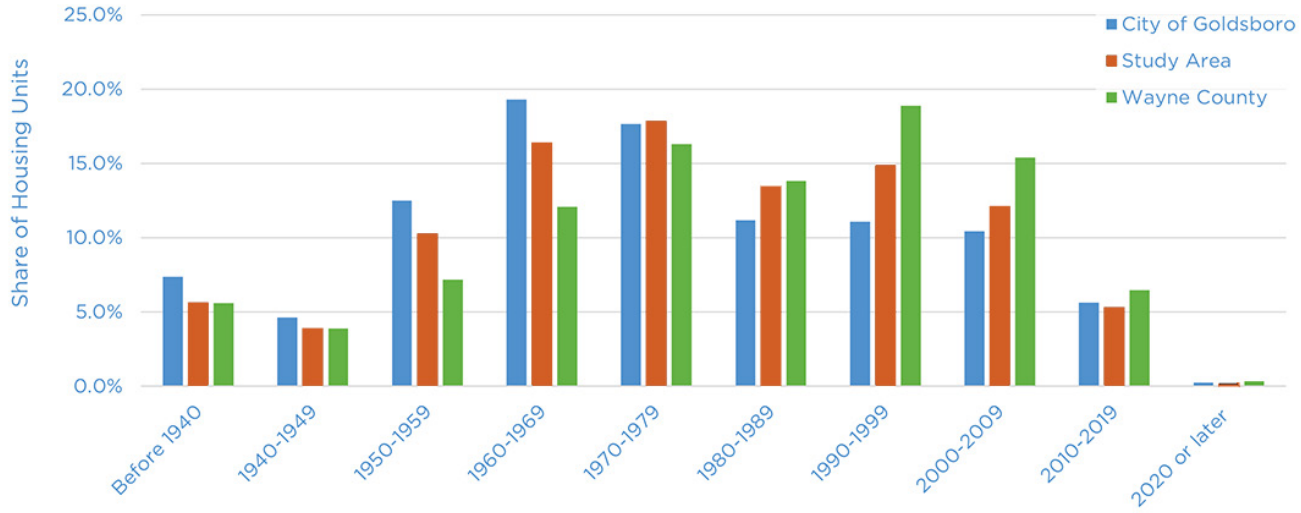
HOUSEHOLD SIZE



Source: ESRI Business Analyst Online, Kimley-Horn

HOUSING AGE

Goldsboro's housing stock is older overall, with a large share of homes built between 1960 and 1979 and relatively little new construction in recent decades. Fewer than 7% of homes in the city have been built since 2010, highlighting limited recent residential development.



OCCUPANCY STATUS

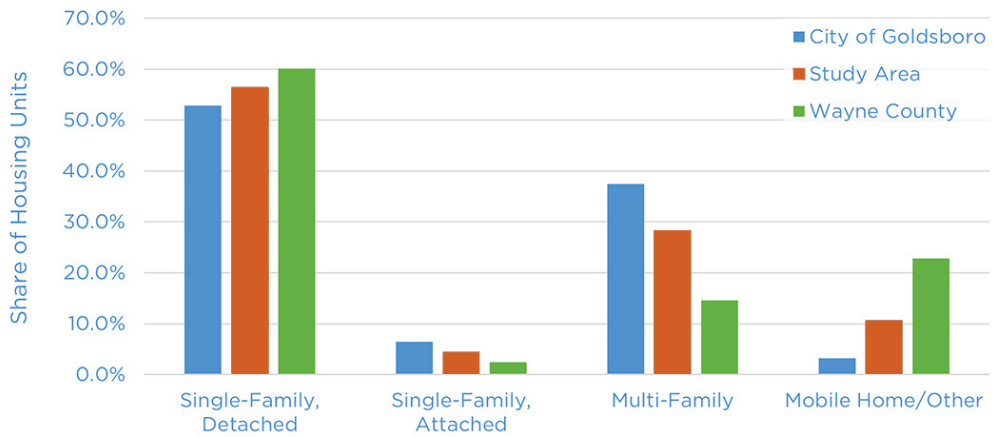
Most housing units in Goldsboro are occupied, with renter-occupied units slightly outnumbering owner-occupied ones. The City's relatively high rental share points to a more transient or flexible housing market.

	2010	2022
Owner-Occupied	41.0%	41.4%
Renter-Occupied	59.0%	58.6%
Vacant	11.1%	15.1%

Source: ESRI Business Analyst Online, Kimley-Horn

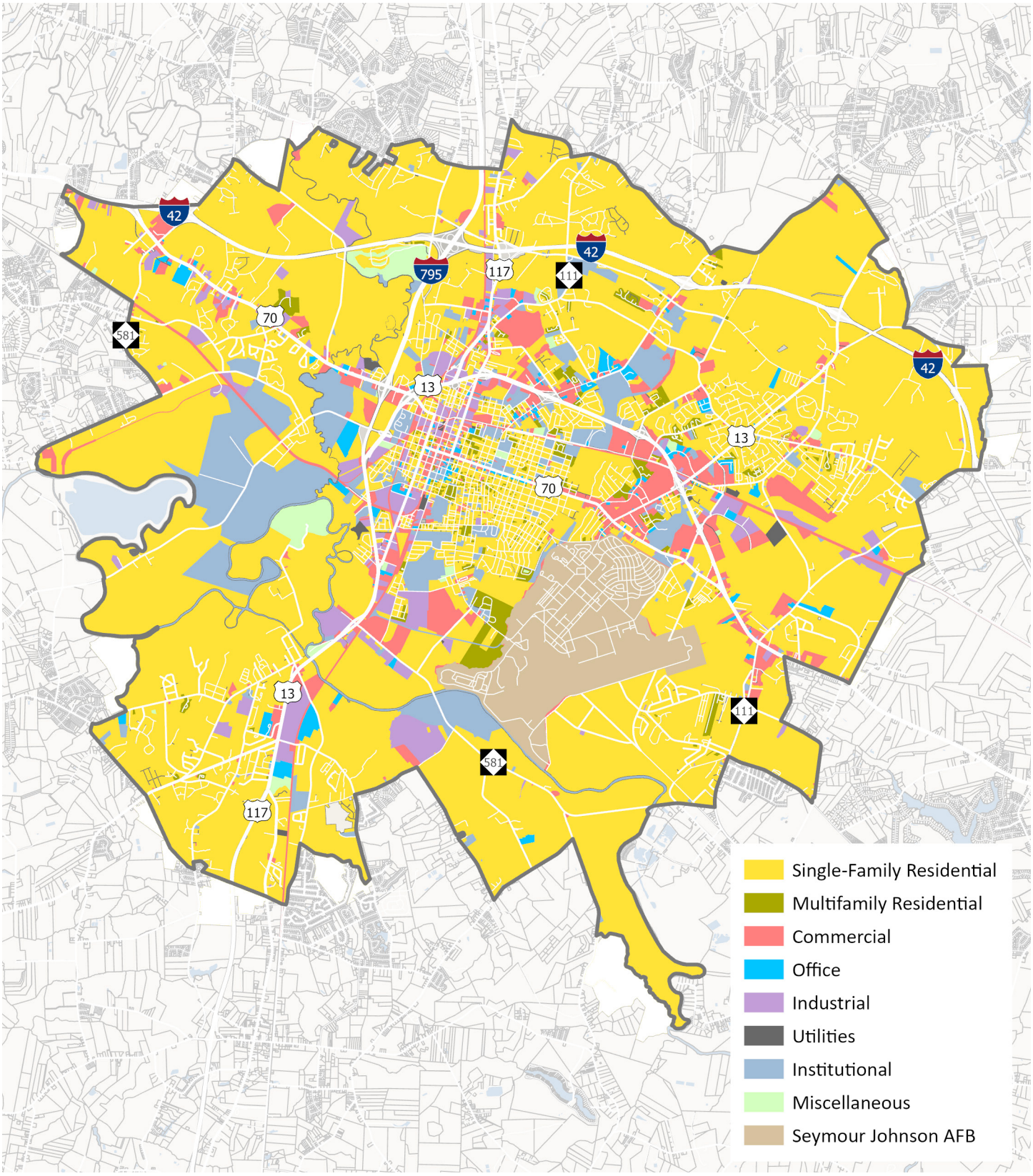
HOUSING TYPES

Goldsboro has a more diverse housing stock than the broader county, with a significantly higher share of multifamily units. In contrast, Wayne County has a larger proportion of mobile homes and a stronger emphasis on detached single-family housing.



Land Use

Land Use Map



Existing Land Use Classifications

Existing land use paints a picture of the intended purpose of different areas in Goldsboro today Understanding how land is currently being used gives us an opportunity to evaluate how these uses support the City's goals and identify gaps and trends that can be addressed through a revised land use vision and supportive policies.

Single-Family Residential

73.42% | 44,873 acres

Includes land used for Single-family residential, mobile homes, split level, and modular homes.

Multifamily Residential

1.59% | 974 acres

Includes garden apartments, duplex/triplex, townhouse apartments, and condominiums.

Commercial

6.66% | 4,070 acres

Includes commercial, retail, service, banking, hotels, etc.

Office

1.13% | 691 acres

Includes traditional office, medical offices, and labratories.

Industrial

3.24% | 1,982 acres

Includes industrial, manufacturing, and warehouses.

Utilities

0.19% | 113 acres

Includes utilities land use type.

Institutional

7.50% | 4,585 acres

Includes schools, churches. educational facilities, gymnasiums, fire and police, etc.

Miscellaneous

0.98% | 598 acres

Includes Country clubs, Halls, submerged land, and new parcels.

Military

5.28% | 3,228 acres

Represents the Seymour Johnson Air Force Base.

Creating a map of existing land use and calculating the area of various land use categories relies on available data and may not reflect the actual land uses for each parcel.

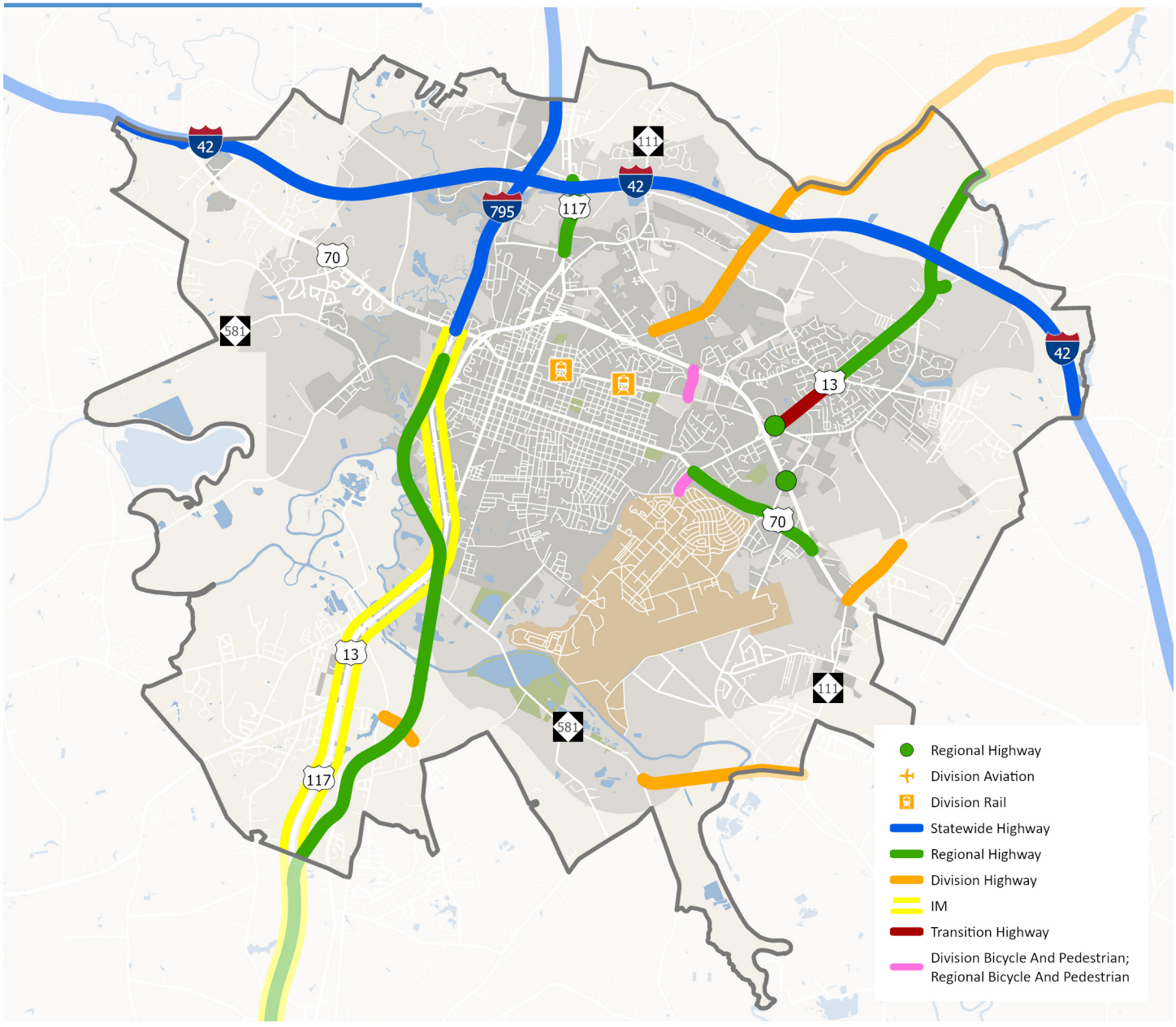
Transportation

The transportation network is made up of the roads, railroads, and multimodal facilities that connect through and within Goldsboro. Major highways in the network include I-42, I-795, US 70, US 13, and NC-111.

Funded Roadway Projects (The STIP 2024–2033)

The State Transportation Improvement Program (STIP) 2024–2033 identifies state-funded projects throughout North Carolina. The STIP is updated every two years, and the 2026-2035 STIP is in development at the time of this writing. The STIP program identifies priorities and assigns funding for the first five years of the defined time period. Specific details on the funded projects shown here can be found in the MPO's recently updated Metropolitan Transportation Plan.

STIP Projects 2024-2033

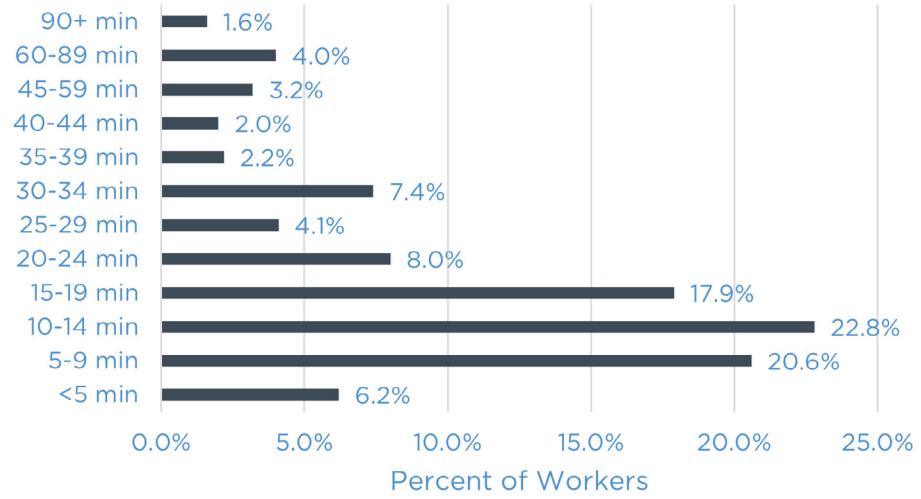


Commuting Trends

Goldsboro's role as a regional employment hub is evident by the commuting trends of its worksforce, including the commute times and the pattern of inflow and outflow of commuters.

COMMUTE TIMES

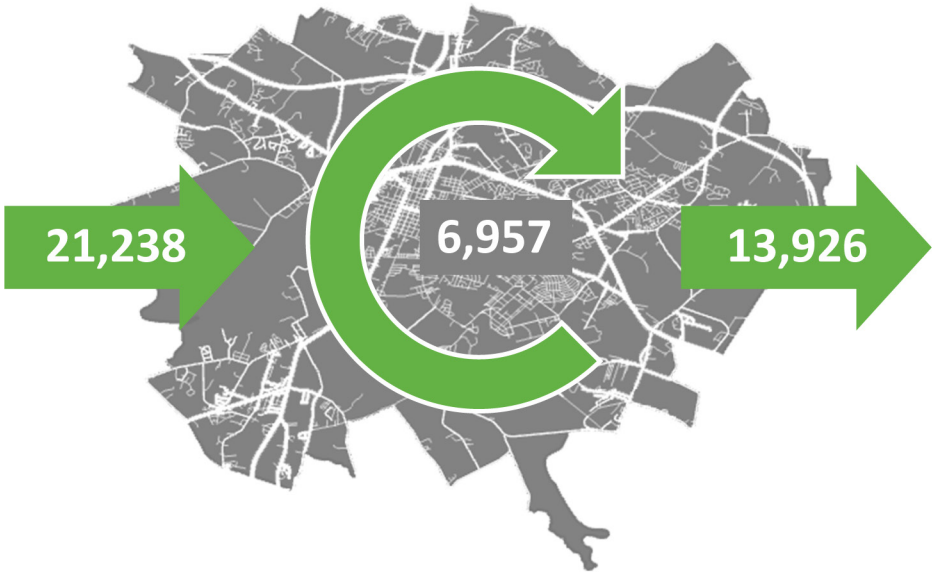
More than three-quarters of the workforce has a commute of under 30 minutes.



Source: ESRI Business Analyst Online, Kimley-Horn

COMMUTE PATTERNS

Much of the study area's workforce (more than 21,000 employees) commutes in from surrounding parts of Wayne County and beyond. Likewise, nearly 14,000 Goldsboro residents leave the study area and commute to other areas for employment.

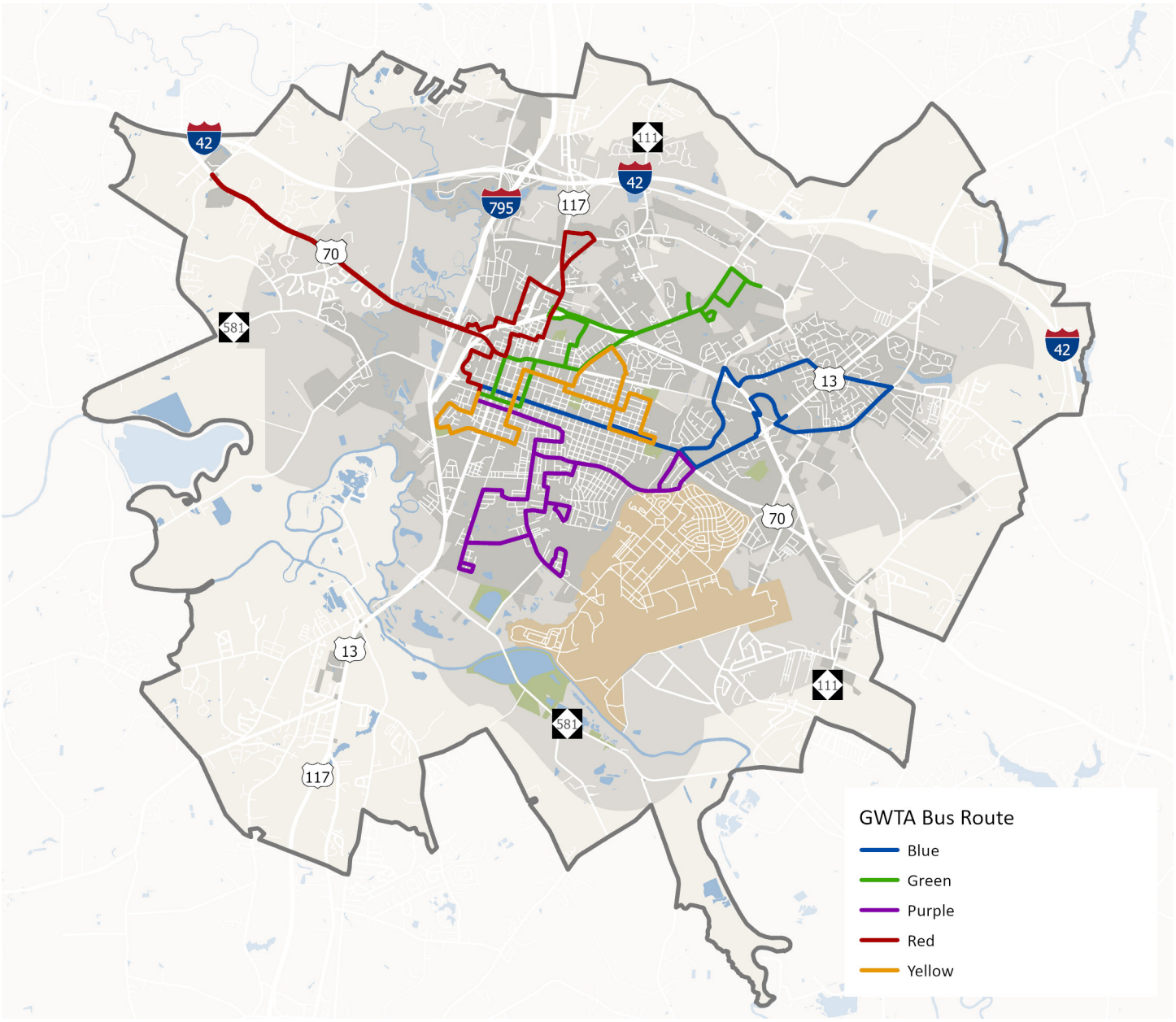


Source: LEHD On the Map (2022)

TRANSIT

The Study Area is served by Goldsboro-Wayne Transportation Authority, or GWTA,. The agency provides five fixed routes which are mapped below. Fixed route service can take residents to the community college, post office, Walmarts, senior centers, Goldsboro High School, the courthouse, and many other crucial locations. Additionally, GWTA offers a demand responsive Dial-A-Ride or DAR service which can provide low cost transit to residents who requirte flexible on-demand transportation services. GWTA's service is ADA accessible and offers fare reductions for eligible passengers within 0.75 miles of fixed route service. To learn more about GWTA, visit their website.

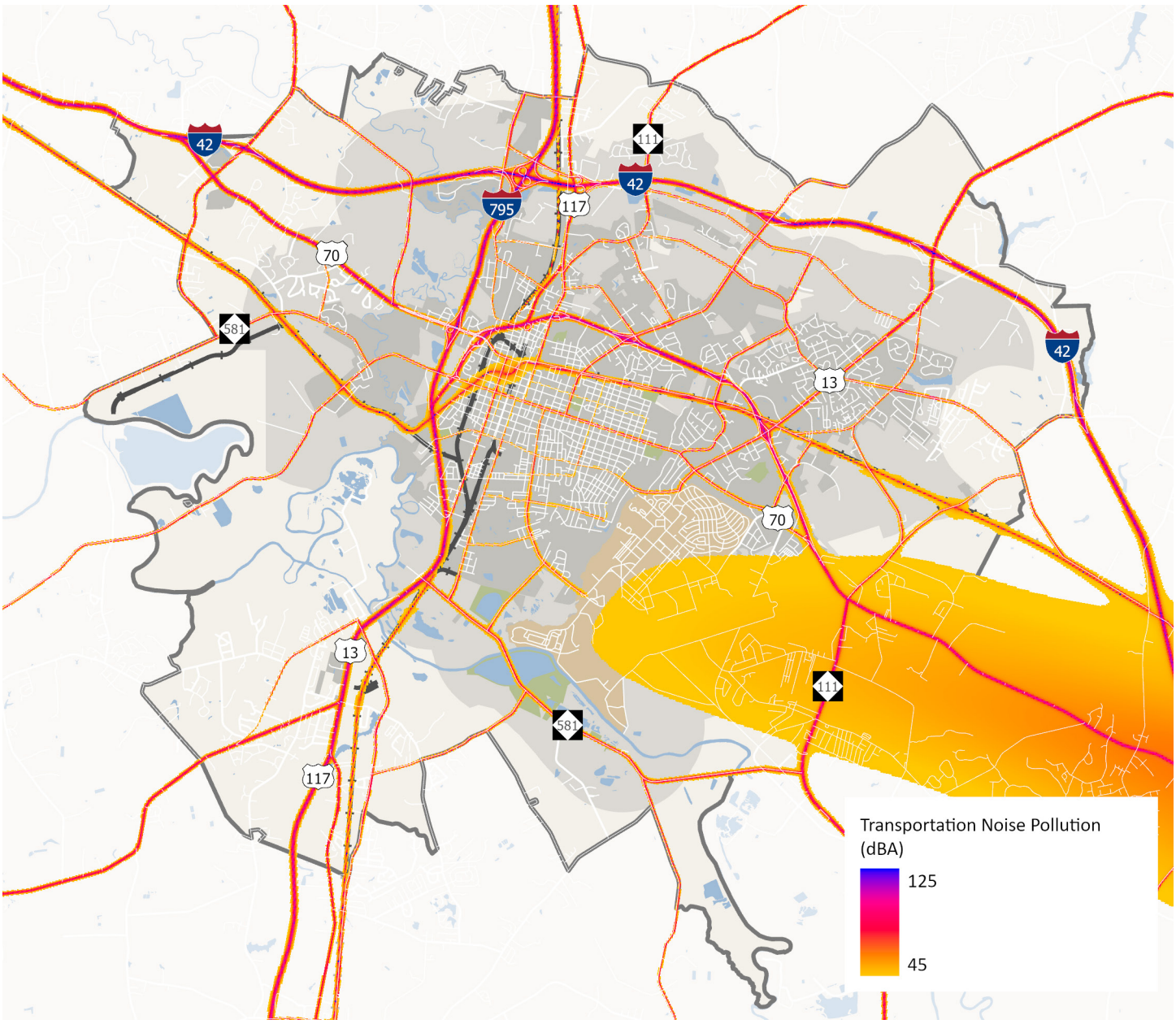
Transit Routes



Transportation Noise

Noise pollution, often overlooked, is a significant environmental issue that can have adverse effects on human health and well-being. While noise pollution may be an annoyance, it also has major health impacts, including high blood pressure, sleep deprivation, hearing loss, and increased risk of stress-related illness. In Goldsboro, transportation and aviation are major contributors to noise pollution. The map below shows the transportation noise pollution. These align with major freight and transportation networks and has a large bubble surrounding the base. Understanding the impacts and location of noise pollution can better inform and mitigate these challenges in future planning.

Noise Pollution



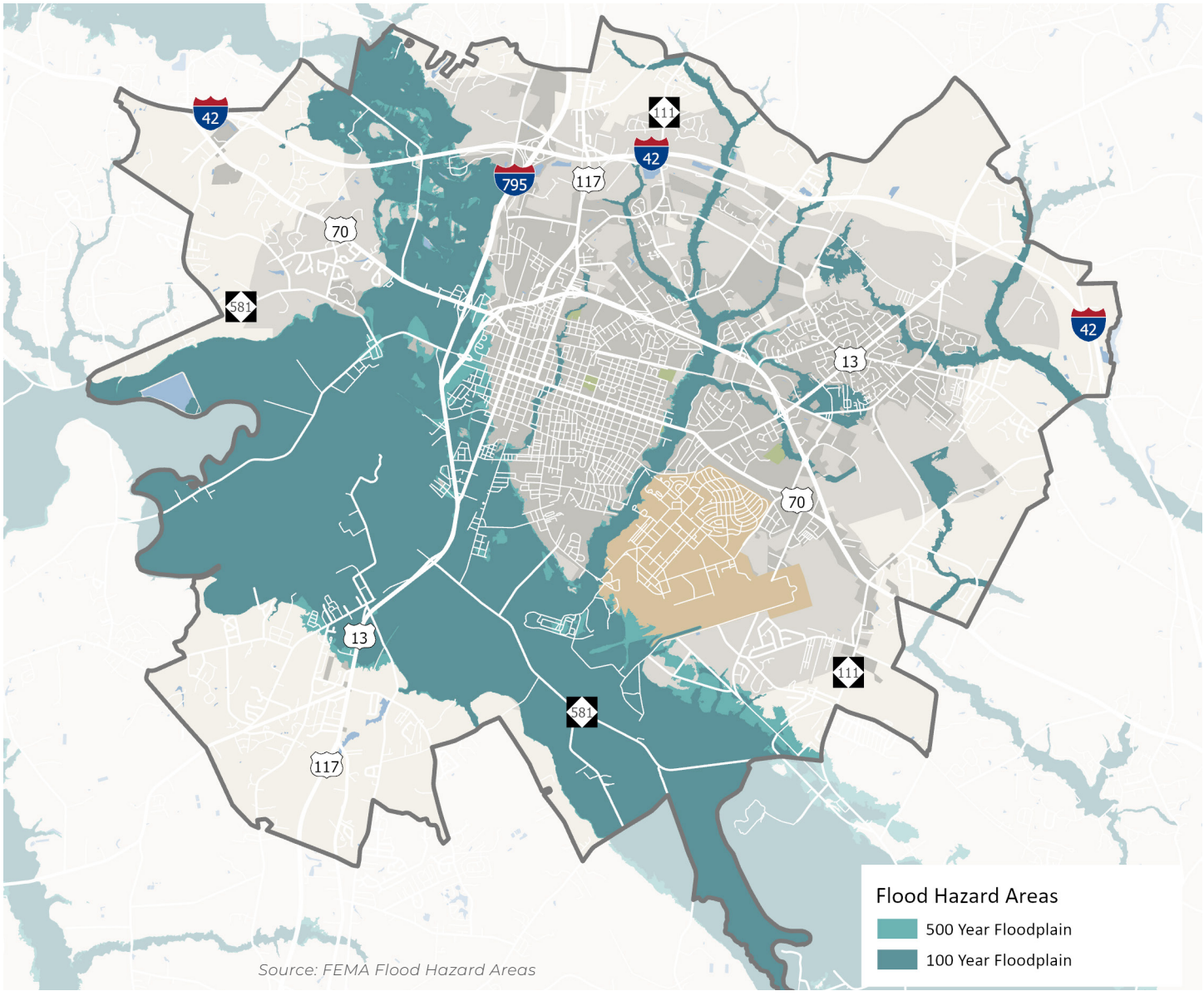
Source: USDOT Bureau of Transportation Statistics

Natural Environment

Goldsboro's residents and visitors benefit from being surrounded by natural beauty and abundant recreational opportunities. Goldsboro is home to the Neuse River, various streams, lakes, and parks throughout the region providing residents with a chance to connect to the outdoors.

Flood Hazard Areas

Flood hazard zones are areas that are prone to flooding due to their geographical location and environmental conditions. Mapping these areas helps in identifying areas at risk and implementing measures to mitigate potential damage, such as constructing flood barriers or improving drainage systems. Secondly, it ensures that new developments are designed with flood resilience in mind, reducing the risk to property and lives. Lastly, it aids in emergency preparedness and response planning, ensuring that communities are better equipped to handle flood events. By incorporating flood hazard zones into planning, cities can enhance their resilience and protect their residents from the devastating impacts of floods.

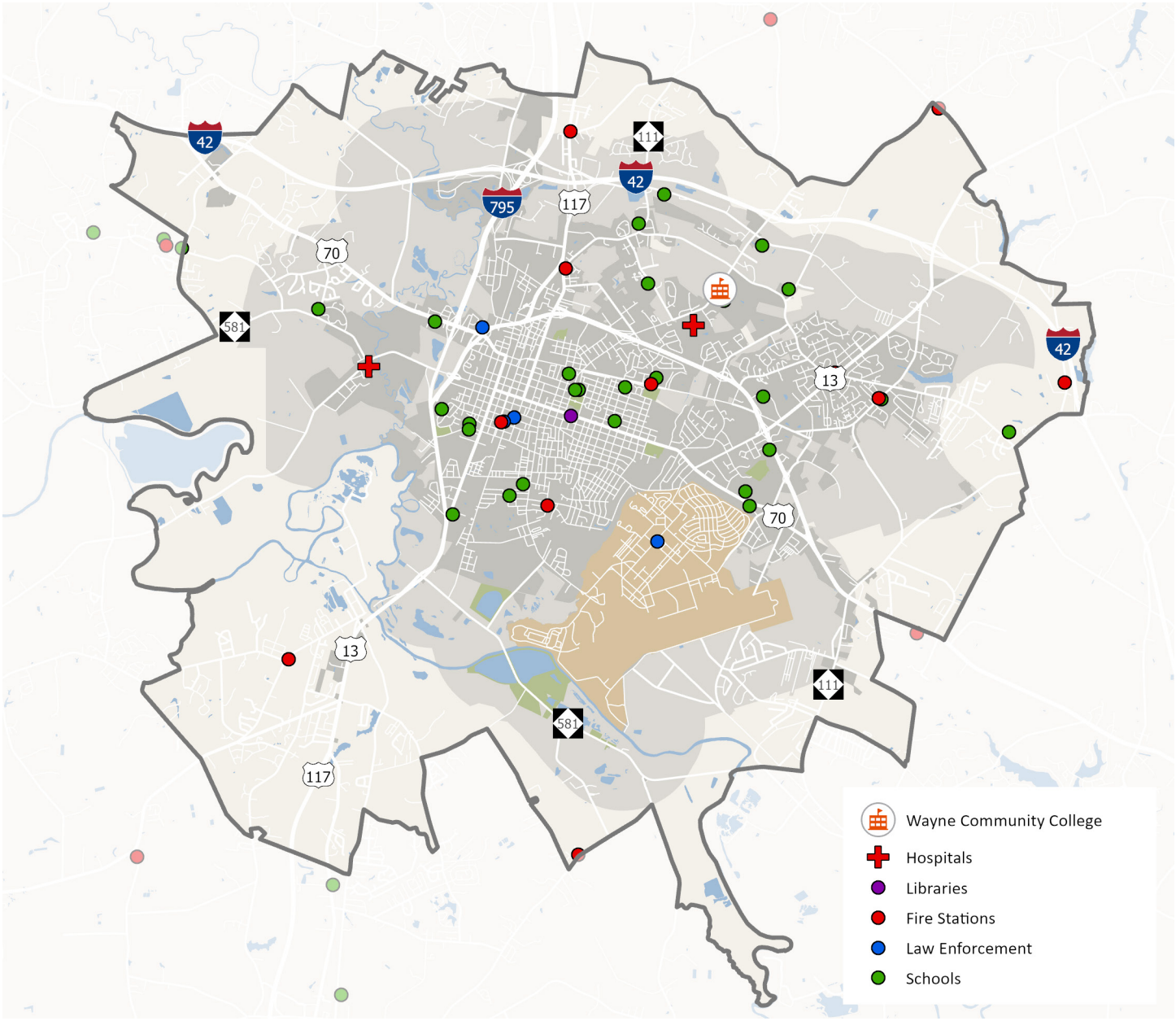


Source: FEMA Flood Hazard Areas

Built Environment

The map below highlights key community facilities in the built environment. Goldsboro is home to Wayne Community College, which provides excellent educational opportunities for residents and those in surrounding areas. The City also boasts two hospitals, ensuring that healthcare services are more readily accessible. Additionally, the presence of emergency services ensures the safety and well-being of all residents, making Goldsboro a well-rounded and supportive community. Goldsboro's education system supports the growth and development of its youth, preparing them for future success.

Community Facilities Map



SECTION 3

Our Vision





Introduction

A clear community vision is essential to guiding how Goldsboro grows and changes over time. The vision articulates what residents value most about their community and what they aspire for its future, providing a shared foundation for decision-making. Building on this vision, the planning principles translate community values into clear direction that can be applied across policies, programs, and projects. Together, the vision and planning principles serve as a consistent framework for evaluating future development, public investments, and initiatives, ensuring that day-to-day decisions support long-term goals and reflect the priorities of the Goldsboro community.

Engagement Spotlight

The first phase of engagement led to the creation of the vision. In the "One Word" activity, the public and advisory committee members shared one word that reflects what they love about Goldsboro and one word that describes what they would like changed. The results highlight shared perspectives and differing viewpoints. By distilling community feedback into a single word, the exercise clarified key strengths and opportunities, guiding the community's vision and informing the planning principles.

USE ONE WORD TO DESCRIBE WHAT YOU LOVE ABOUT GOLDSBORO.

Public



Advisory Committee



USE ONE WORD TO DESCRIBE WHAT YOU WOULD CHANGE ABOUT GOLDSBORO.

Public



Advisory Committee



Through a "Vision Board" activity, participants responded to the prompt "My idea for elevating Goldsboro is…" and posted their ideas, generating a wide range of perspectives that shaped this vision. Residents emphasized the need for diverse and affordable housing, improved access to everyday services, and safer, more walkable and bike-friendly streets. Together, these priorities reflect a commitment to quality of life, economic opportunity, and long-term community investment.

HOUSING FOR ALL
Expand diverse, affordable housing options across all income levels

EVERYDAY ACCESS
Improve access to grocery stores, healthcare, and daily services

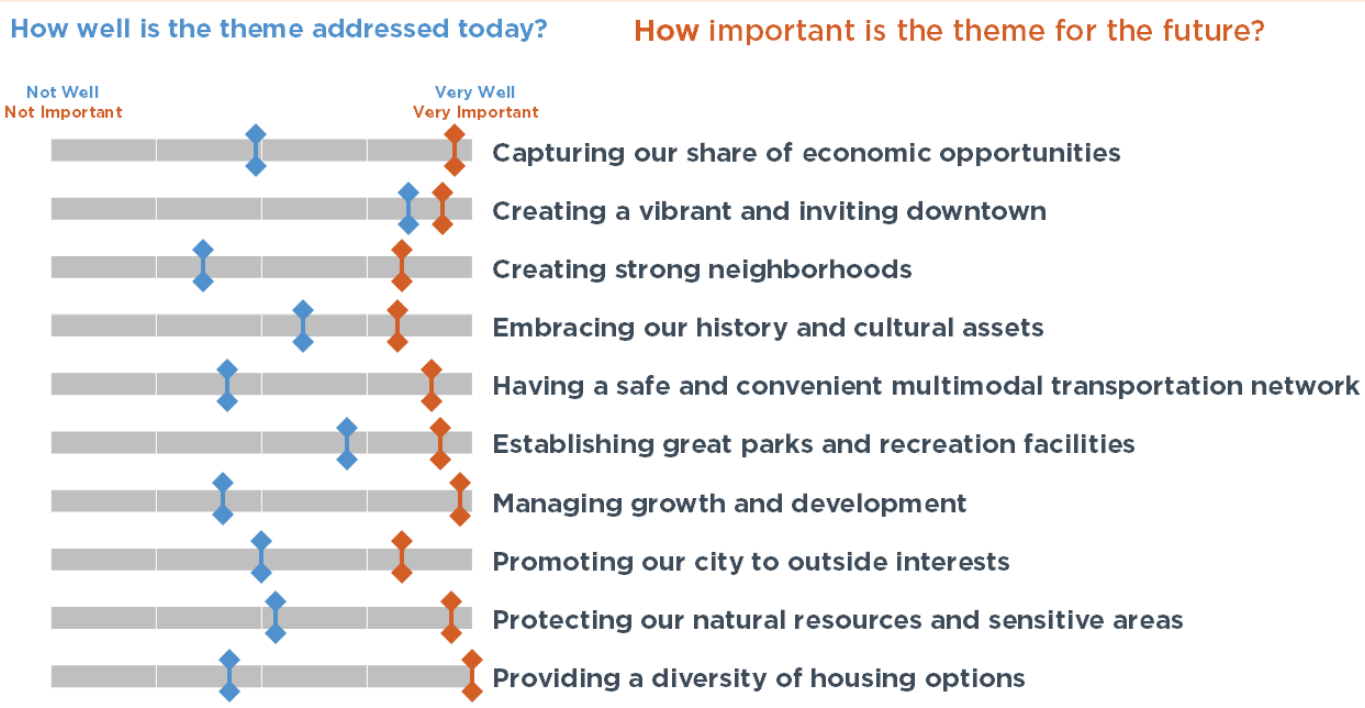
CITYWIDE INVESTMENT
Extend investment beyond downtown to underserved neighborhoods

CONNECTED MOBILITY
Enhance walkability, bike lanes, and transportation options

PARKS & QUALITY OF LIFE
Invest in parks, green spaces, and family-friendly recreation

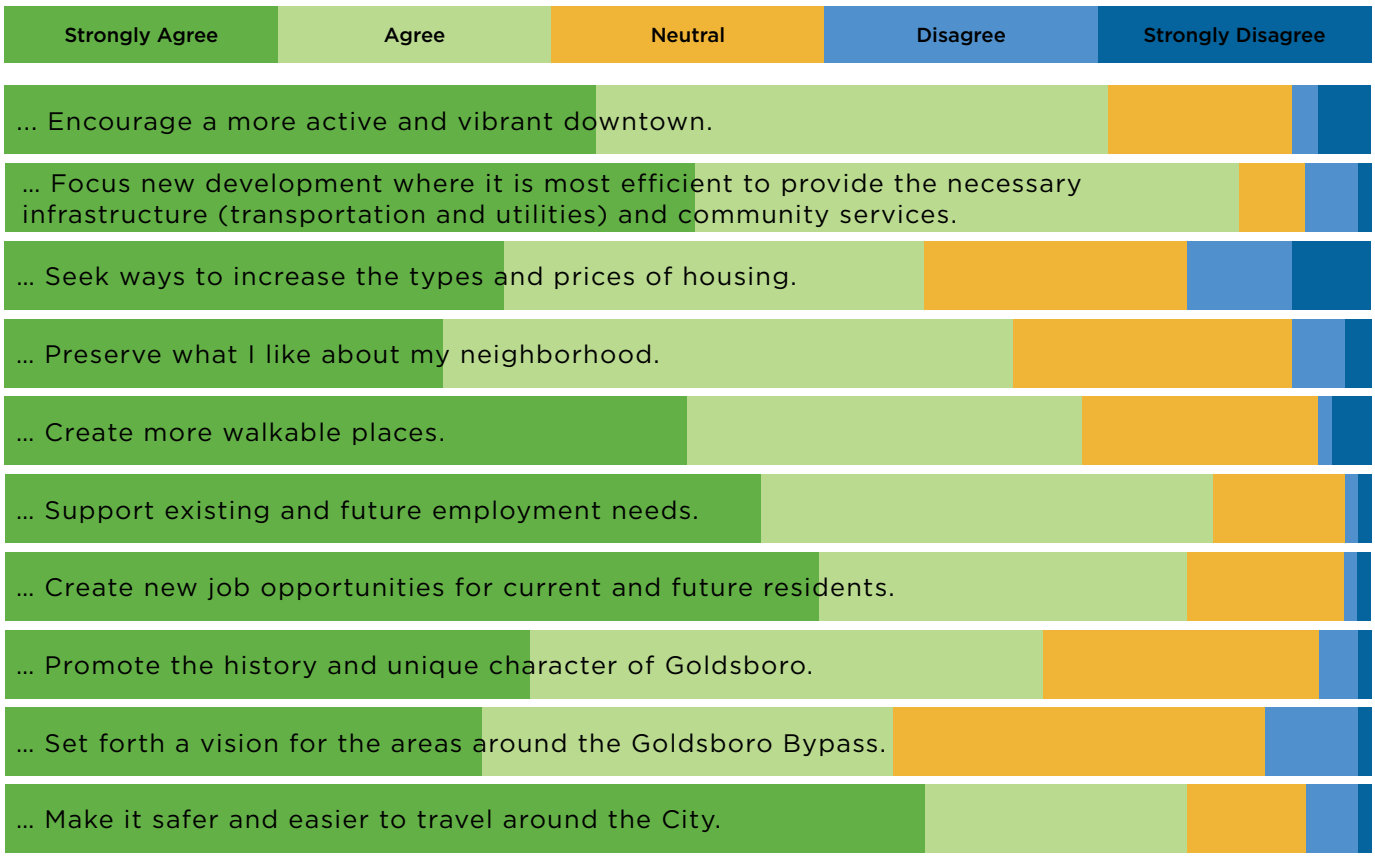
OPPORTUNITY & GROWTH
Support jobs, education, and long-term economic development

Workshop participants evaluated planning planning themes by responding to two questions: how well the City is addressing the topic today and how important it will be in the future. Using dot voting on a five-point scale, this activity highlights areas where community priorities are high but current performance may not meet expectations—helping to identify focus areas for future planning, investment, and action.



These results reflect two activities included in the online survey, where participants rated their level of agreement with key statements and selected the outcomes most important to them. Together, these responses highlight shared priorities and help guide where the plan should focus future efforts, investments, and actions

HOW MUCH DO YOU AGREE WITH THIS STATEMENT? ELEVATE GOLDSBORO SHOULD...



WHICH THREE OUTCOMES OF ELEVATE GOLDSBORO ARE MOST IMPORTANT TO YOU?

1. Making it safer and easier to travel around the City.
2. Focusing new development where it is most efficient to provide the necessary infrastructure (transportation and utilities) and community services.
3. Creating new job opportunities for current and future residents.

Encouraging a more active and vibrant downtown.

Creating more walkable places.

Supporting existing and future employment needs.

Seeking ways to increase the types and prices of housing.

Setting forth a vision for the areas around the Goldsboro Bypass.

Promoting the history and unique character of Goldsboro.

Preserving what I like about my neighborhood.

What We Heard

Community input revealed a shared vision for a Goldsboro that balances growth, opportunity, and community character. Residents consistently emphasized strengthening neighborhoods, improving access, and enhancing quality of life. The overarching messages reflect these shared priorities, while the notable topics highlight key areas where focused action and investment are needed

Overarching Messages

Goldsboro has untapped potential.

Goldsboro wants to prepare for the future without losing touch with its past.

Notable Topics

REINVESTMENT	Rejuvenate older and unmaintained areas
HOUSING DIVERSITY	More housing options and more attainable housing
COMMUNITY	More ways to connect (gardens, recreation, public art, festivals
LOCAL ECONOMY	Focus on job growth and a sustainable economy
INTEGRATION	Less silos and more appreciation of our history
TRANSPORTATION	Better options for people of ages and abilities
RECREATION	Greater investment in parks, green space, and youth activities
RESILIENCY	Protect Goldsboro from known and potential threats
BEAUTIFICATION	Make Goldsboro more attractive
SAFETY	Make Goldsboro safer

Vision

The vision reflects community values in Goldsboro and offers a way to describe our approach to growth, development, and investment in the years to come.

Elevate Goldsboro is our plan for a thriving community that creates lasting investments in our people, institutions, and places. With a cooperative spirit, we will grow responsibly, fuel economic growth, and prepare for change as we build a resilient future that elevates us all.

Guiding Principles

These guiding principles establish a framework for future growth, development, and investment in Goldsboro. Grounded in community values, they translate the vision into clear, actionable guidance to ensure decisions consistently reflect the city's priorities and long-term goals

Elevate how we **GROW** by
- ...managing growth and development.
- ...diversifying our housing stock.
- ...preserving our treasured spaces.
- ...being fiscally responsible.

Elevate how we **THRIVE** by
- ...building stronger neighborhoods.
- ...enhancing community safety.
- ...strengthening our schools.
- ...creating a healthier community.

Elevate how we **PROSPER** by
- ...leveraging Downtown as a community anchor.
- ...building a resilient local economy.
- ...leveraging community assets.
- ...promoting ourselves externally.

Elevate how we **MOVE** by
- ...connecting people to places.
- ...creating better streets.
- ...offering more choice in transportation.
- ...enhancing our network of trails.

Elevate how we **ENGAGE** by
- ...embracing our history.
- ...fostering partnerships.
- ...recreating more.
- ...being more transparent.

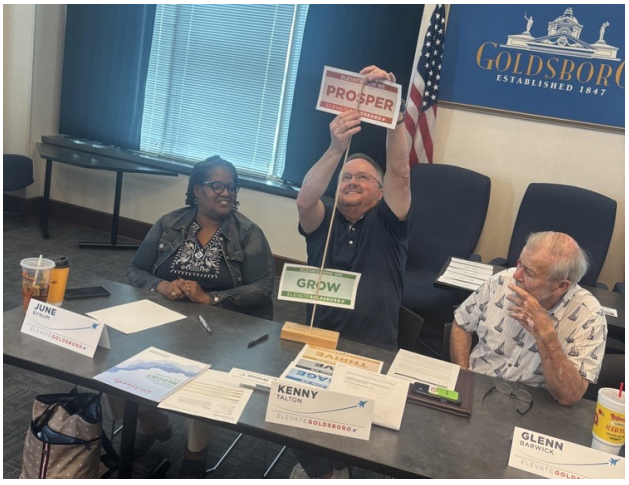
Engagement Spotlight

Advisory committee members worked in small groups to rank the guiding principles based on their relative importance. While each group prioritized the principles differently, the results revealed a strong level of alignment—highlighting how the principles are interconnected and reinforce one another.

RANK THE GUIDING PRINCIPLES (MOST IMPORTANT ON TOP)

Group A	Group B	Group C	Group D
Engage	Grow	Engage	Thrive
Move	Prosper	Move	Engage
Grow	Thrive	Thrive	Prosper
Prosper	Move	Prosper	Grow
Thrive	Engage	Grow	Move
Community-focused priorities	**Growth and opportunity emphasis**	**Balanced priorities**	**Economic and quality-of-life focus**

Together, these rankings show that no single principle stands alone. Instead, they function as a unified framework, where progress in one area supports outcomes in others. This reinforces the need for a balanced approach as Goldsboro plans for future growth, investment, and change.







SECTION 4

Our Plan



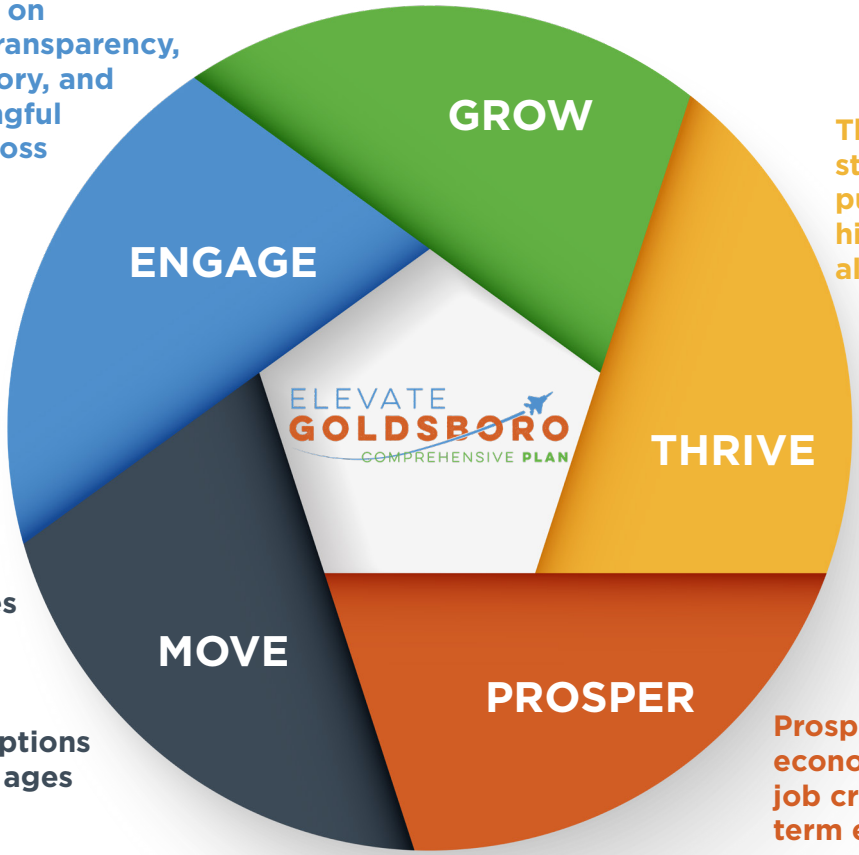
Introduction

The Our Plan section translates Goldsboro's vision into a clear and coordinated policy framework for the future. Building on community input, data analysis, and local context, it establishes how the City will guide growth, investment, and decision-making over time.

At the center of this framework are five guiding principles—Engage, Grow, Move, Prosper, and Thrive—which reflect the community's priorities and aspirations. Together, these principles define what success looks like for Goldsboro and provide a shared foundation for aligning policies, programs, and projects.

Grow guides how and where development occurs, supporting balanced growth while protecting valued assets.

Engage focuses on strengthening transparency, celebrating history, and building meaningful connections across the community.



Thrive promotes strong neighborhoods, public safety, and a high quality of life for all residents.

Move emphasizes connectivity, accessibility, and improving transportation options for people of all ages and abilities.

Prosper supports economic opportunity, job creation, and long-term economic resilience.

While each principle addresses a distinct topic, they are intentionally interconnected. Progress in one area supports outcomes in others—ensuring that growth is not only strategic, but also equitable, sustainable, and reflective of community values.

Together, the guiding principles serve as a roadmap for action. They help ensure that future policies, development decisions, and public investments work toward a common vision—one that strengthens Goldsboro's identity, expands opportunity, and enhances quality of life for current and future generations.

Engagement Spotlight

Survey results provide a high-level view of community preferences for growth, indicating support for continued growth and a balanced mix of residential and non-residential development. Responses suggest that residents generally favor growth that enhances quality of life while maintaining community character.

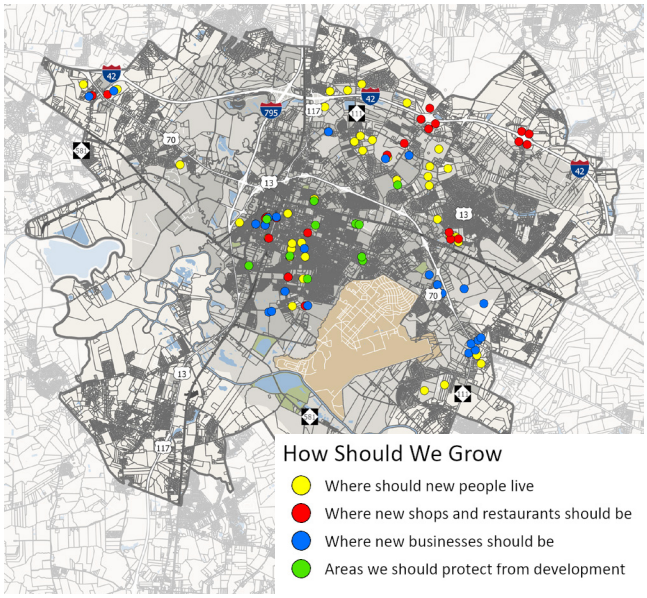
HOW MUCH GROWTH IS IDEAL FOR GOLDSBORO?

A Little — **A Lot**

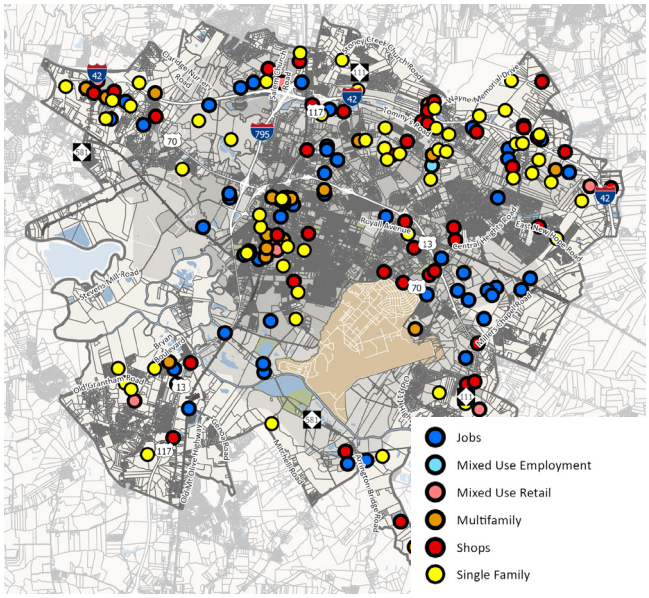
WHAT TYPE OF GROWTH IS IDEAL FOR GOLDSBORO?

Mostly Residential — **Mostly Non-Residential**

Workshop participants completed a mapping exercise using colored dots to identify where different types of growth should occur across neighborhoods, corridors, and key activity areas. Participants responded to prompts about where new housing, businesses, and amenities should be located, as well as areas to preserve. This activity revealed clusters of reinvestment, development interest, and priority locations across the City. It also provided insight into how residents view neighborhood change and future opportunity areas.



The advisory committee explored growth scenarios through a hands-on “chip” exercise, testing combinations of housing types, commercial uses, and mixed-use development. Participants adjusted “chips” representing different land uses to explore how growth could be phased and distributed. The exercise allowed the committee to compare tradeoffs between growth patterns and evaluate how different approaches could support community goals. These scenarios helped refine a more coordinated approach to future development.



GROW

The Grow section guides future development in a way that supports community goals while protecting valued assets. It establishes a land use strategy and supporting policy framework that direct where and how growth should occur.

Building on the guiding principles, these policies shape development, reinvestment, and infrastructure decisions—ensuring growth is coordinated, fiscally responsible, and aligned with community priorities. The Future Land Use Map translates this direction into a spatial vision, identifying areas for development, preservation, and reinvestment.

Together, the policy framework and map provide a coordinated approach to growth that supports long-term sustainability and quality of life.

PATH TO THE FUTURE LAND USE MAP

Goldsboro's land use strategy positions the City to guide future growth in a way that supports the community's vision and planning principles. The future land use map is grounded in an understanding of Goldsboro's existing conditions, informed by data analysis and community input. This information is reflected in the vision and planning principles and was first illustrated through the conceptual growth strategy. The future land use map adds a final layer of detail, serving as a foundation for local decision-making and a guide for property owners, developers, and other community stakeholders.



Conceptual Growth Strategy

The Conceptual Growth Strategy includes a map that reflects current development trends and factors influencing future growth in Goldsboro, as well as input from the community, stakeholders, and City staff. This strategy represents the first look at how Goldsboro's approach to land use can support the community's vision and planning principles. The Goldsboro Conceptual Growth Strategy was organized into strategic bubbles of development types which are defined on the next page.

Downtown/Center Street Expansion

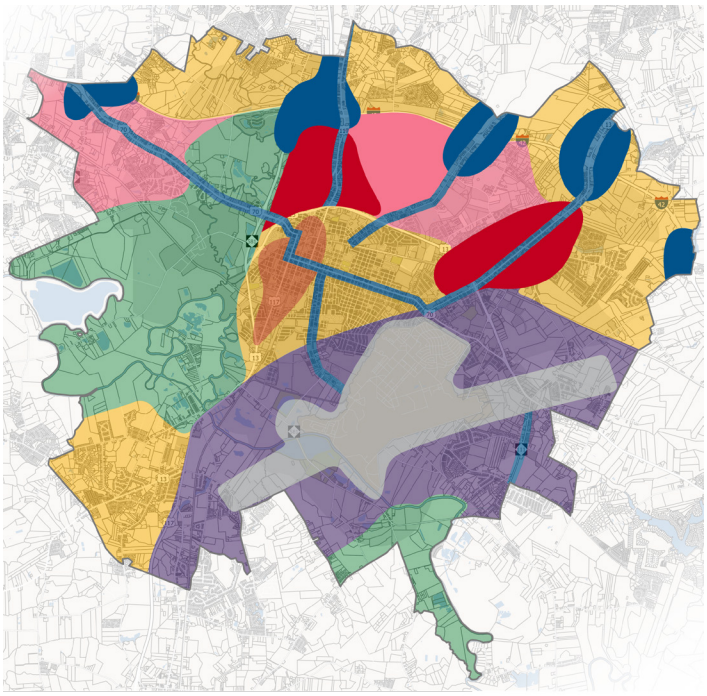
Build on the success of the center street improvements to the immediate vicinity to expand the downtown.

Mixed Use Opportunity

Create dense mixed use zones for commercial and residential growth

Strategic Investment Corridor

Prioritize investments into strategic corridors



Commerce Development

Promote commerce development creating a hub for job Growth in Goldsboro

Preservation

Preserve land within the 100 year flood zone for its current low density, agricultural, or institutional uses.

Neighborhood Reinvestment

Create more vibrant and booming residential neighborhoods while preserving the character of Goldsboro

I-42 Corridor Improvement

Enhance the I-42 Corridor to improve the major Gateway to Goldsboro

Seymour Johnson Air Force Base Safety

Protect the bases interests and the avoid developing in unsafe areas

Noise Sensitive Development

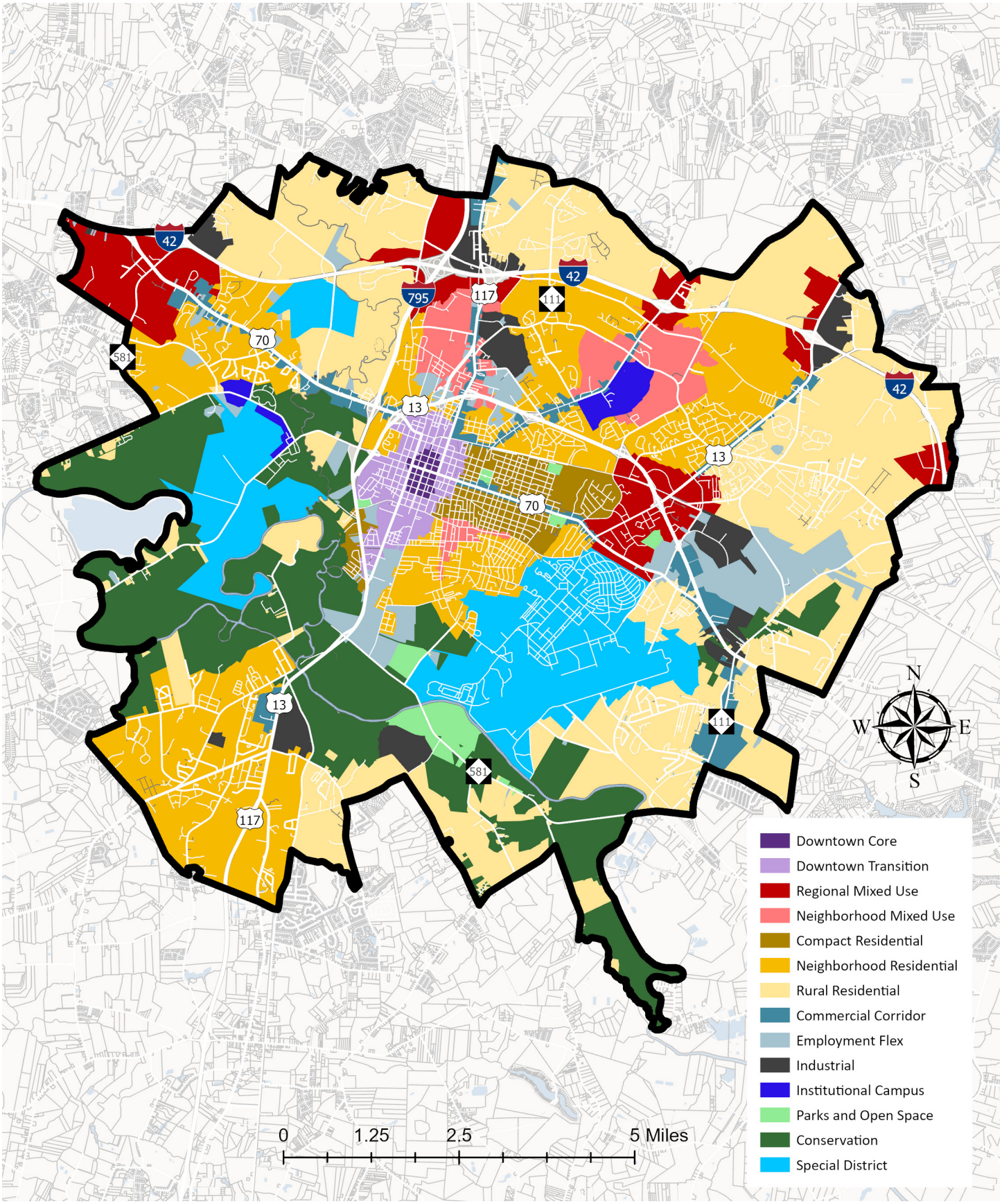
Promote context sensitive development within the noise pollution zone.

Future Land Use Map

The future land use strategy adds a critical layer of detail to describe Goldsboro's preferred mix of land uses. This strategy is communicated through a future land use map created using a set of land use classifications. The map serves as a guide for City staff and elected officials when making growth and development decisions. The future land use map is implemented in coordination with the City's zoning ordinance, which regulates land uses by applying zoning districts to individual parcels and establishing development standards. Adoption of the future land use map does not change a parcel's existing zoning designation. Successful implementation of the future land use strategy will require periodic updates to the City's zoning ordinance and zoning map to ensure consistency with the community's long-term vision.

Each parcel within the study area is assigned a future land use classification as a general guide for future development and redevelopment decisions. In some locations, the future land use map reinforces existing land use and development patterns. In other areas, the map encourages changes to what exists today. The future land use classifications are described in detail on the pages that follow. Each classification includes a description and intent, as well as slider bars that indicate the relative appropriateness of different land uses and a variety of characteristics. The land use types are intended to be representative and not conclusive.

Downtown Core	~212 Acres	0.36%	
Downtown Transition	~1,085 Acres	1.84%	
Regional Mixed-Use	~3,562 Acres	6.05%	
Neighborhood Mixed-Use	~1,806 Acres	3.07%	
Compact Residential	~1,382 Acres	2.35%	
Neighborhood Residential	~10,883 Acres	18.47%	
Rural Residential	~16,889 Acres	28.66%	
Commercial Corridor	~1,830 Acres	3.10%	
Employment Flex	~2,392 Acres	4.06%	
Industrial	~1,880 Acres	3.19%	
Institutional Campus	~475 Acres	0.81%	
Parks and Open Space	~628 Acres	1.07%	
Conservation	~9,583 Acres	16.26%	
Special District	~6,322 Acres	10.73%	

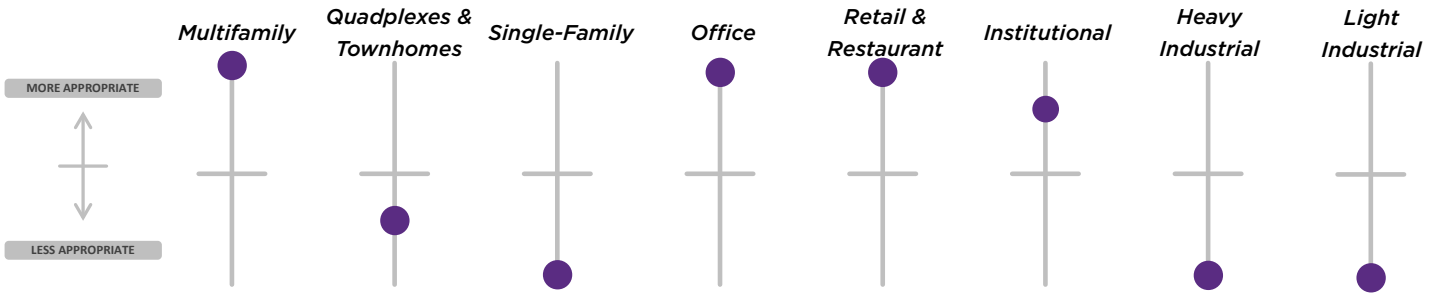

42
795
117
111
70
581
13
N
W
E
S
0
1.25
2.5
5 Miles
Downtown Core
Downtown Transition
Regional Mixed Use
Neighborhood Mixed Use
Compact Residential
Neighborhood Residential
Rural Residential
Commercial Corridor
Employment Flex
Industrial
Institutional Campus
Parks and Open Space
Conservation
Special District

DOWNTOWN CORE (DC)

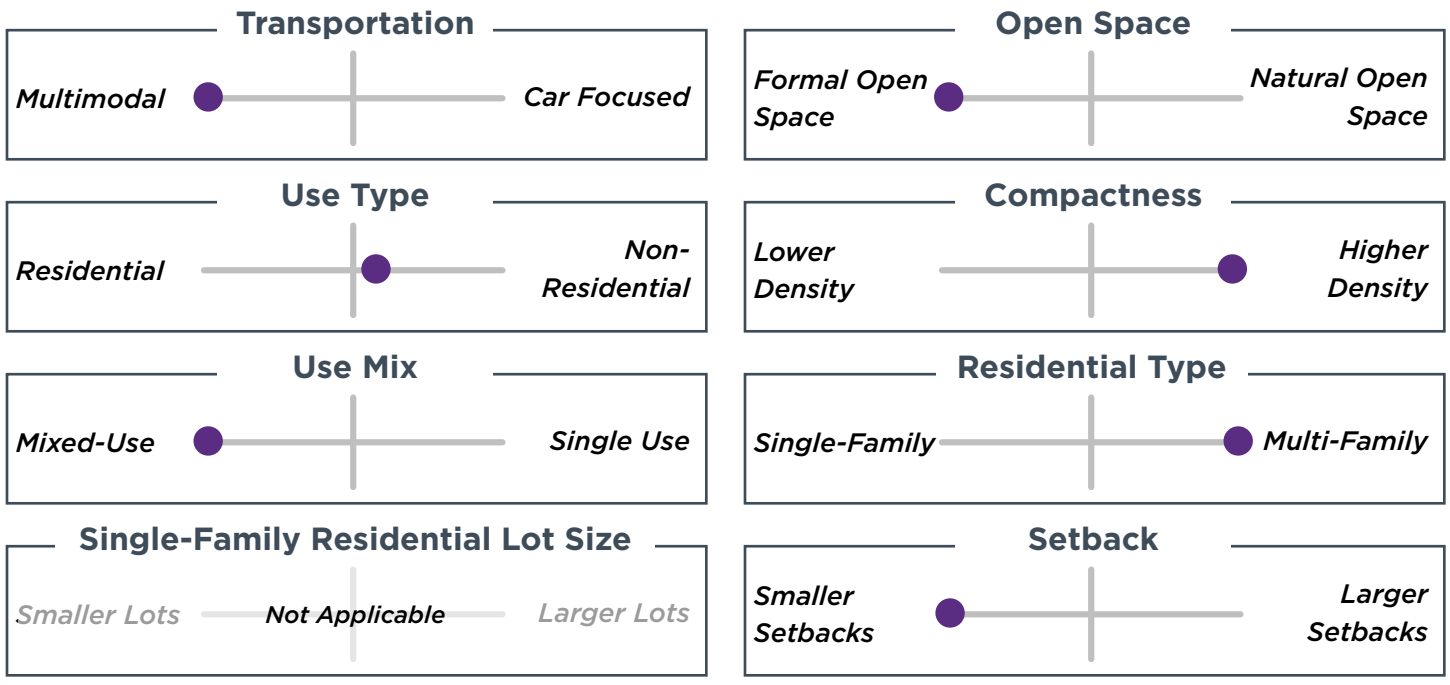
- Protect and promote Downtown as the economic, historic, and cultural heart of Goldsboro and the surrounding area.
- Encourage the use of vacant buildings and promote infill development on vacant lots.
- Enhance the character of Downtown through adaptive reuse of historic buildings.
- Continue to activate street frontages and promote best practices for urban design.
- Create a safe and efficient urban transportation network that encourages walking and biking.
- Create a more active downtown with shops and restaurants that are open longer hours.



Appropriate Land Uses

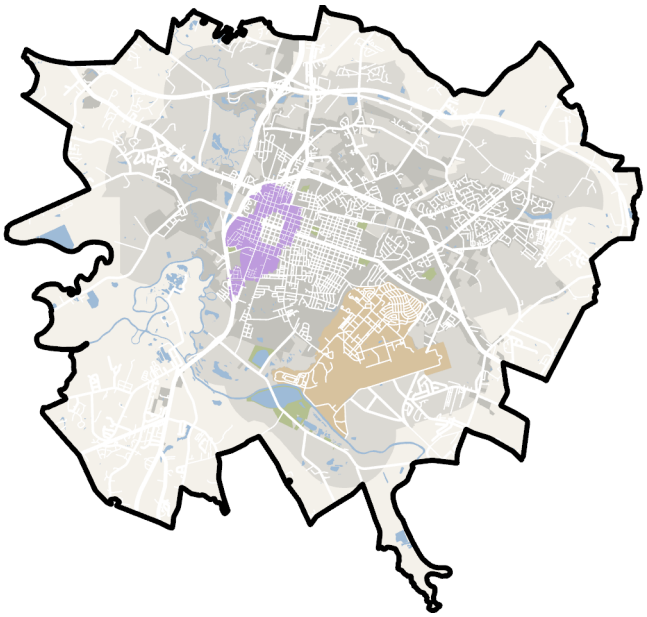


Desired Characteristics

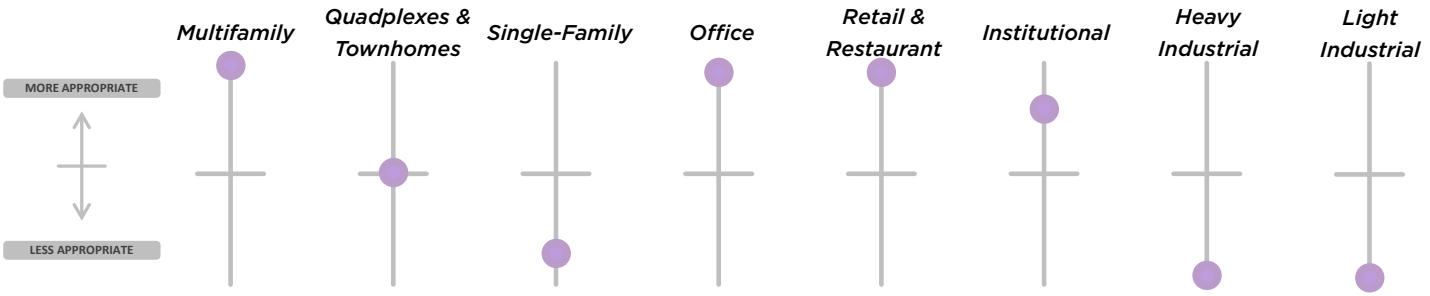


DOWNTOWN TRANSITION (DT)

- Provide more transitional uses and design cues between the Downtown Core and nearby residences.
- Provide transitional development types and design standards (e.g., larger setbacks, less emphasis on active street frontage) between the Downtown Core and adjacent residential areas.
- Improve connectivity between the Downtown Core and surrounding neighborhoods.
- Promote pedestrian-oriented development while also accommodating vehicles.
- Encourage the use of vacant buildings and promote infill development on vacant lots.



Appropriate Land Uses



Desired Characteristics

Transportation

Multimodal — *Car Focused*

Open Space

Formal Open Space — *Natural Open Space*

Use Type

Residential — *Non-Residential*

Compactness

Lower Density — *Higher Density*

Use Mix

Mixed-Use — *Single Use*

Residential Type

Single-Family — *Multi-Family*

Single-Family Residential Lot Size

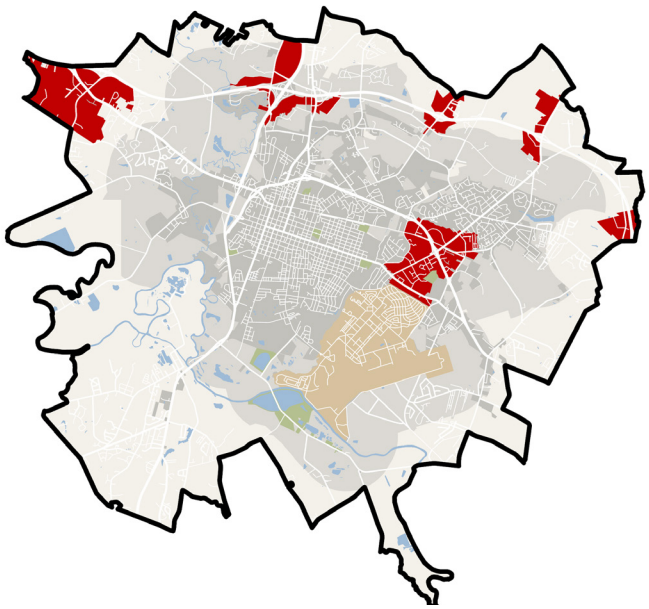
Smaller Lots — *Larger Lots*

Setback

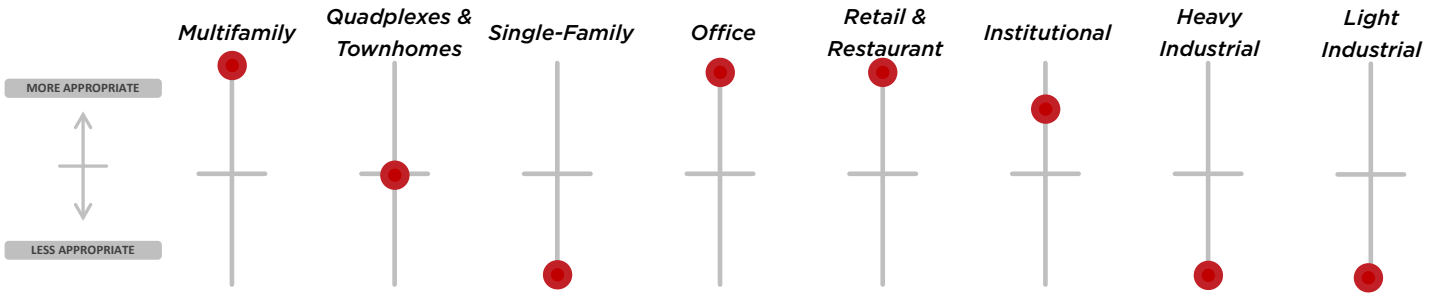
Smaller Setbacks — *Larger Setbacks*

REGIONAL MIXED-USE (RM)

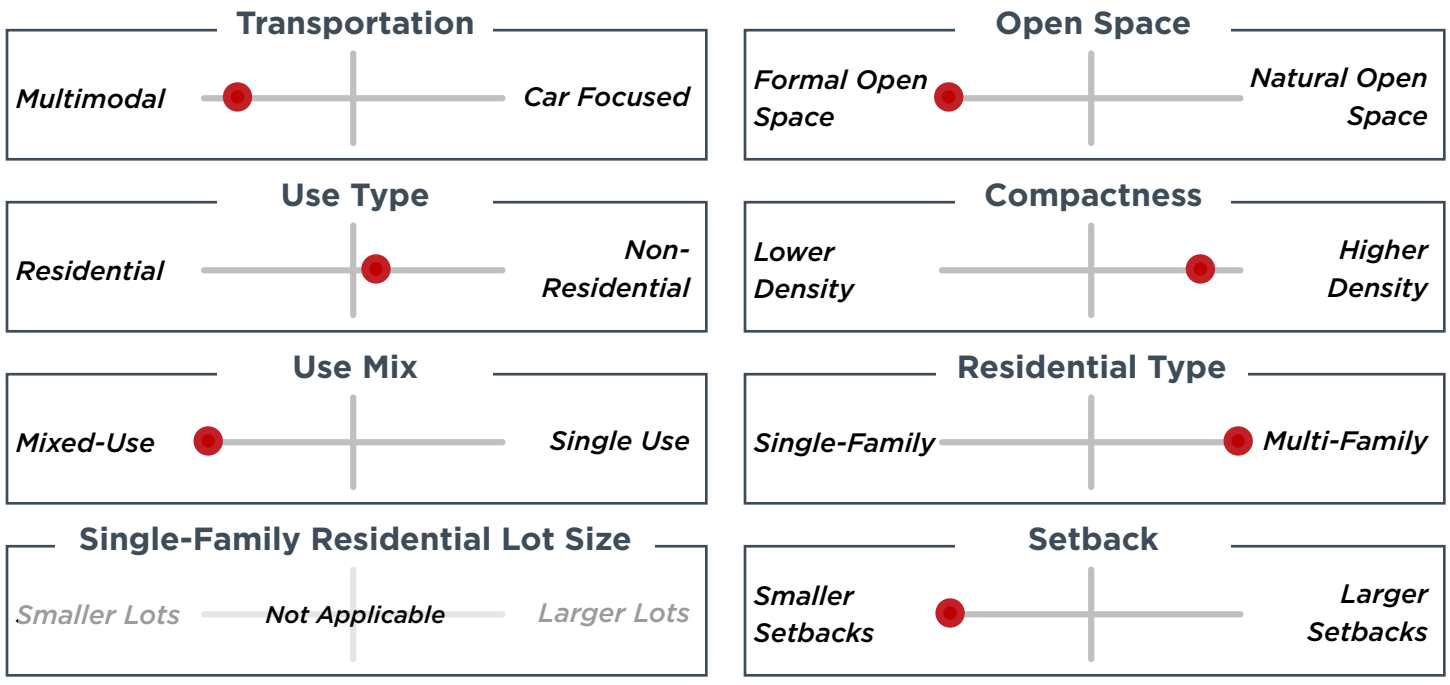
- Blend residential, retail/service, and office uses to create vibrant, livable areas throughout Goldsboro.
- Identify locations well-positioned for growth and redevelopment with a focus on higher density and intensity development patterns that align with the availability of infrastructure.
- Create a design and scale that encourages active living with a connected network of walkable streets and paths.
- Formal public spaces are important to provide amenities for residents and employees.



Appropriate Land Uses

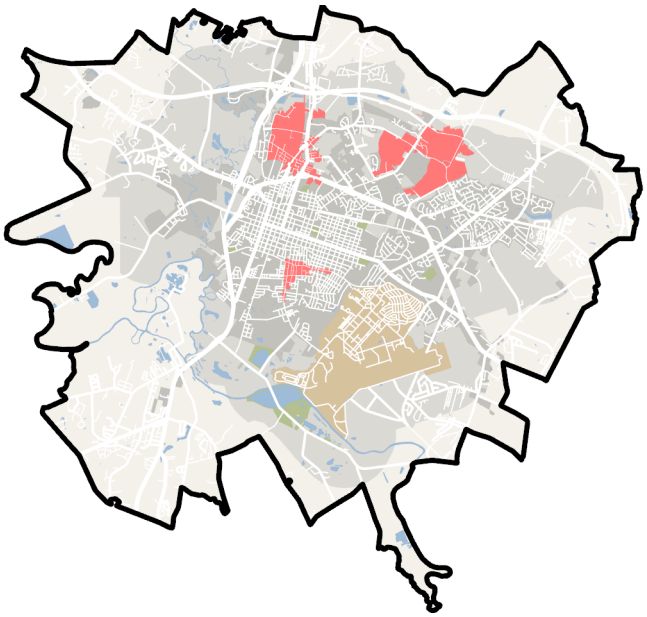


Desired Characteristics

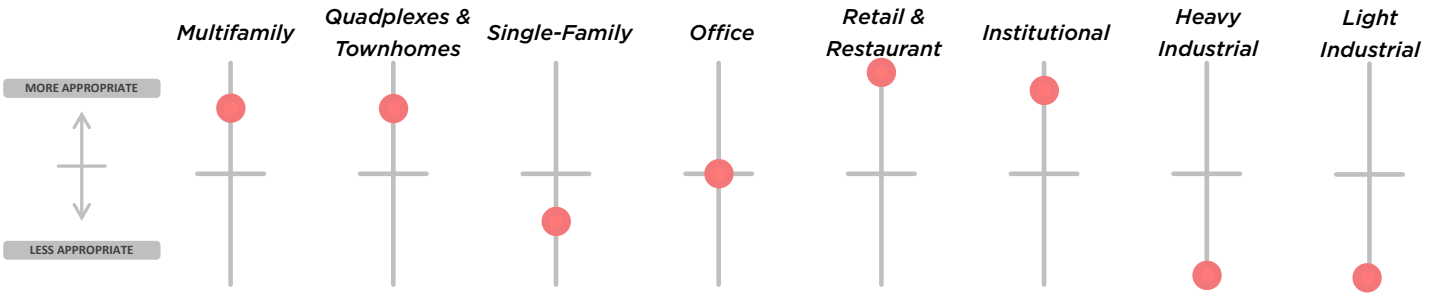


NEIGHBORHOOD MIXED-USE (NM)

- Blend residential, retail/service, and office uses to create vibrant, livable areas throughout Goldsboro.
- Identify locations well-positioned for growth and redevelopment with a focus on moderate density and intensity land use patterns supported by multifamily development.
- Create a design and scale that encourages active living with a connected network of walkable streets and paths, particularly to and from surrounding residential neighborhoods.



Appropriate Land Uses



Desired Characteristics

Transportation

Multimodal — *Car Focused*

Open Space

Formal Open Space — *Natural Open Space*

Use Type

Residential — *Non-Residential*

Compactness

Lower Density — *Higher Density*

Use Mix

Mixed-Use — *Single Use*

Residential Type

Single-Family — *Multi-Family*

Single-Family Residential Lot Size

Smaller Lots — *Larger Lots*

Setback

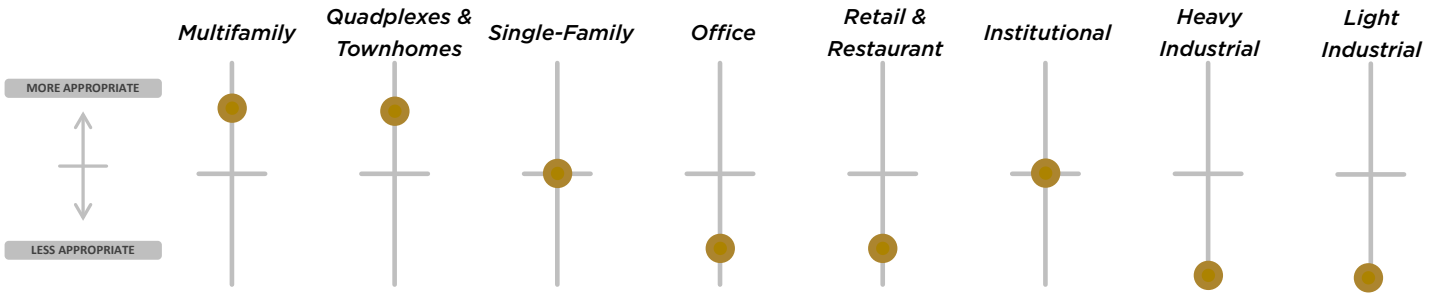
Smaller Setbacks — *Larger Setbacks*

COMPACT RESIDENTIAL (CR)

- Maintain the character of established neighborhoods while supporting new housing opportunities.
- Support a variety of housing types where multifamily development of all types is encouraged.
- Encourage increases in density within existing neighborhoods.
- Consider land development code changes to reduce lot sizes and setbacks, especially for single-family residential uses.
- Allow neighborhood scale commercial uses that may serve the wider community.



Appropriate Land Uses



Desired Characteristics

Transportation

Multimodal — *Car Focused*

Open Space

Formal Open Space — *Natural Open Space*

Use Type

Residential — *Non-Residential*

Compactness

Lower Density — *Higher Density*

Use Mix

Mixed-Use — *Single Use*

Residential Type

Single-Family — *Multi-Family*

Single-Family Residential Lot Size

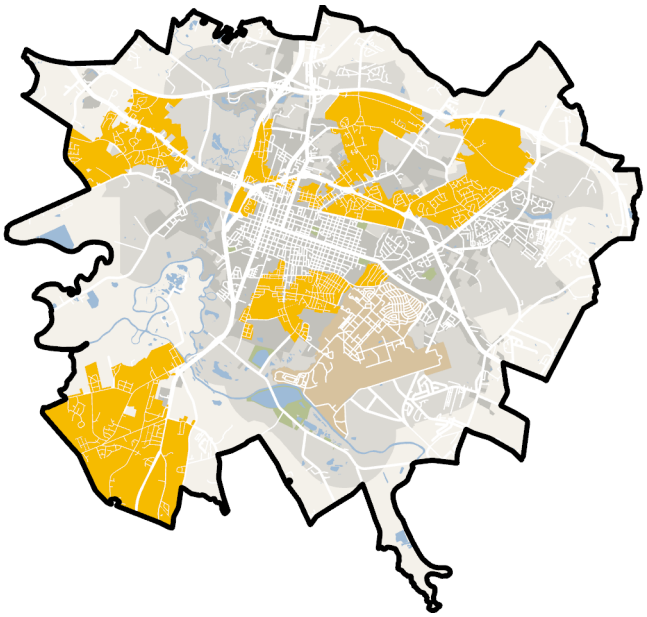
Smaller Lots — *Larger Lots*

Setback

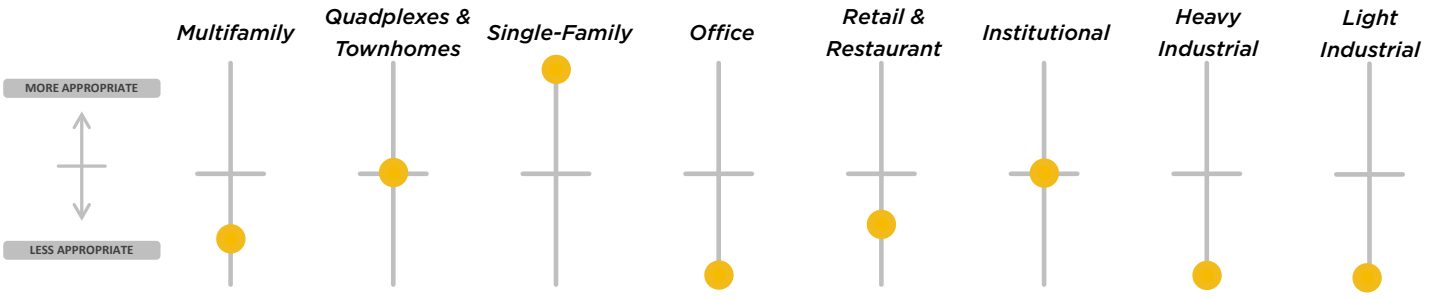
Smaller Setbacks — *Larger Setbacks*

NEIGHBORHOOD RESIDENTIAL (NR)

- Encourage new residential development featuring a mixture of housing variety including price, size, and design.
- Enhance neighborhood identity and connectedness to nearby community amenities.
- Encourage smaller lot single family uses—especially through new development—that compliment existing neighborhoods.
- Seek increases in density without an influx of multifamily units.
- Consider land development code changes to reduce lot sizes and setbacks.



Appropriate Land Uses



Desired Characteristics

Transportation

Multimodal — *Car Focused*

Open Space

Formal Open Space — *Natural Open Space*

Use Type

Residential — *Non-Residential*

Compactness

Lower Density — *Higher Density*

Use Mix

Mixed-Use — *Single Use*

Residential Type

Single-Family — *Multi-Family*

Single-Family Residential Lot Size

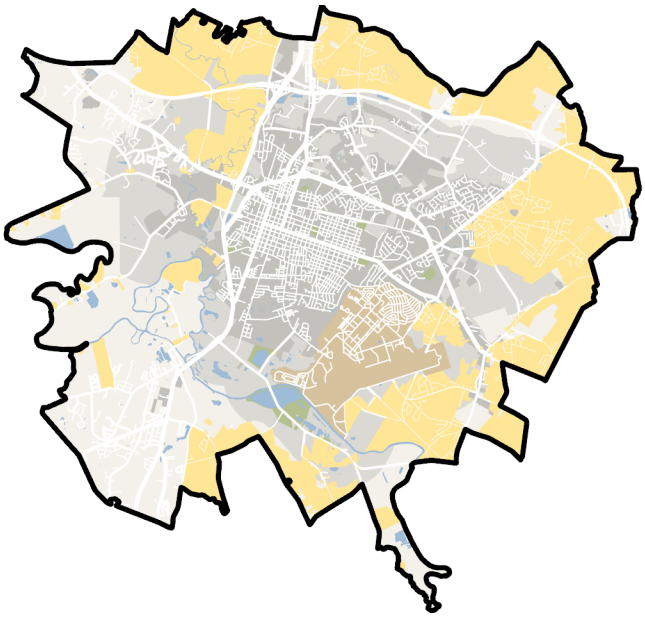
Smaller Lots — *Larger Lots*

Setback

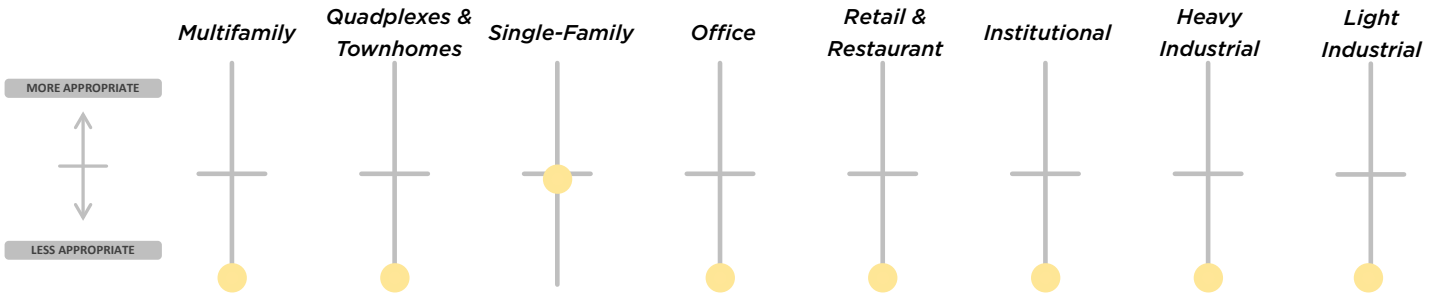
Smaller Setbacks — *Larger Setbacks*

RURAL RESIDENTIAL (RR)

- Protect agricultural and existing larger lot residential neighborhoods.
- Encourage the conservation of natural landscape along surrounding environmentally sensitive areas.
- Enhance existing lower-density residential areas with better connectivity to nearby community amenities.
- Typically have an average lot size over 1 acre.



Appropriate Land Uses



Desired Characteristics

Transportation
Multimodal — *Car Focused*

Open Space
Formal Open Space — *Natural Open Space*

Use Type
Residential — *Non-Residential*

Compactness
Lower Density — *Higher Density*

Use Mix
Mixed-Use — *Single Use*

Residential Type
Single-Family — *Multi-Family*

Single-Family Residential Lot Size
Smaller Lots — *Larger Lots*

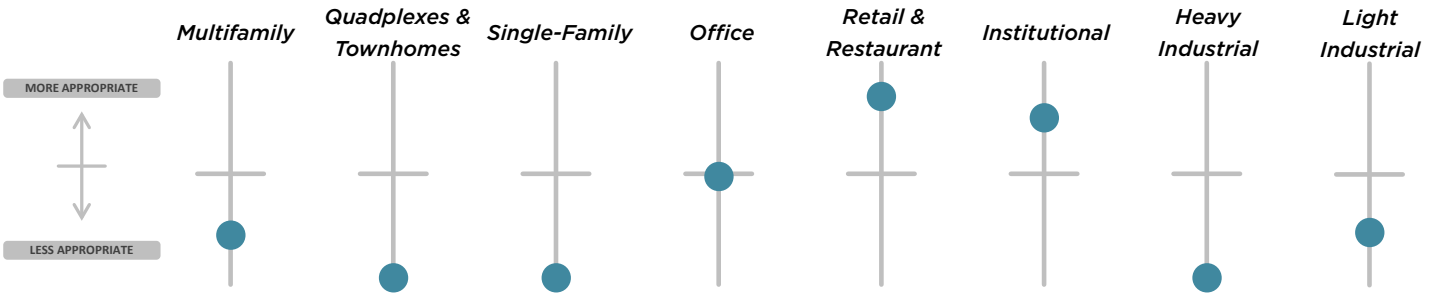
Setback
Smaller Setbacks — *Larger Setbacks*

COMMERCIAL CORRIDOR (CC)

- Enhance the look and functionality of corridors while still supporting the commercial needs of Goldsboro.
- Encourage multimodal connectivity to surrounding mixed-use areas.
- Create more intense development near key intersections.
- Cultivate local business and create aesthetic and functional gateways into Goldsboro.



Appropriate Land Uses



Desired Characteristics

Transportation

Multimodal — *Car Focused*

Open Space

Formal Open Space — *Natural Open Space*

Use Type

Residential — *Non-Residential*

Compactness

Lower Density — *Higher Density*

Use Mix

Mixed-Use — *Single Use*

Residential Type

Single-Family — *Multi-Family*

Single-Family Residential Lot Size

Smaller Lots — *Not Applicable* — *Larger Lots*

Setback

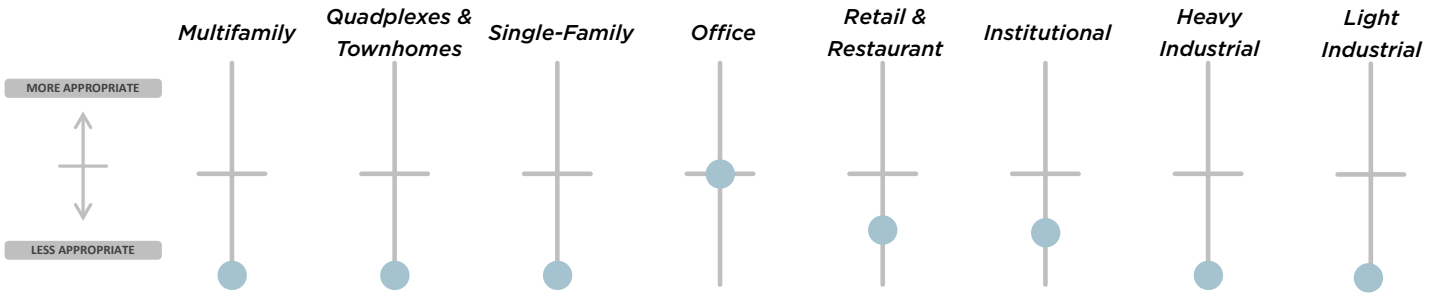
Smaller Setbacks — *Larger Setbacks*

EMPLOYMENT FLEX (EF)

- Maintain existing light industrial activities and ensure these uses do not conflict with nearby non-industrial sites (particularly residential uses).
- Recognize the utility of existing light industrial uses that have limited offsite impact and heavy vehicle activity.
- Encourage location of automobile-oriented service uses and/or a limited mix of non-retail commercial and office uses (e.g., self storage, professional services).
- Provide a distinction in the design of light industrial uses with and without extensive exterior activity.



Appropriate Land Uses



Desired Characteristics

Transportation



Open Space



Use Type



Compactness



Use Mix



Residential Type



Single-Family Residential Lot Size

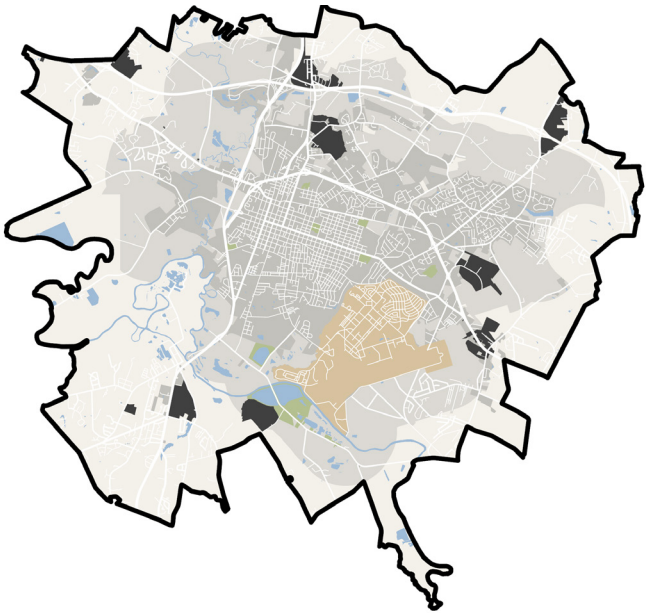


Setback

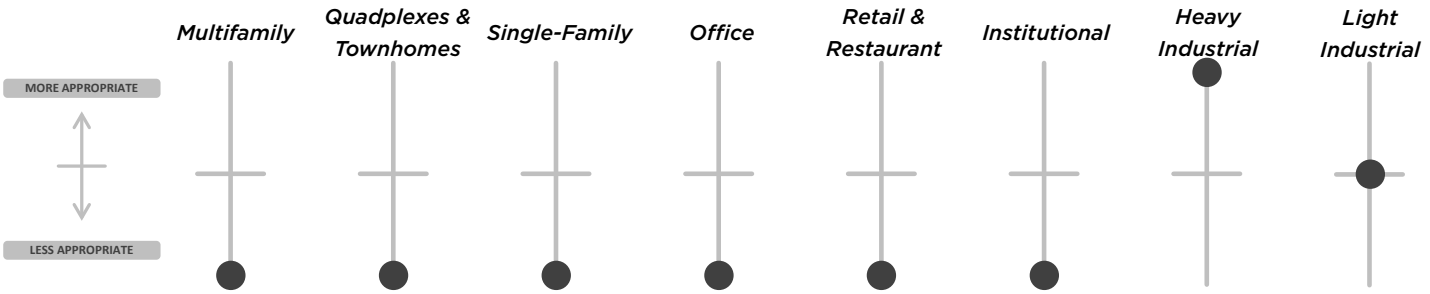


INDUSTRIAL (IN)

- Locate and/or buffer heavy industry uses to minimize offsite impacts to non-industrial uses to the extent possible.
- Accommodate the ingress and egress of heavy vehicle that support on-site industrial operations.
- Identify specific locations in the Study Area that have the appropriate infrastructure and buffers for large-scale industrial activity.



Appropriate Land Uses



Desired Characteristics

Transportation

Multimodal — *Car Focused*

Open Space

Formal Open Space — *Natural Open Space*

Use Type

Residential — *Non-Residential*

Compactness

Lower Density — *Not Applicable* — *Higher Density*

Use Mix

Mixed-Use — *Single Use*

Residential Type

Single-Family — *Not Applicable* — *Multi-Family*

Single-Family Residential Lot Size

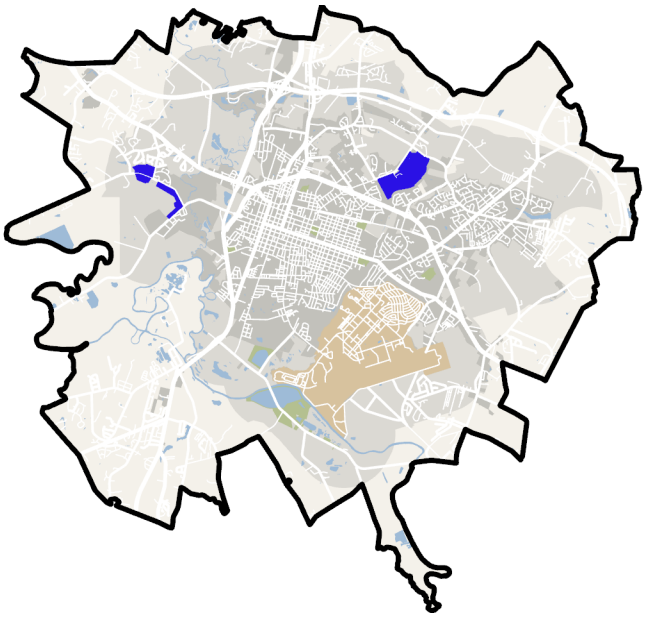
Smaller Lots — *Not Applicable* — *Larger Lots*

Setback

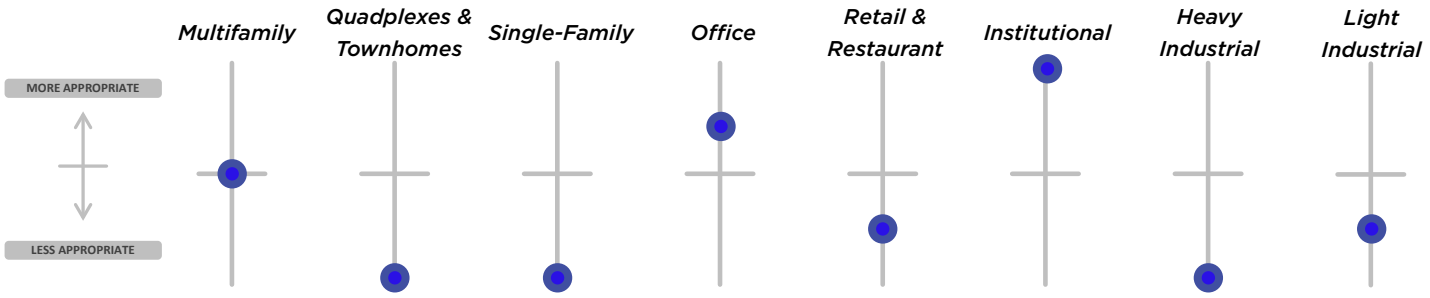
Smaller Setbacks — *Larger Setbacks*

INSTITUTIONAL CAMPUS (IC)

- Continue to leverage large-scale civic and institutional uses as areas well-positioned to create new job growth.
- Make traveling safer and more enjoyable within and to the campuses for those on foot and on bicycle.
- Encourage partnership opportunities for state-owned properties for which the City lacks building code oversight.
- Address the varying needs of these institutional campuses through policy.

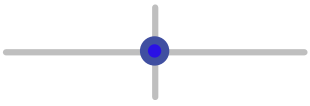


Appropriate Land Uses

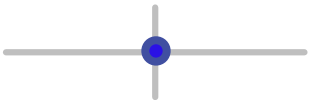


Desired Characteristics

Transportation



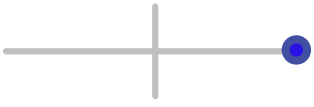
Open Space



Use Type



Compactness



Use Mix



Residential Type



Single-Family Residential Lot Size

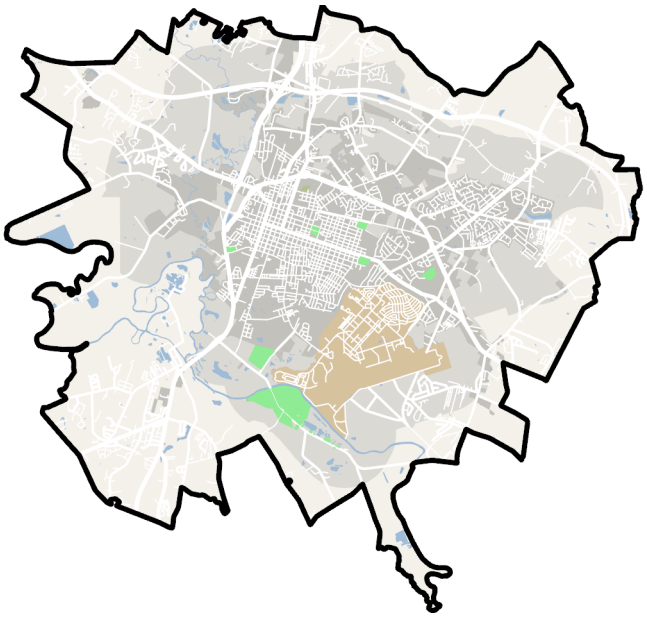


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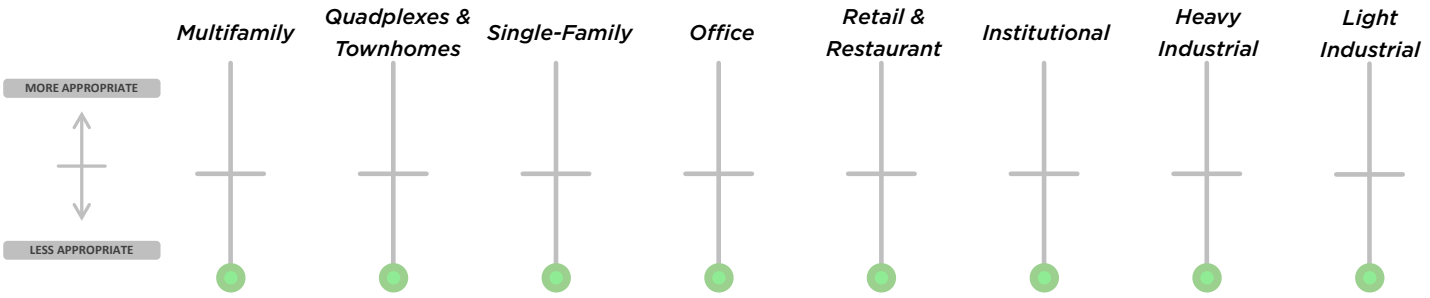


PARKS AND OPEN SPACE (OS)

- Highlight areas set aside as publicly accessible places for active and passive recreational uses.
- Encourage the passive use of the City's natural features as one way to connect people to the City's natural environment.
- This land use status will only be given to land that is already serving as parks and open space rather than projecting future needs.



Appropriate Land Uses



Desired Characteristics

Transportation

Multimodal — Not Applicable — Car Focused

Open Space

Formal Open Space — Natural Open Space

Use Type

Residential — Not Applicable — Non-Residential

Compactness

Lower Density — Not Applicable — Higher Density

Use Mix

Mixed-Use — Not Applicable — Single Use

Residential Type

Single-Family — Not Applicable — Multi-Family

Single-Family Residential Lot Size

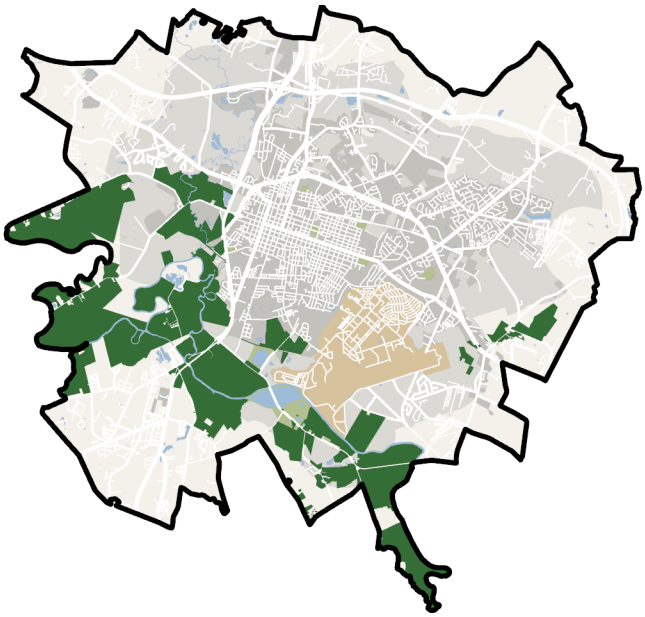
Smaller Lots — Not Applicable — Larger Lots

Setback

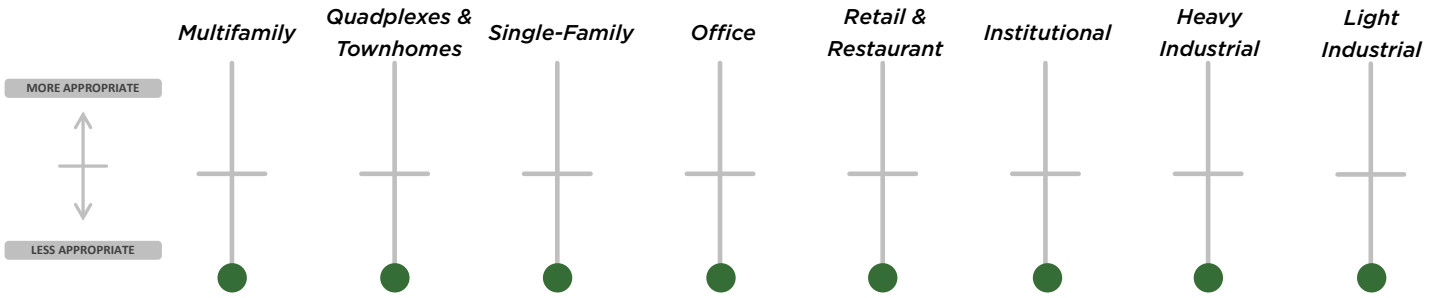
Smaller Setbacks — Not Applicable — Larger Setbacks

CONSERVATION (CO)

- Protect the long-term regional interests by conserving the most vulnerable land located in the flight safety zone and the flood hazard area.
- Discourage new development to improve regional resiliency.
- Manage current development to promote sustainable development and flood conscious design.



Appropriate Land Uses



Desired Characteristics

Transportation

Multimodal — *Car Focused*

Open Space

Formal Open Space — *Natural Open Space*

Use Type

Residential — *Not Applicable* — *Non-Residential*

Compactness

Lower Density — *Not Applicable* — *Higher Density*

Use Mix

Mixed-Use — *Not Applicable* — *Single Use*

Residential Type

Single-Family — *Not Applicable* — *Multi-Family*

Single-Family Residential Lot Size

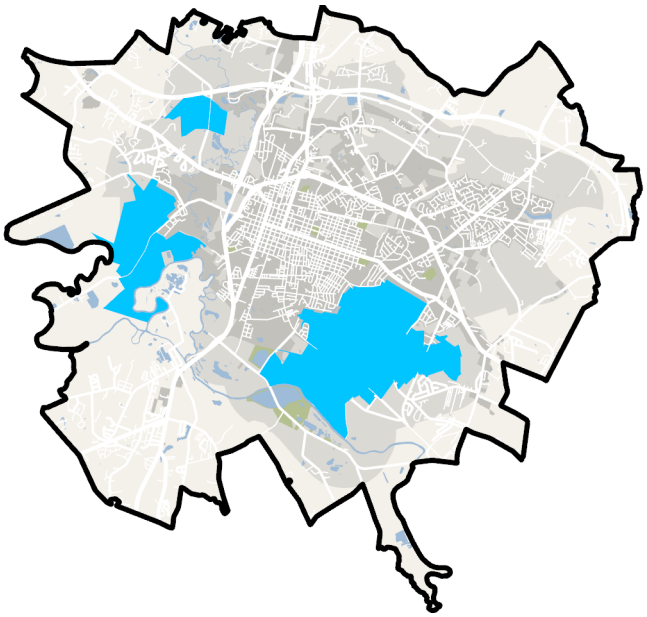
Smaller Lots — *Not Applicable* — *Larger Lots*

Setback

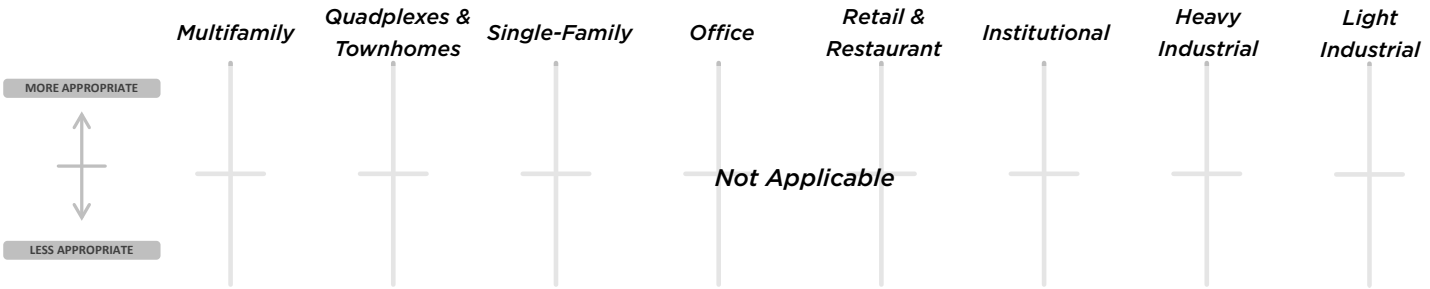
Smaller Setbacks — *Larger Setbacks*

SPECIAL DISTRICT (SD)

- Features unique places within the study area that are likely to have their own master plan now or in the future.
- Special Districts in the map include the Seymour Johnson Air Force Base, State Owned Prisons, and some major Medical Campuses with their own master plan.



Appropriate Land Uses



Desired Characteristics

Transportation

Multimodal — Not Applicable — Car Focused

Open Space

Formal Open Space — Not Applicable — Natural Open Space

Use Type

Residential — Not Applicable — Non-Residential

Compactness

Lower Density — Not Applicable — Higher Density

Use Mix

Mixed-Use — Not Applicable — Single Use

Residential Type

Single-Family — Not Applicable — Multi-Family

Single-Family Residential Lot Size

Smaller Lots — Not Applicable — Larger Lots

Setback

Smaller Setbacks — Not Applicable — Larger Setbacks

GROW Policy Framework

This policy framework guides growth, development, and investment in alignment with the Future Land Use Map, community values, and long-term economic, environmental, and social well-being. It establishes a coordinated approach to managing change, ensuring growth is intentional and reflective of Goldsboro's vision. Together, these policies provide a consistent foundation for evaluating projects, updating regulations, and coordinating public and private actions. By linking policy and land use, the framework supports a cohesive and sustainable pattern of development.

Elevate How We GROW

GROW Strategy 1: Elevate how we GROW by managing growth and development.

G1.1 **Use the future land use map, policy framework, and other adopted planning documents when making zoning and permit approval decisions and creating future City plans.**

G1.2 **Update, modernize, and simplify the City's land development regulations.** *The City should conduct a review of the City of Goldsboro UDO and the County's land use regulatory ordinances to identify resolvable inconsistencies or conflicts between City/County regulations which may exist within the Goldsboro Urbanized Area.*

G1.3 **Support infill development.** *Infill development is development or redevelopment of land that has been bypassed, remained vacant, and/or is underused as a result of the continuing urban development process.*

G1.4 **Emphasize the repair of failing infrastructure systems in key infill areas.**

G1.5 **Review water and sewer extension policies to encourage public/private cooperation in the provision of infrastructure extensions**.

G1.6 **Consider Greyfield sites as candidates for redevelopment.** *Greyfield sites are developed sites that are economically and physically ripe for major redevelopment.*

GROW | Community Priority

Update, modernize, and simplify the City's land development regulations.

Goldsboro's land development regulations should be simplified and aligned with current community goals and development trends. A coordinated review of the City's Unified Development Ordinance and County standards within the Goldsboro Urbanized Area will help eliminate inconsistencies and outdated requirements.

Modernizing these regulations will create clearer expectations, streamline the development process, and support reinvestment across the City, not just in downtown. This approach will encourage quality development, reduce delays, and ensure future growth reflects Goldsboro's priorities while maintaining transparency and consistency.

GROW Strategy 2: Elevate how we GROW by diversifying our housing stock.

G2.1 **Analyze development standards for single-family, multifamily, and mixed-use zoning districts to ensure the standards are not prohibitive to new development and redevelopment.**

G2.2 **Conduct a area-wide housing market analysis with emphasis given to the consideration of affordable workforce housing.**

G2.3 **Evaluate changes to the density table to encourage more housing (e.g., townhomes, duplexes, and quadplexes) within single-family residential zoning districts.**

GROW Strategy 3: Elevate how we GROW by preserving our treasured spaces

G3.1 **Discourage commercial development that infringes on natural heritage and/or conservation areas.**

G3.2 **Support North Carolina legislative changes that will enable the transfer of development rights as an aid to the preservation of farmland and open space.**

G3.3 **Use existing information sources to identify and map potential wetlands.** *Existing wetlands information should be used when evaluating rezoning and other development requests; in planning for greenway corridors; and in developing long range land use plans. The City may make wetlands acquisition a priority in future expansion of City parks and recreation areas.*

G3.4 **Limit the disposal of toxic wastes, as defined in the US Environmental Protection Agency's Listing of Hazardous Substances and Priority Pollutants (developed pursuant to the Clean Water Act of 1977) within the City's planning jurisdiction.**

G3.5 **Prohibit the installation of underground storage tanks in the 100-year floodplain.**

G3.6 **Support the regulation of underground storage tanks to protect groundwater resources.**

G3.7 **Pursue grant funds which may assist with the preservation of agricultural lands.**

GROW Strategy 4: Elevate how we GROW by being fiscally responsible

G4.1 **Prioritize transparent budgets, efficient use of resources, and rigorous financial oversight to maintain fiscal sustainability.** *By implementing prudent financial practices and fostering accountability, the City aims to safeguard public funds, support essential services, and promote community trust.*

THRIVE

This section focuses on creating the conditions for people and neighborhoods across Goldsboro to thrive, today and into the future. A strong community depends on safe neighborhoods, access to services and education, and environments that support physical and social well-being.

As Goldsboro evolves, growth and investment must strengthen these foundations through coordinated and intentional action. This section highlights policies that address housing conditions, neighborhood stability, public safety, and access to opportunity, ensuring that improvements are targeted, measurable, and responsive to community needs.

Community input consistently emphasized the importance of reinvestment, safety, youth opportunities, and access to everyday services. Addressing these priorities requires aligning land use decisions, infrastructure, and community partnerships to support stronger and more connected neighborhoods.

The THRIVE chapter includes a policy framework focused on building stronger neighborhoods, enhancing safety, strengthening schools, and promoting health and wellness. Together, these policies guide how regulations, public investments, and partnerships can improve everyday life and support a more resilient and connected Goldsboro.

Engagement Spotlight

Community input highlighted strong interest in improving quality of life through safer neighborhoods, better housing conditions, and expanded access to services. Activities such as the Vision Board and "Big Ideas" submissions revealed consistent themes, including reinvestment in older neighborhoods, reducing crime, improving schools, and creating more opportunities for youth and families.

Workshop and survey feedback also emphasized the importance of access to everyday needs, such as grocery stores, housing options, and community spaces. Participants identified a need to address blight, improve infrastructure, and expand amenities that support daily life across all neighborhoods.

Together, these activities highlight a shared priority to invest in people and neighborhoods, strengthen community safety, and create a healthier, more connected Goldsboro.

WHAT WE HEARD | THRIVE PRIORITIES

- Housing & Neighborhood Investment
- Safety & Crime Reduction
- Parks, Recreation, & Community Spaces
- Schools & Youth Opportunities
- Food Access & Daily Needs

THRIVE Policy Framework

This policy framework guides decisions that shape daily quality of life by addressing housing conditions, public safety, education, and health. It establishes a coordinated approach that integrates land use, infrastructure, and community services to strengthen neighborhoods across Goldsboro.

Together, these policies provide a consistent foundation for implementing programs, updating regulations, and coordinating public and private efforts. By aligning actions across multiple systems, the framework supports safer neighborhoods, expanded opportunity, and improved access to services that residents rely on every day.

Over time, this coordinated approach helps create a healthier, more resilient community where investment in people and neighborhoods supports long-term quality of life across Goldsboro.

Elevate How We THRIVE

THRIVE Strategy 1: Elevate how we THRIVE by building stronger neighborhoods

T1.1 **Provide community services and facilities as incentives to stimulate population growth, tax base, and the economy.**

T1.2 **Continue to pursue available funding for rehabilitation or redevelopment and/or removal of substandard housing.** *Funding opportunities include Community Development, NC Housing Finance Agency, and US Department of Agriculture funds from state and federal sources.*

T1.3 **Enforce the City's minimum housing code to require the improvement or removal of substandard housing.**

T1.4 **Coordinate with the County on foreclosure and property disposition efforts to align code enforcement, acquisition, and redevelopment strategies.**

THRIVE Strategy 2: Elevate how we THRIVE by enhancing community safety

T2.1 **Prohibit the development of any industry within the 100-year floodplain that may pose a special risk to public health and safety.**

T2.2 **Consider issues relating to the promotion of public safety into the normal review process for development proposals.** *Themes associated with Crime Prevention through Environmental Design (CPTED) should be utilized to improve upon overall community safety and appearance. This effort should address a range of issues including lighting, building deterioration, increasing "eyes on the street", and open space design.*

T2.3 **Ensure the development and location of police and fire stations are strategically planned to enhance community safety, maintaining accessibility and rapid response times across all neighborhoods.** *Emergency services infrastructure will be prioritized in areas prone to higher risks to public health and safety.*

THRIVE Strategy 3: Elevate how we THRIVE by strengthening our schools

T3.1 **Consider prohibiting the development of conflicting incompatible land uses in the vicinity of all public and private school sites.**

T3.2 **Support the pursuit of educational grants to subsidize local continuing education by nearby colleges and universities and to support community education programs.**

T3.3 **Collaborate with local educational institutions to strengthen schools and enhance educational opportunities.** *This effort will focus on improving school facilities, advancing educational programs, supporting teacher development, and fostering partnerships with community organizations to provide additional resources and support for students.*

Strategy 4: Thrive 4: Elevate how we THRIVE by creating a healthier community

T4.1 **Revise ordinances to offer incentives to developers who include grocery stores or fresh food markets in new development.**

T4.2 **Make farmers' markets and urban agriculture an allowed use in specific zones.**

T4.3 **Partner to create a Community Garden Produce and Education Organization to establish, maintain, and educate residents in areas in need of physical activity and healthy foods.**



THRIVE | Community Priority

Create a healthier community.

A healthier Goldsboro depends on coordinated actions that expand access to healthy food and support active, connected communities across the city. These efforts focus on removing barriers, strengthening partnerships, and aligning land use policies with everyday needs, especially in underserved neighborhoods where access to services remains limited.

Achieving this goal requires a coordinated approach that connects land use, public investment, and community-based programs. Integrating these efforts with broader initiatives related to housing, transportation, and neighborhood reinvestment ensures that health and wellness remain central to how communities grow and evolve.

Supporting Actions

- Revise development regulations to incentivize grocery stores and fresh food markets
- Allow farmers' markets and urban agriculture in targeted zoning districts
- Partner to establish and expand community gardens and food education programs
- Prioritize food access and health outcomes in areas with limited services

Together, these actions improve access to fresh, affordable food while supporting physical activity and community connections. By linking land use, partnerships, and programming, Goldsboro can promote better health outcomes, strengthen neighborhoods, and enhance quality of life across the city.



PROSPER

PROSPER guides how Goldsboro will manage growth, development, and investment in alignment with the Future Land Use Map and community priorities. It establishes a coordinated approach to shaping where and how growth occurs, ensuring development supports long-term economic, environmental, and community outcomes.

Building on each of the guiding principles, these actions provide direction for making decisions about land use, infrastructure, and development patterns across the City. They reflect a balanced approach that supports both new growth and reinvestment in existing areas, helping Goldsboro adapt to changing economic conditions while maintaining its character and identity.

PROSPER seeks a consistent foundation for evaluating development proposals, updating regulations, and coordinating public and private actions. By aligning land use decisions, infrastructure investments, and regulatory tools, the framework supports more intentional and sustainable economic growth across Goldsboro.

As the City continues to evolve, this framework helps direct reinvestment, support new development, and ensure that economic investment contributes to stronger neighborhoods, expanded housing options, and efficient use of public resources. By linking planning decisions with long-term priorities, Goldsboro can guide growth in a way that is both strategic and responsive to community needs.

Engagement Spotlight

Community input revealed a strong desire for more economic opportunity, including higher-paying jobs, support for local businesses, and expanded industries. “Big Ideas” submissions consistently called for revitalizing vacant buildings, expanding downtown energy, and creating new destinations that attract both residents and visitors.

These ideas were reinforced through mapping activities, where participants identified specific areas for investment, including downtown, key corridors, and underutilized sites across the city. Together, this input highlights the importance of aligning economic strategies with targeted locations that can support jobs, business growth, and long-term investment.

WHAT WE HEARD | BIG IDEAS TO TARGETED INVESTMENT LOCATIONS

Key priorities such as jobs, downtown energy, and redevelopment can be translated into targeted investment locations across Goldsboro to support long-term economic growth.

Community Priortiies	Investment Locations
• Jobs & Workforce Opportunities	• Downtown and adjacent neighborhoods
• Small Business Growth	• Key corridors and gateways
• Downtown Expansion	• Industrial and employment areas
• Entertainment & Destinations	• Underutilized sites and infill areas
• Redevelopment of Vacant Sites	

PROSPER Policy Framework

The Policy Framework translates Goldsboro's vision and guiding principles into clear, actionable direction for strengthening economic vitality and expanding opportunity. It builds on prior planning efforts and is informed by the City's Economic Visioning Forum, which identified key economic drivers, gaps, and priorities to guide future growth and investment.

The framework reflects this input by focusing on expanding downtown activity, supporting small business growth, strengthening industrial and employment opportunities, and leveraging community assets such as transportation, Seymour-Johnson Air Force Base, and local institutions. It also responds to identified needs for revitalization beyond downtown, improved coordination among partners, and enhanced quality of life to attract and retain residents and businesses.

Organized around key focus areas, these policies guide how the City aligns public investment, private development, and economic development initiatives. By linking implementation to community priorities and regional opportunities, the PROSPER Policy Framework supports job creation, strengthens downtown as a community anchor, and positions Goldsboro for long-term economic resilience and competitiveness.

Elevate How We PROSPER

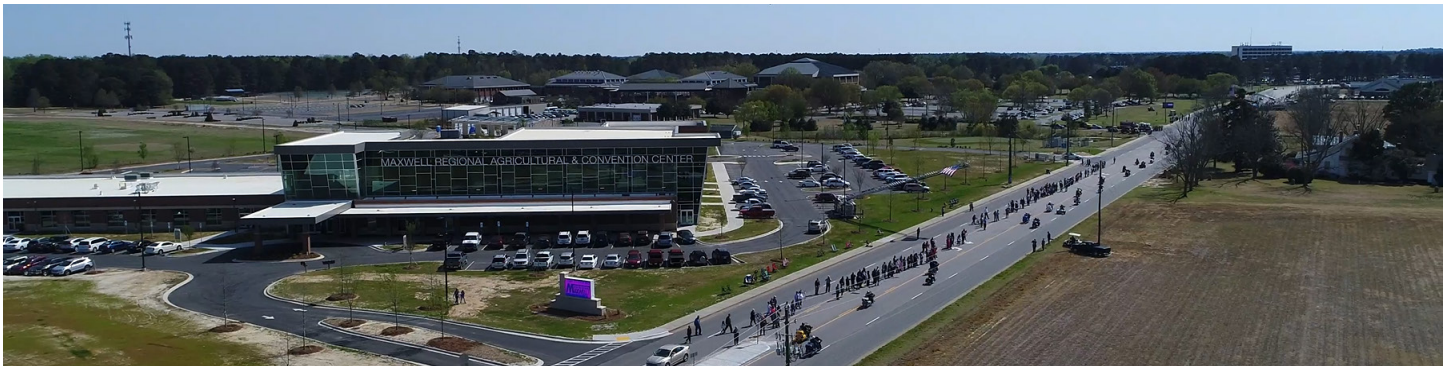
PROSPER Strategy 1: Elevate how we PROSPER by leveraging downtown as a community anchor

P1.1 **Develop and adopt a 10-year Downtown Goldsboro Master Plan to guide future development, reinvestment, and coordinated public and private investment strategies.**

P1.2 **Pursue the expansion and development of the downtown area surrounding Center Street to capitalize on the existing momentum and growth.** *This initiative will aim to enhance economic opportunities, foster a vibrant community atmosphere, and improve infrastructure to support increased activity and investment in the area.*

P1.3 **Expand wayfinding (signage) to support accessibility to key areas such as the school campuses and the downtown area.**

P1.4 **Promote and support events and community gatherings in the downtown area to improve the quality of life for residents, boost tourism, and activate the downtown space.** *By fostering a vibrant, dynamic environment through regular events, the City aims to create a thriving community hub that attracts visitors and encourages local engagement.*



PROSPER Strategy 2: Elevate how we PROSPER by building a resilient local economy

P2.1 **Support economic and community development initiatives that capitalize upon, maintain, and enhance the district Central Business Districts character.**

P2.2 **Support the creation of additional industrial parks areas.** *When possible, this effort should be accomplished through the consolidation of existing, underutilized industrial properties, including brownfield sites. Industrial parks should impose setbacks, design guidelines and performance standards to ensure quality development. Technology and support office uses should be allowed, but retail uses should be limited to support retail services. Support offices should be allowed as a matter of right.*

P2.3 **Undertake various activities to bolster economic development.** *These include developing and expanding local incentives to attract industry, inventorying unused business facilities, supporting the maintenance and enhancement of water, sewer, and other critical infrastructure, and strengthening incubator programs for startup businesses. Additionally, fostering the development of industries that integrate with the agricultural economy, considering tax increment financing as a means of incentive, supporting businesses involved in technology production, promoting awareness of service industry opportunities catering to tourists, facilitating the cleanup of brownfield sites, and increasing opportunities for employment and procurement through local vendors, both public and private, are essential components of this initiative.*

P2.4 **Pursue funding for the cleanup of industrial property brownfield sites.**

P2.5 **Continue to support agriculture as a valuable part of the Urbanized Area's economy.**

PROSPER Strategy 3: Elevate how we PROSPER by leveraging community assets

P3.1 **Consider the rezoning of underutilized industrial properties to other zoning categories that may be consistent with this plan's goals.**

P3.2 **Actively recruit and retain a younger workforce to the City by enhancing cultural and recreational opportunities and diverse affordable workforce housing.**

P3.3 **Revise minimum and maximum parking standards to protext valuable infill land by reducing the need for large surface lots.**

PROSPER Strategy 4: Elevate how we PROSPER by promoting ourselves externally

P4.1 **Continue to support the activities of the North Carolina Division of Travel and Tourism, specifically monitoring the growth of tourism-related industry and efforts to promote tourism-related commercial activity**

P4.2 **Develop a sports tourism policy that recognizes City assets / efforts as well as possible partnerships within Wayne County.** *Off road vehicles should be considered as part of the regional draw to Goldsboro.*

P4.3 **Market the City's natural assets, such as the Neuse River natural areas, as regional attractions to support ecotourism.**

PROSPER | Community Priority

Pursue the expansion and development of the downtown area surrounding Center Street to capitalize on the existing momentum and growth.

This policy builds on strong local support for Downtown Goldsboro as a hub of activity and investment. Community input consistently emphasized the importance of expanding downtown's energy beyond Center Street into adjacent areas that can strengthen and complement the core.

Supporting Actions

- Expand reinvestment into blocks surrounding Center Street, focusing on infill development and revitalization of underperforming properties
- Support mixed-use development that integrates housing, retail, office, and public spaces to create a more active and livable downtown
- Improve connectivity between downtown and surrounding neighborhoods through enhanced streetscapes, pedestrian access, and wayfinding
- Prioritize redevelopment of vacant and underutilized buildings to support new businesses, housing opportunities, and adaptive reuse

Targeted investment in these areas supports additional housing, businesses, and public spaces that contribute to a more active and connected downtown environment. Focusing on infill development, placemaking, and connectivity helps extend downtown vibrancy while reinforcing its identity and character.

Over time, strengthening the areas around Center Street supports business growth, increases foot traffic, and creates more opportunities for residents and visitors. A more connected and active downtown positions Goldsboro to attract investment, support local businesses, and sustain long-term economic vitality..





MOVE

MOVE focuses on how people travel within and through Goldsboro and how the transportation system connects residents, visitors, and businesses to the places that matter most. Mobility is not only about moving vehicles efficiently, but also about creating a connected network of streets, sidewalks, trails, and transit options that support daily life and economic activity.

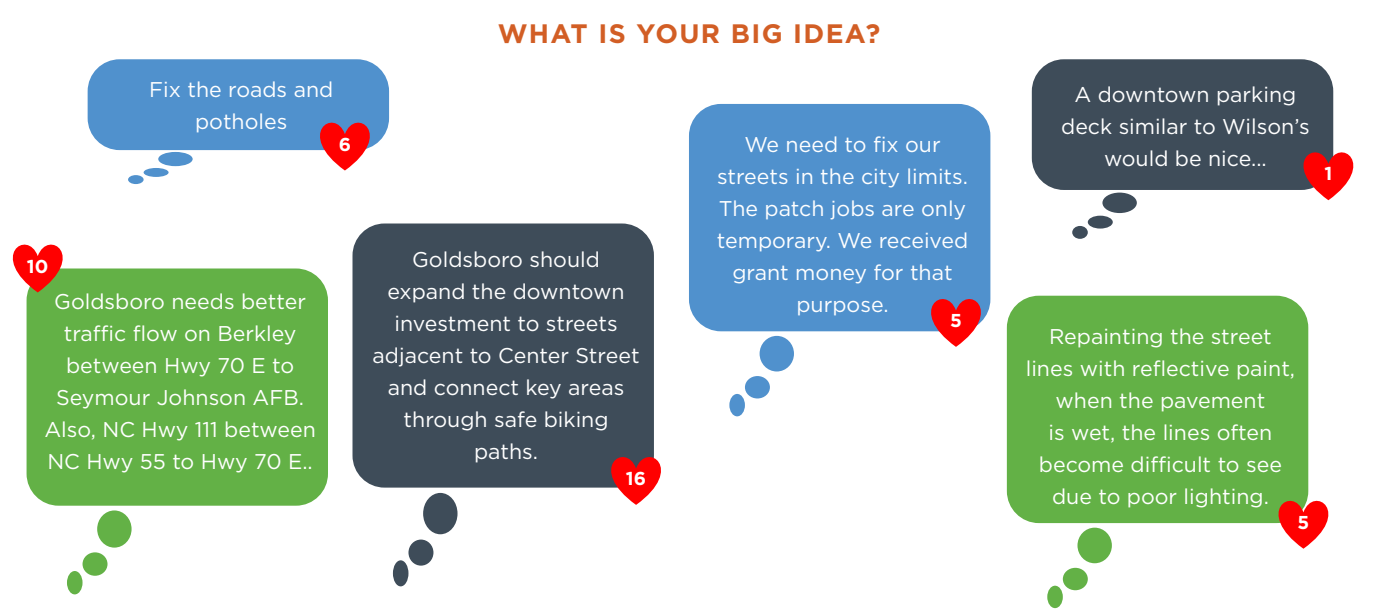
As Goldsboro continues to grow, transportation investments must balance safety, accessibility, and choice. Strengthening connections across neighborhoods, downtown, employment centers, and community destinations is essential to supporting a more connected and functional city.

Community input emphasized the need for safer streets, improved walkability, and more opportunities to bike and travel without relying solely on a car. These priorities are reinforced by the ongoing work of the Goldsboro Metropolitan Planning Organization and a range of adopted transportation plans and initiatives that guide investment, coordination, and long-term mobility decisions.

This section builds on that foundation by highlighting strategies to improve connectivity, expand transportation options, and enhance the network of streets, sidewalks, and trails. Together, these efforts support a transportation system that is safe, flexible, and responsive to Goldsboro's long-term growth and quality of life goals

Engagement Spotlight

Website visitors shared their "big idea" for Goldsboro. Participants could like ideas to show their support. While submissions touched on all elements of the comprehensive plan, many focused on how people move throughout the city. These ideas, along with the number of likes they received, are shown in the graphic below.



MOVE Policy Framework

The MOVE Policy Framework translates the community's vision and guiding principles into clear, actionable direction for how people travel and connect across Goldsboro. These policies guide decisions that improve safety, expand transportation choices, and strengthen connections between neighborhoods, destinations, and activity centers.

Organized around key focus areas, the framework supports connecting people to places, improving street design, expanding travel options, and enhancing the network of sidewalks, trails, and greenways. These policies build on the work of the Goldsboro MPO and adopted plans such as the Metropolitan Transportation Plan and Bicycle, Pedestrian, and Greenway Plan, aligning local actions with regional priorities.

Together, these policies provide a consistent foundation for evaluating projects, coordinating local and regional efforts, and aligning investments with community priorities. By linking implementation with adopted plans and long-term goals, the framework supports a transportation system that is safe, accessible, and connected.

Elevate How We MOVE

MOVE Strategy 1: Elevate how we MOVE by connecting people to places

M1.1 **Prioritize areas identified on the Future Land Use Map as mixed-use or activity-focused for the gradual transition of auto-oriented, single-use development patterns into compact, walkable districts or nodes.** *These areas should support a complementary mix of residential, commercial, employment, and civic uses and be designed to safely and conveniently accommodate pedestrians, bicyclists, transit, and automobiles.*

M1.2 **Consider incentivizing mixed use and high density residential uses in coordination with GATEWAY Transit stops to promote transit-oriented development.**

MOVE Strategy 2: Elevate how we MOVE by creating better streets

M2.1 **Support and implement action items contained in the Goldsboro Metropolitan Transportation Plan.**

M2.2 **Residential subdivisions generating 100 or more peak hour trips shall be required to prepare a traffic impact analysis/study, including mitigative action to reduce impact.**

M2.3 **Consider the development and adoption of a complete streets policy.** *This policy should focus on providing a wide range of transportation options including: access to transit, bicycling lanes and sharrows, and pedestrian access facilities. Increased attention should be given to streets programmed for resurfacing and/or expansion.*

MOVE Strategy3: Elevate how we MOVE by offering more choice in transportation

M3.1 Set measurable goals for increasing transit, pedestrian, and bicycle travel mode share.

M3.2 Prioritize street and sidewalk improvements adjacent to existing school and institutional sites.

M3.3 Continue to support and implement action items contained in the 2010 GATEWAY Transit Community Transportation Service Plan (CTSP).

M3.4 Connect and complete the City's sidewalk network to create a safe, continuous, and accessible pedestrian system for all users.

MOVE Strategy 4: Elevate how we MOVE by enhancing our network of trails

M4.1 Continue to support and implement action items contained in the Goldsboro Bicycle, Pedestrian and Greenway Plan.

M4.2 Focus planning for open space corridors, greenways, and other low-intensity uses on areas within the 100-year floodplain and other underutilized sites.



MOVE | Community Priority

Connect and complete the City's sidewalk network to create a safe, continuous, and accessible pedestrian system for all users.

A connected sidewalk network is essential to improving safety, mobility, and access across Goldsboro. Community input consistently highlighted gaps in sidewalks, limited crossings, and barriers that make it difficult to walk safely to schools, parks, downtown, and everyday destinations.

Closing these gaps requires a coordinated and intentional approach that prioritizes continuity, accessibility, and investment where needs are greatest. Addressing these deficiencies will improve how residents move through their neighborhoods and connect to the places they rely on most each day.

Supporting Actions

- Complete missing sidewalk segments to create a continuous and accessible network across neighborhoods
- Prioritize improvements near schools, parks, downtown, and transit stops to support daily trips
- Upgrade crossings, lighting, and pedestrian safety features along key corridors
- Coordinate sidewalk investments with roadway, trail, and transit improvements

Expanding and connecting the sidewalk system creates a more reliable network for pedestrians of all ages and abilities, improving safety, increasing access to community destinations, and reducing reliance on vehicles for short trips. By linking sidewalks with broader mobility investments, Goldsboro can strengthen neighborhood connectivity, support economic activity, and create a more accessible and inclusive transportation system.



ENGAGE

ENGAGE focuses on how Goldsboro works with residents, organizations, and partners to shape the City's future and strengthen community trust. Engagement is not only about sharing information or collecting feedback. It is about creating meaningful opportunities for people to participate in decisions that affect their neighborhoods, institutions, and daily lives.

As Goldsboro grows and changes, effective engagement must be inclusive, consistent, and responsive. Clear communication, strong partnerships, and accessible ways to participate are essential to ensuring that community input informs decisions and builds shared understanding.

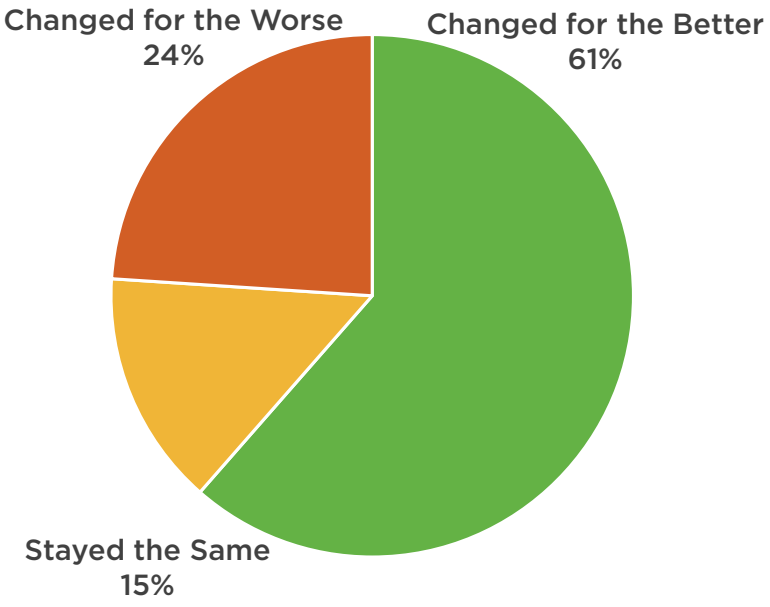
Community input highlighted the importance of better communication, more opportunities for involvement, and a stronger connection between public input and outcomes. Residents also emphasized the need to celebrate Goldsboro's history, strengthen partnerships, and create more opportunities for people to connect.

This section highlights strategies to improve communication, expand participation, strengthen partnerships, and increase transparency in decision-making. Together, these efforts support a more informed, connected, and engaged community across Goldsboro.

Engagement Spotlight

As part of the engagement process, residents were asked to reflect on how Goldsboro has changed over the last 10 years. While most respondents felt the community has changed for the better, many also expressed a desire for stronger communication and more opportunities to engage with the City moving forward.

IN THE LAST 10 YEARS, DO YOU THINK GOLDSBORO HAS...



ENGAGE Policy Framework

The ENGAGE Policy Framework translates the community's vision and guiding principles into clear, actionable direction for how Goldsboro builds relationships, communicates with residents, and supports meaningful participation in decision-making. These policies guide how the City shares information, gathers input, and works with partners to shape outcomes.

Organized around key focus areas, the framework supports celebrating Goldsboro's history, strengthening partnerships, expanding opportunities for connection, and improving transparency. These efforts help ensure that engagement is inclusive, accessible, and reflective of community values.

Together, these policies provide a consistent foundation for guiding programs, partnerships, and decision-making processes. By aligning engagement efforts with community priorities, the framework helps build trust, strengthen relationships, and support a more connected and responsive Goldsboro.

Elevate How We ENGAGE

ENGAGE Strategy 1: Elevate how we ENGAGE by embracing our history.

E1.1 **Commemorate and celebrate the City's rich history through public events, educational programs, and community initiatives.** *By honoring our past, the City aims to foster a sense of pride and connection among residents, promoting an understanding and appreciation of the historical milestones that have shaped our community.*

E1.2 **Preserve architectural heritage to ensure historic buildings are maintained and restored for future generations.** *The City should support the local historic preservation boards efforts.*

E1.3 **Protect natural heritage sites and conservation lands from negative impacts resulting from development.**

E1.4 **Mandate public works projects and redevelopment efforts to preserve significant architectural details and archaeological sites.**

ENGAGE Strategy 2: Elevate how we ENGAGE by fostering partnerships.

E2.1 **Coordinate with Seymour Johnson Air Force Base on development activity that may affect the permitted uses of land within its jurisdiction.** *Comments or analysis provided by the base regarding the compatibility of the proposed zoning change should to City Council at the public hearing held for the request.*

E2.2 **Coordinate the development of recreational facilities with the Wayne County Public Schools.**

E2.3 **Foster community partnerships by actively collaborating with local organizations, businesses, and residents.** *The City should support initiatives that encourage joint efforts to address community needs, enhance public services, and promote shared goals. By building strong, cooperative relationships, we strive to create a united and resilient community that thrives on mutual support and engagement.*

ENGAGE Strategy 3: Elevate how we ENGAGE by recreating more.

E3.1 **Continue to support and implement action items contained in the Goldsboro Parks and Recreation Master Plan.**

E3.2 **Explore ways to add socially-focused programs for young adults.**

E3.3 **Consider the development of neighborhood pocket parks in underserved areas.**

ENGAGE Strategy 4: Elevate how we ENGAGE by being more transparent.

E4.1 **Continue to engage the community regarding Elevate Goldsboro and will retain comments received as input for future updates.**

E4.2 **The City and County Planning Boards, staff, and councils should consult this plan concerning all decisions, including rezoning and subdivision approvals, which will affect residential land use, including impact on existing residential areas.**

E4.3 **Continue to explore ways to increase transparency in governmental operations and decision-making processes.** *The City should prioritize open communication, provide easy access to public records, and ensure that information about policies, budgets, and projects is readily available to residents. By fostering transparency, the City aims to build trust, encourage community involvement, and enhance accountability in our governance.*

E4.4 **Seek formal support from the County for implementation of this plan to ensure alignment of priorities, coordinated investment, and consistency across jurisdictions.** *County support should include collaboration on funding, project delivery, and policy alignment to advance shared transportation and land use goals.*

E4.5 **Pursue adoption of this plan by the Metropolitan Planning Organization (MPO) to integrate its recommendations into regional transportation planning, funding programs, and prioritization processes.**

E4.6 **Monitor and report progress on implementation of this plan on an annual basis.**

ENGAGE | Community Priority

Consider the development of neighborhood pocket parks in underserved areas.

Accessible outdoor spaces play an important role in fostering community connections and supporting quality of life across Goldsboro. Community input highlighted gaps in access to parks and safe outdoor spaces, particularly in neighborhoods where residents have limited opportunities to gather, recreate, and connect.

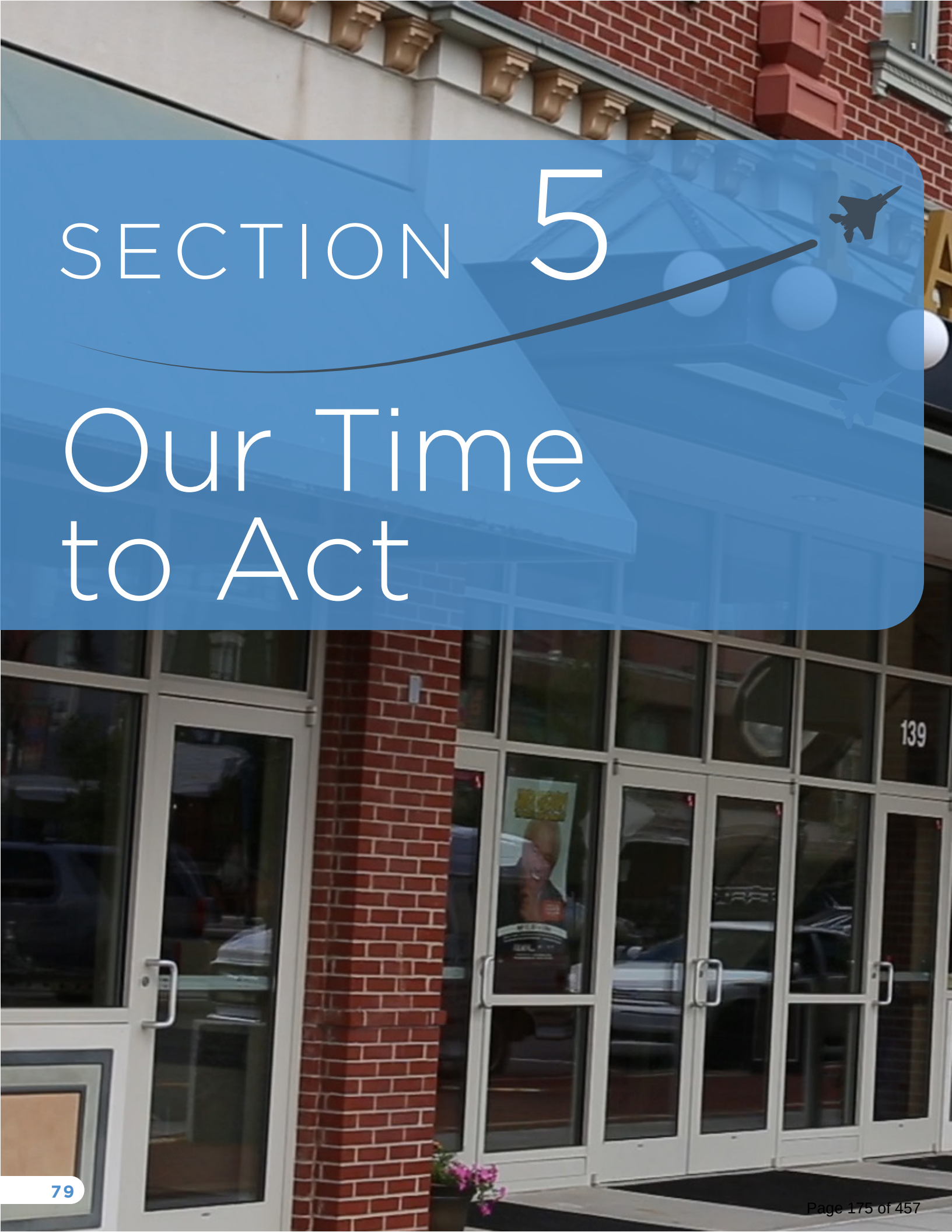
Addressing these gaps requires a targeted approach that prioritizes small-scale, neighborhood-focused investments and builds on partnerships to expand access in underserved areas.

Supporting Actions

- Develop neighborhood pocket parks in underserved areas to improve access to nearby recreation
- Repurpose vacant or underutilized parcels into small-scale community spaces
- Expand partnerships to support programming, maintenance, and shared use of recreational spaces
- Design spaces that support everyday use, including seating, shade, play features, and flexible gathering areas

Expanding access to neighborhood parks helps create more opportunities for daily activity, informal gathering, and connection to nature. By focusing on neighborhood-scale investments and coordinating with community partners, Goldsboro can strengthen social connections, improve access to public space, and create more inclusive and connected neighborhoods.





SECTION 5

Our Time to Act


PLAY
DO IT
DOWNTOWN
GOLDSBORO

Implementation Strategy

Successful implementation of Elevate Goldsboro will depend on a range of factors, including available resources, staff capacity, and funding. While the City can directly influence many actions, external conditions such as market trends and regional dynamics will also shape how and when progress occurs. Advancing the Plan will require coordinated efforts among the City, partner agencies, and the private sector, reinforcing the importance of collaboration in achieving long-term outcomes.

Implementation Matrix

The implementation matrix provides a flexible tool for tracking progress on individual actions and the Plan as a whole. It organizes strategies and actions in a clear, structured format while allowing the City to adjust priorities as conditions change. This approach supports consistent decision-making, helps align resources with priorities, and creates a transparent framework for advancing Elevate Goldsboro over time.

TYPE OF ACTION

Places the actions into one of four categories:

- Program/Initiative
- Policy/Regulation
- Project/Investment
- Plan/Study

TIMEFRAME

Describes when effort on the action should begin (Initiation) and whether the action is stand alone or ongoing (Duration)

Initiation

- Short-Term (0-5 years)
- Mid-Term (6-10 years)

Duration

- Standalone
- Recurring

RESPONSIBILITIES

Identifies who needs to lead or support each action

- AD - Administration
- DS - Development Services
- PS - Public Safety
- PW - Public Works
- RE - Recreation
- UT - Utilities

RESOURCES

Provides a general sense of the time and funding resources necessary for each action by indicating low, medium, or high

Time	Cost
LOW	
MEDIUM	
HIGH	

COMMUNUITY PRIORITIES

Highlights the actions that received the most votes at the community workshops in March 2026

Community Priority

GROW

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy GROW 1: Elevate how we GROW by managing growth and development.								
G1.1	Use the future land use map, policy framework, and other adopted planning documents when making zoning and permit approval decisions and creating future City plans.							
	Policy / Regulation	SHORT TERM	↻	DS	AD	L	$ L	
G1.2	Update, modernize, and simplify the City's land development regulations.							
	Project / Investment	MID TERM	↻	DS	AD	H	$ H	◎
G1.3	Support infill development.							
	Project / Investment	SHORT TERM	↻	DS	AD	H	$ H	◎
G1.4	Emphasize the repair of failing infrastructure systems in key infill areas.							
	Policy / Regulation	MID TERM	↻	PW	UT	M	$ M	
G1.5	Review water and sewer extension policies to encourage public/private cooperation in the provision of infrastructure extensions.							
	Policy / Regulation	MID TERM	●	DS	PW	L	$ L	
G1.6	Consider Greyfield sites as candidates for redevelopment. Greyfield sites are developed sites that are economically and physically ripe for major redevelopment.							
	Project / Investment	SHORT TERM	●	DS	AD	H	$ H	◎

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy GROW 2: Elevate how we GROW by diversifying our housing stock								
G2.1	Analyze development standards for single-family, multifamily, and mixed-use zoning districts to ensure the standards are not prohibitive to new development and redevelopment.							
	Policy / Regulation	SHORT TERM		DS	AD			
G2.2	Conduct a area-wide housing market analysis with emphasis given to the consideration of affordable workforce housing.							
	Plan / Study	SHORT TERM		DS	AD			
G2.3	Evaluate changes to the density table to encourage more housing (e.g., townhomes, duplexes, and quadplexes) within single-family residential zoning districts.							
	Policy / Regulation	MID TERM		DS	AD			
Strategy GROW 3: Elevate how we GROW by preserving our treasured spaces								
G3.1	Discourage commercial development that infringes on natural heritage and/or conservation areas.							
	Policy / Regulation	SHORT TERM		DS	AD			
G3.2	Support North Carolina legislative changes that will enable the transfer of development rights as an aid to the preservation of farmland and open space.							
	Policy / Regulation	MID TERM		DS	AD			
G3.3	Use existing information sources to identify and map potential wetlands.							
	Policy / Regulation	MID TERM		DS	AD			
G3.4	Limit the disposal of toxic wastes, as defined in the US Environmental Protection Agency's Listing of Hazardous Substances and Priority Pollutants (developed pursuant to the Clean Water Act of 1977) within the City's planning jurisdiction.							
	Policy / Regulation	SHORT TERM		PW	UT			
G3.5	Prohibit the installation of underground storage tanks in the 100-year floodplain.							
	Policy / Regulation	SHORT TERM		PW	UT			

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy GROW 3: Elevate how we GROW by preserving our treasured spaces (continued)								
G3.6	Support the regulation of underground storage tanks to protect groundwater resources.							
	Policy / Regulation	SHORT TERM		PW	UT			
G3.7	Pursue grant funds which may assist with the preservation of agricultural lands.							
	Project / Investment	SHORT TERM		DS	AD			
Strategy GROW 4: Elevate how we GROW by being fiscally responsible								
G4.1	Prioritize transparent budgets, efficient use of resources, and rigorous financial oversight to maintain fiscal sustainability.							
	Program / Initiative	SHORT TERM		DS	AD			



THRIVE

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy THRIVE 1: Elevate how we THRIVE by building stronger neighborhoods.								
T1.1	Provide community services and facilities as incentives to stimulate population growth, tax base, and the economy.							
	Program / Initiative	MID TERM		DS	AD	M	M	
T1.2	Continue to pursue available funding for rehabilitation or redevelopment and/or removal of substandard housing.							
	Project / Investment	SHORT TERM		DS	AD	M	M	
T1.3	Enforce the City's minimum housing code to require the improvement or removal of substandard housing.							
	Policy / Regulation	MID TERM		DS	AD	M	L	
T1.4	Coordinate with the County on foreclosure and property disposition efforts to align code enforcement, acquisition, and redevelopment strategies.							
	Program / Initiative	SHORT TERM		DS	AD	L	L	
Strategy THRIVE 2: Elevate how we THRIVE by enhancing community safety								
T2.1	Prohibit the development of any industry within the 100-year floodplain that may pose a special risk to public health and safety.							
	Policy / Regulation	SHORT TERM		PW	UT	L	L	
T2.2	Consider issues relating to the promotion of public safety into the normal review process for development proposals.							
	Policy / Regulation	MID TERM		PS	PW	M	M	
T2.3	Ensure the development and location of police and fire stations are strategically planned to enhance community safety, maintaining accessibility and rapid response times across all neighborhoods.							
	Project / Investment	MID TERM		PS	AD	M	H	

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy THRIVE 3: Elevate how we THRIVE by enhancing community safety								
T3.1	Consider prohibiting the development of conflicting incompatible land uses in the vicinity of all public and private school sites.							
	Policy / Regulation			DS	AD			
T3.2	Support the pursuit of educational grants to subsidize local continuing education by nearby colleges and universities and to support community education programs.							
	Program / Initiative			DS	AD			
T3.3	Collaborate with local educational institutions to strengthen schools and enhance educational opportunities.							
	Program / Initiative			DS	AD			
Strategy THRIVE 4: Elevate how we THRIVE by creating a healthier community								
T4.1	Revise ordinances to offer incentives to developers who include grocery stores or fresh food markets in new development.							
	Policy / Regulation			DS	AD			
T4.2	Make farmers' markets and urban agriculture an allowed use in specific zones.							
	Policy / Regulation			DS	AD			
T4.3	Partner to create a Community Garden Produce and Education Organization to establish, maintain, and educate residents in areas in need of physical activity and healthy foods.							
	Program / Initiative			DS	AD			

PROSPER

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy PROSPER 1: Elevate how we PROSPER by leveraging downtown as a community anchor								
P1.1	Develop and adopt a 10-year Downtown Goldsboro Master Plan to guide future development, reinvestment, and coordinated public and private investment strategies.							
	Plan / Study	SHORT TERM	●	DS	AD	M	$ M	
P1.2	Pursue the expansion and development of the downtown area surrounding Center Street to capitalize on the existing momentum and growth.							
	Project / Investment	MID TERM	↻	DS	AD	H	$ H	
P1.3	Expand wayfinding (signage) to support accessibility to key areas such as the school campuses and the downtown area.							
	Project / Investment	SHORT TERM	●	DS	PW	M	$ M	
P1.4	Promote and support events and community gatherings in the downtown area to improve the quality of life for residents, boost tourism, and activate the downtown space.							
	Program / Initiative	SHORT TERM	↻	DS	PW	M	$ L	
Strategy PROSPER 2: Elevate how we PROSPER by building a resilient local economy								
P2.1	Support economic and community development initiatives that capitalize upon, maintain, and enhance the district Central Business Districts character.							
	Program / Initiative	SHORT TERM	↻	DS	AD	M	$ M	
P2.2	Support the creation of additional industrial parks areas.							
	Project / Investment	MID TERM	●	DS	AD	H	$ H	
P2.3	Undertake various activities to bolster economic development.							
	Program / Initiative	MID TERM	↻	DS	AD	H	$ H	

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy PROSPER 2: Elevate how we PROSPER by building a resilient local economy *(continued)*								
P2.4	Pursue funding for the cleanup of industrial property brownfield sites.							
	Project / Investment	MID TERM	●	DS	AD	M	$ H	
P2.5	Continue to support agriculture as a valuable part of the Urbanized Area's economy.							
	Program / Initiative	SHORT TERM	↻	DS	AD	M	$ M	
Strategy PROSPER 3: Elevate how we PROSPER by leveraging community assets								
P3.1	Consider the rezoning of underutilized industrial properties to other zoning categories that may be consistent with this plan's goals.							
	Policy / Regulation	MID TERM	●	DS	AD	M	$ M	◎
P3.2	Actively recruit and retain a younger workforce to the City by enhancing cultural and recreational opportunities and diverse affordable workforce housing.							
	Program / Initiative	MID TERM	↻	DS	AD	M	$ M	◎
P3.3	Revise minimum and maximum parking standards to protext valuable infill land by reducing the need for large surface lots.							
	Policy / Regulation	SHORT TERM	●	DS	PW	L	$ L	
Strategy PROSPER 4: Elevate how we PROSPER by promoting ourselves externally								
P4.1	Continue to support the activities of the North Carolina Division of Travel and Tourism, specifically monitoring the growth of tourismrelated industry and efforts to promote tourism-related commercial activity.							
	Program / Initiative	SHORT TERM	↻	DS	AD	M	$ M	
P4.2	Develop a sports tourism policy that recognizes City assets / efforts as well as possible partnerships within Wayne County.							
	Policy / Regulation	SHORT TERM	●	DS	AD	M	$ M	
P4.3	Market the City's natural assets, such as the Neuse River natural areas, as regional attractions to support ecotourism.							
	Program / Initiative	MID TERM	↻	DS	AD	M	$ M	

MOVE

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy MOVE 1: Elevate how we MOVE by connecting people to places								
M1.1	Prioritize areas identified on the Future Land Use Map as mixed-use or activity-focused for the gradual transition of auto-oriented, single-use development patterns into compact, walkable districts or nodes.							
	Project / Investment	MID TERM		**DS**	**AD**	H	H	
M1.2	Consider incentivizing mixed use and high density residential uses in coordination with GATEWAY Transit stops to promote transit-oriented development.							
	Policy / Regulation	MID TERM		**DS**	**AD**	M	M	
Strategy MOVE 2: Elevate how we MOVE by creating better streets								
M2.1	Support and implement action items contained in the Goldsboro Metropolitan Transportation Plan.							
	Plan / Study	SHORT TERM		**DS**	**PW**	M	M	
M2.2	Residential subdivisions generating 100 or more peak hour trips shall be required to prepare a traffic impact analysis/study, including mitigative action to reduce impact.							
	Policy / Regulation	SHORT TERM		**DS**	**PW**	M	M	
M2.3	Consider the development and adoption of a complete streets policy.							
	Policy / Regulation	MID TERM		**DS**	**PW**	H	H	

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy MOVE 3: Elevate how we MOVE by offering more choice in transportation								
M3.1	Set measurable goals for increasing transit, pedestrian, and bicycle travel mode share.							
	Program / Initiative	SHORT TERM		**DS**	**PW**			
M3.2	Prioritize street and sidewalk improvements adjacent to existing school and institutional sites.							
	Project / Investment	MID TERM		**DS**	**PW**			
M3.3	Continue to support and implement action items contained in the 2010 GATEWAY Transit Community Transportation Service Plan (CTSP).							
	Plan / Study	SHORT TERM		**DS**	**PW**			
M3.4	Connect and complete the City's sidewalk network to create a safe, continuous, and accessible pedestrian system for all users.							
	Project / Investment	MID TERM		**DS**	**PW**			
Strategy MOVE 4: Elevate how we MOVE by enhancing our network of trails								
M4.1	Continue to support and implement action items contained in the Goldsboro Bicycle, Pedestrian and Greenway Plan.							
	Plan / Study	SHORT TERM		**DS**	**PW**			
M4.2	Focus planning for open space corridors, greenways, and other low-intensity uses on areas within the 100-year floodplain and other underutilized sites.							
	Plan / Study	MID TERM		**DS**	**AD**			

ENGAGE

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy ENGAGE 1: Elevate how we ENGAGE by embracing our history								
E1.1	Commemorate and celebrate the City's rich history through public events, educational programs, and community initiatives.							
	Program / Initiative	SHORT TERM		DS	AD			
E1.2	Preserve architectural heritage to ensure historic buildings are maintained and restored for future generations.							
	Policy / Regulation	SHORT TERM		DS	AD			
E1.3	Protect natural heritage sites and conservation lands from negative impacts resulting from development.							
	Policy / Regulation	SHORT TERM		DS	AD			
E1.4	Mandate public works projects and redevelopment efforts to preserve significant architectural details and archaeological sites.							
	Policy / Regulation	MID TERM		PW	DS			

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy ENGAGE 2: Elevate how we ENGAGE by fostering partnerships								
E2.1	Coordinate with Seymour Johnson Air Force Base on development activity that may affect the permitted uses of land within its jurisdiction.							
	Policy / Regulation	SHORT TERM		DS	AD			
E2.2	Coordinate the development of recreational facilities with the Wayne County Public Schools.							
	Project / Investment	MID TERM		DS	PW			
E2.3	Foster community partnerships by actively collaborating with local organizations, businesses, and residents.							
	Policy / Regulation	SHORT TERM		DS	AD			
Strategy ENGAGE 3: Elevate how we ENGAGE by recreating more								
E3.1	Continue to support and implement action items contained in the Goldsboro Parks and Recreation Master Plan.							
	Plan / Study	SHORT TERM		DS	AD			
E3.2	Explore ways to add socially-focused programs for young adults.							
	Program / Initiative	SHORT TERM		DS	AD			
E3.3	Consider the development of neighborhood pocket parks in underserved areas.							
	Project / Investment	MID TERM		DS	PW			

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy ENGAGE 4: Elevate how we ENGAGE by being more transparent								
E4.1	Continue to engage the community regarding Elevate Goldsboro and will retain comments received as input for future updates.							
	Plan / Study	SHORT TERM		DS	AD			
E4.2	The City and County Planning Boards, staff, and councils should consult this plan concerning all decisions, including rezoning and subdivision approvals, which will affect residential land use, including impact on existing residential areas.							
	Project / Investment	MID TERM		DS	AD			
E4.3	Continue to explore ways to increase transparency in governmental operations and decision-making processes.							
	Program / Initiative	MID TERM		DS	AD			
E4.4	Seek formal support from the County for implementation of this plan to ensure alignment of priorities, coordinated investment, and consistency across jurisdictions.							
	Program / Initiative	SHORT TERM		DS	AD			
E4.5	Pursue adoption of this plan by the Metropolitan Planning Organization (MPO) to integrate its recommendations into regional transportation planning, funding programs, and prioritization processes.							
	Policy / Regulation	SHORT TERM		DS	AD			
E4.6	Monitor and report progress on implementation of this plan on an annual basis.							
	Program / Initiative	MID TERM		DS	AD			

Carrying the Vision Forward

Elevate Goldsboro is a community-driven plan that sets a clear direction for the City's future. It supports a strong local economy, reinvestment beyond downtown, and high-quality neighborhoods across Goldsboro. The Plan outlines practical steps to move from vision to action, while recognizing that many factors shaping growth extend beyond the City's direct control. Through thoughtful decision-making and targeted investment, Goldsboro can influence how and where change occurs over time.

To put the Plan into action, the City should focus on the following priorities:

Keep the Plan visible and in use. Integrate Elevate Goldsboro into daily decision-making, ensuring it guides development, capital projects, and policy updates.

Reinforce a shared vision for all of Goldsboro. Celebrate the Plan as a community milestone while expanding investment into neighborhoods across the City.

Use the Plan to guide growth decisions. Apply the Plan consistently when reviewing rezonings, development proposals, and infrastructure investments to ensure alignment with community priorities.

Prioritize resources to support implementation. Coordinate funding, staffing, and partnerships to advance key actions, with a focus on achievable, incremental progress.

Stay responsive and adaptable. Regularly evaluate progress and adjust strategies to reflect changing conditions, emerging opportunities, and community needs.

Build long-term leadership and accountability. Empower City leaders, staff, and community partners to champion the Plan and carry its vision forward over time

How will the Plan be Implemented?

Adopting Elevate Goldsboro marks the beginning of implementation. The Plan includes an action framework that identifies strategies, timelines, and responsible partners. Early steps may include updates to development regulations, alignment with the Future Land Use Map, and coordination of public investments to support desired growth patterns.

When will the Plan be Updated?

Elevate Goldsboro is a long-range, living document. The City should monitor progress regularly, review the Plan annually, and make updates as needed to reflect changing conditions. A more comprehensive update is recommended every 7–10 years to ensure the Plan remains relevant and effective.

ELEVATE GOLDSBORO COMPREHENSIVE PLAN

GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina

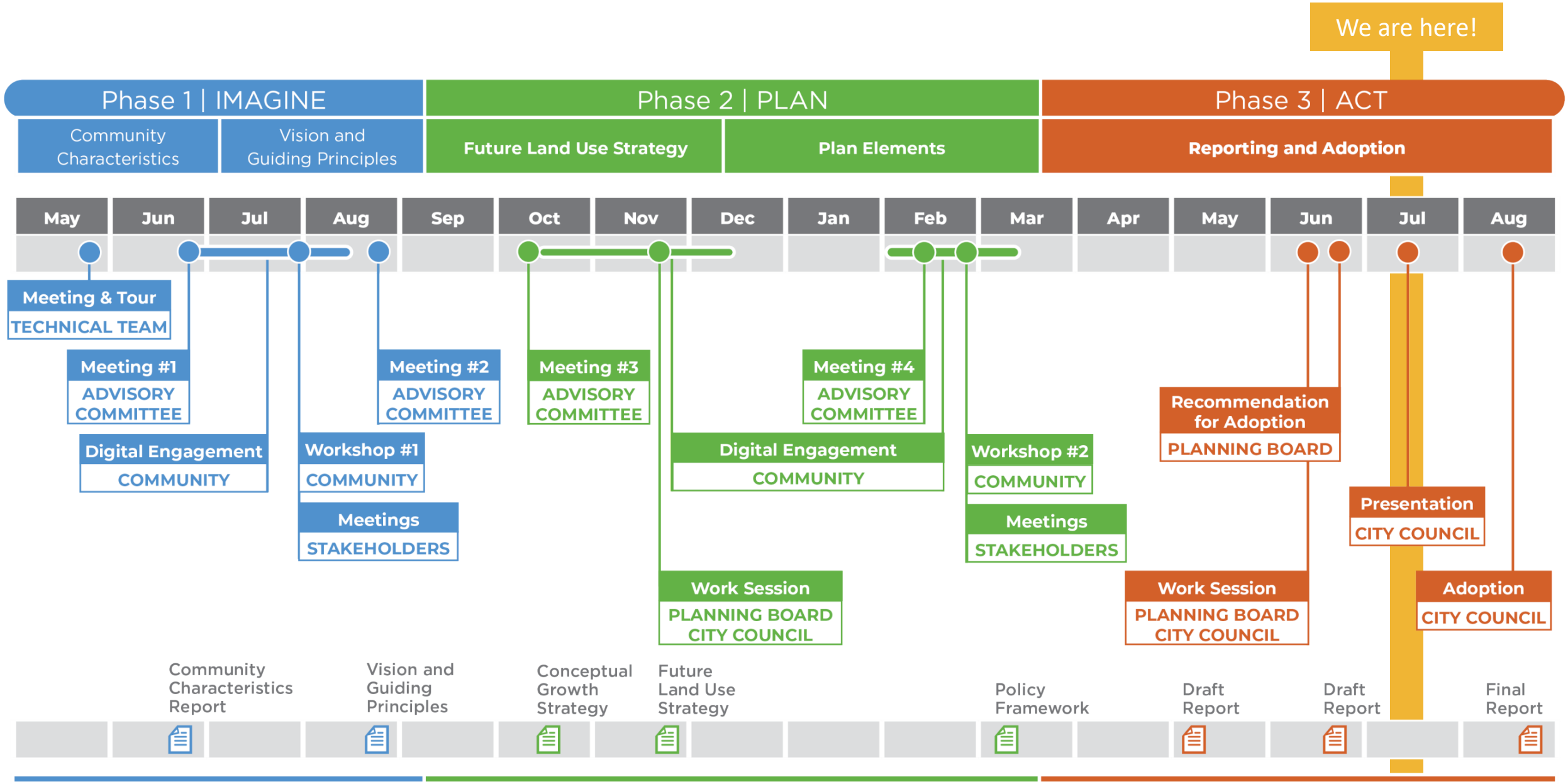
Kimley»Horn
Expect More. Experience Better.

July 13, 2026

ELEVATE GOLDSBORO COMPREHENSIVE PLAN

City Council Meeting

Presentation and Discussion


We are here!
Phase 1 | IMAGINE
Phase 2 | PLAN
Phase 3 | ACT
Community Characteristics
Vision and Guiding Principles
Future Land Use Strategy
Plan Elements
Reporting and Adoption
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Meeting & Tour
TECHNICAL TEAM
Meeting #1
ADVISORY COMMITTEE
Digital Engagement
COMMUNITY
Workshop #1
COMMUNITY
Meetings
STAKEHOLDERS
Meeting #2
ADVISORY COMMITTEE
Meeting #3
ADVISORY COMMITTEE
Work Session
PLANNING BOARD
CITY COUNCIL
Digital Engagement
COMMUNITY
Meeting #4
ADVISORY COMMITTEE
Workshop #2
COMMUNITY
Meetings
STAKEHOLDERS
Recommendation for Adoption
PLANNING BOARD
Work Session
PLANNING BOARD
CITY COUNCIL
Presentation
CITY COUNCIL
Adoption
CITY COUNCIL
Community Characteristics Report
Vision and Guiding Principles
Conceptual Growth Strategy
Future Land Use Strategy
Policy Framework
Draft Report
Draft Report
Final Report

Contents

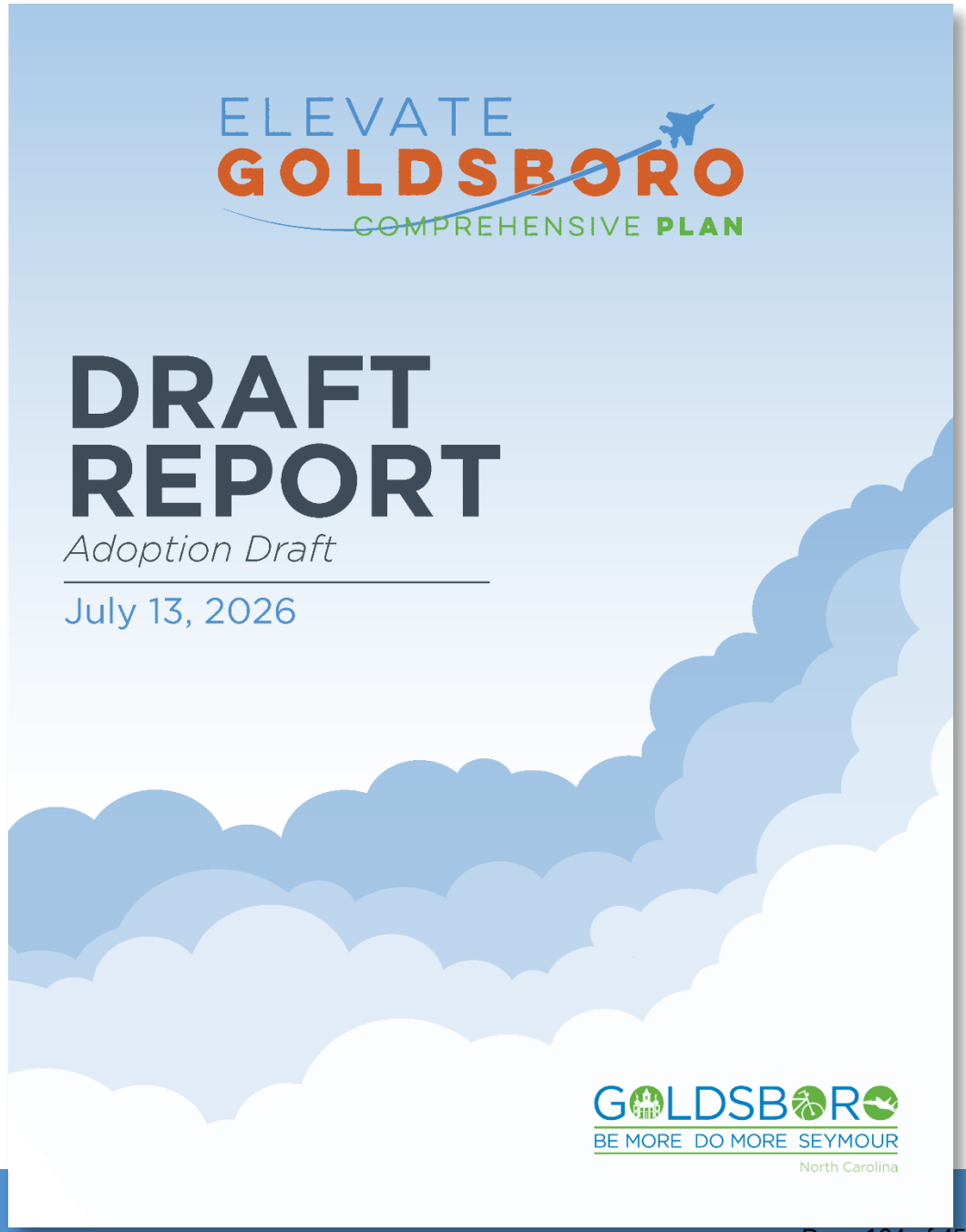
Introduction (pg 1)

Our Community (pg 9)

Our Vision (pg 31)

Our Plan (pg 39)

Our Time to Act (pg 79)



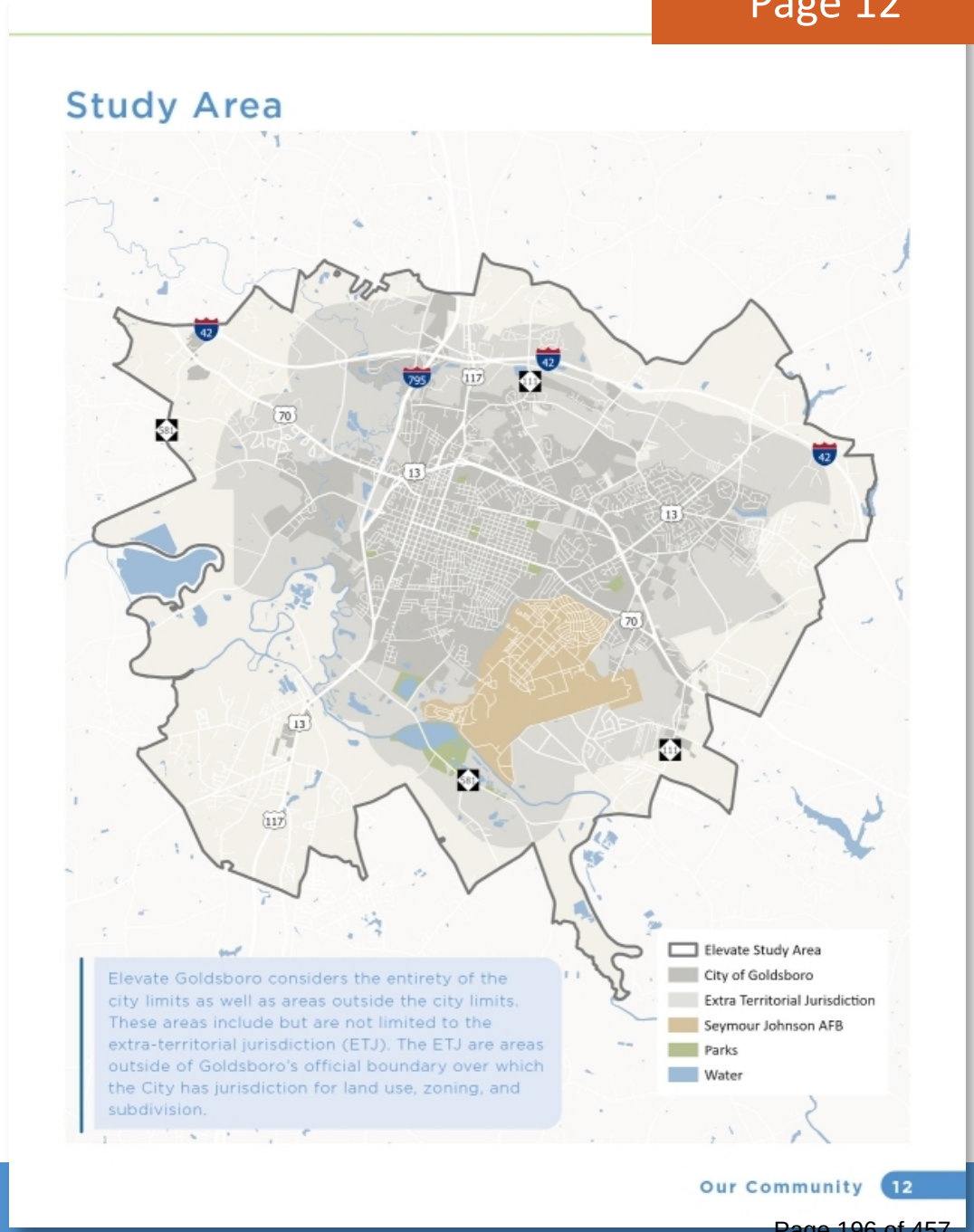
What is a comprehensive plan?



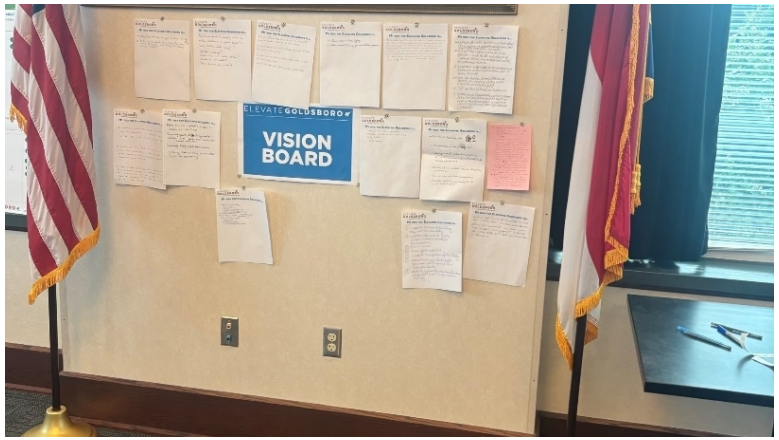
- Community-driven vision for Goldsboro
- Preferred approach to growth and development
- Action steps to guide implementation
- Living document to be updated in the future

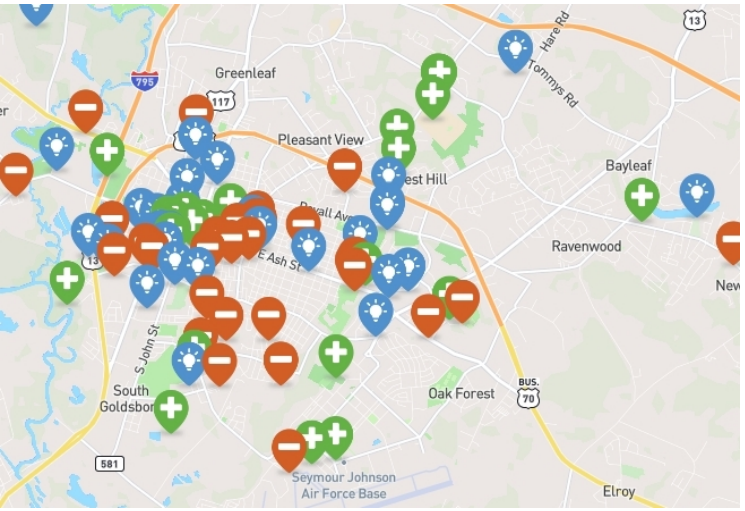
Study Area

- Entirety of the City of Goldsboro
- Extra Territorial Jurisdiction
- Major transportation corridors that impact the region















Online Survey and Interactive Map

650+	*touchpoints*
5,000+	*individual data points*
800+	*written comments*
560+	*hours invested*

Project Website

1,700+	*visits*
1,250+	*visitors*

Introduction

A clear community vision is essential to guiding how Goldsboro grows and changes over time. The vision articulates what residents value most about their community and what they aspire for its future, providing a shared foundation for decision-making. Building on this vision, the planning principles translate community values into clear direction that can be applied across policies, programs, and projects. Together, the vision and planning principles serve as a consistent framework for evaluating future development, public investments, and initiatives, ensuring that day-to-day decisions support long-term goals and reflect the priorities of the Goldsboro community.

Engagement Spotlight

The first phase of engagement led to the creation of the vision. In the "One Word" activity, the public and advisory committee members shared one word that reflects what they love about Goldsboro and one word that describes what they would like changed. The results highlight shared perspectives and differing viewpoints. By distilling community feedback into a single word, the exercise clarified key strengths and opportunities, guiding the community's vision and informing the planning principles.

USE ONE WORD TO DESCRIBE WHAT YOU LOVE ABOUT GOLDSBORO.

Public



Advisory Committee



USE ONE WORD TO DESCRIBE WHAT YOU WOULD CHANGE ABOUT GOLDSBORO.

Public



Advisory Committee



Through a "Vision Board" activity, participants responded to the prompt "My idea for elevating Goldsboro is..." and posted their ideas, generating a wide range of perspectives that shaped this vision. Residents emphasized the need for diverse and affordable housing, improved access to everyday services, and safer, more walkable and bike-friendly streets. Together, these priorities reflect a commitment to quality of life, economic opportunity, and long-term community investment.

HOUSING FOR ALL
Expand diverse, affordable housing options across all income levels

EVERYDAY ACCESS
Improve access to grocery stores, healthcare, and daily services

CITYWIDE INVESTMENT
Extend investment beyond downtown to underserved neighborhoods

CONNECTED MOBILITY
Enhance walkability, bike lanes, and transportation options

PARKS & QUALITY OF LIFE
Invest in parks, green spaces, and family-friendly recreation

OPPORTUNITY & GROWTH
Support jobs, education, and long-term economic development

Workshop participants evaluated planning planning themes by responding to two questions: how well the City is addressing the topic today and how important it will be in the future. Using dot voting on a five-point scale, this activity highlights areas where community priorities are high but current performance may not meet expectations—helping to identify focus areas for future planning, investment, and action

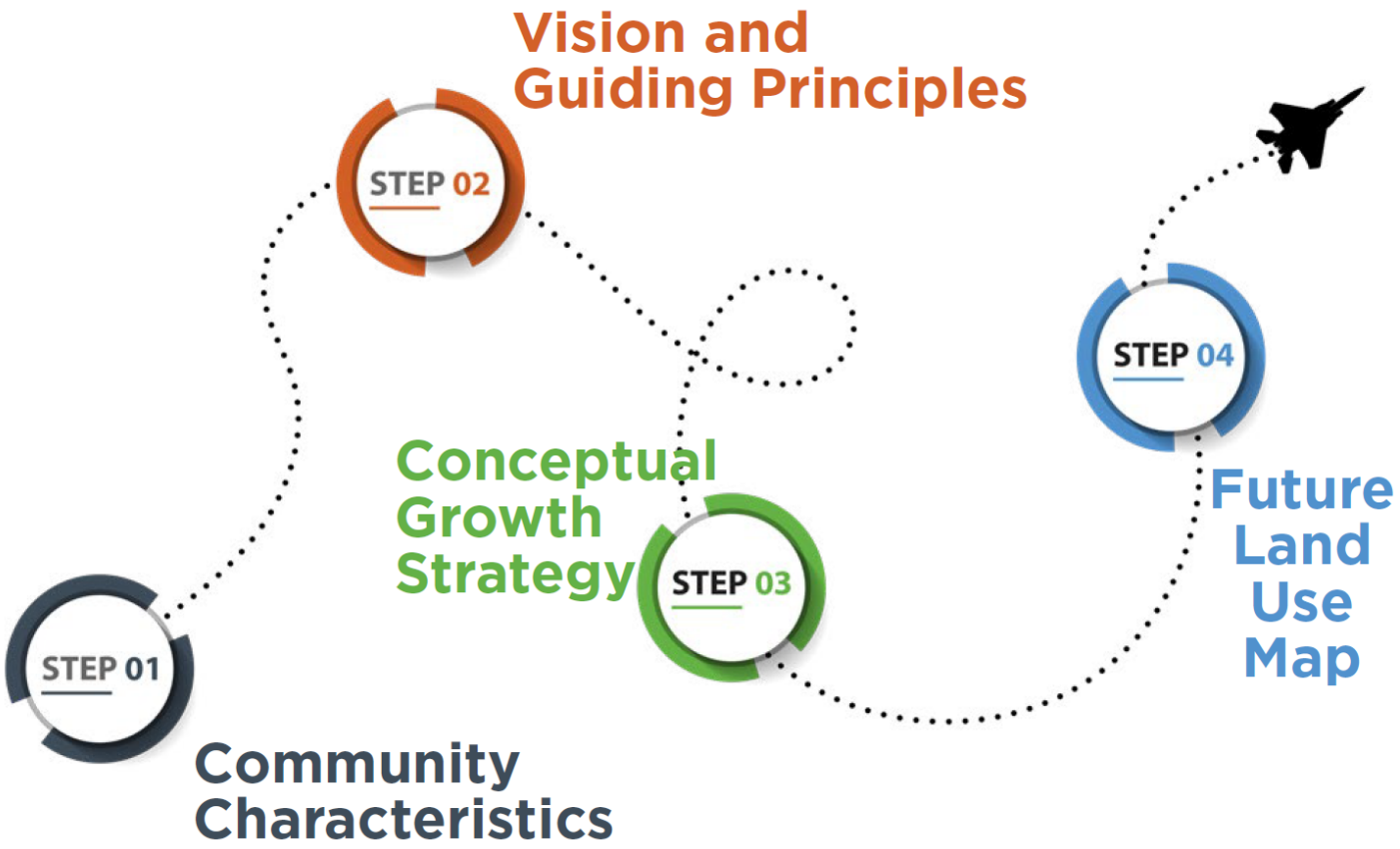


Vision and Guiding Principles

Elevate Goldsboro is our plan for a thriving community that creates lasting investments in our people, institutions, and places. With a cooperative spirit, we will grow responsibly, fuel economic growth, and prepare for change as we build a resilient future that elevates us all.

Elevate how we	**ENGAGE**
Elevate how we	**GROW**
Elevate how we	**MOVE**
Elevate how we	**PROSPER**
Elevate how we	**THRIVE**

Path to the Future Land Use Map



Expresses where and how Goldsboro could grow

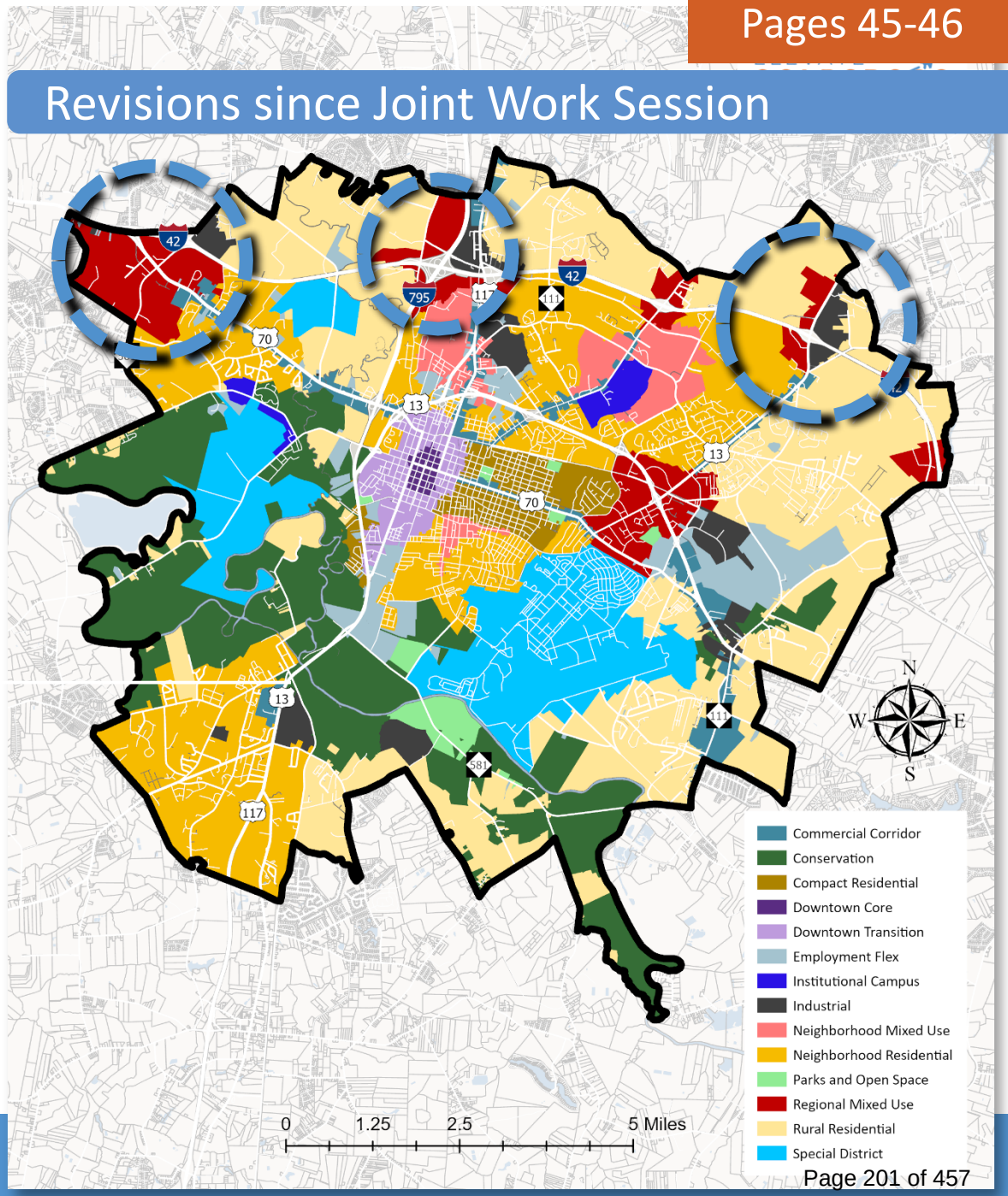
Defines variations in land use and character

Sets the stage for an update to the City's unified development ordinance

Future Land Use Map

Downtown Core	~212 Acres	0.36%
Downtown Transition	~1,085 Acres	1.84%
Regional Mixed-Use	~3,562 Acres	6.05%
Neighborhood Mixed-Use	~1,806 Acres	3.07%
Compact Residential	~1,382 Acres	2.35%
Neighborhood Residential	~10,883 Acres	18.47%
Rural Residential	~16,889 Acres	28.66%
Commercial Corridor	~1,830 Acres	3.10%
Employment Flex	~2,392 Acres	4.06%
Industrial	~1,880 Acres	3.19%
Institutional Campus	~475 Acres	0.81%
Parks and Open Space	~628 Acres	1.07%
Conservation	~9,583 Acres	16.26%
Special District	~6,322 Acres	10.73%

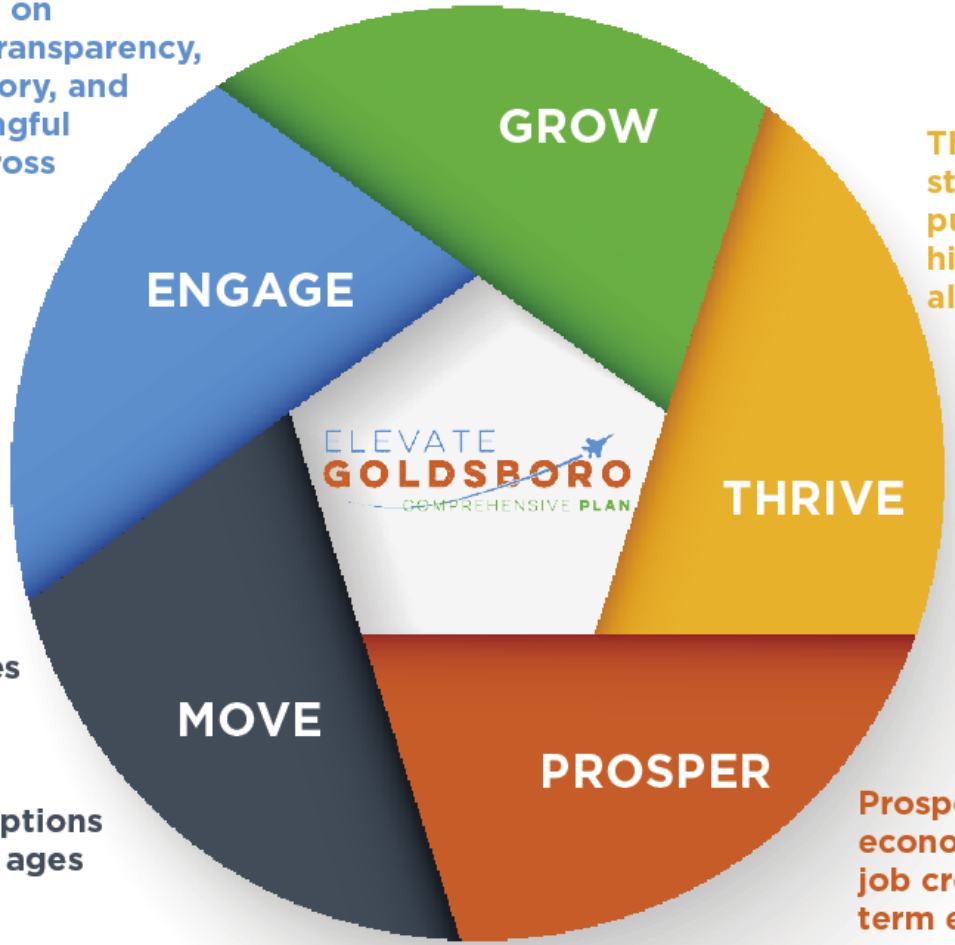
Revisions since Joint Work Session



Policy Framework

Grow guides how and where development occurs, supporting balanced growth while protecting valued assets.

Engage focuses on strengthening transparency, celebrating history, and building meaningful connections across the community.



Thrive promotes strong neighborhoods, public safety, and a high quality of life for all residents.

Move emphasizes connectivity, accessibility, and improving transportation options for people of all ages and abilities.

Prosper supports economic opportunity, job creation, and long-term economic resilience.

20 Strategies

+

72 Actions

Implementation Strategy

Successful implementation of Elevate Goldsboro will depend on a range of factors, including available resources, staff capacity, and funding. While the City can directly influence many actions, external conditions such as market trends and regional dynamics will also shape how and when progress occurs. Advancing the Plan will require coordinated efforts among the City, partner agencies, and the private sector, reinforcing the importance of collaboration in achieving long-term outcomes.

Implementation Matrix

The implementation matrix provides a flexible tool for tracking progress on individual actions and the Plan as a whole. It organizes strategies and actions in a clear, structured format while allowing the City to adjust priorities as conditions change. This approach supports consistent decision-making, helps align resources with priorities, and creates a transparent framework for advancing Elevate Goldsboro over time.

TYPE OF ACTION

Places the actions into one of four categories:

- Program/Initiative
- Policy/Regulation
- Project/Investment
- Plan/Study

TIMEFRAME

Describes when effort on the action should begin (Initiation) and whether the action is stand alone or ongoing (Duration)

Initiation

- Short-Term (0-5 years)
- Mid-Term (6-10 years)

Duration

- Standalone
- Recurring

RESPONSIBILITIES

Identifies who needs to lead or support each action

- AD - Administration
- DS - Development Services
- PS - Public Safety
- PW - Public Works
- RE - Recreation
- UT - Utilities

RESOURCES

Provides a general sense of the time and funding resources necessary for each action by indicating low, medium, or high

Time / Cost: LOW, MEDIUM, HIGH

COMMUNITY PRIORITIES

Highlights the actions that received the most votes at the community workshops in March 2026

Community Priority

GROW

	Type of Action	Timeframe		Responsibilities		Resources		Community Priority
		Initiation	Duration	Lead	Support	Time	Cost	
Strategy GROW 1: Elevate how we GROW by managing growth and development.								
G1.1	Use the future land use map, policy framework, and other adopted planning documents when making zoning and permit approval decisions and creating future City plans.							
	Policy / Regulation	SHORT TERM	↻	DS	AD	L	$ L	
G1.2	Update, modernize, and simplify the City's land development regulations.							
	Project / Investment	MID TERM	↻	DS	AD	H	$ H	◎
G1.3	Support infill development.							
	Project / Investment	SHORT TERM	↻	DS	AD	H	$ H	◎
G1.4	Emphasize the repair of failing infrastructure systems in key infill areas.							
	Policy / Regulation	MID TERM	↻	PW	UT	M	$ M	
G1.5	Review water and sewer extension policies to encourage public/private cooperation in the provision of infrastructure extensions.							
	Policy / Regulation	MID TERM	●	DS	PW	L	$ L	
G1.6	Consider Greyfield sites as candidates for redevelopment. Greyfield sites are developed sites that are economically and physically ripe for major redevelopment.							
	Project / Investment	SHORT TERM	●	DS	AD	H	$ H	◎

Type of Action

Timeframe

Responsibilities

Resources

Community Priorities

Carrying the Vision Forward

Keep the Plan visible and in use.

Reinforce a shared vision for all of Goldsboro.

Use the Plan to guide growth decisions.

Prioritize resources to support implementation.

Stay responsive and adaptable.

Build long-term leadership and accountability.

Today

City Council Meeting

Presentation + Discussion

Next Few Weeks

Plan Review

Final Opportunity for Feedback

August 17

City Council Meeting

Public Hearing + Adoption

Upcoming Projects

Unified Development Ordinance Update

Downtown Master Plan



Thank you!

July 13, 2026

ELEVATE GOLDSBORO COMPREHENSIVE PLAN

City Council Meeting

Presentation and Discussion

MINUTES OF THE SPECIAL CALLED MEETING
OF THE GOLDSBORO CITY COUNCIL
JUNE 1, 2026

1. Call to Order – 3:00 P.M. – Council Chambers

Mayor Gaylor called the meeting to order at 3:00 PM.

Mayor Gaylor shared that there had previously been 5 meetings, including a public hearing regarding the budget.

2. Roll Call

Present:	Mayor Charles Gaylor Mayor Pro Tem Beverly Weeks Councilwoman Hiawatha Jones Councilman Chris Boyette Councilwoman Jamie Taylor (arrived at 3:12 p.m.) Councilwoman Brandi Matthews Councilman Roderick White
Also Present:	Matthew Livingston, City Manager Laura Getz, City Clerk

3. Adoption of the Agenda

Mayor Pro Tem Weeks made a motion to adopt the agenda. The motion was seconded by Councilwoman Jones and unanimously approved. Council adopted the agenda.

4. Items to be Addressed

4.1 City Employee Cell Phone Policy and Data Discussion

City Manager Livingston shared that he received a request from a council member for cell phone information.

Catherine Gwynn, Finance Director shared information was sent to the city manager on Friday afternoon and City Manager Livingston shared the cell phone information with the Council by email.

She shared that she provided the following documents which are listed in the Special Meeting Agenda Packet:

1. Cell phone payroll stipend listing as of May 26, 2026
2. Cell Phone stipend SOP
3. Verizon device inventory listing
4. FirstNet AT&T device inventory listing
5. Verizon usage summary report
6. FirstNet AT&T usage summary report

Council discussed device usage with City Manager Livingston and Mrs. Gwynn. City Manager Livingston suggested providing further information to Council. Mayor Pro Tem Weeks asked that Council consider having a future work session on this issue. Mayor Gaylor requested an accurate reflection of the data.

Mrs. Gwynn shared that she met with Bernadette Dove, Human Resources Director regarding the personnel policy, and they plan to propose an update on allowances (cellphone, car, clothing, etc.) in the policy.

There was a general concurrence to draft a policy and bring back to Council. Mayor Gaylor also asked that staff send Council accurate data for Verizon and, if the data is not correct, to resolve it.

4.2 CDBG-CV Funding Discussion

Kellianne Williams, Assistant City Manager, introduced April Choice, Development Services Director, and Felicia Brown, Parks and Recreation Director to share information regarding the agenda item.

City Manager Livingston shared that we could add the funding to the Annual Action Plan to ensure we are using the funding available.

Mrs. Choice shared we received $427,303 in September 2020. She shared the presentation attached as part of the agenda packet and included as *Exhibit A* in the minutes.

City Manager Livingston, Mrs. Williams, and Council discussed other CDBG-CV funding options.

Council asked that a discussion come back regarding the TC Coley building at a future meeting.

Mrs. Brown shared the presentation attached as part of the agenda packet and included as *Exhibit A* in the minutes.

The current proposal is to use the CV funds for additional lighting at the Bryan Multi Sports Complex.

Councilman Boyette made a motion to proceed as presented. The motion was seconded by Councilwoman Jones and unanimously approved.

4.3 Downtown Master Plan Presentation and Discussion

Kellianne Williams, Assistant City Manager, introduced Erin Fonseca, Downtown Development Director shared the presentation attached as part of the agenda packet and included as *Exhibit B* in the minutes.

Mrs. Fonseca shared that the current Downtown Master Plan was approved in 2006 and implemented in 2008.

The presentation outlined strategic goals, design frameworks, and long-term development initiatives aimed at guiding future economic growth, historic preservation, and revitalization efforts within the downtown district. Following the presentation, the Mayor and City Council engaged in a detailed discussion regarding the plan's implementation timeline and its financial impact on the upcoming Fiscal Year 2026-27 budget.

Council members raised specific questions regarding the prioritization of streetscape improvements, pedestrian safety enhancements, and infrastructure capabilities required to support increased downtown residential density. Discussion also focused on the equitable distribution of revitalization resources, with council emphasizing the need to balance aesthetic improvements with support for existing local merchant retention and the attraction of minority-owned businesses.

Mrs. Fonseca addressed questions regarding potential funding mechanisms, noting opportunities for public-private partnerships, state infrastructure grants, and the strategic allocation of municipal funds over a multi-year phased rollout.

Council requested that staff provide additional data on projected return on investment metrics and a more granular breakdown of phase-one costs before the plan is brought forward for official adoption.

4.4 Budget Discussion

Councilwoman Matthews asked questions about the United Way, Community Relations staffing, training for departments, city staff positions, MLK Luncheon funding, and code enforcement safety. She also asked for a community policing update.

Council discussed the Martin Luther King Jr. event funding.

The City Council and City Manager Livingston reviewed and talked about the proposed budget and new utility rates for the upcoming year. City Manager Livingston gave an overview of the planned budget, pointing out where the city expects to get money and how it plans to spend it across different departments.

Council members asked questions about specific items, including changes to water and sewer bills, city fee increases, upcoming construction and repair projects, and city worker pay. They also talked about funding for police and fire services and how to best use grant money to save taxpayers money. City Manager Livingston and staff answered questions from the Mayor and Council about how these changes would affect local residents.

4.5 FY2026-27 Utility Rate Ordinance Adoption

The City Council discussed the Utility Rate Ordinance for the upcoming fiscal year. This ordinance changes how water and sewer bills are calculated by introducing a tiered rate structure. The new system aims to bring in a 5% overall increase in utility revenue to help maintain and repair city water infrastructure, though residents who use less water may see smaller changes to their monthly bills. City Manager Livingston and staff answered final questions regarding how the new tiered system will affect local households. Following the discussion, the Council officially adopted the ordinance, with the new rates scheduled to take effect on August 1, 2026.

Councilman Boyette made a motion to adopt the ordinance as presented. The motion was seconded by Councilwoman Taylor and unanimously approved.

ORDINANCE 2026 – 17 "ORDINANCE AMENDING THE WATER RATES AND SANITARY SEWER RATES FOR THE CITY OF GOLDSBORO"

4.6 FY2026-27 Annual Budget Ordinance Adoption

Councilman White discussed duty descriptions, stipends of the police and fire chaplains, and rotating chaplain positions. Councilwoman Matthews discussed adding an additional community development position. Both subjects were discussed with the city manager.

Councilman White asked about increasing the parks and recreation fee for non-city residents. Council, City Manager Livingston, Mrs. Gwynn, and Felicia Brown, Parks and Recreation Director, discussed adjusting the parks and recreation fee for non-city residents. Mrs. Gwynn confirmed that the schedule of fees currently lists a 50% increase.

Councilman White made a motion to amend the proposed rate schedule for non-residents to pay double rates for parks and recreation programs. The motion was seconded by Councilwoman Jones and unanimously approved.

Councilman Boyette made a motion to adopt the modified annual budget ordinance. The motion was seconded by Councilwoman Jones and unanimously approved.

ORDINANCE 2026 – 18 "ANNUAL BUDGET ORDINANCE FISCAL YEAR 2026-2027"

5. Adjournment

Councilwoman Taylor made a motion to adjourn the meeting. The motion was seconded by Councilwoman Jones and unanimously approved.

There being no further business, Mayor Gaylor adjourned the meeting at 5:34 p.m.

Charles Gaylor, IV
Mayor

Laura Getz
City Clerk

Exhibit A

GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina

www.goldsboronc.gov

City of Goldsboro CDBG-CV Funds Summary

CDBG – CV Funds

CARES Act – The Coronavirus Aid, Relief and Economic Security Act

Prevents, prepares for and respond to the coronavirus.

PPR Tie back requirement
(Prevent, Prepare and Respond)

CDBG-CV Funds – National Objectives

Every CDBG-CV Funded activity must meet the one of three CDBG National Objectives

An activity must...

- Benefit low- and moderate-income (LMI) persons
- Meet community development needs having a particular urgency
- Aids in the prevention or elimination of slums or blight

COVID Resilience Improvements

- Social Distancing
- More frequent and cleaner air exchange
- Removal of respiratory irritants
- Related health, safety and building code compliance

CDBG-CV Eligible Uses

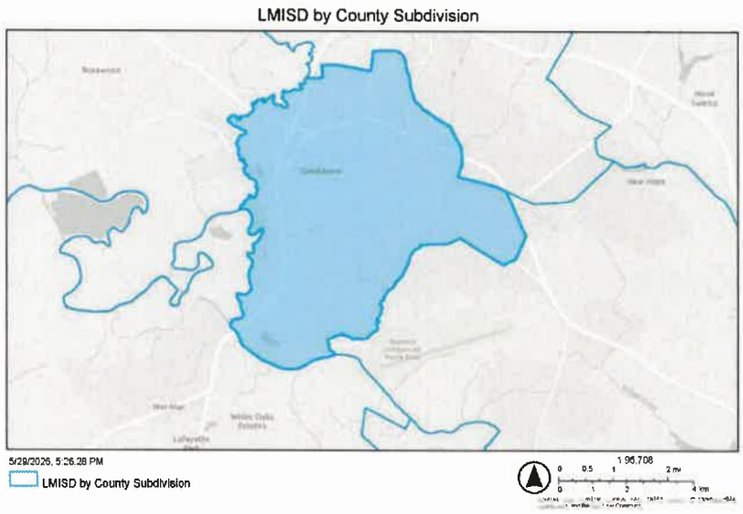
- Land Acquisition
- Construction Rehab
- Building Acquisition
- Site Improvements
- Conversion
- Remote Access

Other Projects Considered

PEACHTREE STREET RECREATION CENTER – HVAC UPGRADE

BROADBAND WIRELESS IN PUBLIC PARKS

Defined Service Area



Defined Service Area

- Nature of activity
  - Improve walking trails and outdoor recreation with lighting for safe access during evening hours
- Location
  - Adjacent to residential neighborhoods and Seymour Johnson Airforce Base
- Access to Site
  - Public site open to all residents of all ages
- Availability of comparable facilities or services
  - Limited comparable facility exist within the City
  - Primary source of public, outdoor recreation
- Boundaries
  - US Hwy70, SJAB, Residential neighborhood, and Berkeley Blvd commercial corridor

Current Timeline

April 29, 2026 - Project eligibility

Confirmed eligibility with HUD rep

June 2026 - Substantial Amendment to AAP

Update the AAP to specify project.

June 2026 - Public Review Period

30-day Public Review Period to AAP amendment

Public Hearing – City Council June 15

Public Meeting – CCRD (June or July meeting)

Environmental Assessment

Already complete

Saves 30-45 days

June/July 2026 Vendor contracting & Procurement

Complete within 30-days

July/August Project Installation

Estimated light installation completion is 30 days

August/September 10 – Drawdown Funds & Vendor Payment

Finance will complete within 10 days

CDBG-CV Available Funds



Received $427,303 9/10/2020



Amount Available to Commit
$292,378.83 by 9/10/2026

Projects Funded



Partnership for Children – Outdoor playground equipment



WAGES – Promoted health and nutrition with meals for senior adults



Four Day Movement – Temporary housing for unhoused individuals/families affected by COVID-19



The Salvation Army – Rental assistance to individuals affected by COVID-19

BRYAN MULTI-SPORTS COMPLEX FIELD USAGE

GOLDSBORO PARKS & RECREATION
REOPENING PHASE TWO



GUIDELINES

TO ENSURE SOCIAL DISTANCING AND MAINTAIN 6 FEET OF SPACE BETWEEN INDIVIDUALS, THE FOLLOWING FACILITIES WILL REOPEN FROM THE HOURS OF 8 AM - 8 PM, STARTING SATURDAY, MAY 23RD, 2020.

ALL PARKS WILL BE OPEN
BALL FIELDS (10 PEOPLE AT A TIME, WITH 1 HR TIME LIMIT)
ATHLETIC FIELDS (4 PEOPLE PER GOAL, WITH 1 HR TIME LIMIT)
OUTDOOR BASKETBALL COURTS (2 PEOPLE PER GOAL, WITH 1 HR TIME LIMIT)
TENNIS & PICKLEBALL COURTS
(2 PEOPLE PER COURT, WITH 1 HR TIME LIMIT)
NO DOUBLES ALLOWED, UNLESS FROM SAME HOUSEHOLD
STONEY CREEK DOG PARK
(ONE FAMILY PER SIDE, 30 MINUTE TIME LIMIT)
BRYAN MULTI-SPORTS COMPLEX
TURF FIELDS (4 PER GOAL, MAX OF 4 GOALS PER FIELD, WITH 1 HR TIME LIMIT)
NATURAL GRASS FIELD #5 (4 PEOPLE PER GOAL, WITH 1 HOUR TIME LIMIT, NO CLEATS)
SKATE PARK
(5 SKATERS AT A TIME, WITH 1 HR TIME LIMIT)

POOLS WILL OPEN JUNE 15TH, 2020
SUMMER CAMPS WILL BEGIN JULY 6TH, 2020
REFRAIN FROM LARGE GATHERINGS IN ANY AREA
WALKING TRAILS ARE OPEN
PLAYGROUNDS WILL REMAIN CLOSED AT ALL PARKS
ALL BATHROOM FACILITIES WILL REMAIN CLOSED
STAFF WILL BE ON-SITE TO MONITOR THESE AREAS

WWW.GOLDSBOROPARKSANDREC.COM

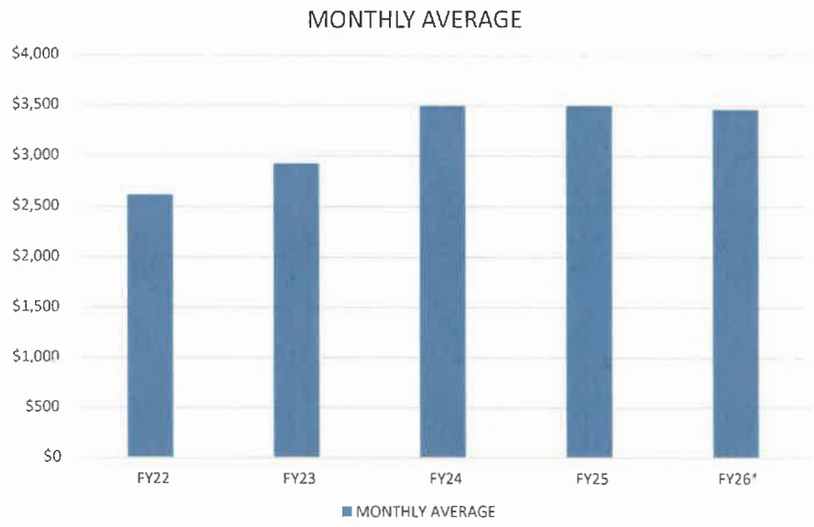
Parks & Recreation Goldsboro, NC

DURING PANDEMIC TIMES





DURING NON-PANDEMIC TIMES

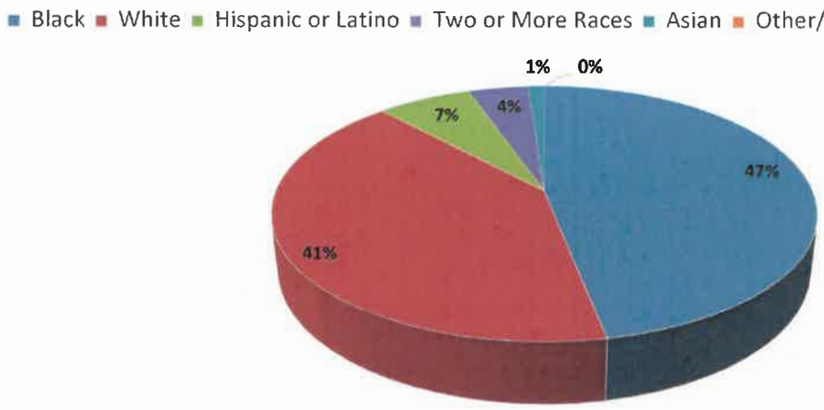


**Lighting Fields #2 and #4 would add approximately $106 per month or $1,263 more to the yearly bill.

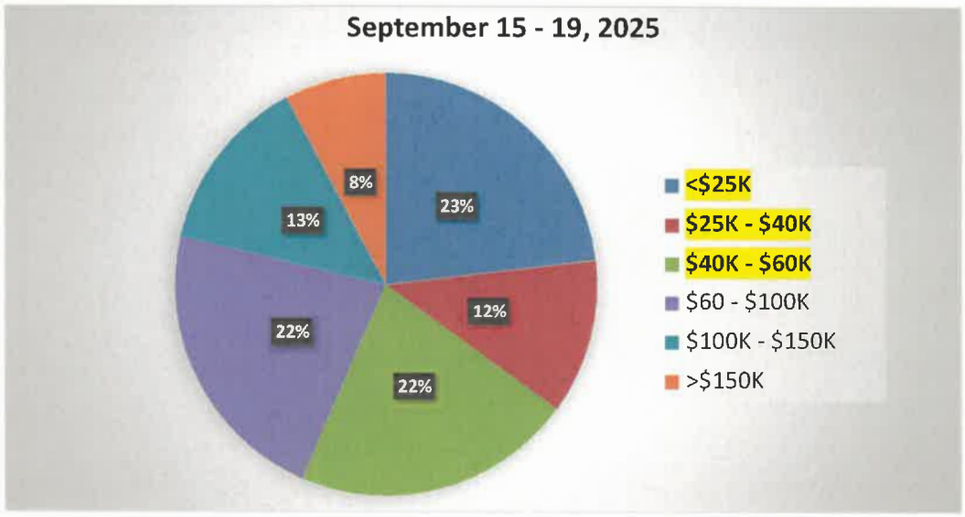
Field lighting used for recreational activities throughout facility and rentals.

Who Uses Bryan Multi-Sports Complex

September 15 – 19, 2025 – 4,200 Visitors



Household Income of Users



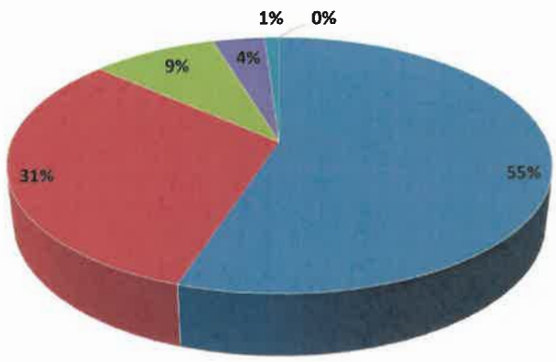
On a "typical" city - programmed week, 57% of users are at or below 80% of "Area Median Income", $62,650.

CDBG is specifically designed to benefit low- and moderate-income (LMI) individuals, defined as households earning less than or equal to 80% of the Area Median Income (AMI).

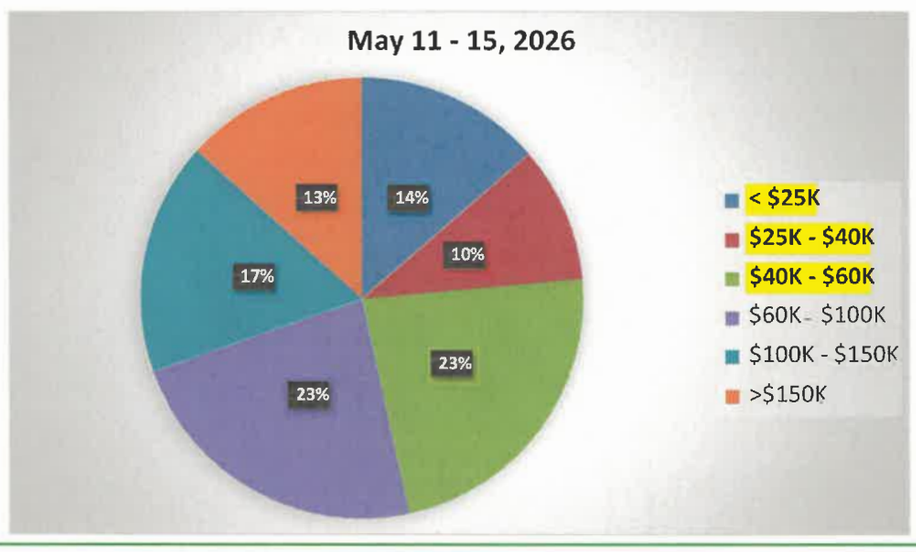
Who Uses Bryan Multi-Sports Complex

May 11 – 15, 2026 – 4,700 Visitors

White ■ Black ■ Hispanic or Latino ■ Two or More Races ■ Asian ■ Other/Am Indian/Alaskan Native



Household Income of Users



On a "typical" city - programmed week, at least 47% of users are at or below 80% of "Area Median Income", $62,650.

On average, based on random sampling, at least 51% of users of the Bryan Multi-Sports Complex is at or below 80% of AMI.

Exhibit B

DOWNTOWN GOLDSBORO

DOWNTOWN MASTER PLAN
BUILDING ON PROGRESS



DOWNTOWN GOLDSBORO

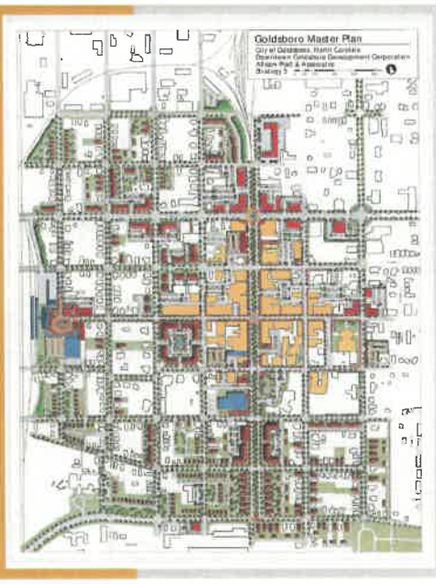
What Makes a Master Plan Unique?

Primary Focus:

- Physical Transformation. Streetscape design, land use, zoning recommendations, property reuse, infill design, infrastructure and transportation improvements.

Scope/Timeline:

- Long-term - 10 Years or More
- Highly localized for impactful decision-making and development.

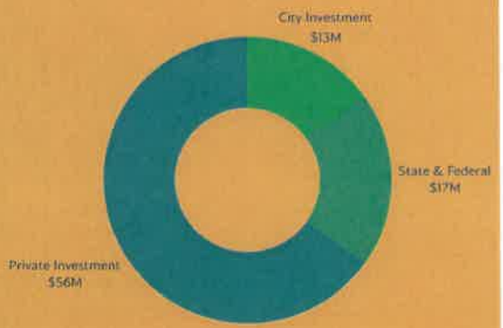


DOWNTOWN GOLDSBORO

Master Plan Essentials

- Public engagement & committed stakeholders.
- Effective analysis of challenges.
- Market assessment and project feasibility.
- Connection to existing plans.
- A phased, realistic approach.
- Public and private catalyst projects.
- Review and redevelopment of design guidelines & ordinances.
- Implementation strategies.

$45K FY 06/07 Investment in Downtown Master Plan



$73M Leveraged from City Funds 2013-2025

DOWNTOWN GOLDSBORO

2008 Master Plan Key Priorities

Streetscape Development

- Identify key Streetscape projects to spur future development, private investment, and growth.
- Promote pedestrian experience. Improve entry corridors.

Strategic Development

- Identify catalyst projects in key locations to spur private investment. Create connectivity with key anchors - Paramount, Union Station.

Residential Development

- Revitalization of the surrounding residential neighborhoods identified as an essential element of downtown revitalization.
- Promote mixed-income & mixed-density infill.



DOWNTOWN GOLDSBORO

Successful Implementation



100 Block of N. Center Before Streetscape Phase 1



After Phase 1

DOWNTOWN GOLDSBORO

Successful Implementation



Walnut Street Corridor & Fountain - Streetscape Phase 2



Streetscape Phase 2

DOWNTOWN GOLDSBORO

Successful Implementation



GWTA New Facility - Phase 2



Goldsboro Union Station Site Work - Phase 2

DOWNTOWN GOLDSBORO

Successful Implementation



South Center Linear Park - Phase 3



HUB Project - Phase 3

DOWNTOWN GOLDSBORO

What's Next?

- Expand on progress
- Connect to anchors to spur investment
- Close gaps & connect to existing plans

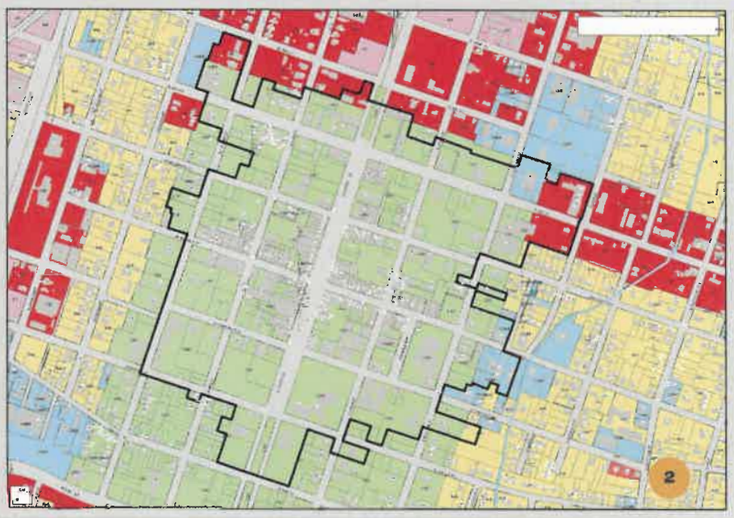






DOWNTOWN GOLDSBORO

Goldsboro's Municipal Service District Map



DOWNTOWN GOLDSBORO

Goldsboro's MSD

150+ businesses

21 Square Blocks

200+ Parcels

2M Square Feet of property

30-40% property vacancy rate, largely comprising blighted properties in need of substantial investment to put them back into use.

DOWNTOWN GOLDSBORO

MSD Initiatives

Objective: Reinstating the former tax rate of .235 will add an estimated $65,000 to the proposed budget.

Fiscal Strategy: Directing funds towards two priority initiatives to stabilize the Central Business District and support economic development.

VACANCY & BLIGHT MITIGATION

Encouraging private investment and property reuse/rehabilitation through incentives

Supporting the enforcement of vacancy guidelines, encouraging owners to improve properties in an effort to limit signs of vacancy

DOWNTOWN GOLDSBORO

Addressing Vacancy & Blight : Priority 1



Example of Evidence of Vacancy



Example of Evidence of Vacancy

Code Enforcement Support of Vacancy Mitigation - $30,000:

- Funds 3rd-party assistance (10 hours/week).
- Focuses on documentation and follow-up for CBD property vacancies.
- Coordinated through Development Services and Code Enforcement.

DOWNTOWN GOLDSBORO

Addressing Vacancy & Blight: Priority 2



Before Facade Grant



After Facade Grant

Incentive Grant Expansion to Support Vacancy Mitigation - $30,000:

- 100% increase to the grant line.
- Priority 1: Fire Suppression and Design Fees (rehabilitating existing structures).
- Priority 2: Facade Grants (improving street-level aesthetics).

Since December, nearly $60,000 has been awarded to downtown property owners for improvements to 15 facades. *Funded through a grant to DGDC*



Before Facade Grant



After Facade Grant



Before Facade Grant



After Facade Grant

MINUTES OF THE REGULAR MEETING OF THE GOLDSBORO CITY COUNCIL
JUNE 1, 2026

1. Call to Order – 5:30 P.M. – Council Chambers

Mayor Gaylor called the meeting to order at 5:45 PM. due to the Special Meeting held at 3:00 p.m.

1.1 Invocation

Father Wyly, Police Chaplain provided the invocation. The Pledge of Allegiance followed.

2. Roll Call

Present:	Mayor Charles Gaylor Mayor Pro Tem Beverly Weeks Councilwoman Hiawatha Jones Councilman Chris Boyette Councilwoman Jamie Taylor Councilwoman Brandi Matthews Councilman Roderick White
Also Present:	Matthew Livingston, City Manager Ron Lawrence, City Attorney Laura Getz, City Clerk

3. Adoption of the Agenda

Mayor Gaylor shared that Items 8.1 FY2026-27 Utility Rate Ordinance Adoption and 8.2 FY2026-27 Annual Budget Ordinance Adoption were handled during the Special Meeting at 3:00 and can be removed from the agenda.

Councilman Boyette made a motion to adopt the agenda as modified. The motion was seconded by Councilwoman Jones and unanimously approved.

4. Recognitions and Presentations

4.1 Caribbean American Heritage Month Proclamation

Read by Mayor Gaylor: The Goldsboro City Council recognized June 2026 as CARIBBEAN-AMERICAN HERITAGE MONTH in the City of Goldsboro and encouraged all citizens to recognize and celebrate the many contributions, cultures, traditions, and accomplishments of Caribbean-Americans within our community and throughout the nation.

Natasha McKnight and members of a newly formed Caribbean American non-profit accepted the proclamation.

4.2 Goldsboro-Wayne Fayetteville State University Alumni 70th Anniversary Proclamation

Read by Mayor Gaylor: The Goldsboro City Council extends its sincere congratulations to the GOLDSBORO-WAYNE FAYETTEVILLE STATE UNIVERSITY ALUMNI CHAPTER on the celebration of its 70th Anniversary and encourages all citizens to join in recognizing the organization's many contributions, enduring legacy, and lasting impact upon the Goldsboro community.

Mayor Gaylor will be delivering the proclamation at an upcoming event.

5. Public Hearings

5.1 SU-05-26 - Place of Entertainment with ABC - 143 North Center Street

City Attorney Lawrence reminded Council of the rules regarding special use hearings.

The item was presented by Kenny Talton, Assistant Planning Manager, after being properly

sworn in.

ADDRESS: 143 North Center Street

PARCEL ID: 2599-86-9218

OWNERS: Antonio Williams and Akeata Moore Williams

APPLICANT: Antonio Williams

The applicant has requested a Special Use Permit for the establishment of a special event center in Goldsboro's downtown Central Business Zoning District.

The Central Business District is established to maintain and strengthen the concentration of commercial, service, residential and institutional uses that serve the entire community and region. The district encourages a mix of high intensity, pedestrian oriented uses compatibly designed and arranged around the existing compact core. The district is intended to safeguard the unique architectural character, social activity and cultural value of the downtown while promoting its continued success and redevelopment.

According to the City's Unified Development Code, Places of Entertainment w/ ABC are permitted only after obtaining a Special Use Permit from Goldsboro City Council. In addition, the following are approval criteria for the proposed use located in the Central Business Zoning District:

1. Within that area of the CBD bounded by the south side of Ash Street, the east side of George Street, the north side of Elm Street and the west side of William Street, there shall be no minimum separation distance from residentially zoned or developed property. A fifty-foot separation distance shall be required for freestanding churches and schools.
2. There shall be no more than two such establishments, with the exception of microbreweries, located per City block, defined as the length of street between two intersections.
3. In the CBD, there shall be no minimum separation distance between two such establishments.
4. Within that area of the CBD bounded by the south side of Ash Street, the east side of George Street, the north side of Elm Street and the west side of William Street there shall be no minimum off-street parking requirements.
5. Outdoor activities associated with a place of entertainment must specifically be approved as part of any associated review and approval process. At the time of review, the reviewing body may impose conditions on outdoor activities as necessary to protect the public health, safety and welfare.

EXISTING USE:
The subject property is a two-story commercial building. The second floor is currently occupied as a residential apartment unit consisting of approximately 920 sq. ft. The first floor will consist of approximately 1,694 sq. ft. for a total of 2,614 sq. ft.

Adjacent Zoning and Land Uses		
North	CBD	Commercial
South	CBD	Commercial
East	CBD	Commercial
West	CBD	Commercial

Frontage: 22 feet on North Center Street
Area: .08 acres
Zoning: Central Business District w/ Historic District Overlay

LAND USE PLAN:
The property is identified as within the Mixed-Use Downtown land use category.

According to the applicant's submitted floor plan, the proposed event center will be a place of entertainment available for users to reserve the first-floor commercial space for birthday parties, anniversaries, wedding receptions, retirement parties, private and nonprofit socials, etc. It will consist of interior and exterior assembly areas and restrooms for users of the space. The applicant has stated that users of the space will be responsible for obtaining ABC permits for events where alcoholic beverages are to be served and consumed.

- Approximate hours of operation will be Tuesday – Sunday; 10:00 p.m. - 1:00 a.m.
- Employees: Approximately 3–8 per shift

Per the Unified Development Ordinance (UDO), a special use permit is required to construct and operate a Place of Entertainment in the Central Business Zoning District. Upon approval of the special use permit, the site plan will be reviewed by the City of Goldsboro Technical Review Committee and Planning staff for compliance with all required development standards of the UDO and Historic District design standards. In addition, a commercial building permit and final inspection will be required for the upfit of the proposed event space to ensure that all building and fire codes have been satisfied before occupying the facility.

Staff have investigated the site to ensure that it meets the approval criteria for a place of entertainment in the downtown Central Business Zoning District. Currently, staff have no objections with the proposed use as an event center.

Mayor Pro Tem Weeks asked what the occupancy would be for the first floor.

Mr. Talton: The bottom floor will be an assembly occupancy. I cannot tell you what that assembly occupancy is with the building code. There's several different classifications.

City Manager Livingston: Is the square footage about 920 square ft?

Mr. Talton: I believe that was for the apartment. The second floor is currently occupied by the resident's apartment consisting of 920 ft. The first floor will consist of 1694 square ft for a total of 2600.

Mayor Pro Tem Weeks: Will the top floor remain as a residential unit?

Mr. Talton: To my knowledge, yes, ma'am.

Mayor Gaylor: The fire code question, that's just a math question, right?

Mr. Talton: They have their own methodology for determining what the occupancy load is based off of the number of chairs and tables or open space just with individuals only. So it all just depends on how the facility is going to be used.

Mayor Gaylor: If it's assumed to be a wide open space, do you get a a fire occupancy that's a total cap maximum regardless and then if you put tables and chairs and obviously it self-resolves. Is that right?

Mr. Talton: That's exactly right.

Mayor Gaylor: Based on 1600 square feet or whatever it is, do you have any idea what the maximum would be?

Mr. Talton: I don't know. I know there have been discussions with our chief building inspector

and the applicant and there have been some determinations made, but I can't say any more than that.

Mayor Gaylor: On the application was that a typo? Was it 10:00 p.m. to 1:00 a.m.? That's only three hours.

Mr. Talton: I would like to say from 10:00 a.m. to 1:00 p.m. is a typo.

Mayor Gaylor invited the applicant to speak. Mrs. Williams did not speak at this time.

Mayor Gaylor opened the public hearing. No one spoke, and the public hearing was closed.

Councilman Boyette: How do we address the typo? Do we put that in a motion to make sure that's covered or is staff doing that?

Mr. Talton: Each venue is going to dictate different time durations. One may be for a 2-hour venue, the other may be for a party lasting anywhere from 9:00 p.m. to 1:00 a.m. You could set that those hours of operation could be anywhere between the hours of whatever the applicant thinks is reasonable, and you think reasonable.

Councilman Boyette: I just want to make sure whatever we approve is the wishes of the applicant.

City Attorney Lawrence: I think the question is whether or not that matters in the application. I don't think that's part of the special use permit specifically limiting the time to 10 p.m.

Mr. Talton: We don't think it matters. We've always had that as one of those boxes that needed to be checked in an application process just to give council and other interested persons, whether it be council or adjacent property owners, an idea of what those hours of operation would be as a courtesy. I don't know that that's ever been a requirement.

Councilwoman Matthews made a motion that the use would not materially endanger the public health or safety. The motion was seconded by Mayor Pro Tem Weeks and unanimously approved.

Councilwoman Taylor made a motion that the use would not substantially injure the beneficial use of adjoining or abutting property. The motion was seconded by Councilwoman Jones and unanimously approved.

Councilman Boyette made a motion that the use would be in harmony with existing development and uses within the area in which it is located. The motion was Councilwoman Jones and unanimously approved.

Councilwoman Taylor made a motion that the use would be in general conformity with the City of Goldsboro Comprehensive Land Use Plan. The motion was seconded by Councilwoman Jones and unanimously approved.

Mayor Gaylor stated that SU-05-26 was granted.

6. Public Comment Period

Mayor Gaylor opened the public comment period. The following citizen spoke:

1. Carl Martin shared comments regarding city ordinances related to a public nuisance at his property. He thanked the city manager and staff for taking care of flooding issues. He shared a handout which is attached as part of the agenda packet. (Full comments are available on YouTube at 41:19.)

No one else spoke and the public comment period was closed.

7. Consent Agenda

Approved as Recommended. City Manager Matt Livingston presented the Consent Agenda. All items were considered to be routine and could be enacted simultaneously with one motion and vote. If a Councilmember so requested, any item(s) could be removed from the Consent Agenda and discussed and considered separately. In that event, the remaining item(s) on the Consent Agenda would be acted on with one motion and vote. Mayor Pro Tem Weeks moved the items on the Consent Agenda, Items 7.1 - 7.4 be approved. The motion was seconded by Councilwoman Jones and an electronic vote resulted in all members voting in favor of the motion.

The items on the Consent Agenda were as follows:

7.1 FY25-26 Operating Budget Amendment

The item was submitted by Catherine Gwynn, Finance Director.

Council adopted the FY25-26 annual operating budget on June 16, 2025.

City Manager (1012) General Fund

The City Manager was tasked with researching and presenting Council with proposed security improvements at City Hall. The City engaged Hobbs Architects to review potential improvements to the City Hall design to incorporate additional security measures. Hobbs Architects designed the addition to City Hall in the early 2000's. Funds need to be appropriated to pay Hobbs Architects in an amount not to exceed $50,000.00 and this will be funded with an appropriation of fund balance in the General Fund.

Paramount Theater (1018) General Fund

Mr. Adam Twiss, Paramount Theater Director, has requested a budget amendment for the repair of the historic clock in front of the Paramount Theater. The expense appropriation is $11,000 and will be funded with a donations from the Paramount Foundation and DGDC in the amount of $8,500, and a reduction of expenditures in Community Development and Relations of $2,500.

Mr. Adam Twiss has further requested an additional appropriation of part-time salaries of $20,000 and ticket payments in the amount of $50,000, and this will be funded with additional revenue appropriations of $40,000 in ticket sales, $25,000 in building rentals, and $5,000 in concessions sales.

Postage Machine Internal Charges (1019) General Fund

Finance is requesting an additional appropriation of $10,000 for postage, and this will be funded with additional revenue from the internal billing for postage credits. The increase is primarily due to the increase in certified mail.

Downtown Development (1025) General Fund

Ms. Erin Fonseca, Downtown Development Director, has requested an additional appropriation of $4,400 for a vacation payout for an unexpected employee resignation. This will be funded with an appropriation of fund balance in the General Fund.

Public Works - Garage (1114) General Fund

Mr. Jamie Stanley, Public Works Director, has requested an appropriation of $8,317 for a hanging garage tube heater. This will be funded by a reduction in the Public Works – Buildings & Grounds division building maintenance expenditures.

Public Works – Solid Waste (4143) General Fund

Mr. Jamie Stanley, Public Works Director, has requested an appropriation of $4,740 to repair damaged equipment (W1565) and this will be funded with an appropriation of insurance proceeds revenue.

Mr. Stanley has requested an appropriation of $45,453 to repair a side loader with a blown head gasket (W1279), and this will be funded with an appropriation of insurance proceeds revenue from a side loader (W1269) that was deemed a total loss due to fire. Total proceeds received from W1269 totaled $116,114, and Mr. Stanley requested further reallocation of the proceeds to repair Compactor #2 at the Transfer Station in the amount of $38,486. He also requested the purchase of a new crew cab pickup truck for $32.175. These purchases will be funded with an appropriation of insurance proceeds revenue.

Fire (5120) General Fund

Chief Ron Stempien has requested an appropriation of $67,400 to repair damaged fire truck F1174, and this will be funded with an appropriation of insurance proceeds.

Chief Stempien has also requested an appropriation of $7,563 to replace a mower at the Fire Training grounds and $19,952 to replace a rescue boat and trailer destroyed in a fire at the Fire Training grounds. This will be funded with an appropriation of insurance proceeds.

Debt (8111) General Fund

There are several new software subscriptions that require appropriation after a review of the GASB 96 (Subscriptions) requirements.

Microsoft 3 year subscription
Carahsoft Solarwinds Dameware 3 year subscription
RedZone Robotics 3 year subscription

This requires an appropriation of $545,100 for interest, principal and subscription expense for the value of the entire subscription, and this will be funded with subscription financing revenue and fund balance in the General Fund.

Revenue Capital Returns (0005) – Land Sales General Fund

April 2023, the City received an offer from Two Farms, Inc. for the purchase of 800 and 808 W Grantham Street and conducted the upset bid process. The sale of the land was closed in August 2025 and the City received $673,650. The City had previously expended approximately $250,971 in HUD CDBG funds to demolish and clear the Gold's Inn Hotel on this property. Community Development staff researched and reported that as per HUD the funds from the sale did not have to be returned to HUD as program income. Therefore, the proceeds from the sale are allocable to the General Fund. There is a provision in the sale agreement that requires the City to reimburse the developer an amount not to exceed $200,000 for relocating the City's water main. That amount has been budgeted and encumbered in the Utility Fund to pay out when the reimbursement request is received from the developer. It is recommended that the proceeds from the land sale be used to reduce the appropriated fund balance in the General Fund.

Appropriated Fund Balance – General Fund

Date	Description		Adopted
6/16/2025	Ord 2025-30 FY25-26 Adopted Budget	$	-
8/4/2025	Purchase Order Rollover FY25 to FY26		836,811.73
8/18/2025	GASB 96 Subscriptions Appropriations		560,000.00
11/3/2025	Transfer FY25 Powell Bill Reserve to new (G1112) Powell Bill Street Pavement Preservation Program		190,991.88
11/3/2025	Remove Powell Bill Remaining Estimated Revenue from General Fund		3,575.00
1/20/2026	Transfer to Fire Equipment Capital Project Fund for new pumper truck to replace one destroyed in fire in July		353,518.00
1/20/2026	GASB96 Thinkgard Cybersecurity Monitoring (3 Year contract)		600.00
3/2/2026	Herman Park house critical repair		62,769.00
	Current Year Appropriations	$	2,008,265.61
6/1/2026	Design Fees - City Hall Lobby Improvements	$	50,000.00
6/1/2026	Unanticipated VPO - Downtown Development		4,300.00
6/1/2026	GASB96 Software Subscriptions		9,300.00
6/1/2026	Sale of 800 & 808 W Grantham to Two Farms Inc		(673,650.00)
	Proposed	$	(614,950.00)
	Current Year with Proposed	$	1,393,315.61

Utility Capital Expense (4178) Utility Fund

Council previously approved an agreement with Alianza and Wayne County to pay for a water line relocation in the amount of $210,293. This will be funded with an appropriation of fund balance in the Utility Fund.

Council was previously briefed on an emergency sewer repair on Elm Street, and in order to complete the work an appropriation is required. This will be funded with an appropriation of fund balance in the Utility Fund.

Transfers (8101) Utility Fund

The City received 3 more payments from the PFAS class action lawsuit in the amount of $573,392.19. This amount needs to be appropriated as a transfer to the Utility Capital Reserve Fund (6110) for use on future utility capital projects.

Utility Fund Appropriated Fund Balance Analysis

Date	Description	Adopted
6/16/2025	Ord 2025-30 FY25-26 Adopted Budget	$ -
8/4/2025	Purchase Order Rollover FY25 to FY26	7,848,597.49
11/3/2025	Appropriation W1113 2" Galvanized Water Lines	400.00
1/20/2026	Transfer for sewer flow meter project with A.C. Shultes	167,000.00
1/20/2026	Transfer to WRF Expansion capital project fund	1,900,000.00
3/2/2026	EDA Alianza (Team Foods USA, Inc.) Water & Sewer Improvements	210,293.00
3/16/2026	Emergency Water & Sewer Repairs (Memorial Dr & Oakbrook Apts)	169,930.00
3/16/2026	S1114 Contract Bolton & Menk	39,680.00
3/16/2026	W1115 PFAS Evaluation Study Grant Fee	20,000.00
	Current Year Appropriations	$ 10,355,900.49
6/1/2026	**Alianza Water Line Relocation at Park East**	**$ 210,293.00**
6/1/2026	**Elm Street Emergency Sewer Repair**	**72,800.00**
	Proposed	$ 283,093.00
	Current Year with Proposed	$ 10,638,993.49

Transfers (8101) Utility Capital Reserve Fund 6110

The City received 3 more payments from the PFAS class action lawsuit in the amount of $573,392.19. This amount will be appropriated to contingency in the Utility Capital Reserve Fund (6110) for use on future utility capital projects. This will be funded with revenue from transfers from the Utility Fund.

Fuel System Division (1116) Fuel Internal Service Fund 6021

Due to the increase in fuel costs that are being experienced due to the Iran conflict, staff has requested an additional appropriation of gas expenditures in the amount of $75,000 and diesel expenditures in the amount $30,000 to ensure budgetary compliance within the fund. This will be funded with revenue from internal fuel billing to other departments.

Debt (8111) Fuel Internal Service Fund 6021

With the implementation of GASB 96 (*Subscription-Based Information Technology Arrangements*), accounting standards require that the annual amounts associated with these calculations be formally appropriated in the budget. In prior years, the resulting expenditures were covered through year-end budget transfers to address deficits created by these required accounting entries.

To improve compliance and reduce the need for last-minute adjustments, staff recommends amending the budget at this time to include appropriations for these GASB-related expenditures within the Fuel Internal Service Fund. This will require an appropriation of $3,000 and will be funded with an appropriation of fund balance in the Fuel Internal Service Fund.

It was recommended that Council adopt the following entitled ordinance to amend the FY25-26 Operating Budget for the General Fund, Utility Fund, Utility Capital Reserve Fund, and the Fuel Internal Service Fund. *Consent Agenda Approval. Weeks/Jones (7 Ayes)*

ORDINANCE 2026 -19 "AN ORDINANCE AMENDING THE BUDGET ORDINANCE OF THE CITY OF GOLDSBORO FOR THE 2025-26 FISCAL YEAR"

7.2 Purchase of Duty Weapon for Medically Retired Officers

The item was submitted by Mike West, Police Chief.

The Goldsboro Police Department officer was injured in the line of duty and medically retired. The service weapon that was issued to him at the time of the incident was seized as evidence. All case filings have been completed and resolved. This weapon's useful service life has expired. The useful service life of this weapon has expired. The officer is medically retired and retired in good standing with the Goldsboro Police Department. This weapon would be otherwise considered as surplus property. The officer seeks to purchase his service weapon from the City of Goldsboro.

N.C. G.S. 160A-275 When the Council proposes to dispose of property by private sale, it shall at a regular Council Meeting, adopt a resolution or order authorizing an appropriate city official to dispose of the property by private sale at a negotiated price. The resolution or order shall identify the property to be sold and may but need not, specify a minimum price. A notice summarizing the contents of the resolution or order shall be published once after its adoption, and no sale shall be consummated thereunder until 10 days after its publication.

The Council has the statutory authority to privately sell a medically retired officer's service weapon to him.

It was recommended the Council approve the following entitled resolution to sell the City of Goldsboro Police Department service weapon to the medically retired officer. *Consent Agenda Approval. Weeks/Jones (7 Ayes)*

RESOLUTION 2026 - 46 "PURCHASE OF DUTY WEAPON FOR MEDICALLY RETIRED OFFICERS"

7.3 Accept Initial Bid and Authorize Finance to Advertise for Upset Bids for 204 N Virginia Street to Grasshopper Acquisition and Design LLC

The item was submitted by Catherine Gwynn, Finance Director.

Staff has received an offer to purchase city/county owned property. Council must either accept or reject the offer, and, if accepted, authorize advertisement for upset bids (G.S. 160A-266 and 160A-269). The following offer has been received for the sale of surplus real property under negotiated offer, advertisement, and upset bid process (G.S. §160A-266(a) (3))

204 N Virgina St
Offeror: Grasshopper Acquisition and Design LLC
Offer: $4,290.00
Bid Deposit: $429.00

The offer is at least 50% of the tax value of the property. The bid deposit of 5% has been received in the form of a business check. The Planning Department shall notify the adjoining property owners via mail that the property is available for sale via upset bid.

Parcel #: 47329 Pin #: 2599768954
Tax Value: $8,580.00 Zoning: R-6

The offeror is current and active with the North Carolina Secretary of State.

Staff recommends the Council accept the offer in order to start the upset bid process.

It was recommended that Council adopt the following entitled resolution accepting the initial

offer on 204 N Virginia St from Grasshopper Acquisition and Design LLC and authorize Finance to advertise for upset bids. *Consent Agenda Approval. Weeks/Jones (7 Ayes)*

RESOLUTION 2026 -47 "RESOLUTION AUTHORIZING UPSET BID PROCESS"

7.4 Amending the Grant Project Fund Ordinance – Powell Bill Street Maintenance Program Fund (G1112)

The item was submitted by Catherine Gwynn, Finance Director.

With the FY25-26 adopted operating budget, City Council authorized the creation of a Powell Bill Street Maintenance Program Fund to account for and administer Powell Bill funds to be used for maintenance of city streets. An inspection was made on the Harris Street bridge in Goldsboro on March 23, 2026, and a corresponding load rating analysis was performed on April 13, 2026 by Stantec, an NCDOT prequalified firm, with critical finds which require a repair plan within 10 days and repairs resolved by 45 days. A proposed repair plan and scope of work has been presented by Wetherill Engineering, Inc. Council was briefed on the issue by Engineering at the May 18, 2026 meeting.

At this time, it is necessary to amend the grant project fund to move funds from the Powell Bill Street Paving line item to the Powell Bill Bridge line item to cover the engineering fees from Wetherill Engineering, Inc.

It was recommended that the following entitled Grant Project Ordinance for the Powell Bill Street Maintenance Program Fund (G1112) be amended. *Consent Agenda Approval. Weeks/Jones (7 Ayes)*

ORDINANCE 2026-20 "AN ORDINANCE AMENDING THE GRANT PROJECT FUND FOR THE POWELL BILL GRANT PROJECT FUND (G1112)"

8. Old Business

8.1 FY2026-27 Utility Rate Ordinance Adoption – removed during the adoption of the agenda. Approved at the Special Meeting on June 1, 2026 at 3:00 p.m.

8.2 FY2026-27 Annual Budget Ordinance Adoption - removed during the adoption of the agenda. Approved at the Special Meeting on June 1, 2026 at 3:00 p.m.

9. New Business

9.1 Discussion Regarding Establishing the City of Goldsboro Stormwater Management Plan

Kelly Arnold, Deputy City Manager gave a brief introduction of the item.

The item was submitted and presented by Jonathan Perry, Engineering Services Manager, and Bobbi Barnes, Stormwater Administrator.

Ms. Barnes shared the presentation attached as part of the agenda packet and included as *Exhibit A* in the minutes.

Council focused on identifying practical challenges with ditches located in the city, clarifying existing city ordinances, and establishing how staff will handle future citizen complaints before the plan officially moves forward.

The Stormwater Management Plan (SWMP) is updated every five years to maintain compliance with the Clean Water Act. The SWMP outlines the City's responsibilities and required activities for the upcoming five-year permit cycle under the Municipal Separate Storm Sewer System (MS4) program.

- Adoption of the Stormwater Management Plan for the permit period of July 1, 2026, through June 30, 2031.

The Stormwater Management Plan (SWMP) is a comprehensive program that outlines how the City manages its stormwater runoff to protect water quality and comply with regulatory requirements. In North Carolina, SWMPs are developed in accordance with the North Carolina Department of Environmental Quality (NCDEQ) and the Clean Water Act under the Municipal Separate Storm Sewer System (MS4) permit program.

The SWMP establishes strategies to reduce pollutants carried by stormwater runoff into local waterways. It addresses the six minimum control measures: public education and outreach, public involvement, illicit discharge detection and elimination, construction site runoff control, post-construction stormwater management, pollution prevention and good housekeeping.

Notice of Public Hearing was published in Wayne Week on May 31, 2026.

It was recommended that the City Council review the proposed Stormwater Management Plan in preparation of the Public Hearing on June 15, 2026.

9.2 Discussion Regarding Establishing Article 6.7 Erosion and Sediment Control in the Unified Development Ordinance (UDO)

The item was submitted and presented by Jonathan Perry, Engineering Services Manager, and Bobbi Barnes, Stormwater Administrator.

Ms. Barnes shared the presentation attached as part of the agenda packet and included as *Exhibit B* in the minutes.

Mayor and Council discussed the implementation of the program, noting that this was the initial presentation of the draft plan to establish local oversight. Discussion ensued regarding the enforcement mechanisms, the transition of inspection responsibilities from state to local personnel, and the technical requirements placed on future development. Staff advised that a public hearing had been scheduled for June 15, 2026, to receive public comment prior to formal council action.

The Planning Commission approved the Erosion and Sediment Control Ordinance at the meeting on January 26, 2026. The amendment will establish the following section: Article 6 Supplemental Regulations, Establishing Article 6.7 Erosion and Sediment Control effective date of September 1, 2026.

The City of Goldsboro is seeking delegation from the North Carolina Department of Environmental Quality (NCDEQ) to administer a local Erosion and Sediment Control (E&SC) Program. This effort is consistent with the requirements of the North Carolina Sedimentation Pollution Control Act of 1973 and supports compliance with the City's Municipal Separate Storm Sewer System (MS4) permit under the Clean Water Act.

Sediment is one of the most significant pollutants impacting surface waters in North Carolina. Uncontrolled runoff from construction sites carries sediment into streams and storm drainage systems, degrading water quality, and harming aquatic habitats. Sedimentation contributes to localized flooding through the clogging of infrastructure. Establishing a locally administered program enhances the City's ability to address these issues proactively.

Delegation from DEQ will allow the City to review and approve erosion and sediment control plans, conduct site inspections, and enforce compliance with applicable regulations. This local oversight will improve response times, provide greater consistency in enforcement, and ensure that development activities align with community standards and environmental goals.

In addition, the proposed program fulfills Minimum Control Measure 4 (Construction Site Runoff Control) of the City's MS4 permit. By integrating erosion and sediment control with the broader Stormwater Management Program, the City will strengthen its efforts to reduce pollutant loading and protect water resources.

Overall, delegation of the Erosion and Sediment Control Program will provide the City of Goldsboro with greater local control, improved regulatory efficiency, and enhanced protection of water quality and public infrastructure.

Notice of Public Hearing was published in Wayne Week on May 31, 2026.

It was recommended that Council review the proposed amendment to the Unified Development Ordinance in preparation of the Public Hearing on June 15, 2026.

10. City Manager's Report

City Manager Livingston provided an update regarding the recently implemented security measures downstairs and at the Council meetings. He stated that the new security framework is working well, noting that city employees are pleased with the changes and generally feel much safer. He commended Deputy City Manager Arnold for managing and successfully executing the setup process. He also shared that he would be out of town on vacation for the remainder of the week.

11. Mayor and Councilmembers' Comments

Councilwoman Jones expressed her appreciation for the progress made on the city budget and thanked everyone, including city staff and the finance committee, for their hard work, input, and questions throughout the process. She also shared an update on the James and Pine Street project, noting that the building demolition is complete. She highlighted that the project is moving forward with its brick campaign, mentioning that brochures have been distributed, and announced an upcoming mural competition for the area.

Councilman Boyette had no comment.

Councilwoman Taylor had no comment.

Mayor Pro Tem Weeks extended birthday wishes to Mayor Gaylor. She commended the Code Enforcement Department for their visible progress across various areas of the city. She also expressed appreciation for the opportunity to participate in the recent Dillard Alumni Parade, noting it was highly attended and one of the city's best parades to date.

Councilwoman Matthews had no comment.

Councilman White shared concerns regarding speeding on Central Heights Road.

Mayor Gaylor thanked everyone involved in the budget and for bringing concerns to staff.

Detailed comments from the Mayor and Council are available on YouTube.

13. Adjournment

Councilwoman Jones made a motion to adjourn the meeting. The motion was seconded by Mayor Pro Tem Weeks and unanimously approved.

There being no further business, Mayor Gaylor adjourned the meeting at 6:45 p.m.

_____
Charles Gaylor, IV
Mayor

_____
Laura Getz
City Clerk

Exhibit A

City of Goldsboro Stormwater Management Plan Effective Date July 1, 2026

- Bobbi Barnes
- Stormwater Administrator

www.goldsboronc.gov

- June 1, 2026

Stormwater Management Plan

- MS4 compliance is required under the Clean Water Act and regulated by NC DEQ.
- The City of Goldsboro must implement six Minimum Control Measures annually.
- The Stormwater Management Plan (SWMP) serves as the framework for meeting MS4 permit requirements.
- The SWMP outlines programs and procedures to protect water quality and reduce stormwater pollution.
- The plan has been updated to align with current NC DEQ regulations and permit requirements.
- Approval of the updated SWMP will renew the City's MS4 permit for an additional five-year term.



Public Hearing June 15, 2026

Questions or comments please contact City of Goldsboro Engineering Department

Exhibit B

City of Goldsboro Erosion and Sediment Control Ordinance 6.7 Effective Date September 1, 2026

- Bobbi Barnes
- Stormwater Administrator

www.goldsboronc.gov

- June 1, 2026

City of Goldsboro Erosion and Sediment Control Ordinance 6.7

- Control measure 4 for SWMP: construction site runoff controls
- Reviewed and approved by the Planning Commission February 2026
- Erosion and Sediment Control Ordinance received informal approva from the Sedimentation Control Commission on May 7, 2026.
- Formal delegation approval is anticipated on August 11, 2026.
- Ordinance effective date: September 1, 2026.
- Adopts North Carolina's erosion and sediment control standards and requirements.
- Deviation from State program is a lower plan review threshold: City review required for land-disturbing activities ≥ 0.5 acres. State review threshold is ≥ 1.0 acre.
- Enhances local oversight of construction activities to reduce sediment runoff and protect water quality.



Public Hearing June 15, 2026

Questions or comments please contact City of Goldsboro Engineering Department

MINUTES OF THE REGULAR MEETING OF THE GOLDSBORO CITY COUNCIL
JUNE 15, 2026

1. Call to Order – 5:30 P.M. – Council Chambers

Mayor Gaylor called the meeting to order at 5:30 PM.

1.1 Invocation and Pledge of Allegiance

Archbishop Anthony Slater, Fire Chaplain provided the invocation. The Pledge of Allegiance followed.

2. Roll Call

Present:	Mayor Charles Gaylor Mayor Pro Tem Beverly Weeks Councilwoman Hiawatha Jones (arrived at 5:32 p.m.) Councilman Chris Boyette Councilwoman Jamie Taylor Councilwoman Brandi Matthews Councilman Roderick White
Also Present:	Matthew Livingston, City Manager Ron Lawrence, City Attorney Laura Getz, City Clerk

3. Adoption of the Agenda

City Manager Livingston requested to remove item 5.4 Community Relations and Development Mid-Year Presentation from the agenda.

Mayor Pro Tem Weeks made a motion to adopt the agenda as amended. The motion was seconded by Councilwoman Taylor and unanimously approved.

4. Recognitions and Presentations

4.1 Gun Violence Awareness Month Proclamation

Read by Mayor Gaylor: The Goldsboro City Council proclaimed June 2026 as NATIONAL GUN VIOLENCE AWARENESS MONTH in the City of Goldsboro and encouraged all residents to honor the lives lost to gun violence, support survivors and their families, and participate in efforts that promote safety, peace, and well-being throughout our community.

Rodney Robinson with the ROCC Foundation, received the proclamation and asked everyone to show support for these families.

4.2 Juneteenth Proclamation

Read by Mayor Gaylor: The Goldsboro City Council proclaimed Friday, June 19, 2026 as JUNETEENTH in the City of Goldsboro, recognizing it as a vital part of American heritage and supporting its nationwide celebration to foster historical learning and cultural understanding.

Kariana Taylor received the proclamation and shared the Juneteenth Unity and Heritage Festival. The event will be held this Saturday in downtown Goldsboro at the HUB from 3:00 to 7:00 p.m. She also shared that on Juneteenth, the Dillard Alumni and Friends will be having a dinner at the alumni building and, right before the Juneteenth Festival, the James and Pine Street Park will be doing the ribbon cutting, and they will be having bricks for sale if you want to commemorate your business or yourself.

4.3 250th Anniversary of the United States of America Proclamation

Read by Mayor Gaylor: The Goldsboro City Council recognized the year 2026 as the 250TH ANNIVERSARY OF THE UNITED STATES OF AMERICA in the City of Goldsboro, and encouraged all residents to commemorate this historic milestone by reflecting on our Nation's journey, honoring the enduring spirit that has carried us through adversity, and embracing the

responsibility of shaping a future marked by courage, service, and hope.

Todd Walker, President of the Wayne County Chamber of Commerce received the proclamation and shared that there will be a Fireworks over Wayne event held on July 4, 2026 at the Wayne County Fairgrounds from 4:00 - 9:00.

4.4 Recreation Advisory Commission Mid-Year Presentation

Anthony Slater, Recreation Advisory Commission Chair, presented the mid-year presentation attached as part of the agenda packet and included as *Exhibit A* in the minutes.

5. Public Hearings

5.1 Establishing the City of Goldsboro Stormwater Management Plan

The item was submitted and presented by Jonathan Perry, Engineering Services Manager, and Bobbie Barnes, Stormwater Administrator.

Ms. Barnes shared the presentation attached as part of the agenda packet and included as *Exhibit B* in the minutes.

At the June 1, 2026, Council Meeting, the City Council discussed the Stormwater Management Plan (SWMP). The SWMP establishes strategies to reduce pollutants carried by stormwater runoff into local waterways. It addresses six minimum control measures:

- Public Education & Outreach
- Public Involvement & Participation
- Illicit Discharge Detention & Elimination
- Construction Site Runoff Controls
- Post-Construction Site Runoff Controls
- Pollution Prevention & Good Housekeeping for Municipal Operations

Adoption of the Stormwater Management Plan for the permit period of July 1, 2026, through June 30, 2031. The Stormwater Management Plan (SWMP) is a comprehensive program that outlines how the City manages its stormwater runoff to protect water quality and comply with regulatory requirements.

In North Carolina, SWMPs are developed in accordance with the North Carolina Department of Environmental Quality (NCDEQ) and the Clean Water Act under the Municipal Separate Storm Sewer System (MS4) permit program.

It was recommended that at the conclusion of the public hearing, Council adopt the following entitled resolution adopting the Stormwater Management Plan.

Council discussed the proposed plan. Ms. Barnes shared that the Engineering department is creating a GIS map that identifies ownership of the ditches. City Manager Livingston shared that the Engineering department will also be creating a policy on enforcement.

Mayor Gaylor opened the public hearing. No one spoke, and the public hearing was closed.

After further discussion by the Council, Ms. Barnes explained the plan was the first step, and they will come back in the fall with proposed revisions to the stormwater ordinance.

Mayor Pro Tem Weeks made a motion to adopt the resolution as presented. The motion was seconded by Councilman Boyette and unanimously approved.

RESOLUTION 2026 - 48 "RESOLUTION APPROVING THE CITY OF GOLDSBORO'S STORMWATER MANAGEMENT PLAN DATED JULY 1, 2026"

5.2 Establishing Article 6.7 Erosion and Sediment Control in the Unified Development Ordinance (UDO)

The item was submitted and presented by Jonathan Perry, Engineering Services Manager, and Bobbie Barnes, Stormwater Administrator.

Ms. Barnes shared the presentation attached as part of the agenda packet and included as *Exhibit C* in the minutes.

The City of Goldsboro is seeking delegation from the North Carolina Department of Environmental Quality (NCDEQ) to administer the Construction Site Runoff Control program (Minimum Control Measure 4) under its Municipal Separate Storm Sewer System (MS4) permit. Delegation from DEQ will allow the City to review and approve control plans, conduct site inspections, and enforce compliance with applicable regulations.

The Planning Commission approved the Erosion and Sediment Control Ordinance at their February meeting and voted to amend the UDO with the addition of Section 6.7 Erosion and Sediment Control.

Sediment is one of the most significant pollutants impacting surface waters in North Carolina. Uncontrolled runoff from construction sites carries sediment into streams and storm drainage systems, degrading water quality, and harming aquatic habitats. Sedimentation contributes to localized flooding through the clogging of infrastructure. Establishing a locally administered program enhances the City's ability to address these issues proactively.

Overall, delegation of the Erosion and Sediment Control Program will provide the City of Goldsboro with greater local control, improved regulatory efficiency, and enhanced protection of water quality and public infrastructure.

It was recommended that Council adopt the following entitled ordinance amending the Unified Development Ordinance to add Section 6.7 Erosion and Sediment Control.

Mayor Gaylor and City Manager Livingston discussed enforcement.

Mayor Gaylor opened the public hearing. No one spoke, and the public hearing was closed.

Councilwoman Taylor made a motion to adopt the ordinance as presented. The motion was seconded by Councilwoman Jones and unanimously approved.

ORDINANCE 2026 - 21 "AN ORDINANCE AMENDING THE CITY OF GOLDSBORO UNIFIED DEVELOPMENT ORDINANCE TO ADD SECTION 6.7 EROSION AND SEDIMENT CONTROL"

6. Public Comment Period

Mayor Gaylor opened the public comment period. The following citizens spoke:

1. Rodney Robinson shared comments about the City of Goldsboro and would like to see more nonprofits like the ROCC Foundation supported. (Full comments are available on YouTube at 1:05.)

2. Whitney Brown Tune shared comments about the safety of our children, accountability, transparency, and the future of our community. (Full comments are available on YouTube at 1:09.)

No one else spoke and the public comment period was closed.

7. Consent Agenda

Approved as Recommended. City Manager Matt Livingston presented the Consent Agenda. All items were considered to be routine and could be enacted simultaneously with one motion and vote. If a Councilmember so requested, any item(s) could be removed from the Consent Agenda and discussed and considered separately. In that event, the remaining item(s) on the Consent Agenda would be acted on with one motion and vote. Mayor Pro Tem Weeks moved

the items on the Consent Agenda, Items 7.1 - 7.4 be approved. The motion was seconded by Councilwoman Jones and an electronic vote resulted in all members voting in favor of the motion.

The items on the Consent Agenda were as follows:

7.1 Amending a Grant Project Fund Ordinance – Community Development Block Grant (CDBG) Special Revenue Fund (C2101)

The item was submitted by Catherine Gwynn, Finance Director.

The Department of Housing and Urban Development has granted funding for the CDBG, and HOME programs to the City of Goldsboro as an entitlement city. These grants will be managed by the Community Relations & Development department. Funding of the projects below has been adjusted by Community Development staff to respond to additional costs and funding of additional rehab projects. Also, Program Year 2018 had to be deobligated due to unspent funds, per the City's HUD rep.

Project	Type	Amount
704 Luther Dr.	Rehab – lead clearance test, storage fees	$2,487.23
811 S. Best St.	Rehab – additional foundation work	$22,381.25
206 Gerald Lane	Rehab – fund balance of rehab	$3,649.61
1103 N. George	Rehab – fund demolition	$7,400.00
Rory C. Eddings, Attorney at Law	Rehab – fund title work 5 properties	$1,800.00
600 S. Best St.	Rehab	$34,135.90
707 Luther Dr.	Rehab	$19,233.84
Program Year 2018 – deobligation	Deobligated unspent funds	($1,055.28)
	Total	$90,032.55

Funding will be accomplished through the use of program income or reduction of other line item expenditures.

Revenue Source	Rehab	Public Facilities	Public Improvements & Infrastructure
Program Income	$53,369.74		
Prog. Year 2018 - deobligation	($1,055.28)		
Reducing Expend. PY2020–Public Facilities		($2,566.10)	
Reducing Expend. PY2020-Public Impr. & Infrast.			($258.64)
Reducing Expend. PY 2021–Public Impr. & Infrast.			($25,693.35)
Reducing Expend. PY2024–Public Impr. & Infrast.			($9,200.00)
Total	$52,314.46	($2,566.10)	($35,151.99)

The City is still awaiting the release of the executed grant agreements for Program Year 2025. At the time the agreements are received, an appropriation will be presented to Council.

It was recommended that Council adopt the following entitled Grant Project Ordinance amendment for the Community Development Block Grant (CDBG) Special Revenue Fund (C2101). *Consent Agenda Approval. Weeks/Jones (7 Ayes)*

ORDINANCE 2026- 22 "AN ORDINANCE AMENDING THE GRANT PROJECT FUND FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) SPECIAL REVENUE FUND (C2101)"

7.2 Approval of Minutes of the Goldsboro City Council Meeting held May 4, 2026

The draft minutes of the Regular Meeting of May 4, 2026 were presented for approval. *Consent Agenda Approval. Weeks/Jones (7 Ayes*)

7.3 Consideration and Approval of a Sole Source Procurement Justification for MUSCO

The item was submitted by April Choice, Director of Development Services.

The City of Goldsboro proposes to install additional sports field lighting at the Bryan Multi-Sports Complex. The existing lighting infrastructure was previously installed by MUSCO

Sports Lighting, LLC and is proprietary to their system. Staff has determined that MUSCO is the only practical source capable of providing equipment compatible with the existing infrastructure without incurring substantial redesign, integration costs, or operational risks.

The approval of a sole-source procurement justification and authorization by the City Manager is requested to execute a contract with MUSCO Sports Lighting, LLC for the acquisition and installation of sports field lighting improvements at the Bryan Multi-Sports Complex. The lighting project is proposed to be funded in part by CDBG-CV funds and is intended to improve safe access to outdoor recreational facilities, extend operating hours, reduce crowding, and support social distancing during future public health emergencies. Due to the need to meet CDBG-CV funding deadlines, the proprietary nature of the existing MUSCO lighting infrastructure, and the need to maintain compatibility with previously installed systems, staff recommends approval of the sole-source procurement.

It was recommended that Council adopt the following entitled resolution approving the sole source procurement of MUSCO. *Consent Agenda Approval. Weeks/Jones (7 Ayes)*

RESOLUTION 2026 - 49 "RESOLUTION APPROVING A SOLE SOURCE PROCUREMENT JUSTIFICATION AND AUTHORIZING THE EXECUTION OF A CONTRACT WITH MUSCO SPORTS LIGHTING, LLC"

7.4 Departmental Monthly Reports

The Departmental Monthly Reports for May 2026 were presented as information. *Consent Agenda Approval. Weeks/Jones (7 Ayes)*

8. Old Business – There was no old business held.

9. New Business

9.1 Resolution Awarding a Contract for Investment Advisory Services to Valley View Consulting, LLC

The item was submitted and presented by Catherine Gwynn, Finance Director.

The City has historically managed its cash and investment portfolio internally in accordance with North Carolina General Statutes and the City's Investment Policy. For decades, responsibility for investment management has been carried out by the Finance Director and Assistant Finance Director as part of the Finance Department's broader treasury, accounting, budgeting, debt management, and financial reporting responsibilities. This approach reflected both the City's operational needs and practical staffing considerations. Historically, investment balances were significantly smaller than they are today, and the City did not maintain dedicated investment management personnel. As a result, investment administration was incorporated into the existing responsibilities of finance staff and successfully managed alongside the department's other financial functions.

Over time, the City's financial position has strengthened considerably. Through prudent financial management, reserve accumulation, capital project funding, utility operations, grant funding, and other strategic initiatives, the City's cash and investment balances have grown to levels not previously experienced in the City's history. The City currently maintains approximately $85 million in cash and investment assets.

As investment balances have increased, so has the complexity and significance of investment management decisions. Investment earnings now represent a meaningful source of revenue, and relatively small improvements in portfolio strategy, cash flow forecasting, investment timing, and diversification can have a substantial financial impact. At the same time, finance staff continue to manage an expanding range of responsibilities, including financial reporting, budgeting, debt administration, purchasing, payroll, utility billing, customer service, grant compliance, and internal control functions.

While the City's investment program has been managed responsibly and effectively under the traditional model, staff determined that the scale of the City's current investment portfolio warrants access to specialized investment advisory expertise. The objective is not to replace

internal management of the City's funds, but rather to supplement staff resources with professional guidance, market analysis, cash flow forecasting support, portfolio strategy development, and investment policy assistance. Staff believes this approach will enhance the City's ability to maximize investment earnings while continuing to maintain the safety, liquidity, and statutory compliance required for public funds. To identify qualified firms, the City issued Request for Proposals (RFP) 2025-005 for Investment Advisory Services. Although competitive bidding is not required for professional services of this nature, management elected to conduct a formal solicitation process to evaluate available service providers, compare service offerings and fee structures, and identify the firm best suited to meet the City's investment advisory needs.

Although not required by statute for professional services, staff believed a formal solicitation would provide a broader understanding of available advisory services, market pricing, and best practices utilized by other local governments.

A total of six proposals were received from qualified investment advisory firms:
- Valley View Consulting, LLC
- Chandler Asset Management, Inc.
- PFM Asset Management
- Garcia Hamilton & Associates, L.P.
- Raymond James & Associates, Inc.
- Franklin Street Advisors

EVALUATION
Staff reviewed each proposal based on qualifications, experience with governmental entities, understanding of North Carolina investment statutes, service approach, reporting capabilities, responsiveness, fee structure, and overall value to the City.

While several national firms demonstrated extensive assets under management and broad institutional investment resources, the evaluation emphasized factors most relevant to the City's operational needs, including:
- Experience serving North Carolina municipal governments and public entities;
- Value of North Carolina municipal assets managed;
- Knowledge of North Carolina General Statutes governing public funds investments;
- Cash-flow forecasting and liquidity management capabilities;
- Investment policy review and support;
- Reporting and performance monitoring;
- Accessibility and responsiveness of key personnel;
- Training and support for City staff; and
- Overall value and cost-effectiveness.

Based upon the evaluation, Valley View Consulting, LLC was determined to provide the best overall value and service fit for the City.

Valley View specializes exclusively in providing cash management and investment advisory services to governmental entities and public-sector clients. The firm's proposal demonstrated a strong understanding of North Carolina local government investment requirements and included a comprehensive approach to cash-flow analysis, portfolio strategy development, banking relationship support, investment policy review, staff training, and ongoing advisory services.

Unlike several larger institutional investment managers that primarily focus on portfolio management, Valley View's practice is dedicated to governmental cash management and investment advisory services, providing direct support for cash-flow analysis, banking relationships, investment policy development, and treasury management functions commonly encountered by North Carolina local governments.

Additionally, Valley View's proposed fee structure was among the most competitive received and is projected to cost approximately $39,000 annually based on current investment balances. The proposed agreement provides for an initial three-year term, with options for renewal upon mutual agreement of the parties.

Staff believes Valley View's focused local governmental expertise, personalized service model, and competitive pricing make the firm particularly well suited to assist the City in achieving its investment objectives of safety, liquidity, and yield enhancement.

FISCAL IMPACT
The annual cost of investment advisory services is estimated at approximately $39,000 and will be funded through existing investment earnings. The purpose of this engagement is to enhance the City's investment management practices, improve portfolio diversification and cash-flow planning, and position the City to maximize investment earnings within the safety and liquidity requirements established by North Carolina law and City policy.

It was recommended that Council adopt the following entitled resolution authorizing the City Manager and the Finance Director to negotiate and execute an agreement with Valley View Consulting, LLC for investment advisory services.

In response to an initial inquiry from Mayor Pro Tem Weeks regarding the financial terms, Mrs. Gwynn stated that the proposed contract is a three-year agreement valued at $39,000 per year. She explained that while they were not the absolute lowest bidder overall, Valley View Consulting, LLC was the lowest responsive bidder that met all the city's compliance requirements. Out of six proposals received via the city's bidding site, two were non-compliant, leaving Valley View as the most cost-effective option ahead of Chandler Asset Management ($48,000/year) and US Bancorp/PFM Asset Management ($52,500/year).

Mrs. Gwynn emphasized that the contract includes a 30-day, no-fault termination clause with no cancellation penalties if the city is unsatisfied with the services. Regarding the scope of the funds, Finance Director Gwynn reported that out of the city's total cash portfolio (which averages in the mid-$80 million range), approximately $50 million of idle funds currently sits in low-yield money market accounts earning roughly 2.25%. Valley View Consulting, LLC will analyze budgeted projects and cash flows to provide 3-to-18-month investment projections—such as utilizing US Treasury certificates—to potentially double that rate of return. She clarified that this is strictly an advisory relationship rather than a brokerage account; all investments remain under the name and execution authority of the City of Goldsboro. She noted that specialized public investment advisory is a highly niche industry required to navigate North Carolina General Statute 159 and Local Government Commission (LGC) mandates regarding safety, liquidity, and yield, which falls outside the day-to-day expertise of internal accounting staff.

City Manager Livingston added that he anticipates the city will easily double its return relative to the cost of the contract.

Council further discussed the agenda item with City Manager Livingston and Mrs. Gwynn and requested that Valley View Consulting come to the July 13 Council meeting to do a presentation.

Councilman White made a motion to table the item until the July 13 meeting. The motion was seconded by Councilwoman Matthews and unanimously approved.

10. City Manager's Report

City Manager Livingston had no comments.

11. Mayor and Councilmembers' Comments

Councilman White had no comments.

Councilwoman Matthews had no comments.

Mayor Pro Tem Weeks thanked the Goldsboro Fire Department for their response to a recent structure fire in her district. She also wished Councilwoman Jones a Happy Birthday.

Councilwoman Taylor wished Councilwoman Jones a Happy Birthday. She expressed her appreciation to Rodney Robinson, noting that since she has been on the council, he has consistently attended and spoken on behalf of individuals and families affected by gun violence

every time a Gun Violence Awareness Proclamation Day has been observed. She also commended Mrs. Brown-Tune for stepping forward to speak on behalf of the community's children.

Councilman Boyette thanked city employees and city staff. He also wished all Father's, especially his, Happy Father's Day.

Councilwoman Jones thanked everyone for the birthday wishes and expressed her sincere appreciation to the city staff. She commended the community for its growing unity and heightened awareness, noting a positive shift where various organizations are coming together regardless of affiliation. She emphasized that education is critically important to empowering the community and urged continued investment and support for the youth. She also extended her gratitude to local churches that have stepped up their community involvement to support these efforts. She also highlighted an upcoming ribbon-cutting ceremony scheduled for 1:30 p.m. at James and Pine Streets. She noted that a sign-in sheet will be available for individuals born and raised on James Street, as the city is actively seeking to collect their personal stories to preserve local history. She also announced a brick campaign to support the project; bricks are available for $100 for individuals, families, or businesses—particularly past James Street businesses—with an option to add a logo for an additional $6. She wished everyone a safe summer and urged the community to protect and look out for the children.

Mayor Gaylor echoed the birthday greetings to Councilwoman Jones and wished a Happy Father's Day to all fathers and male mentors in the community. He acknowledged past summer violence and thanked city council members, churches, and Parks and Recreation for their collective efforts to provide positive community programming. He also recognized and commended the Tune family for their incredible strength in turning a personal tragedy into meaningful legislation.

Detailed comments from the Mayor and Council are available on YouTube.

13. Adjournment

Mayor Gaylor reminded the Council of the Special Meeting tomorrow with the Planning Commission at 5:30 p.m. in the Large Conference Room.

Mayor Pro Tem Weeks made a motion to adjourn the meeting. The motion was seconded by Councilwoman Taylor and unanimously approved.

There being no further business, Mayor Gaylor adjourned the meeting at 6:56 p.m.

_____
Charles Gaylor, IV
Mayor

_____
Laura Getz
City Clerk

Exhibit A



Committee Makeup

- You have to be a resident of the City of Goldsboro
- Strive for representation from all districts
- Members from various backgrounds
- We meet the 3rd Tuesday of each month at 6pm at Peachtree Street Recreation Center
- Councilman White serves as our ex-officio member

Who We Are

Archbishop Anthony Slater, Chair (District 5)
LaToya Stallings (District 4)
Sandra Cox (District 6)
Iris Robinson (District 5)
Barbara Baker (District 4)
Chad Evans (District 5)
Ricardo Ballard (District 6)
Charles Henry (District 3)
Corendianne Morgan (District 2)
Darrell Smith – Student Member (District 5)
Councilman Roderick White (Ex-officio)
One Vacant Position

What Have We Done

- Updated our scholarship fund letter and donation form that will allow businesses to contribute so no child will be denied the opportunity to play





What Have We Done

- Saw the completion of the Comprehensive Master Plan for Parks and Recreation using McGill Associates; RAC served as Steering Committee; City Council Adopted
- Plan will provide roadmap for next 5-10 years
- RAC advising on implementing things in plan
- Plan will also be critical as Parks and Recreation Department applies for grants

What Have We Done

- Continue identifying areas of needed maintenance within our parks and facilities



BEFORE



AFTER

What Have We Done

- Continue to push for improvements in all our parks





North End Park All-Inclusive Playground

QUESTIONS?

Exhibit B

Public Hearing for the City of Goldsboro Stormwater Management Plan
Effective Date July 1, 2026

- Bobbi Barnes
- Stormwater Administrator

www.goldsboronc.gov

- June 15, 2026

OUR STORMWATER PROGRAM
Working Together for Cleaner Water and a Stronger Community



WHY STORMWATER MANAGEMENT MATTERS

1. The Stormwater Management Plan (SWMP) guides how municipalities manage and maintain their MS4 system.
2. Stormwater runoff receives no treatment before entering local waterways.
3. Runoff is conveyed directly to streams, rivers, and other surface waters.
4. Pollutants carried by stormwater can degrade water quality and harm aquatic ecosystems.
5. Contaminated runoff can increase drinking water treatment costs.
6. Some pollutants are difficult or impossible to remove once they enter the environment.
7. Proper maintenance of the storm sewer system helps reduce localized and citywide flooding.
8. Effective stormwater management protects public health, infrastructure, and natural resources.



PROTECTING STORMWATER QUALITY REDUCES ENVIRONMENTAL IMPACTS, INFRASTRUCTURE COSTS, AND FLOODING RISKS.

GOLDSBORO
BE MORE DO MORE SEYMOUR

MAIN CONCERNS TO THE MS4 SYSTEM
KEEP OUR STORMWATER SYSTEM CLEAN. PROTECT OUR COMMUNITY.

TRASH
- Trash blocks inlets along the streets.
- Causes flooding in streets and on properties.

ILLICIT DISCHARGES
- Chemicals, oil, gas, grease, wash water harm aquatic life and contaminate our drinking water supply.
- Grease condenses and clogs storm sewer lines.

LAWN & GARDEN CLIPPINGS
- Leaves and yard debris block inlets, especially in the fall.
- Blocked inlets increase flooding.

SEDIMENT
- Sediment from streets and active construction sites will collect in certain points within the storm sewer system.
- Blockages reduce capacity and cause flooding.



CLEAN DRAINS. LESS FLOODING. HEALTHIER WATERWAYS.

GOLDSBORO
BE MORE DO MORE SEYMOUR

CHANGES FROM THE 2024 STORMWATER MANAGEMENT PLAN TO THE 2026 PLAN

UPDATED PLAN FORMAT
North Carolina Department of Environmental Quality has updated the formatting of the plan to make measurable goals easier to quantify.

UPDATED CITY GOALS
The City's goals have been updated to reflect city needs as some of the goals from the 2024 have already been met.

COMPREHENSIVE GIS MAPPING
Completed comprehensive GIS mapping of the City's storm sewer system.

DIGITAL INVENTORY
Established a digital inventory of storm sewer system to support management and regulatory compliance.

ONGOING GIS MAINTENANCE
Future efforts will focus on maintaining and updating GIS data as new stormwater infrastructure is constructed and existing assets are modified.

ENHANCED ASSET MANAGEMENT
Improved mapping enhances asset management and maintenance planning.

GOLDSBORO
BE MORE DO MORE SEYMOUR



WE'RE HERE TO HELP
Questions or concerns about stormwater? We've got you covered.

WE HAVE ESTABLISHED THE
STORMWATER HOTLINE
919-580-4227
Report flooding, erosion, storm drain issues, or other stormwater concerns.

PUBLIC WORKS
STORMWATER LINE FOR MAINTENANCE
919-734-8674
For maintenance requests and stormwater infrastructure maintenance.

GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina

PUBLIC OUTREACH AND DEVELOPMENT UPDATES

- The Stormwater Management for New Development Ordinance (Section 6.5) was updated in July 2024. JULY 2024
- Additional amendments are anticipated within the next year to address evolving regulatory requirements and community needs.
- The City's Public Communication Officer has regularly shared stormwater-related information through the City's website and social media platforms.
- Public outreach have included events such as Touch a Truck, Creek Week, and career fairs. TOUCH A TRUCK CREEK WEEK CAREER FAIRS
- Enhanced public engagement supports stormwater awareness, environmental stewardship, and regulatory compliance.

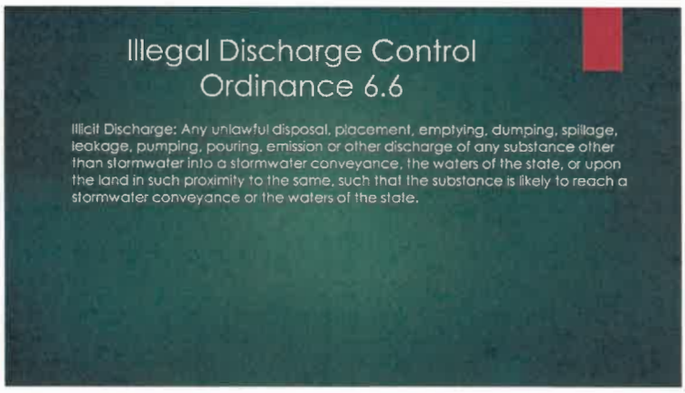
GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina


City Government of Goldsboro, NC
March 20
The City's first Creek Week was a success! Volunteers collected 18 bags of trash, three tires, one trash bin and one French door during the final Creek Week Cleanup at Stoney Creek Park on Wednesday.
Thanks to Stormwater Administrator Bobbi Barnes for coordinating the cleanups at Quail Park and Stoney Creek Park. Thanks to all the volunteers who helped to make these areas a little cleaner. See less
+2
City Government of Goldsboro, NC
March 17
Volunteers collected 19 bags of trash and found two large tires and an inflatable swimming pool during the first Creek Week cleanup at Quail Park.
Join us for the next cleanup at 4 p.m. Thursday, March 19, at Stoney Creek Park. For more information, visit https://www.goldsboronc.gov/engineering/creek-week/. See less

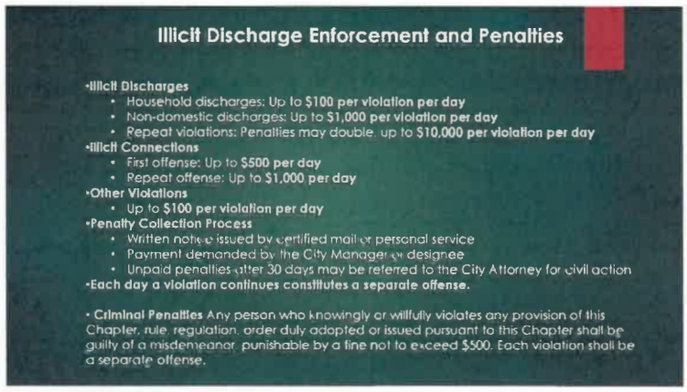



WHAT IS NEW IN THE 2026 STORMWATER MANAGEMENT PLAN?
1. ILLEGAL DISCHARGE PROGRAM
Identify, track, investigate, and eliminate illicit discharges to the MS4.
2. ORDINANCE AMENDMENT
Strengthening enforcement and ensuring regulatory compliance.
3. ENHANCED STAFF TRAINING
Training on illicit discharge detection, spill response, and pollution prevention
4. PUBLIC EDUCATION
Raising awareness to reduce stormwater pollution.
5. INCREASED OUTFALL INSPECTIONS
Dry weather inspections increased from 5% to 20% of all outfalls annually and 50% of major outfalls annually
6. COMMUNITY INVOLVEMENT
More outreach, feedback opportunities, and partnerships.
7. IMPROVED TRACKING & RESPONSE
Enhancing ability to respond quickly, track progress, and maintain permit compliance.


OUR GOAL
Eliminate illicit discharges, protect water quality, and create a cleaner, healthier community.
OUTFALL INSPECTIONS: A SIGNIFICANT INCREASE
5%
OF ALL OUTFALLS ANNUALLY
20%
OF ALL OUTFALLS ANNUALLY
50%
OF MAJOR OUTFALLS ANNUALLY
GOLDSBORO
BE MORE. DO MORE. SEYMOUR


Illegal Discharge Control Ordinance 6.6
Illicit Discharge: Any unlawful disposal, placement, emptying, dumping, spillage, leakage, pumping, pouring, emission or other discharge of any substance other than stormwater into a stormwater conveyance, the waters of the state, or upon the land in such proximity to the same, such that the substance is likely to reach a stormwater conveyance or the waters of the state.


ILLICIT DISCHARGE DETECTION AND ELIMINATION (IDDE) PLAN
Protecting Our Water. Protecting Our Community.
WHAT IS AN IDDE PLAN?
A program to find, track, and eliminate illegal discharges that pollute our storm drains and waterways.
HOW THE IDDE PROGRAM WORKS
1 INSPECT
Check storm drain outfalls during dry weather.
2 INVESTIGATE
If there is flow, odor, color, or sheen, we investigate
3 TRACE
Trace the pollution upstream to find the source
4 ENFORCE
Notify responsible parties and require corrective action. Use enforcement when needed.
5 RESOLVE
Remove the illegal connection or discharge. Document the resolution
6 RECORD
Track and store data to measure success and improve.
WHAT IS NOT ALLOWED IN THE STORM SEWER
Oil & Grease
Sanitary Sewer Overflows
Industrial Wastewater
Car Wash Water
Paints & Solvents
Illegal Dumping
OUR GOAL
Keep pollution out of our storm sewer system and protect water quality.
WE ALL PLAY A PART
BENEFITS
HEALTHIER WATERWAYS
PROTECTS PUBLIC HEALTH
SUPPORTS PERMIT COMPLIANCE
REDUCES COSTLY POLLUTION
STRONGER, CLEANER COMMUNITY
GOLDSBORO
BE MORE. DO MORE. SEYMOUR


Illicit Discharge Enforcement and Penalties
•Illicit Discharges
• Household discharges: Up to $100 per violation per day
• Non-domestic discharges: Up to $1,000 per violation per day
• Repeat violations: Penalties may double, up to $10,000 per violation per day
•Illicit Connections
• First offense: Up to $500 per day
• Repeat offense: Up to $1,000 per day
•Other Violations
• Up to $100 per violation per day
•Penalty Collection Process
• Written notice issued by certified mail or personal service
• Payment demanded by the City Manager or designee
• Unpaid penalties after 30 days may be referred to the City Attorney for civil action
•Each day a violation continues constitutes a separate offense.
• Criminal Penalties Any person who knowingly or willfully violates any provision of this Chapter, rule, regulation, order duly adopted or issued pursuant to this Chapter shall be guilty of a misdemeanor, punishable by a fine not to exceed $500. Each violation shall be a separate offense.











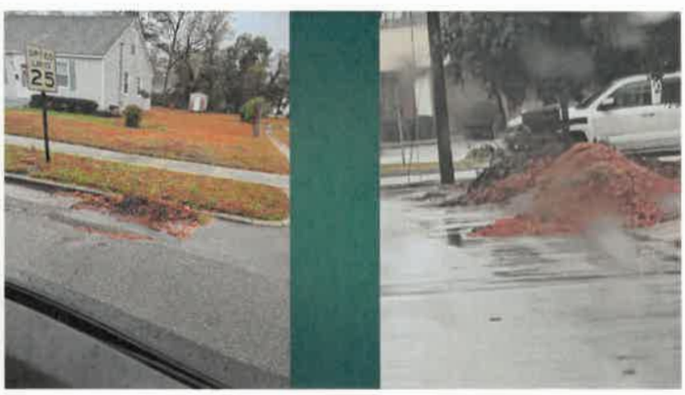



STORM SEWER SYSTEM
Collects rainwater. Conveys it safely. Protects our community.
1 RAINFALL
2
3 CATCH BASIN
4 STORM SEWER PIPES
5
1 RAINFALL
Rain falls on streets, roofs and other surfaces.
2 STORM DRAIN INLET
3 CATCH BASIN
4 STORM SEWER PIPES
Pipes carry stormwater beneath the ground to its destination.
Stormwater is released to rivers, creeks, lakes or other water bodies.








25













Public Hearing June 15, 2026

Questions or comments please contact City of Goldsboro Engineering Department

Exhibit C

Public Hearing for City of Goldsboro Erosion and Sediment Control Ordinance 6.7 Effective Date September 1, 2026

- Bobbi Barnes
- Stormwater Administrator

www.goldsboronc.gov

- June 15, 2026

Local Delegation of the Erosion and Sedimentation Control Program

- **Applicants submit a Land Disturbance Permit application and erosion control plans to the City of Goldsboro for review.**
- **Upon approval, the City issues a Letter of Approval, which is submitted to NC DEQ to obtain NCG01 Construction Stormwater Permit coverage.**
- **The City conducts monthly inspections of active construction sites to ensure compliance with approved plans and permit requirements.**
- **Inspections continue until the site achieves final stabilization.**
- **Following stabilization, the City issues a Closeout Letter, allowing the permittee to submit a Notice of Termination (NOT) to NCDEQ.**
- **Deviation from the state regulations for land-disturbance**
  State requirement plan approval is needed for ≥ 1 acre
  City requirement plan approval is needed for ≥ 0.5 acres.

Enforcement and Penalties

- Any person found to be in violation of the Erosion and Sediment Control Ordinance may be subject to enforcement actions including, but not limited to, a Notice of Violation (NOV), Stop Work Order, civil penalties, and criminal penalties as authorized by state law.
- Any person who knowingly or willfully violates the provisions of this ordinance may be subject to criminal penalties and shall be guilty of a Class 2 misdemeanor in accordance with G.S. 113A-64.
- A Notice of Violation (NOV) shall specify the nature of the violation and require corrective actions to be completed within a designated compliance period. The compliance period shall be determined by the City based on the severity, complexity, and potential environmental impact of the violation.
- Civil penalties may be assessed in an amount not to exceed $5,000 per violation per day, pursuant to applicable North Carolina statutes and local ordinances.
- **Civil Penalty Assessment Factors:** The governing body of the City, shall determine the amount of the civil penalty based upon the following factors:
  - the degree and extent of harm caused by the violation,
  - the cost of rectifying the damage,
  - the amount of money the violator saved by noncompliance,
  - whether the violation was committed willfully, and
  - the prior record of the violator in complying of failing to comply with this ordinance.













Public Hearing June 15, 2026

Questions or comments please contact City of Goldsboro Engineering Department

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE: Amending a Grant Project Fund Ordinance – Community Development Block Grant Coronavirus (CDBG-CV) Special Revenue Fund (C2102)

DEPARTMENT: Finance

BACKGROUND:
During the FY2026-27 annual operating budget work sessions, staff identified remaining Community Development Block Grant – Coronavirus (CDBG-CV) funds that are eligible for use on public facility improvements at the Bryan Multi-Sports Complex. The project has been established in HUD's Integrated Disbursement and Information System (IDIS) as a Public Facilities and Improvements activity under the CDBG-CV program with a National Objective of Low/Moderate Income Area Benefit (LMA).

At its June 15, 2026 meeting, the City Council approved the sole source procurement necessary to complete the lighting improvements. This budget amendment provides the appropriation authority needed to utilize the remaining CDBG-CV funds for the project.

DISCUSSION:
The proposed budget ordinance amendment reallocates the remaining CDBG-CV funds to the Public Improvements expenditure line item to fund lighting improvements at the Bryan Multi-Sports Complex.

Community Development staff has determined that the lighting improvements constitute an eligible CDBG-CV Public Facilities activity under HUD guidelines. The project will improve access to outdoor recreational facilities serving residents throughout the community, including low- and moderate-income populations consistent with the approved National Objective. The improvements also support the original intent of the CDBG-CV program by enhancing the availability of outdoor recreational space that can safely accommodate public use during future public health emergencies.

BUDGET RELATIONSHIP:
This amendment reallocates approximately $292,378.83 of remaining Community Development Block Grant – Coronavirus (CDBG-CV) funds to the Public Improvements account for the Bryan Multi-Sports Complex Lighting Project. The FY2026-27 Annual Operating Budget included an appropriation in the Occupancy Tax Fund not to exceed $248,628 to fund the remaining project costs for 2 of 5 fields (#2 and #4).

STRATEGIC PLAN RELATIONSHIP:
This project supports the City's strategic goals of improving public recreational facilities,

leveraging available federal grant resources, and enhancing public infrastructure that benefits residents throughout the community.

STAFF RECOMMENDATION:
It is recommended that Council adopt the attached Grant Project Ordinance amendment for the Community Development Block Grant Coronavirus (CDBG-CV) Special Revenue Fund (C2102).

MANAGER'S RECOMMENDATION:

APPROVERS
Catherine Gwynn
Catherine Gwynn
Sakeithia Reece
Matthew Livingston

ORDINANCE 2026 -

AN ORDINANCE AMENDING THE GRANT PROJECT ORDINANCE FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT CORONAVIRUS (CDBG-CV) SPECIAL REVENUE FUND (C2102)

WHEREAS, pursuant to the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the U.S. Department of Housing and Urban Development (HUD) allocated supplemental Community Development Block Grant – Coronavirus (CDBG-CV) funds to entitlement communities, including the City of Goldsboro, to prevent, prepare for, and respond to the coronavirus (COVID-19) pandemic, while encouraging activities benefiting low- and moderate-income persons; and

WHEREAS, the City established the Bryan Multi-Sports Complex Lighting Project as an eligible CDBG-CV Public Facilities activity in HUD's Integrated Disbursement and Information System (IDIS) under Activity 775, a Public Facilities activity meeting the Low/Moderate Income Area Benefit National Objective; and

WHEREAS, the proposed lighting improvements will enhance access to outdoor recreational facilities that serve the community and improve the availability and accessibility of public outdoor recreational facilities consistent with the objectives of the CDBG-CV program; and

WHEREAS, City Council previously approved the sole source procurement necessary for the lighting improvements, and it is now necessary to amend the special revenue fund ordinance to appropriate the remaining CDBG-CV funds for the project.

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

Section 1: The Grant Project Ordinance for the Community Development Block Grant Coronavirus (CDBG-CV) Special Revenue Fund (C2102) is hereby amended as follows:

CDBG-CV CRF COVID-19 (C2102)			
Revenues:			
CDBG-CV CRF COVID-19 (C2102)			
Federal Grants CDBG-CV (B-20-MW-37-0019)	$ 427,303.00	$ 427,303.00	$ -
Total Revenues - CDBG-CV CRF COVID-19 (C2102)	$ 427,303.00	$ 427,303.00	$ -
Expenditures:			
CDBG-CV CRF COVID-19 (B-20-MW-370019)			
Administration	$ 85,457.00	$ 33,600.36	$ (51,856.64)
Pandemic Recovery-Homelessness & Special Needs	161,846.00	101,323.81	(60,522.19)
Public Facilities & Improvements	180,000.00	292,378.83	112,378.83
Subtotal - CDBG-CV CRF COVID-19 (B-20-MW-370019)	$ 427,303.00	$ 427,303.00	$ -
Total Expenditures - CDBG-CV CRF COVID-19 (C2102)	$ 427,303.00	$ 427,303.00	$ -

Section 2: Copies of this grant project ordinance amendment shall be furnished by the City Clerk to the Budget Officer and Finance Officer.

This Ordinance shall be in full force and effect from and after July 13, 2026.

_____
Charles Gaylor, IV
Mayor

Attested by:

_____
Laura Getz

City Clerk

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE: Amend to Approve FY2026-27 Manual of Fees and Charges for Stormwater Fees

DEPARTMENT: Finance

BACKGROUND:

On June 1, 2026, City Council adopted the FY 2026-27 Annual Budget Ordinance, including the FY 2026-27 Manual of Fees and Charges.

DISCUSSION:
On June 15, 2026, the City Council approved the City's Stormwater Management Plan (SWMP) for the permit period of July 1, 2026, through June 30, 2031. The SWMP establishes the City's program for complying with the North Carolina Department of Environmental Quality (NCDEQ) Municipal Separate Storm Sewer System (MS4) permit requirements and includes construction site runoff controls, post-construction stormwater management, public education, and other regulatory measures.

Implementation of the approved SWMP requires updates to the City's Manual of Fees & Charges to establish fees associated with stormwater permitting, erosion and sediment control plan review, and related development activities. These fees are intended to recover a portion of the administrative costs associated with reviewing development applications and administering the City's stormwater program.

The proposed FY 2026-2027 Manual of Fees & Charges has been revised to incorporate these new stormwater-related fees while maintaining the City's existing stormwater review, utility assessment, and stormwater control measure (SCM) fees.

BUDGET RELATIONSHIP:
The proposed fees will provide a funding source to offset costs associated with administration of the City's Stormwater Management Program and implementation of the approved MS4 permit requirements.

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:
It is recommended that City Council adopt the attached ordinance amending the FY 2026-27

Manual of Fees and Charges to amend the Engineering Fee Schedule.

MANAGER'S RECOMMENDATION:

APPROVERS
Catherine Gwynn
Catherine Gwynn
Sakeithia Reece
Matthew Livingston

ORDINANCE 2026 -

AN ORDINANCE AMENDING THE FY2026-27 MANUAL OF FEES AND CHARGES FOR STORMWATER FEES

WHEREAS, the City Council adopted the FY 2026-27 Annual Budget Ordinance and Manual of Fees and Charges on June 1, 2026; and

WHEREAS, on June 15, 2026, the City Council approved the City of Goldsboro Stormwater Management Plan for the permit period of July 1, 2026, through June 30, 2031, to ensure continued compliance with the North Carolina Department of Environmental Quality Municipal Separate Storm Sewer System (MS4) Permit requirements; and

WHEREAS, implementation of the approved Stormwater Management Plan includes administration of construction site runoff control, post-construction stormwater management, and related permitting and inspection activities; and

WHEREAS, the City Council finds it necessary and appropriate to establish fees to partially recover the costs associated with administering these stormwater-related services and permitting activities; and

WHEREAS, the City Council finds that amending the FY 2026-2027 Manual of Fees & Charges is in the best interest of the City and its citizens.

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

Section 1. The Engineering Department section of the FY 2026-2027 Manual of Fees & Charges is hereby amended to establish new stormwater-related fees and to revise the fee schedule as set forth in Exhibit A, attached hereto and incorporated herein by reference.

Section 2. Except as amended herein, all other provisions of the FY 2026-2027 Manual of Fees & Charges shall remain in full force and effect.

Section 3. This ordinance shall become effective upon adoption.

This Ordinance shall be in full force and effect from and after July 13, 2026.

_____
Charles Gaylor, IV
Mayor

Attested by:

_____
Laura Getz
City Clerk

Engineering Department

Fee Title	Fee Description	Prior Adopted Rate/Fee (6/1/2026)	Adopted Change FY27 (7/13/26)
Stormwater Review Fee		$100.00+$25.00/AC (0-10AC) $130.00+$20.00/AC (10+ AC)	No Change
Utility Assessments		Paving = $30.00/ff	No Change
SCM Fees	Stormwater Control Measures Fees	$350.00 for first SCM on site and $50.00 each thereafter.	No Change
Residential			
Less than 0.5 acres	Land Disturbance Permit Fee	New	$25.00
0.5 acres to less than 1 acre	ESC plans must be submitted to Engineering for review Land Disturbance permit will be issued when plans approved	New	$25.00
1 acre or more	ESC plans must be submitted to Engineering and Land Disturbance permit will be issued Applicant will submit letter of approval to NCDEQ for NCG01	New	$ 150.00 + $ 25.00 per acre
Commercial			
Less than .5 acres	Land Disturbance Permit Fee	New	$25.00
More than.5 acres to 1 acre	ESC plans must be submitted to Engineering for review Land Disturbance permit will be issued when plans approved	New	$150.00
More than 1 acre	ESC plans must be submitted to Engineering and Land Disturbance permit will be issued. Applicant will submit letter of approval to NCDEQ for NCG01	New	$ 150.00 + $ 25.00 per acre
Maps:			
Small		**$5.00**	**No Change**
Medium		**$10.00**	**No Change**
Large		**$20.00**	**No Change**
Custom/Data		**$40.00 per hour**	**No Change**

SCM = Stormwater Control Measures
ESC = Erosion and Sediment Control

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE: Resolution Awarding a Contract for Investment Advisory Services to Valley View Consulting, LLC

DEPARTMENT: Finance

BACKGROUND:
The City has historically managed its cash and investment portfolio internally in accordance with North Carolina General Statutes and the City's Investment Policy. For decades, responsibility for investment management has been carried out by the Finance Director and Assistant Finance Director as part of the Finance Department's broader treasury, accounting, budgeting, debt management, and financial reporting responsibilities. This approach reflected both the City's operational needs and practical staffing considerations. Historically, investment balances were significantly smaller than they are today, and the City did not maintain dedicated investment management personnel. As a result, investment administration was incorporated into the existing responsibilities of finance staff and successfully managed alongside the department's other financial functions.

Over time, the City's financial position has strengthened considerably. Through prudent financial management, reserve accumulation, capital project funding, utility operations, grant funding, and other strategic initiatives, the City's cash and investment balances have grown to levels not previously experienced in the City's history. The City currently maintains approximately $85 million in cash and investment assets.

As investment balances have increased, so has the complexity and significance of investment management decisions. Investment earnings now represent a meaningful source of revenue, and relatively small improvements in portfolio strategy, cash flow forecasting, investment timing, and diversification can have a substantial financial impact. At the same time, finance staff continue to manage an expanding range of responsibilities, including financial reporting, budgeting, debt administration, purchasing, payroll, utility billing, customer service, grant compliance, and internal control functions.

While the City's investment program has been managed responsibly and effectively under the traditional model, staff determined that the scale of the City's current investment portfolio warrants access to specialized investment advisory expertise. The objective is not to replace internal management of the City's funds, but rather to supplement staff resources with professional guidance, market analysis, cash flow forecasting support, portfolio strategy development, and investment policy assistance. Staff believes this approach will enhance the City's ability to maximize investment earnings while continuing to maintain the safety, liquidity, and statutory compliance required for public funds.

DISCUSSION:
To identify qualified firms, the City issued Request for Proposals (RFP) 2025-005 for Investment Advisory Services. Although competitive bidding is not required for professional services of this nature, management elected to conduct a formal solicitation process to evaluate available service providers, compare service offerings and fee structures, and identify the firm best suited to meet the City's investment advisory needs.

Although not required by statute for professional services, staff believed a formal solicitation would provide a broader understanding of available advisory services, market pricing, and best practices utilized by other local governments.

A total of six proposals were received from qualified investment advisory firms:
- Valley View Consulting, LLC
- Chandler Asset Management, Inc.
- PFM Asset Management
- Garcia Hamilton & Associates, L.P.
- Raymond James & Associates, Inc.
- Franklin Street Advisors

EVALUATION
Staff reviewed each proposal based on qualifications, experience with governmental entities, understanding of North Carolina investment statutes, service approach, reporting capabilities, responsiveness, fee structure, and overall value to the City.

While several national firms demonstrated extensive assets under management and broad institutional investment resources, the evaluation emphasized factors most relevant to the City's operational needs, including:
- Experience serving North Carolina municipal governments and public entities;
- Value of North Carolina municipal assets managed;
- Knowledge of North Carolina General Statutes governing public funds investments;
- Cash-flow forecasting and liquidity management capabilities;
- Investment policy review and support;
- Reporting and performance monitoring;
- Accessibility and responsiveness of key personnel;
- Training and support for City staff; and
- Overall value and cost-effectiveness.

Based upon the evaluation, Valley View Consulting, LLC was determined to provide the best overall value and service fit for the City.

Valley View specializes exclusively in providing cash management and investment advisory services to governmental entities and public-sector clients. The firm's proposal demonstrated a strong understanding of North Carolina local government investment requirements and included a comprehensive approach to cash-flow analysis, portfolio strategy development, banking relationship support, investment policy review, staff training, and ongoing advisory services.

Unlike several larger institutional investment managers that primarily focus on portfolio management, Valley View's practice is dedicated to governmental cash management and investment advisory services, providing direct support for cash-flow analysis, banking

relationships, investment policy development, and treasury management functions commonly encountered by North Carolina local governments.

Additionally, Valley View's proposed fee structure was among the most competitive received and is projected to cost approximately $39,000 annually based on current investment balances. The proposed agreement provides for an initial three-year term, with options for renewal upon mutual agreement of the parties.

Staff believes Valley View's focused local governmental expertise, personalized service model, and competitive pricing make the firm particularly well suited to assist the City in achieving its investment objectives of safety, liquidity, and yield enhancement.

FISCAL IMPACT
The annual cost of investment advisory services is estimated at approximately $39,000 and will be funded through existing investment earnings. The purpose of this engagement is to enhance the City's investment management practices, improve portfolio diversification and cash-flow planning, and position the City to maximize investment earnings within the safety and liquidity requirements established by North Carolina law and City policy.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:
This item advances the Council's goal of Model for Excellence in Government by strengthening financial stewardship, improving cash and investment management practices, and supporting the efficient and accountable management of public resources.

STAFF RECOMMENDATION:
It is recommended that Council adopt the attached resolution authorizing the City Manager and the Finance Director to negotiate and execute an agreement with Valley View Consulting, LLC for investment advisory services.

MANAGER'S RECOMMENDATION:

APPROVERS
Sakeithia Reece
Laura Getz
Matthew Livingston

RESOLUTION 2026-

A RESOLUTION AUTHORIZING THE CITY MANAGER AND FINANCE DIRECTOR TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH VALLEY VIEW CONSULTING, LLC FOR INVESTMENT ADVISORY SERVICES

WHEREAS, the City of Goldsboro maintains cash and investment assets that are invested in accordance with North Carolina General Statutes and the City's Investment Policy; and

WHEREAS, the City Council previously authorized staff to manage the City's investments in accordance with N.C.G.S. 159-30, but as the City's cash and investment assets have grown, there is a need for professional investment advisory services capable of assisting the City in managing its investment portfolio; and

WHEREAS, the City Council has determined that obtaining professional investment advisory services will assist the City in enhancing investment management practices, improving cash-flow planning, and maximizing investment earnings while maintaining appropriate safety and liquidity; and

WHEREAS, the City issued Request for Proposals (RFP) 2025-005 for Investment Advisory Services and received proposals from qualified firms; and

WHEREAS, City staff evaluated the proposals received based upon qualifications, governmental experience, understanding of North Carolina investment requirements, service approach, reporting capabilities, responsiveness, fee structure, and overall value to the City; and

WHEREAS, based upon that evaluation, staff determined that Valley View Consulting, LLC provides the best overall value and service fit for the City's investment advisory needs and has recommended that the City enter into an agreement with Valley View Consulting, LLC.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

Section 1. The City Council hereby accepts the recommendation of staff and authorizes the City Manager and Finance Director to negotiate and execute an agreement with Valley View Consulting, LLC for an initial three-year term, with renewal options as provided in the agreement, for investment advisory services.

Section 2. The agreement shall be subject to review and approval as to form by the City Attorney and shall contain such terms and conditions as the City Manager and Finance Director determine to be in the best interests of the City.

Section 3. The City Manager, Finance Director, City Clerk, and other appropriate City officials are authorized to execute any documents and take any actions necessary to carry out the intent of

this Resolution.

This Resolution shall be in full force and effect from and after July 13, 2026.

_____
Charles Gaylor, IV
Mayor

Attested by:

_____
Laura Getz
City Clerk



GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina

Investment Advisory Services

City of Goldsboro RFP 2025-005



Valley View Consulting, L.L.C.

Why Investment Advisor services? Complex investment environment and $85 million portfolio requires enhanced cash-flow forecasting and prudent strategy development.

Valley View will:

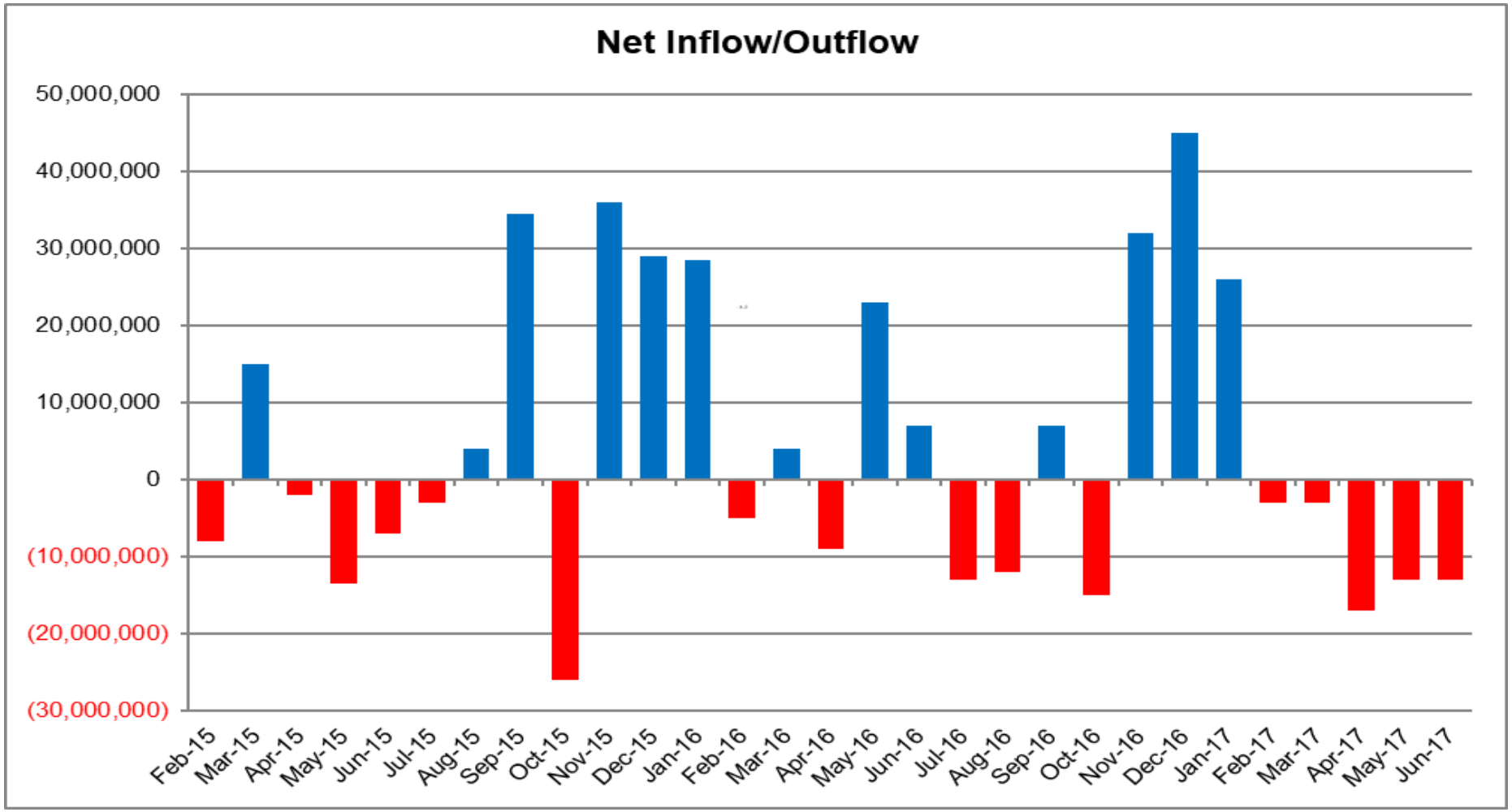
- Provide market expertise
- Build cash flow forecast
- Review Investment policy and debt documents
- Communicate and educate City staff
- Assess risk/return
- Promote appropriate investment strategies
- Integrate CIP funds investment
- Monitor portfolio
- Provide GASB Reporting (Monthly and Quarterly) and audit support
- Evaluate Primary Depository (RFP if necessary)
- Function as City staff extension



Client Example: NC City

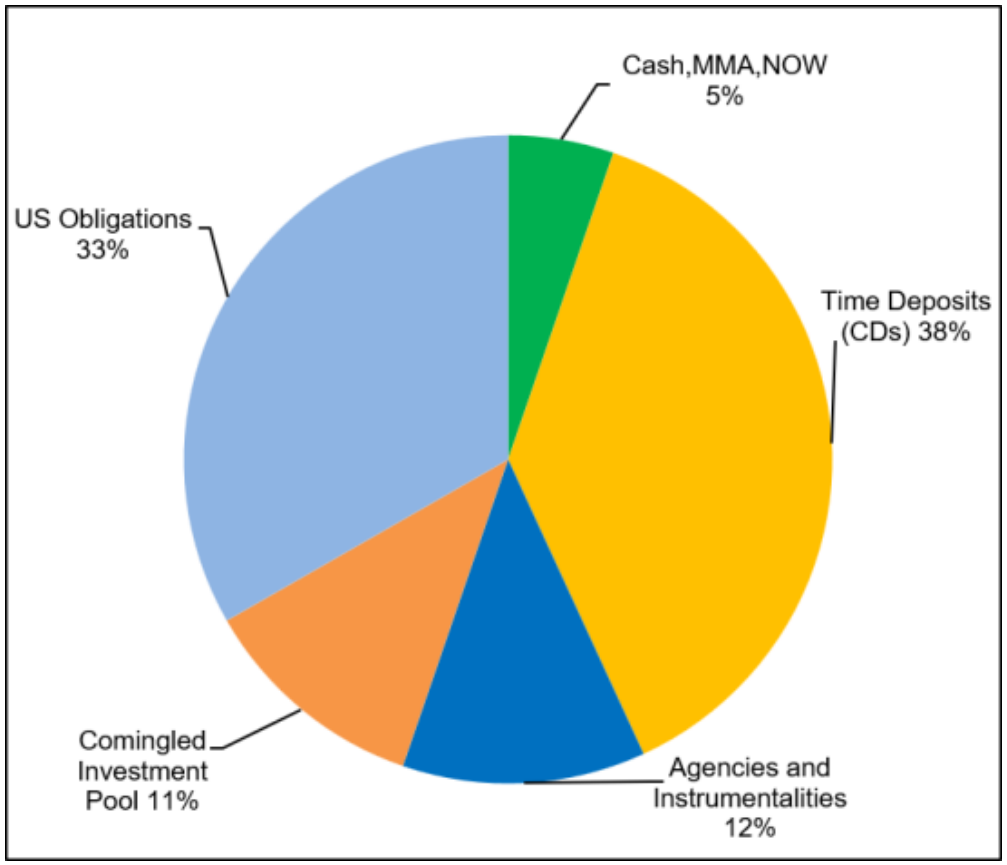
Client Example

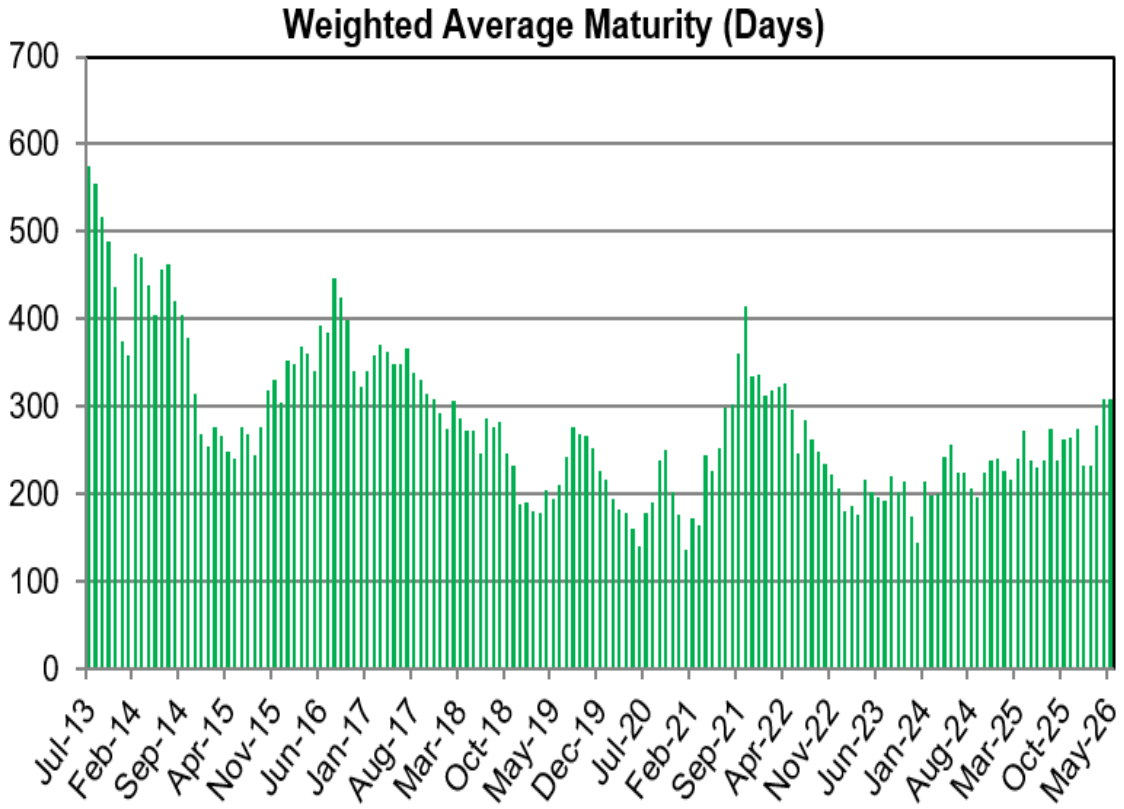
Previous Investment decisions were random and non-strategic.



Client Example

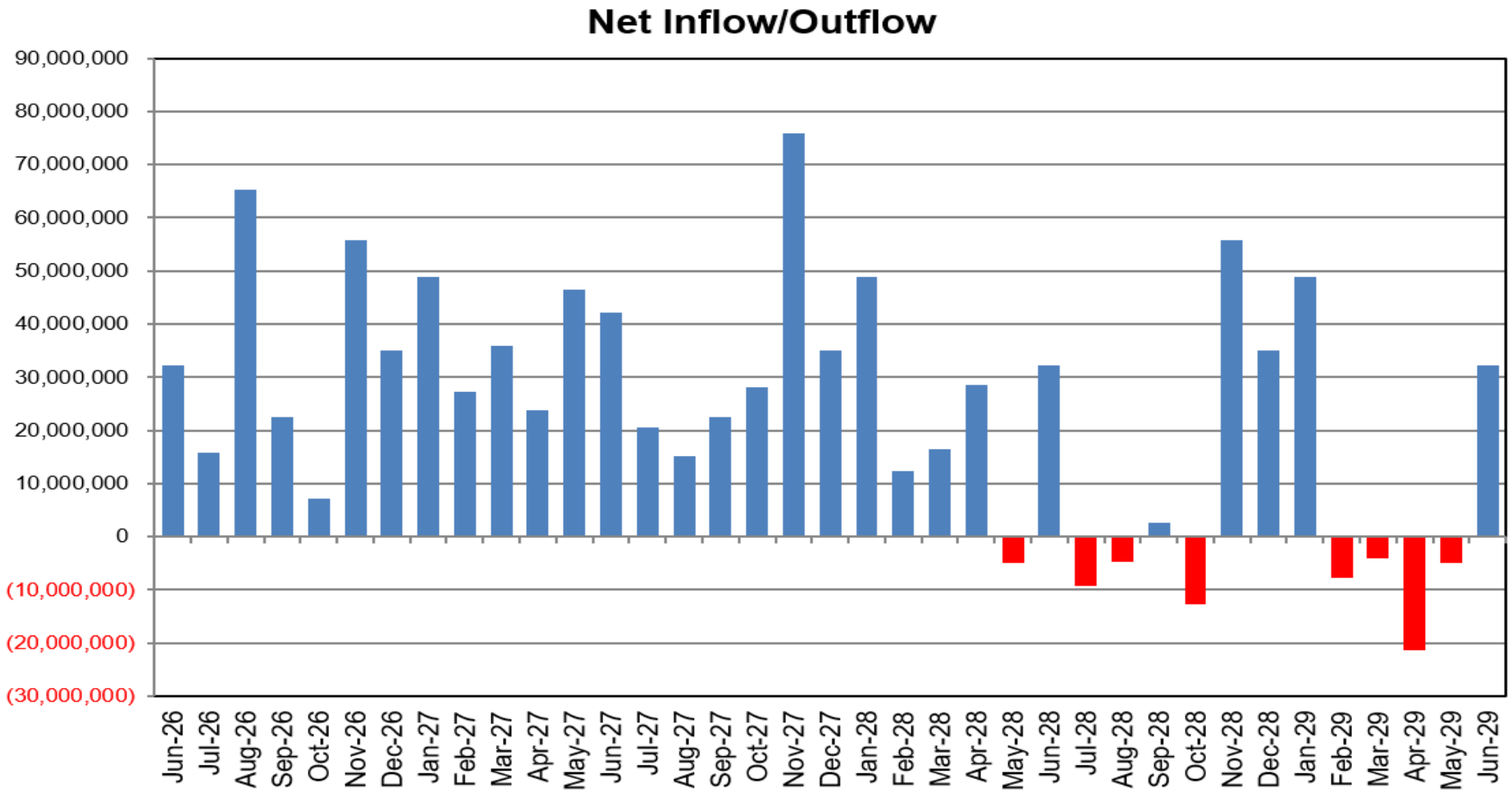
Implemented a cash flow-based strategy to reduced risk.





Client Example

Current portfolio generously covers anticipated cash flow needs.



The Safety, Liquidity and Yield Objectives of the City and the Advisor should align.



Our Role

Prepare and implement an investment plan based on the City's goals and expectations.

Investment Portfolio Focus

Supporting Goldsboro's financial policies and LGC objectives.

Valley View Implementation

- Identify communication protocol
- Review/revise Investment Policy
- Build/update cash flow model
- Develop & approve strategy
- Organize solicitations
- Complete transactions
- Evolve strategy w/market environments

Investment Portfolio Emphasis

- Reduce cash equivalent balances
- Implement cash flow-based strategy
  - Direct placed CDs
  - Securities
- Create CIP - based ladder
- Establish investment routine
- Evaluate Primary Depository

Finance Officer makes all investment decisions



Either party may terminate the agreement without cause upon thirty (30) days written notice without penalty.

Valley View Consulting, LLC

Our sole focus remains our clients.

Our Firm

Virginia - based, but North Carolina experienced:

- Founded in 1998, SEC registered in 1999
- Only local governments (no LGIPs/MMFs/pension funds)
- 70+ Clients
- $16+ Billion Assets Under Management
- Available in-person

Effective Team Coordination

- Eleven Member Team
- Eight Registered Investment Adviser Representatives
- Three Former Local Government Finance Staff
- Two CPAs
- Two Former Bankers



Thank You

Richard G. Long, Jr.

Benjamin F. Day

(540) 297-3419

rglong@valleyviewconsultingllc.com

www.valleyviewconsultingllc.com

Valley View Consulting, LLC

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE:	EPA Brownfield Assessment Grant Update
DEPARTMENT:	Development Services

BACKGROUND:
In the fall of 2024, the City of Goldsboro received a competitive $500,000 EPA Brownfield Assessment Grant. The grant provides federal funding to identify and assess properties with potential hazardous substances, supporting their future redevelopment. The City Council approved the grant's acceptance at its meeting on July 14, 2025.
At its October 6, 2025, meeting, City Council approved a contract with Mid-Atlantic Associates, Inc. to serve as the City's Qualified Environmental Professional (QEP) following a competitive Request for Proposals (RFP) process. Eight qualified firms submitted proposals, which were evaluated by staff from the Development Services Department, Downtown Goldsboro Development Corporation, and the Deputy City Manager's Office.
To guide implementation of the grant, the City established a Brownfields Steering Committee comprised of City staff. The Committee held its first meeting on April 27, 2026, to begin prioritizing assessment activities and grant expenditures.

Brownfields are defined as real property, the expansion, development, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. The primary objective of this project is to inventory, characterize, assess, conduct cleanup planning, and engage in community involvement activities related to brownfield sites within the City of Goldsboro, North Carolina.

DISCUSSION:
At the recommendation of the Brownfields Steering Committee, representatives from Mid-Atlantic Associates, Inc. will provide City Council with an update on the implementation of the EPA Brownfields Assessment Grant. The presentation will summarize grant activities completed to date, including:

- Phase I Environmental Site Assessments completed or currently underway;
- Properties advancing to Phase II Environmental Site Assessments;
- Community outreach and engagement efforts; and
- Upcoming project milestones.

Phase I Environmental Site Assessments evaluate a property's history and current conditions to identify potential environmental contamination without physical sampling. Phase II Environmental Site Assessments involve collecting and analyzing environmental samples, such as soil and groundwater, when Phase I identifies potential contamination requiring further investigation.

City staff developed a comprehensive inventory of potential brownfield sites and worked with Mid-Atlantic Associates to support community engagement efforts. Mid-Atlantic Associates launched a dedicated Brownfields project website to provide information about the grant, identify potential sites, and collect public comments.
In addition, City staff developed a separate Brownfields Community Survey to better understand residents' awareness of brownfields, perceptions of redevelopment opportunities, and priorities for sites that should be considered for assessment under the grant. The survey is intended to provide greater insight into community knowledge and redevelopment priorities beyond site nominations alone.
Staff will present a summary of the community engagement results during the July 13, 2026, City Council meeting.
The Brownfields Steering Committee and project consultants are requesting City Council's input on priority properties to be considered for future assessment activities. Council participation will help ensure that grant resources are directed toward sites that best support the City's redevelopment and revitalization goals.

BUDGET RELATIONSHIP:
This item is aligned with the budget as the EPA grant will cover all project costs, requiring no city funds.

STRATEGIC PLAN RELATIONSHIP:
The brownfield assessments will identify properties for redevelopment, thereby promoting a Strong and Diverse Economy as outlined in the city's strategic plan.

STAFF RECOMMENDATION:

MANAGER'S RECOMMENDATION:

APPROVERS
April Choice
Kellianne Williams
Sakeithia Reece
Matthew Livingston

City of Goldsboro Brownfield Redevelopment Survey

- Bobbi Barnes
- Stormwater Administrator

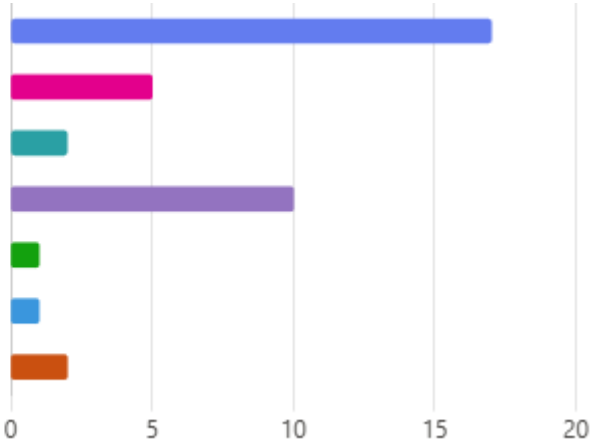
www.goldsboronc.gov

- April Choice
- Development Services Director

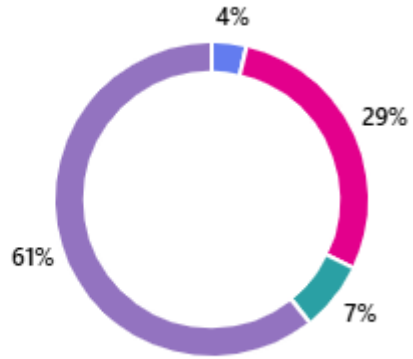
- July 13, 2026

City of Goldsboro Brownfield Redevelopment Survey Respondents' demographics

Resident	17
Property Owner	5
Business Owner	2
Employee	10
Student	1
Visitor	1
Other	2

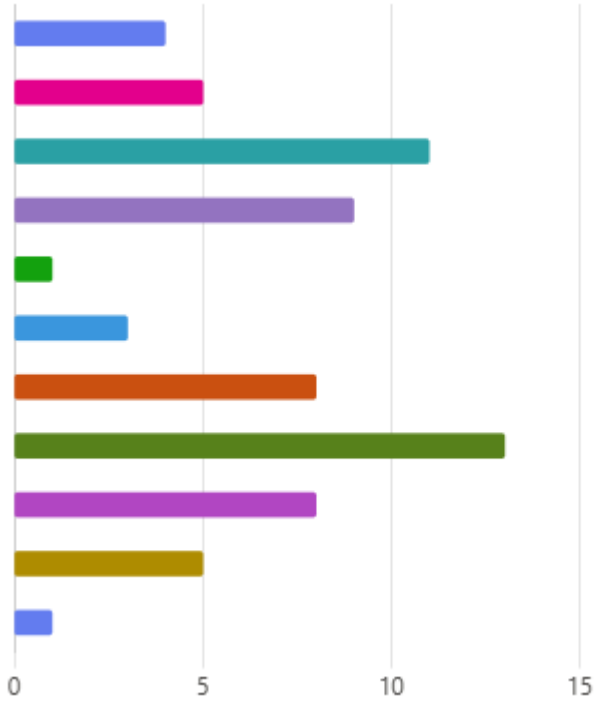


Less than 1 year	1
1-5 years	8
6-10 years	2
More than 10 years	17



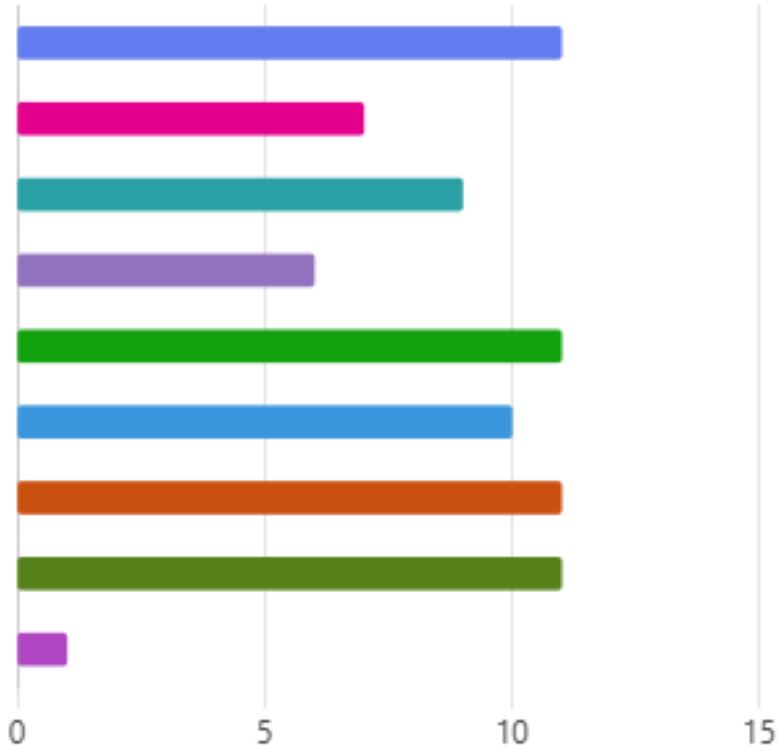
Q3. What type of redevelopment would you most like to see on underutilized or vacant properties?

Affordable Housing	4
Market-Rate Housing	5
Retail Development	11
Restaurants	9
Office Space	1
Light Industrial Uses	3
Community Centers	8
Parks and Green Space	13
Recreation Facilities	8
Mixed-Use Development	5
Other	1



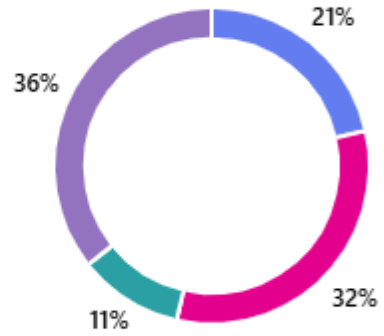
Q4. Which community needs should redevelopment address?

Job creation	11
Housing Availability	7
Economic Development	9
Public Safety	6
Environmental Improvement	11
Recreation Opportunities	10
Neighborhood Revitalization	11
Infrastructure Improvements	11
Other	1



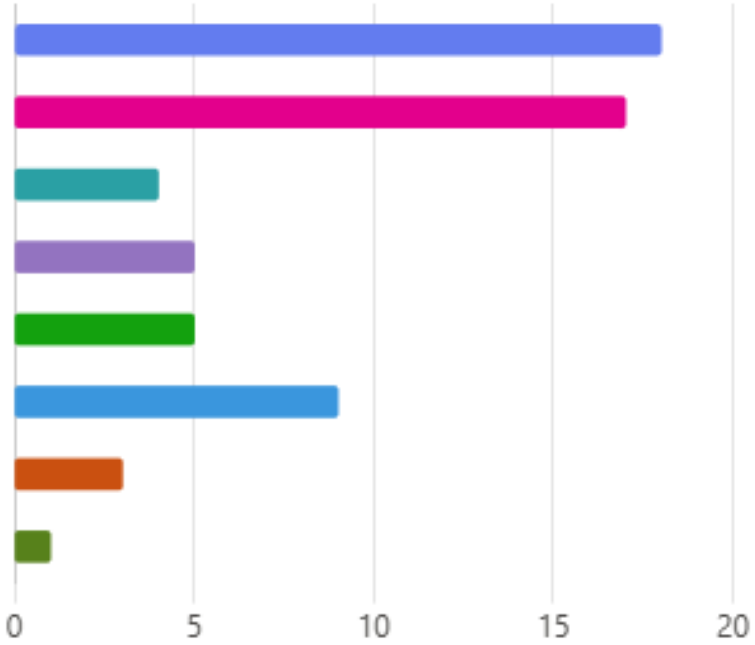
Q5. How familiar are you with brownfield redevelopment?

Very Familiar	6
Somewhat Familiar	9
Heard the Term Before	3
Not Familiar	10



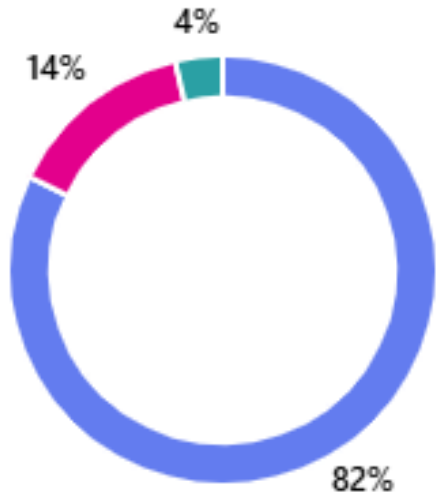
Q6. What concerns do you have regarding redevelopment of former industrial or contaminated properties?

Environmental Safety	18
Groundwater Quality	17
Traffic Impacts	4
Property Values	5
Construction Impacts	5
Long-Term Maintenance	9
No Concerns	3
Other	1



Q7. How important is environmental cleanup before redevelopment?

Very Important	23
Important	4
Neutral	1
Not Important	0



Public Responses to Brownfield Redevelopment Survey

- Revitalizing them and making them available for community usage
- To clean up and upgrade those areas that were once part of the City to increase property values and thwart violence/crime
- To help the community
- All these old empty factories get repurposed and made of use. They are all eye sores in the downtown area
- The historical properties need to be saved/restored. That the development is for the good of all.
- Public open spaces-parks and recreational facilities
- We need more youth activities

Public Responses to Brownfield Redevelopment Survey

- I would love to see the abandoned warehouses on George and John Street be redeveloped with recreational activities, housing, and retail development
- If these things are built, I will come and I believe others will
- To make Goldsboro beautiful and clean
- These areas can be utilized as economic engines for the local economy and if the environmental impacts are dealt with properly.

Priority Sites

- 704 John Street
- Train Station and hotel
- Borden Mill
- Building at the end of William St and Royall Ave
- Tabacco warehouses on Beech Street
- The warehouses on George between Wayne Ave and Elm Street
- 145 North Center Street
- Areas along South George Street
- Areas along North Williams Street
- South John Street
- South George Street where someone tried to create a recycling center

Questions or Comments

Thank you everyone who participated in the survey







City Council Meeting

July 13, 2026

GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina

Mid Atlantic

Mid-Atlantic Team Leaders



Program Director, QEP
Darin McClure, PE, RSM

- Program Leadership
- Stakeholder Engagement
- Community Outreach



Senior Project Manager, QEP
Nolen Barefoot

- Grant Implementation
- Program Coordination
- Fieldwork Management



Principal Engineer, QA/QC, QEP
Dan Nielsen, PE, RSM, LEED AP

- Technical Direction
- Regulatory Compliance
- QA/QC Assurance



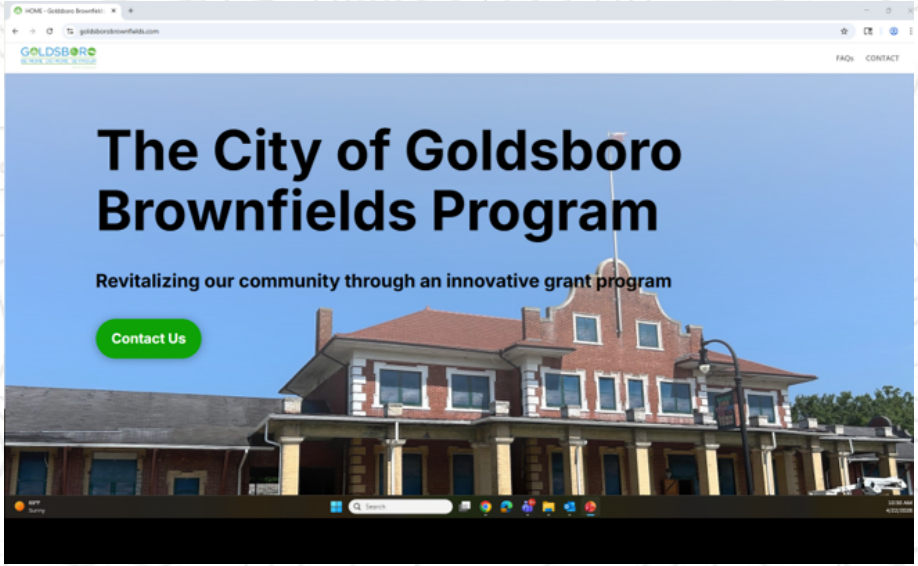
Grant Specialist
Jessica Single

- Economic Development
- Funding Solutions
- Grant Procurement

AGENDA

- [ ] Background & History
- Grant Progress to Date
- Recommendations & Next Steps
- Inventory & Focus Areas
- [ ] Focus for Next Phase I ESAs
- [ ] Looking Ahead – Reuse Planning
- [ ] Discussion

BACKGROUND & HISTORY



Total Grant Dollars Available ($)

500,000

PHASE I ESAS

STRUCTURAL CONDITION ASSESSMENTS

ASBESTOS AND LEAD SURVEYS

UST INVESTIGATIONS

BACKGROUND & HISTORY

Grant Awarded

September 2024

Preliminary Site Inventory Developed

November 2025

Begin 1st Round of Assessment Activities

Spring 2026
- Draft GQAPP
- Completed CIP
- Develop program website
- 7 Phase I ESAs
- Ongoing property owner education & outreach

City Council Input

July 13, 2026

Mid-Atlantic Competitively Selected as QEP

October 2025

Preliminary Community Outreach

Winter 2025-2026
- Sent 40 mailers to property owners on inventory

First BSC Meeting

April 2026
*made up of City Staff representatives
- Developed recommendations for City Council

BUDGET UPDATE

Project Period: October 1, 2024 – September 30, 2028

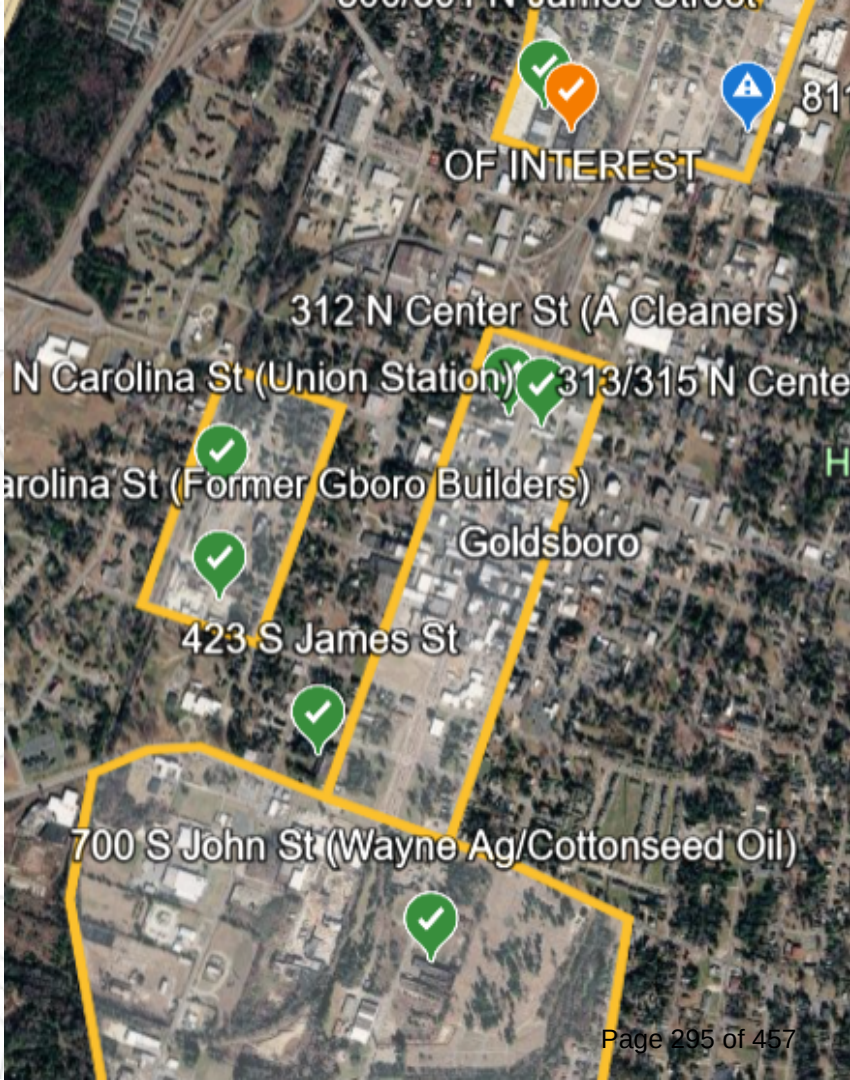
Expense Category	Task 1: Outreach & Site Inventory	Task 2: Assessment	Task 3: Remediation/Reuse Planning	Task 4: Programmatic Support	**TOTAL**
Travel				$12,000.00	$12,000.00
Supplies	1,000.00				$1,000.00
Contractual	$26,500	$273,500	$163,000.00	$24,000.00	$487,000.00
BUDGET	**$27,500.00**	**$273,500.00**	**$163,000.00**	**$36,000.00**	**$500,000.00**
Spent	*$11,316.17*	*$41,518.75*	*$0.00*	*$7,063.50*	*$59,898.42*
Funds Remaining	*$16,183.83*	*$231,981.25*	*$163,000.00*	*$28,936.50*	***$440,101.58***

**EPA considers significant progress as 25% of funds ($125k) expended by March 30, 2026*

Phase I Environmental Site Assessments - Active

Site Name	Address	Status	Next Steps
A Cleaners	312 N. Center Street	Complete	Phase II ESA
423 S. James St	423 S James Street	Complete	Recommended Phase II ESA
Former Goldsboro Builders	210 (206) S. Carolina Street	Complete	Waiting for Owner Approval – On Hold
Union Station	101 N. Carolina Street	Complete	Recommended Phase II ESA
Former Goldsboro Cottonseed Mill	600-704 S. John Street	Complete	City to discuss redevelopment strategy
313/315 N. Center Street	313/315 N. Center Street	Complete	Waiting for Owner Approval – Recommended Phase II ESA
800/801 N. James	800/801 N. James	Complete	Recommended Phase II ESA

LINK: MAP OF ACTIVE PROJECTS



Mid Atlantic

RECOMMENDED NEXT STEPS - PHASE II ESAS

- A Cleaners
- 423 S. James Street
- 800/801 N. James Street
- 313/315 N. Center Street
- Former Goldsboro Cotton Seed Oil – John St.

Proposed Next Steps – Phase II ESAs





A Cleaners:

- Phase II ESA
- Petition into DSCA program
- DSCA Picks Up Remaining Costs (Leveraged Funding)
- Owner's Consent Received

800/801 N. James:

- Adjacent to Former GE & Bibbs/Dixie Industrial Warehouse
- Proactive and Motivated Seller
- Remove ambiguity surrounding potential impacts
- Owner's Consent Received

Proposed Next Steps – Phase II ESAs





423 S James*:

- Phase II ESA
- GPR Survey
- Owner's Consent Received
- 1 block from Center Street, spur redevelopment for target area

313/315 N. Center

- Immediately adjacent to A Cleaners
- Former auto-mechanic operation
- May also be able to leverage DSCA program if releases found from A Cleaners
- Owner consent still needed



FORMER GOLDSBORO COTTONSEED OIL/WAYNE AGRICULTURAL WORKS

- City owned property
- Potential Phase II Activities should:
  - Help facilitate safe City redevelopment; or
  - Better position site for sale and private redevelopment

Mid Atlantic

Recommended Focus Areas

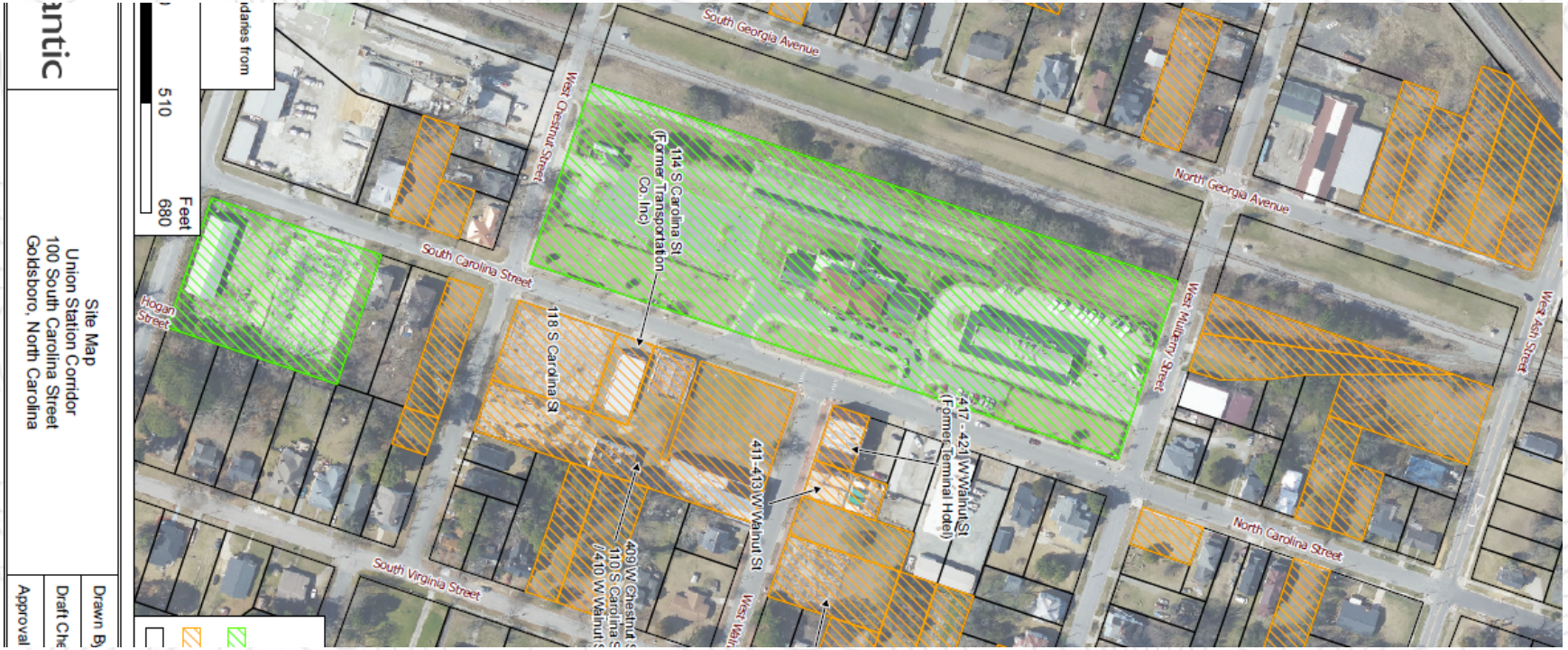
- Downtown Core/Downtown Master Plan Collaboration
- Union Station Area
- N. James Industrial Area
- Others?

DOWNTOWN GOLDSBORO



- Center Street “corridor”
- Integration with Downtown Masterplan
  - Inventory and prioritize redevelopment sites
  - Assessment activities reduce redevelopment uncertainty
  - Inform land use decisions
  - Strengthen community engagement
  - Position for future funding

UNION STATION CORRIDOR



PROPOSED REUSE PLANNING EFFORTS

	Task 1 Outreach & Site Inventory	Task 2 Assessment	Task 3 Remediation/ Reuse Planning	Task 4 Programmatic Support	Total
Travel				$12,000	$12,000
Supplies	$1,000				$1,000
Contractual	$26,500	$273,500	$163,000	$24,000	$487,000
Total	$27,500	$273,500	$163,000	$36,000	$500,000

- Identify Target Area and create an area-wide assessment plan
- 1 Brownfields Revitalization Plan
- 2 Vision Sessions/Charrettes
- 2 Site Reuse Plans
- 1 Market Study
- 2 Analysis of Brownfields Cleanup Alternatives

Mid Atlantic

SUMMARY OF RECOMMENDATIONS

- Focus Areas: Downtown Core, Union Station, James Street Industrial Area, Others?
- Phase II ESAs: A Cleaners, 423 S. James St., 800/801 N. James
- Estimate for Phase II ESAs: $100k - $125k

THANK YOU

Mid Atlantic

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919.272.7913
dmclure@maaonline.com

Nolen Barefoot
202.288.2263
nbarefoot@maaonline.com

Jessica Single
908.770.6468
jsingle@maaonline.com

CONTACT US

919-250-9918 Raleigh
980-585-1271 Charlotte

MAAonline.com

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE:	FY27 Utility Rate Ordinance Amendment
DEPARTMENT:	Finance

BACKGROUND:
On June 1, 2026, the City Council adopted an ordinance amending water and sanitary sewer rates and charges for Fiscal Year 2026-27, including implementation of a tiered water rate structure for single-family residential customers effective for billings on or after August 1, 2026.

DISCUSSION:
During implementation of the new tiered residential water rate structure, staff identified the need to clarify the billing treatment for irrigation-only meters. The adopted ordinance did not specifically address how water consumption measured through irrigation-only meters would be billed.

The City's utility rate consultant recommended that irrigation-only meters be billed at the second-tier single-family residential water rate because the first-tier rate was intended to provide a lower rate for essential indoor water use, while irrigation represents discretionary outdoor water use. The City Manager and Deputy City Manager were consulted and concur with this recommendation.

The attached ordinance amends the FY 2026-27 Utility Rate Ordinance to clarify that all water consumption measured through irrigation-only meters shall be billed at the second-tier single-family residential water rate and that the first-tier residential water rate shall not apply to irrigation-only meters. No other water or sewer rates adopted by Council on June 1, 2026, are changed by this amendment.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:
It is recommended that Council adopt the attached ordinance amending the FY 2026-27 Utility Rate Ordinance to clarify the application of the residential tiered water rate structure to irrigation-only meters, effective for billings on or after August 1, 2026.

MANAGER'S RECOMMENDATION:

APPROVERS
Catherine Gwynn
Catherine Gwynn
Sakeithia Reece
Matthew Livingston

ORDINANCE 2026 -

AN ORDINANCE AMENDING THE FY2026-27 WATER RATES AND SANITARY SEWER RATES FOR THE CITY OF GOLDSBORO

WHEREAS, on June 1, 2026, the City Council adopted an ordinance amending water and sanitary sewer rates and charges for Fiscal Year 2026-27, effective for billings on or after August 1, 2026; and

WHEREAS, the City Council intended to establish a tiered water rate structure for single-family residential customers to encourage water conservation; and

WHEREAS, the City Council desires to clarify that water consumption measured through irrigation-only meters shall be billed at the second-tier single-family residential water rate to reflect the discretionary nature of outdoor irrigation use and to further the City's water conservation objectives.

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

Section 1. The Utility Rate Ordinance adopted by the City Council on June 1, 2026, establishing water and sanitary sewer rates for FY 2026-27 shall remain in full force and effect except as amended herein.

Section 2. Section 1, Water Volumetric Charges, is hereby amended by adding the following paragraph immediately following the provisions governing single-family residential tiered water rates:

All water consumption measured through irrigation-only meters shall be billed at the second-tier single-family residential water rate. The first-tier single-family residential water rate shall not apply to water consumption measured through irrigation-only meters.

Section 3. Except as expressly amended by this ordinance, all provisions of the Utility Rate Ordinance adopted June 1, 2026, shall remain unchanged and in full force and effect.

Section 4. This ordinance shall become effective with billings on or after August 1, 2026.

This Ordinance shall be in full force and effect from and after July 13, 2026.

_____
Charles Gaylor, IV
Mayor

Attested by:

_____
Laura Getz
City Clerk

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE: NC Freedom Festival 2026 - Street Closure

DEPARTMENT: Downtown Development

BACKGROUND:
NC Freedom Fest is a free, family-friendly event, committed to celebrating all who serve us locally and abroad as members of the US Armed Forces and First Responders. Though an early version of the festival began in 2017, NC Freedom Fest is in its 6th year as a collaborative, award-winning event honoring our military and first responder families. Through a committed team of sponsors and partners, the event has been able to bring high-quality musical entertainment, family amenities, a top-tier car and bike show and more at no cost to event-goers. In addition to community goodwill, the anticipated economic impact is more than $2M to the local economy. This legacy event features nationally-acclaimed artist, Ashley McBryde, live music from regional and local acts, a free kids zone, food trucks, street fair vendors, static displays, other live entertainment, art contests, a car and bike show and a downtown flyover.

With more than 20,000 visitors in years past, this is the largest festival hosted on city property. With that in mind, multiple city departments contribute to help produce the event safely and effectively. In preparation for the main event, Parks & Recreation sets up the festival field, including water, trash receptacles and barriers. Public Works ensures proper power supply in The HUB and Freedom Field. PD & FD prepare an EAP and staff the event. Downtown Development Department helps plan the event and prepare for the street closure. IT works to ensure ample service for the event and logistical needs.

DISCUSSION:
The NC Freedom Fest is a free, family-friendly event in Downtown Goldsboro honoring military personnel, veterans, first responders, and their families. The requested temporary street closures are necessary to safely accommodate festival activities and pedestrian traffic.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

MANAGER'S RECOMMENDATION:

APPROVERS
Kellianne Williams
Sakeithia Reece
Matthew Livingston



Military & 1st Responders Appreciation Festival September 12, 2026

NC Freedom Fest

- NC Freedom Fest began in 2017 as Wings of Wayne…
  - Created & powered by a nonprofit – the Goldsboro Elks
    - *Designed to bring the base and community together in a family-friendly environment in Downtown Goldsboro so we could say, "Thank You" to those who serve.*
  - Following 2019, the City of Goldsboro wanted to become more involved
    - That led to the formation of a new nonprofit, rebranded as NC Freedom Fest
      - Collaborative effort by; the City of Goldsboro, SJAFB, the Elks, DGDC, MAC, the Paramount, United Way, Visit Goldsboro, and more…
      - Powered by a "**One Community**" model
      - The cost of the event is funded through an Annual sponsorship campaign.

NC Freedom Fest

- 2026 –
  - Is **the 250th anniversary of the United States**
  - Is **the 25th anniversary of 9/11** (and our event is 9/12), so
  - Our team of volunteers decided to go big (Epic), then
  - Events in the Middle East unfolded

    - **If ever there was a time for our community to come together & say "Thank You" to those who serve & afford us our freedoms and safety, this is it!!**

2026 Sponsors…













































































































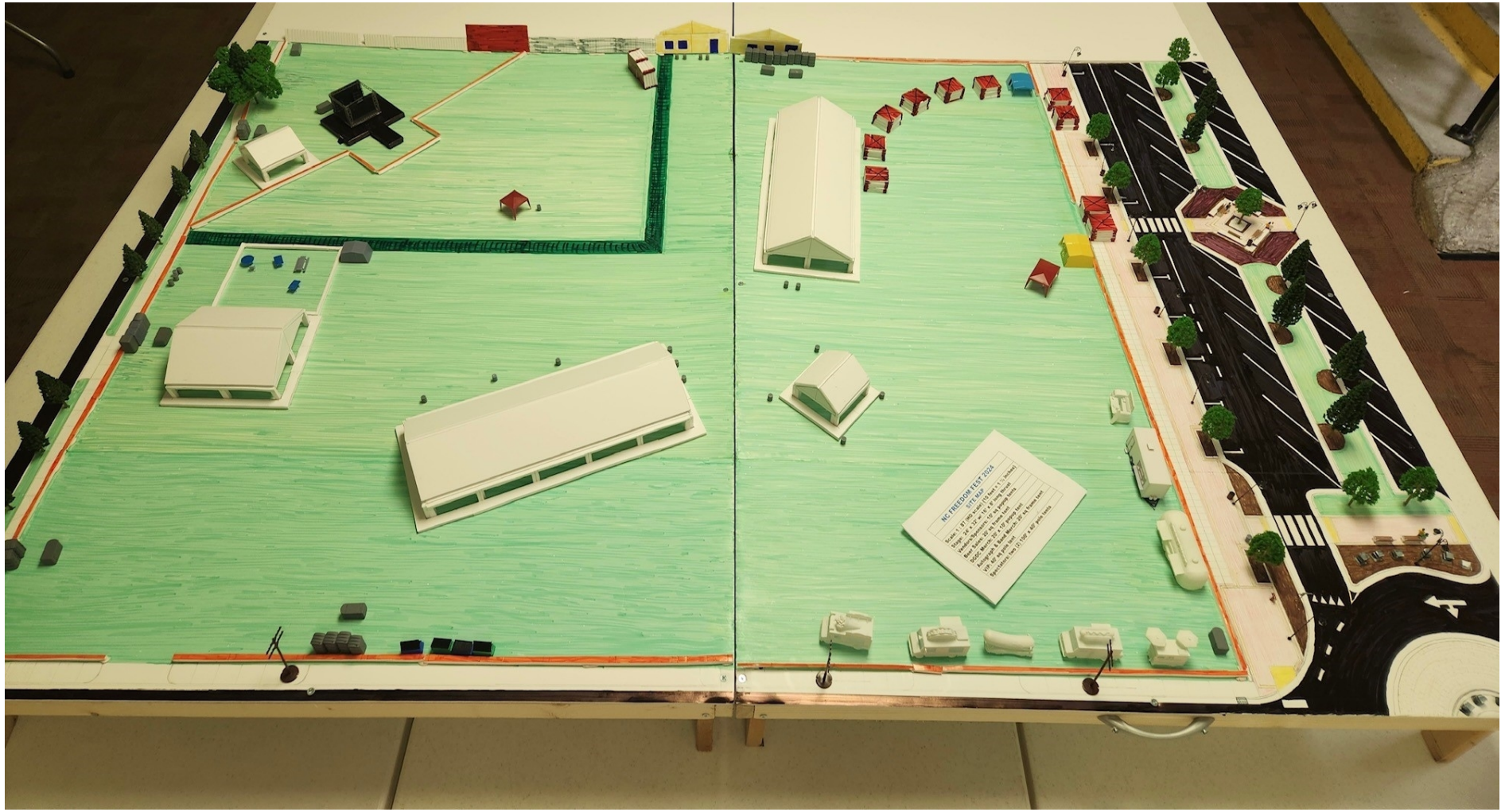


NC Freedom Fest

- FREE
- Car & Bike Show
- Shuttle service
- Static displays
- Art contest & awards
- Food trucks galore!
- F-15E & KC46 Flyover
- Family-friendly

- Kids zone
- Family inclusive area
- Streetfair vendors
- Military & 1st Responder appreciation awards
- Live music – national touring artist

NC Freedom Fest



NC FREEDOM FEST
GOLDSBORO, NC

NC Freedom Fest

- Award winning festival
  - Duke Energy – Citizenship & Service Award
  - NC Main Street – Best Downtown Special Event
  - The Elks (national level – 2 years in a row)
  - Spirit of Hope Award (DoD level)
    - is a United States military award presented by the Department of Defense. The award was created based on the contributions of entertainer Bob Hope to members of the military, and is annually awarded to individuals or organizations whose work benefits the quality of life of service members and their families. Each branch of service is limited to one award per year, and we received it! You can learn more about the award at - https://en.wikipedia.org/wiki/Spirit_of_Hope_Award.



NC FREEDOM FEST GOLDSBORO, NC

NC Freedom Fest

- Artists
  - Northbound
  - Tyler Davis
  - Headliner –
    - Ashley McBryde
    - National touring artist
    - Digital following
      - 2.2 Million
    - Grammy award & 6 ACM awards



NC FREEDOM FEST
GOLDSBORO, NC

NC Freedom Fest

- Marketing…
  - Grassroots marketing committee
    - Friends of FF
  - Sponsor / merchant engagement program
  - Base engagement (SJAFB & Camp Lejeune USMC)
    - Friends
    - FSS
    - PA
  - TWC
  - Curtis Media
  - WRNS
  - **Social media - since announcement of Ashley, over 300,000 views!**
  - Digital campaign
  - Official Program
  - Billboards (travelling)
  - Posters
  - Bring a friend



NC FREEDOM FEST GOLDSBORO, NC

GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina

Inner Office Use Only

Application received	
Fee Paid	
Event Site Plan	
Event Impact Notification	

CITY OF GOLDSBORO
SPECIAL EVENT APPLICATION

I. Event Organizer & Contact Information

Organization Name: NC Freedom Fest Inc. Non-profit? ☒ Yes ☐ No

If yes, are you: ☒ 501c (3) ☐ 501c (6) ☐ Place of Worship

Applicant Name: Doug McGrath Title: President, NCFF

Address: PO Box 562

City: Goldsboro State: NC Zip: 27533

Phone: 9194400451 Cell Phone: _____ Email: dmcgrath@movebms.com

II. Name and Type of Event

Event Name: NC Freedom Fest

Event Location: Center Street, The HUB, Freedom Field, Walnut Street

Type of Event: (please check all that apply)

☐ Parade ☐ Run/Walk ☒ Festival ☒ Street Closure ☐ Carnival ☐ Other

If Other, Explain: _____

If Street Closure, list time and all streets requesting to be closed: Time: 7am - 10pm North and Southbound of Center, Ash to Pine

Mulberry, James to John; E Walnut (Center to 112 E Walnut), Chestnut (101 W Chestnut to 105 E Chestnut); 100 block of W Spruce, James (Spruce - Chestnut) (see diagram for details)

III. Date of Event

Date of the event: September 12, 2026 Inclement Weather/Rain Date: N/A

Event Start Time: 9/12 - 12pm Event End Time: 9/12 -10pm

Set-up Start Time: 7am Dismantle (Completion) Time: 11:30pm

IV. Past Attendance / Predicted Attendance

Has this event been issued a permit for five (5) Consecutive years? ☒ Yes ☐ No

If Yes, Will this event remain substantially the same? ☒ Yes ☐ No

Attendance trend in past events: ☐ N/A ☐ Fewer than 200 ☐ 201-500 ☐ 501-1000 ☒ over 1001

What attendance is predicted? ☐ Fewer than 200 ☐ 201-500 ☐ 501-1000 ☒ over 1001

V. Vendors

Will there be Vendors at your event? ☒ Yes ☐ No If Yes, approximate number: 100

VI. Permit Application Fees & Timeline

The City of Goldsboro differentiates events by tiers. Each tier differs based on projected attendance, City services and street closures. Special Events and Street Closures will be determined based on the tiers below. The application fee is listed below. The Permit and Application Fee includes a $25.00 non-refundable application fee if not approved. The fee is to be in the form of a check made payable to the City of Goldsboro.

Check the appropriate Tier for your event:

TIERS	DETAILS	PERMIT AND APPLICATION FEE	DEADLINES
TIER 1 ☐	• Fewer than 200 people • Minimal City services • Possible closure of City owned lots, No clsoure of public right-of-way, and/or streets • Alcohol can be present with proper approval & permits. • Approved by the City Manager	$100.00	Must be submitted for approval at least 30 days prior to the event.
TIER 2 ☐	• 201-500 people • Multiple City services • Possible closure of City owned lots, public right-of-way, and/or streets (Not to include Center Street). • Alcohol can be present with proper approval & permits. • Approved by the City Manager	$200.00	Must be submitted for approval at least 60 days prior to the event.
TIER 3 ☐	• 501-1000 people • Multiple City services • Possible closure of City owned lots, public right-of-way, and/or streets (Not to include Center Street). • Alcohol can be present with proper approval & permits. • Approved by the City Manager	$300.00	Must be submitted for approval at least 60 days prior to the event.
TIER 4 ■	• 1001 people or more • Multiple City services • Closure of any portion of Center Street • Alcohol can be present with proper approval & permits • Approved by City Council unless an exception applies.	$400.00	Must be submitted for approval at least 60 days prior to the event.

VII. Event Description, Statement of Public Benefit and Public Services (Required)

Description of Event:

Our mission is to celebrate all who serve us locally and abroad as members of the US Armed Forces and First Responders. This legacy event features nationally-acclaimed artist, Ashley McBryde, live music from regional and local acts, a free kids zone, food trucks, street fair vendors, static displays, other live entertainment, art contests, a car and bike show and a downtown flyover.

Impact on the community/City Services:

With more than 20,000 visitors in years past, this is the largest festival hosted on city property. With that in mind, multiple city departments contribute to help produce the event safely and effectively. In preparation for the main event, Parks & Recreation sets up the festival field, including water, trash receptacles and barriers. Public Works ensures proper power supply in The HUB and Freedom Field. PD & FD prepare an EAP and staff the event. Downtown Development Department helps plan the event and prepare for the street closure. IT works to ensure ample service for the event and logistical needs.

Overview of benefits to the community:

NC Freedom Fest is a free, family-friendly event, committed to recognizing our military families and first responders. Though an early version of the festival began in 2017, NC Freedom Fest is in its 6th year as a collaborative, award-winning event honoring our miitary and first responder families.
Through a committed team of sponsors and partners, the event has been able to bring high-quality musical entertainment, familiy amenities, a top-tier car and bike show and more at no cost to event-goers. In addition to community goodwill, the anticipated economic impact is more than $2M to the local economy.

VIII. Event Marketing Strategy & Budget (Advertising to the Public)

NC Freedom Fest Inc. has contracted with a third-party social media and marketing consutant to provide consistent, cohesive marketing throughout the region. Marketing outlets include social media, radio, billboards, digital and print media. The anticipated marketing spend is $10K, to include photography, videograpy and digital/print assets.

IX. Event Site Plan (attach copy to application)

Event Site Plan Checklist:

☐	Directions indicated by directional arrow symbol.
☐	The overall event area including: any requested street closures and/or the location and number of any parking closures.
☐	The location and dimensions of all physical equipment being placed, including, but not limited to, any stage(s), vendors, booths, sponsors, tents, signs, barricades, portable toilets, vehicles, shelters, etc.
☐	Location of temporary alcohol sales where both sales and consumption occur.
☐	Indicate 14' wide fire lane clearances in all areas and the location of all fire hydrants.
☐	Include electrical plans for vendors and stages, specifying how much each site requires, in terms of amps & volts.
☐	Any other details you think are helpful in the physical description of your event.

X. Event Impact Notification (attach copy to application)

Event Impact Notification Checklist:

☐	Event Impact Notification completed.
☐	Understand to distribute the Impact Notification to the impacted areas at least 20 days prior to the event by either email, hand or mail delivery.
☐	Event Impact Notification included the name of the event, event date(s), time(s) of event and overall impacts (including set-up and tear down), specific location of impacts, type of activity and telephone number where the public can contact your organization about the event.
☐	Event Impact Notification included contact information for the City Clerk for objections or questions from business owners/merchants.

XI. General Liability Insurance (attach copy to application)

If Proof of Insurance or applicable rider is not submitted at the time the application is submitted, the Proof of insurance or applicable rider **MUST** be submitted prior to receiving the Special Event Permit.

General Liability Insurance checklist:

☐	Acknowledge that the Proof of Insurance or applicable rider must have coverage of at least $1 million per event / $5 million for Carnival applicants per event. *
☐	Acknowledge that the City of Goldsboro will be listed as an Additional Insured on the Certificate of Insurance.

* If the event requires additional insurance, the Finance Director will notify the Police Department and City Manager's Office.

XII. Police Support

The Goldsboro Police Department shall determine the number of police officers needed to appropriately manage security, as well as the time when such services shall commence. The applicant may be responsible for hiring and paying off-duty law enforcement officers or reimbursing the City of Goldsboro for the costs of providing on-duty law enforcement officers, to appropriately manage the event. Please contact the City of Goldsboro's Police Department Off-Duty Coordinator at 919-580-4223. Complete the Police Support Checklist:

☐	Acknowledge that off-duty law enforcement officers may be needed to appropriately manage security.
☐	Acknowledge that the applicant may be responsible for hiring and paying the off-duty law enforcement officer or reimbursing the City of Goldsboro for the costs of providing on-duty law enforcement officers, to appropriately manage the event.
☐	Acknowledge that if alcohol is present at the event (not including the social district area), off-duty officers are required to be on-site during the event.
☐	Acknowledge that the Goldsboro Police Department's Off-Duty Coordinator can be contacted at 919-580-4223.

XIII. Indemnity Statement

The "Special Event Release of Liability Waiver" (below) must be completed and signed by the applicant or duly authorized sponsor. Read and sign the "Special Event Release of Liability Waiver" below.

Special Event Release of Liability Waiver

The undersigned person is applying for Use of City-Owned Property for Special Event on behalf of NC Freedom Fest Inc. , and hereby agrees to indemnify and hold the City of Goldsboro, its officers, agents and employees harmless from all claims, liabilities, demands, expenses, of any nature or kind, expresses or implied, whether sounding in tort or in contract that may be asserted against the City, its officials, agents and employees by any person, firm, or corporation, that may arise out of any acts or omissions, active or passive, related to operating an event on the city's property.

This the 26 day of June, 20 2026.

_____ **(SEAL)**

(Applicant & Authorized Representative of Event)

XIV. Electrical Requirements (when applicable)

Public Works Building Maintenance Division provides electrical support where available and should be contacted to ensure your electrical requirements can be met. Electrical check list:

	YES	NO
Will you require electrical hook-ups for this event?	■	☐
Will you require electrical support for the event?	■	☐

■	Electrical availability is limited and must be coordinated at least 30 days prior to the event by contacting the Public Works Building Maintenance Division.
■	The Contact number for the City of Goldsboro Public Works Building Maintenance Division is (919) 739-7434.

XV. Portable Toilets

One Port-A-Jon is recommended per 100 people and is based on event duration instead of number of participants.

How do you plan to handle restroom services? ■ Portable Toilets ☐ Other

If portable toilets will be provided, please list the name/contact of the company:

HUB Restrooms & Parks Portable Toilets

If no portable toilets are provided, how will these requirements be handled?

XVI. Trash receptacles/Waste

Solid waste plans must be provided and approved by the Public Works Department. Solid waste plans shall include provisions for both trash and recyclables. **Trash receptacles/Waste checklist:**

	YES	NO
Will you need the use of city receptacles?	■	☐
If in need of city receptacles, how many?	30	

■	Acknowledge that City receptacles must be requested separately and no less than 30 days prior to the event by contacting the City of Goldsboro Public Works Department number is (919) 750-7450.
■	Acknowledge that an additional fee in the amount determined by the City Manager's Office may be charged if the property is not cleaned to its prior condition.

XVII. Alcoholic Beverages

1. Goldsboro has a Social District in the area of the HUB complex downtown. A social district is a defined area in which a person may consume alcoholic beverages from an official container sold by an approved ABC permittee located within defined social district boundaries and defined days and hours of operation. Having a Social District affects the choices available to patrons wishing to rent the HUB.

2. All necessary ABC permits must be issued by the State and copies provided with this application. Follow steps outlined at www.abc.nc.gov/permits.

3. Signs shall be posted and visible at all exit points at the special event stating that it is unlawful to remove alcoholic beverages from opened or sealed containers from the premises.

4. Areas where alcohol will be consumed, served, or sold must clearly be defined and delineated on the premises by barricades, caution tape or other acceptable means.

5. Off-duty law enforcement officers are required to be on-site if alcohol is present at the event. The number of officers required will be determined by the Goldsboro Police Department.

Does the event intend to sale alcohol?

☒ Yes (complete "The sale of Alcohol Check list" below and continue to section XVIII)

☐ No (complete "OPEN or CLOSED to the Social District" below and continue to section XVIII)

The sale of Alcohol checklist:

☒	The ABC Permit, issued to you by the NC ABC Commission, must be submitted to the Goldsboro Police Department prior to the event. NC ABC Commission: 919-779-0700
☒	The event permit will not be issued until the ABC Permit is submitted.
☐	Your event must be **CLOSED** to the Social District. This means your patrons **CANNOT** leave your event with an alcoholic beverage. It also means people outside of your event cannot bring alcohol from the Social District into your event.

OPEN or CLOSED to the Social District:

Choose either OPEN or CLOSED to the Social District:

OPEN ☐	No Alcohol being sold at the event, but patrons CAN bring alcohol from the Social District into your event.
CLOSED ☐	Alcohol is completely prohibited from your event; you are not selling alcohol, nor can a patron bring alcohol in from the Social District.

XVIII. Tents

Does the event intend to have tents or canopies?

☒ Yes (complete the section below)

☐ No (Continue to section XIX)

Approximate number of tents	55
Approximate size of tents (example – 10' X 10')	10x10 - 40x100
Will any tent exceed 400 sq. ft. (example - more than 20'x20')	YES ☒ NO ☐

☒	Acknowledge that it is the renter's responsibility to contact the Inspections Department to arrange for all tent inspections that are required by the City of Goldsboro ordinance. City of Goldsboro Inspections Department number is (919) 580-4385.
☒	A permit is required when using any type of tent.

XIX. Special Event Applicant Priority Ranking

The City Manager's Office or his designee will use the following priority list if there are conflicting requests for a particular time and date. **Check all that apply to your event.**

☒	Event has established historic precedence and is in good standing.
☐	Event is organized by the City of Goldsboro.
☐	Event is organized by the Wayne County Public County Schools.
☐	Event is organized by the Wayne County Government.
☒	Events organized by City of Goldsboro based non-profit organizations with proceeds providing assistance to the organizer or another Goldsboro based non-profit organization (requires proof of 501c(3) status).
☐	Events organized by private businesses, non-profit organizations; without or pending 501c(3) status, **not** based in Goldsboro, and/or individuals for the purpose of profit, personal gain, and/or proceeds that will be used to benefit other than those Goldsboro based non-profit organizations.

XX. Criteria Considered for All Street Closures & Other Event Impacts

Factors considered prior to recommending approval of the proposed events, particularly those which require street closures. Organizers wishing to close any portion of a street will need to justify that need with a compelling case composed of information in the following list below.

Acknowledge all the boxes below to indicate the criteria for consideration.

☑	Total number of event attendees, both historical trends and predicted increases.
☑	Total number of event vendors, both historical trends and predicted increases.
☑	Event Marketing Strategy & Budget
☑	Verification that the event applicant or sponsor has committed to completing the "**Event Impact Notification.**"
☑	Impact of the proposed event on residents, occupants or businesspersons of the block.
☑	Impact of the proposed event on the accessibility of emergency vehicles in the closure areas.
☑	Impact of the proposed event on vehicular traffic such as circulation, traffic movement and availability of alternate routes for traffic.
☑	Potential interference with commercial and business activities in the immediate vicinity.
☑	Conditions existing in the surrounding area that, when occurring in conjunction with a street closure, might create a hardship or an unnecessary inconvenience to the public or people residing in the area.
☑	Relationship regarding timing of proposed closure to other approved or proposed closures.

XXI. Other Rules and Regulations

Acknowledgement of the Other Rules and Regulations.

☐	The special event must be allowed by the underlying zoning district.
☐	The hours for the special event shall be no earlier than 9:00 a.m. and end no later than 10:00 p.m. unless approved by Goldsboro City Council.
☐	No political or campaign promotions are permitted during the special event.
☐	No firearms are permitted on City-owned property.
☐	Excessive noise in violation of the City's Noise Ordinance will not be permitted and penalties may be invoked as follows: 1st Offense: Warning (Verbal or Written) and/or fine. 2nd Offense: Termination of Special Event and/or fine.
☐	During setup and the event, the Event Organizer or designee must be always on-site. The Event Planner should be prepared to handle questions and problems regarding the event, such as resolving disputes among vendors, rain delays and coordination of City services.
☐	The Event Organizer shall ensure that public property is protected from damage other than normal wear and tear, including, but not limited to, vandalism; damage to grass, shrubbery, or trees; damage to monuments, benches, or other amenities; damage to utilities and damage to sidewalks, asphalt in streets and parking lots.
☐	The Event Organizer is responsible for removal of any flyers, banners, posters and/or temporary signs placed in public areas to publicize the event immediately following the end of the event.
☐	All animals must be leashed as outlined in the City of Goldsboro's Code of Ordinances 91.15; 91.18
☐	Vehicles will only be allowed in designated parking areas.
☐	Applicant understands that it will not be the responsibility of the Police Department to relocate vehicles parked along any portions of the streets to be closed prior to the event.

Policy of Non-Discrimination:

City facilities are available on a non-discriminatory basis. Appropriate activities need to accommodate individuals regardless of age, sex, race, color, religion, national origin, physical or mental disabilities, affection preference or marital status. The City of Goldsboro does not discriminate on the basis of disability in admission, access, treatment or employment in its programs or activities.

Parking:

You may be required to provide a shuttle if the event places undue demands on surrounding parking areas.

Additional Rules Pertaining to Events:

1. Vehicles will only be in designated parking areas.
2. All animals must be leashed as outlined in COG Code of Ordinances 91.15;91.18.
3. Applicant will respect neighboring property/business owners with respect to noise.
4. Applicant understands that it will not be the responsibility of the Police Department to relocate vehicles parked along any portions of the streets to be closed prior to the event.
5. Applicant is required to ensure the areas used are clean and free of debris. Please note that there will be a cleaning fee charged if the area is not clean.

**** Submitting this Special Event/Parade Permit Application does not provide permission to conduct your planned event. Please do not send out publicity, flyers, or other media prior to receiving confirmation of approval. Your confirmation will be in the form of a Permit, issued to the organization and/or person responsible for conducting the event.**

Agreement

I have read and understand this application and the requirements placed upon this applicant and organization. I agree to abide by the City of Goldsboro rules, regulations and ordinances should my permit application be approved. I will fulfill the requirements placed upon this permit application.

Authorized Signature: _____ Date: 6/24/2026

Organization: NC Freedom Fest, Inc.

Please return this application and all supporting documentation by email, mail or in person to:

Goldsboro Police Department
Community Police Services
204 S. Center Street
Goldsboro, NC 27530
spowers@goldsboronc.gov

CANCELLATION POLICY: Written notification of intent to cancel your event must be received in writing a minimum of 21 days prior to the scheduled event date to Sgt. Steven Powers at spowers@goldsboronc.gov

NOTICE OF EVENT IMPACT

NC Freedom Fest

{EVENT NAME}

The organizers of NC Freedom Fest Inc. {SPONSORS NAME} are seeking approval from the City of Goldsboro to host NC Freedom Fest {EVENT NAME} on September 12, 2026 {EVENT DATE(S)} from 9/12 - 12pm {EVENT START TIME} to 9/12 -10pm {EVENT CONCLUSION TIME}.

Complete for ALL Street Closures

NC Freedom Fest {EVENT NAME} includes the closure of Center Street {STREET NAME} between Ash {CROSS STREET NAME} and Spruce (see more) {CROSS STREET NAME}.

To accommodate event set-up and tear down, this street will close between 9/12 - 7am {TIME & DATE} to 9/12 - 10pm {TIME & DATE}. The Closure will be for the exclusion of vehicles only. A 14' emergency lance shall be provided on all streets within the said closure at all times.

Should you have questions or concerns regarding NC Freedom Fest {EVENT NAME} and the related event impacts, you can speak with our team by calling: Doug McGrath {EVENT COORDINATOR} at 919-440-0451 {PHONE NUMBER}.

Erin Fonseca

AUTHORIZED SPONSOR REPRESENTATIVE

919-735-4959

PHONE NUMBER

Please contact the City Clerk at 919-580-4330 or cityclerk@goldsboronc.gov for objections or questions regarding the event.

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE:	Future Fire Station Location Analysis
DEPARTMENT:	Fire

BACKGROUND:

The Public Safety Complex has been experiencing a multitude of structural, mechanical, and plumbing issues. The City of Goldsboro has engaged with Bobbitt Construction to evaluate the status of the facility and the feasibility of maintaining or replacing the 50-year-old structure. The recommendation was given to replace the building with a new 50–75-year building instead of repairing it.

DISCUSSION:

North Carolina Fire Chief Consulting (NCFCC) was selected to perform this analysis. NCFCC is the exclusive fire consulting provider for the North Carolina Association of County Commissioners (NCACC) as well as having served as a preferred provider for the North Carolina League of Municipalities (NCLM). NCFCC provides full-service, comprehensive fire consulting that is consistent with national standards.

NCFCC performed an extensive evaluation of current station locations, historic incident performance, and geographic modeling, along with current and future growth of the City of Goldsboro. The information was compiled to provide a vulnerability risk index which directed the determination of station locations and distribution now and into the future.

Key recommendations that can be found in the report are:

1. Incident demand increased from approximately 3,118 to 5,455 annual incidents, establishing a new service baseline.
2. To maintain and enhance overall service delivery, the City of Goldsboro may consider a viable relocation of the current Fire Station 1 to an area of interest to the immediate west of the current location, but outside the identified flood plain within the current municipal limits.
3. Additionally, to maintain and enhance overall service delivery, the City of Goldsboro should maintain Fire Station 3 in the same general geographic area where it is currently located. However, challenges with emergency traffic egress and multiple current facility limitations provide an opportunity to slightly relocate this fire station within the same area of interest.
4. Looking forward into the future, the City of Goldsboro should continuously monitor growth and development. When evaluating the municipal limits, the extraterritorial jurisdiction (ETJ) and the future land use plan (Elevate Goldsboro FULU plan),

additional fire stations will be needed as growth occurs. It is recommended that the City of Goldsboro evaluate all future growth against fire station needs, which are part of the city's critical infrastructure. Within the identified area, six (6) potential additional future fire station locations are identified for long-term planning. It is best practice in North Carolina to work collaboratively with developers to identify where future potential fire stations are needed and seek a partnership to develop fire stations as growth of the city occurs.

5. Beyond the above, the City of Goldsboro should work to secure property for the above fire station locations as conditions will allow due to the importance of fire station locations relative to service delivery requirements of the Goldsboro Fire Department.
6. Funding for future property acquisition, fire station facility construction and for new fire stations, fire apparatus and personnel should be planned in the City of Goldsboro's Capital Improvement Plan (CIP) and the city's General Fund operating budgets as soon as conditions allow. Costs of construction as well as cost of fire apparatus purchase costs have increased dramatically post-COVID.
7. Periodically update this fire station location analysis as growth occurs and system changes are made to ensure that the locations identified within this analysis remain the most optimal locations for fire stations. Fire stations are intended to serve communities for 40 years or longer and are a critical part of community and neighborhood infrastructure within the city.
8. With the data examined in this analysis, the assessment team recommends that the City of Goldsboro staff collaborate with Wayne County 9-1-1 personnel to identify and implement strategies to reduce emergency call processing time, such as using keywords to initiate dispatch for medical emergencies and other best practice approaches. Call processing times should be regularly monitored and in alignment with industry standards and best practices, such as NFPA, ISO and CPSE.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

MANAGER'S RECOMMENDATION:

APPROVERS
Ron Stempien
Sakeithia Reece
Laura Getz
Matthew Livingston

GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina

CITY OF GOLDSBORO
2026 FIRE STATION LOCATION ANALYSIS





Executive Summary:

- Goldsboro's emergency demand has increased substantially over the past several years.
- Existing fire stations generally continue to serve the community well today.
- Strategic relocation of Fire Station 1 would modestly improve citywide coverage.
- Continued community growth will ultimately require additional fire station investment.
- Long-term planning today will reduce future response time impacts and capital costs.

NCFCC Long-Term Commitment to NC Municipal Governments



NCFCC Long-Term Commitment to NC Counties



























































NCFCC's Purpose:

- This **independent**, third party, analysis is to guide city staff and fire service leaders towards building the **strongest, most sustainable** fire and rescue service delivery system possible that is in the best interest of **protecting and serving** the people of Goldsboro, North Carolina.



Goldsboro Fire Station Location Analysis Components From NCFCC:

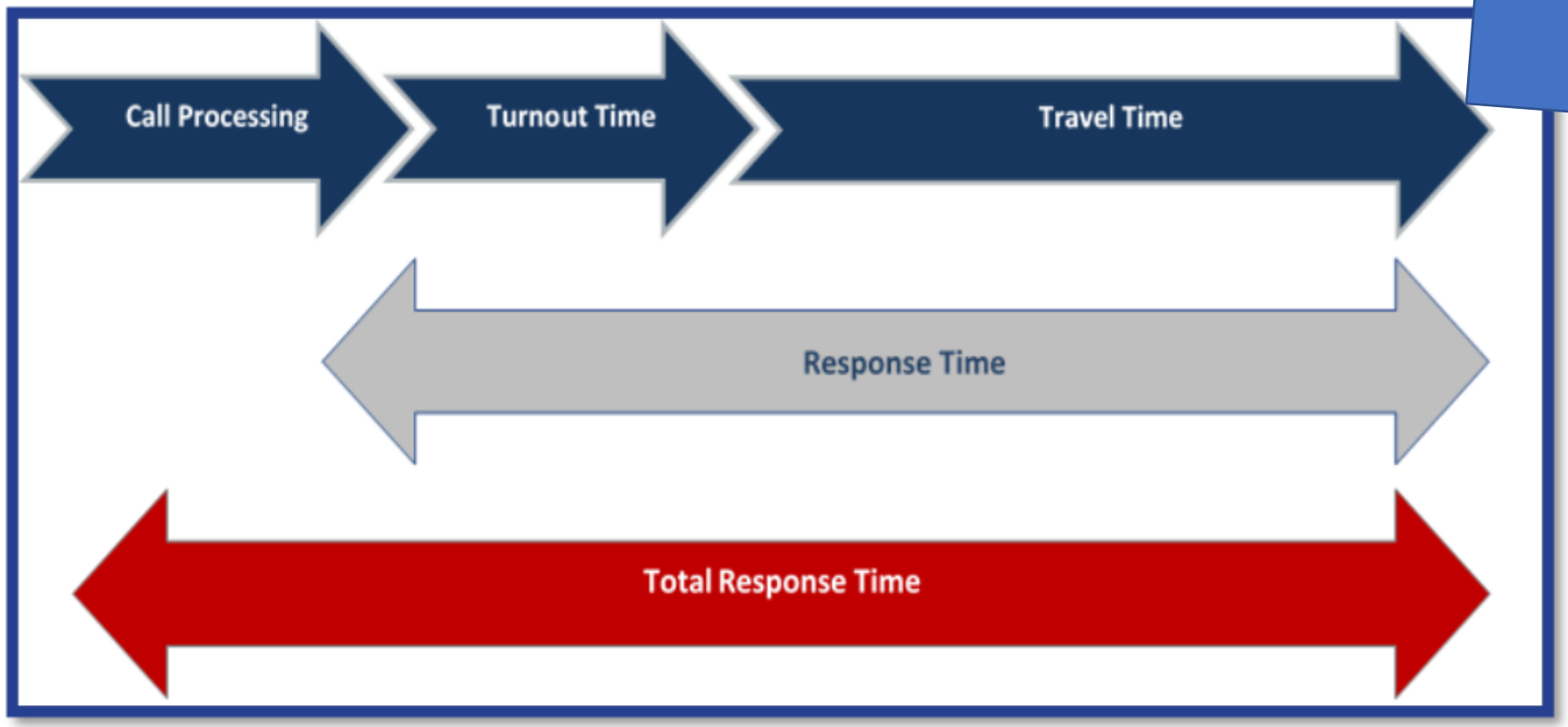
1. Statistical Data Analysis of Historical Call Volume.
2. Geographic Information System (GIS) Analysis.
3. Team Review and Written Report.



What Goldsboro Leadership Should Know:

- **Incident demand** increased from 3,118 to 5,455 annual incidents.
- **EMS responses** now represent 63% of workload.
- **Current stations** generally remain effective.
- **Dispatch processing** offers an operational improvement opportunity.
- **Future growth** will require additional stations.
- **Capital planning** should begin before growth outpaces coverage.

Fire Station Locations Primarily Impact Travel Time in Your Service Delivery System:



Reducing FD Travel Time is the Principal Focus of this Analysis

Goldsboro Demonstrated Performance Against the Industry Consensus Standard:

	FIRST Fire Department Unit Arrival
National Industry Consensus Standard	**6 minutes, 20 seconds, or less, 90% of the time.**
Goldsboro Demonstrated Performance	**8 minutes, 24 seconds, or less, 90% of the time.**
Difference	*+2 minutes, 4 seconds*

<u>This gap is the cumulative impact of:</u>

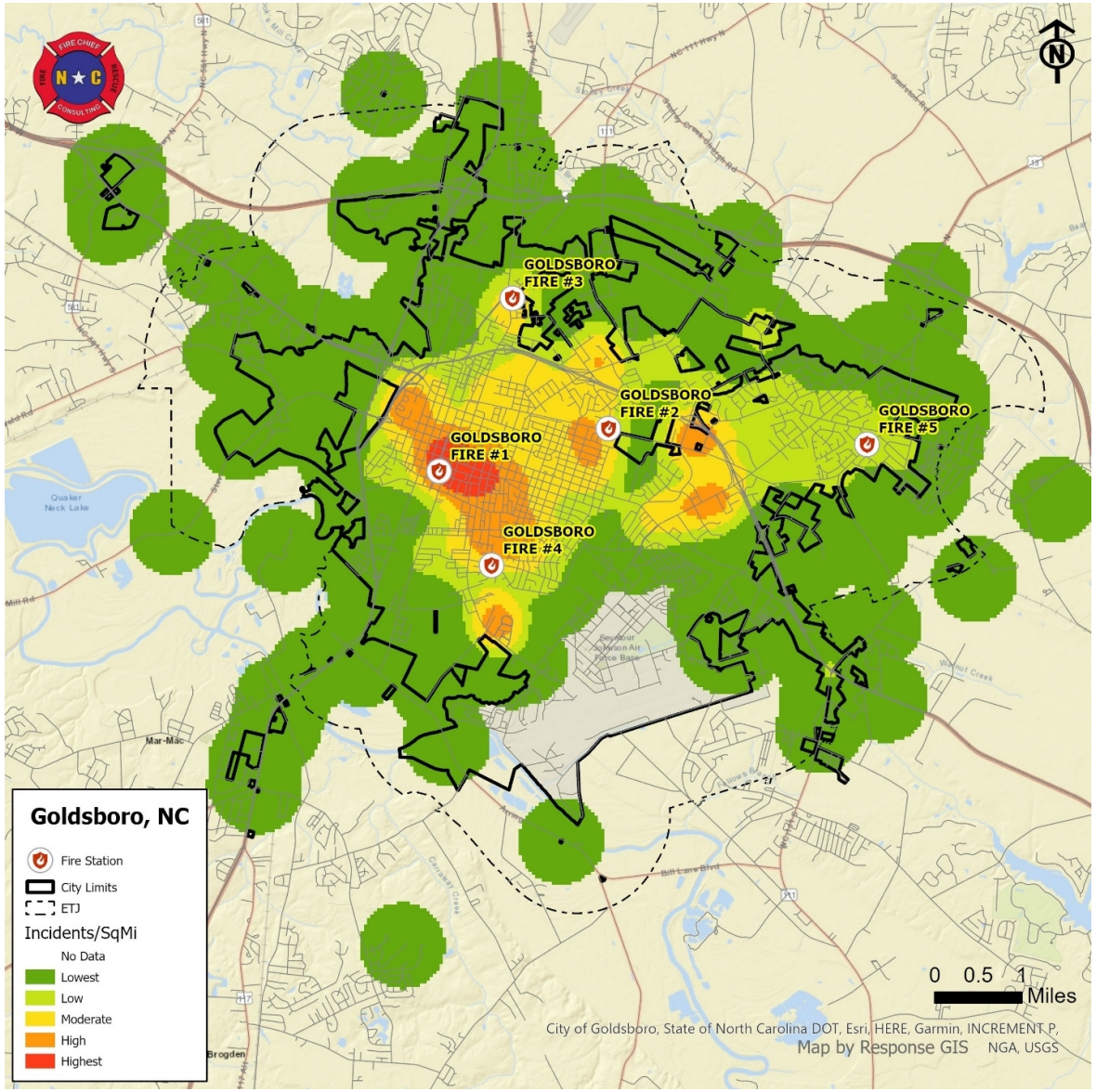
- Dispatch processing
- Turnout
- Travel distance

GEOGRAPHIC INFORMATION SYSTEM ANALYSIS



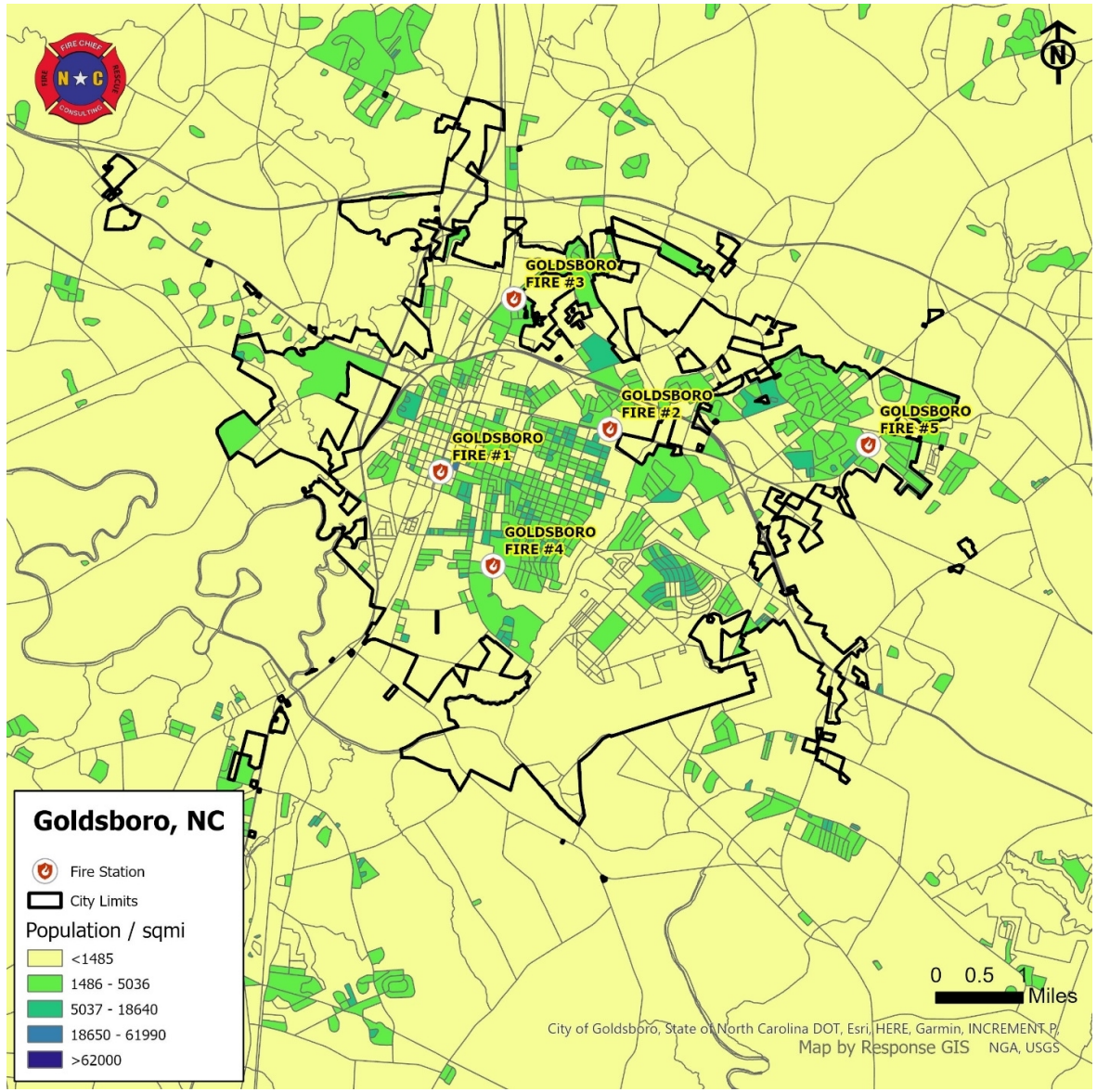
Historical Incidents and Performance:

Emergency demand is becoming increasingly concentrated along Goldsboro's primary commercial corridors, reinforcing the importance of maintaining strong coverage in all these areas.



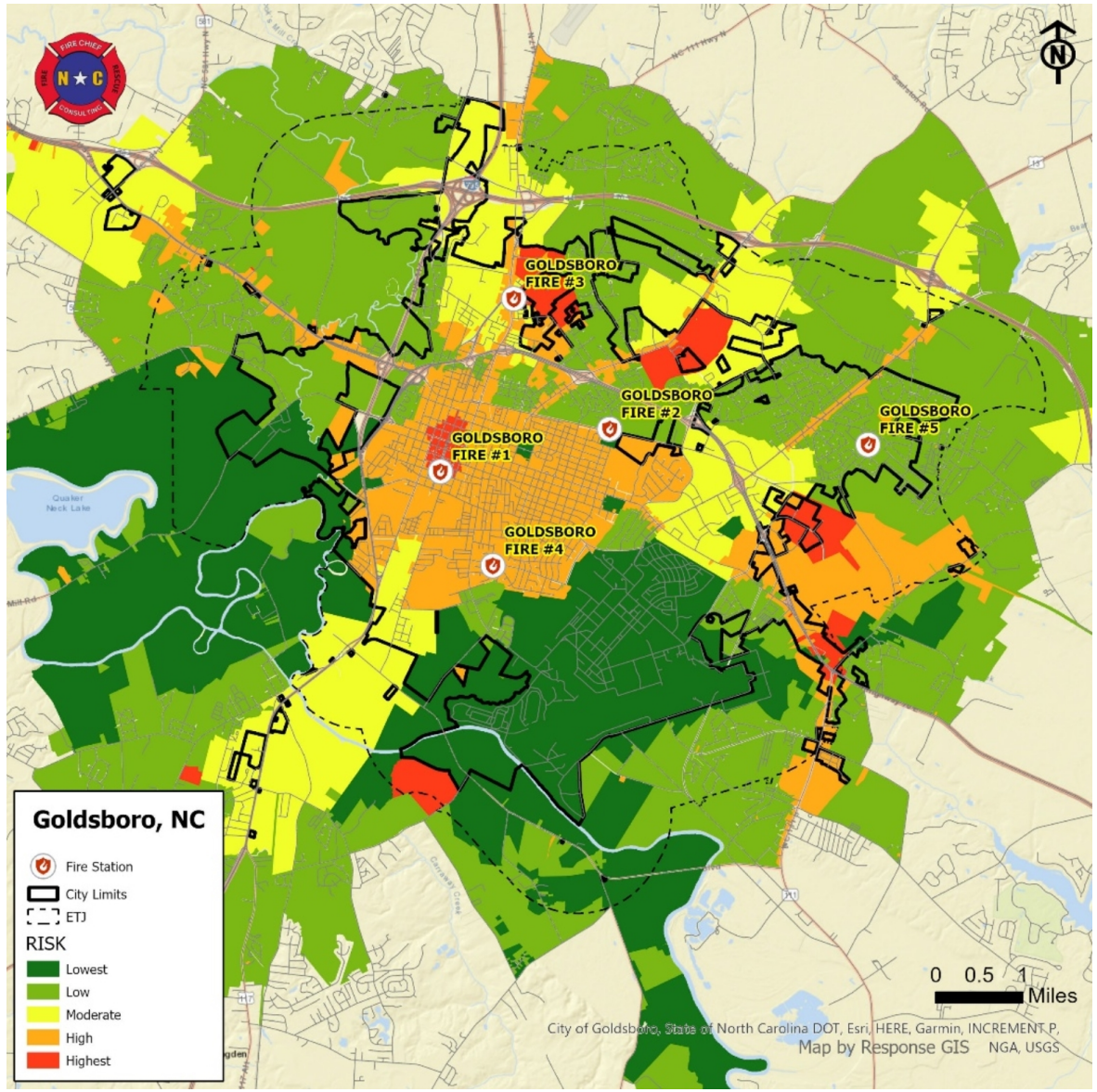
Population

Future residential growth remains concentrated in the northern and eastern portions of the city.



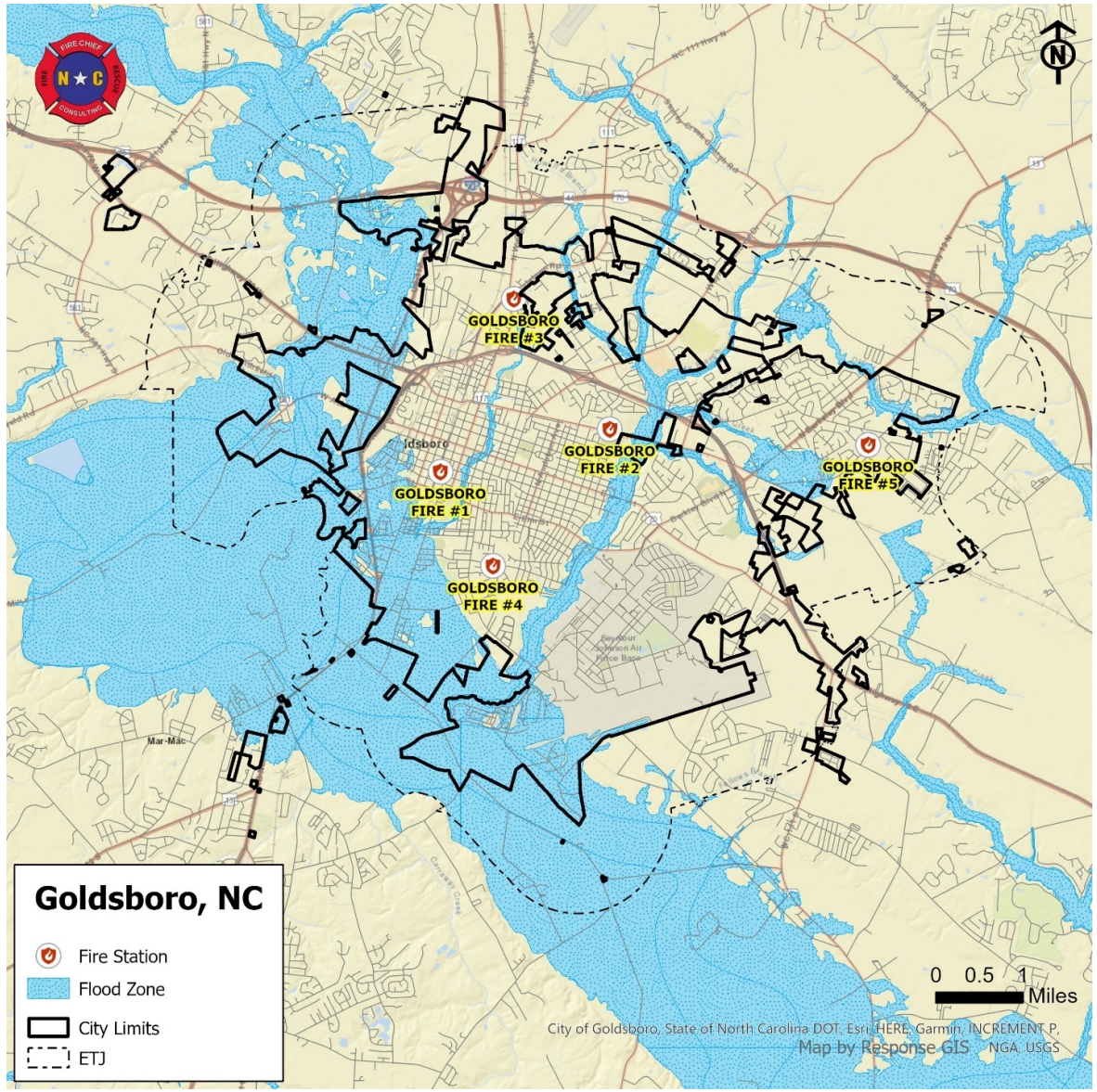
Hazard and Risk Analysis:

Red and orange areas reflect a higher hazard and risk within Goldsboro.



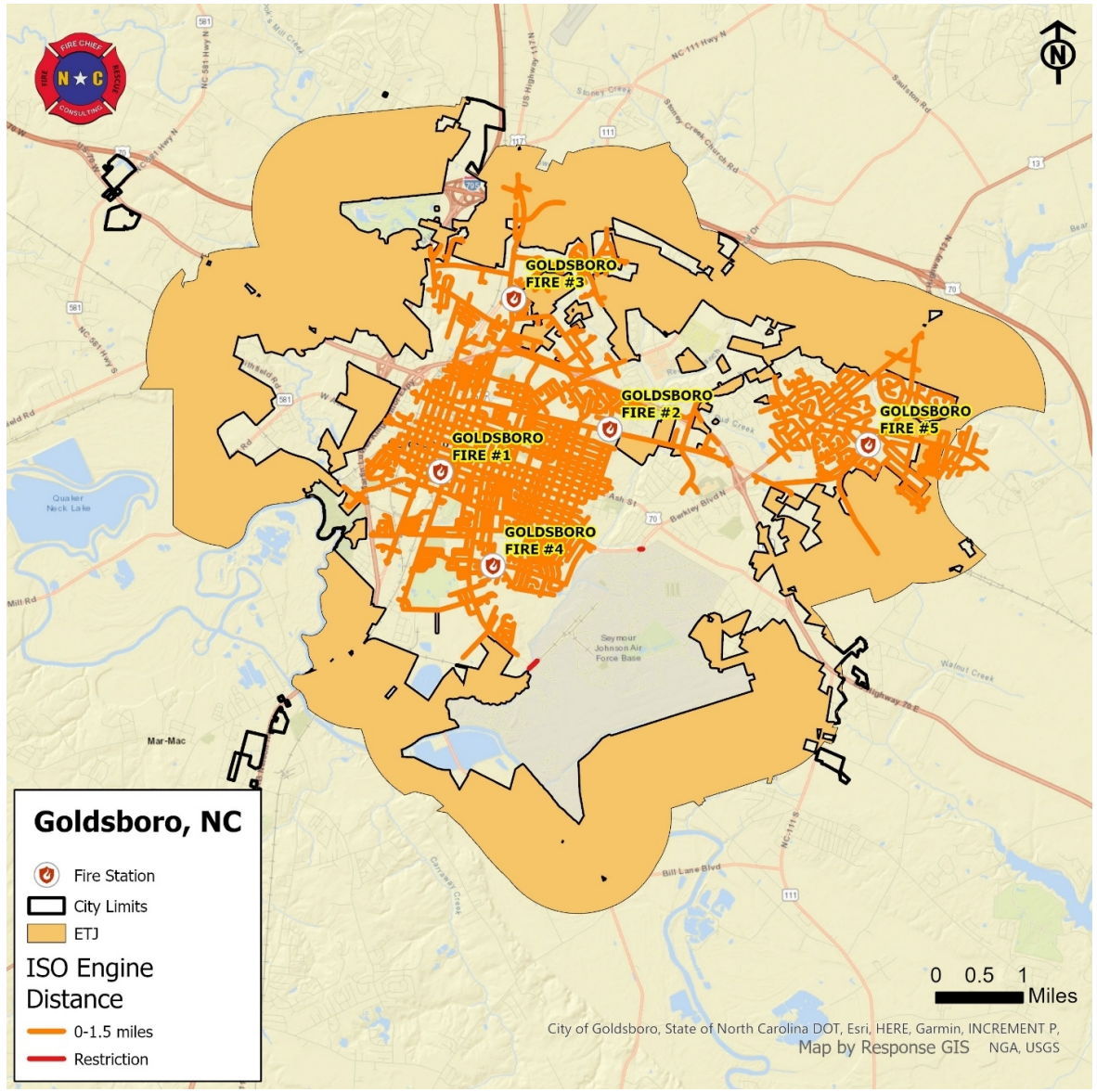
Consideration of Flood Prone Areas:

Flood-prone areas create challenges and can alter fire station placement recommendations for Goldsboro.



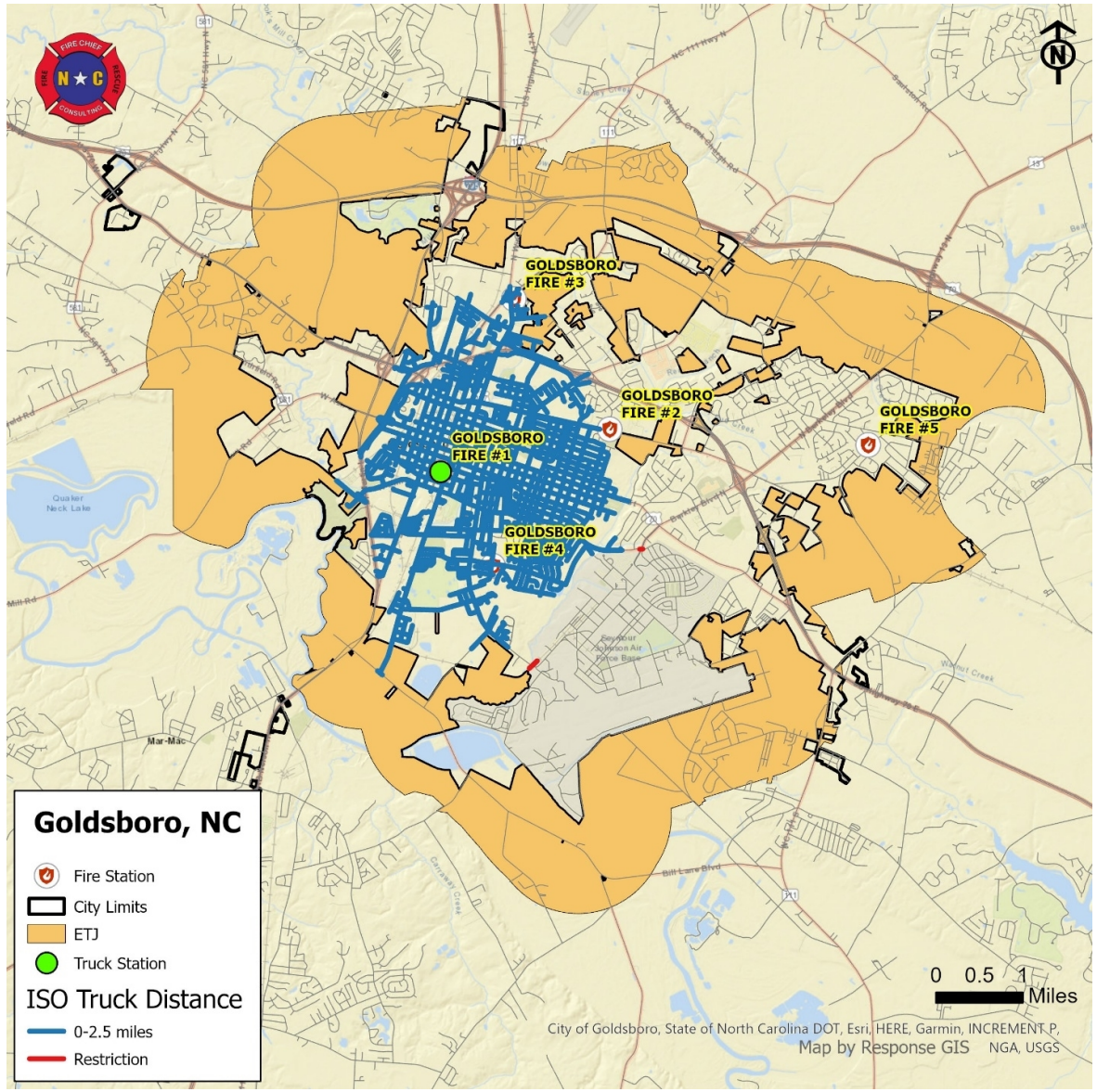
Current Engine Coverage:

Insurance rating coverage measures 1.5 road miles from each fire station for engine coverage.



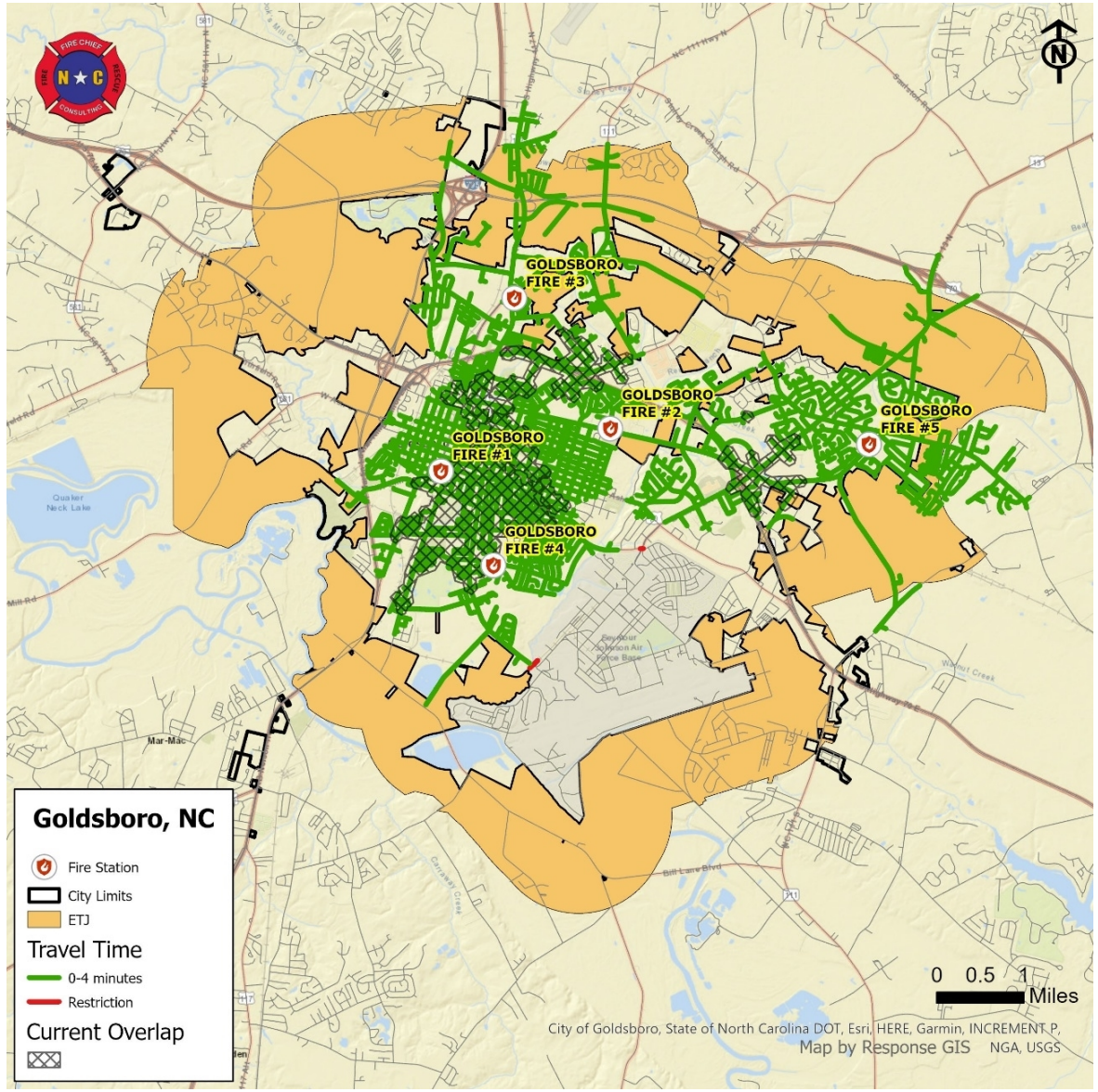
Current Ladder Coverage:

Insurance rating coverage measures 2.5 road miles from each fire station for ladder coverage.



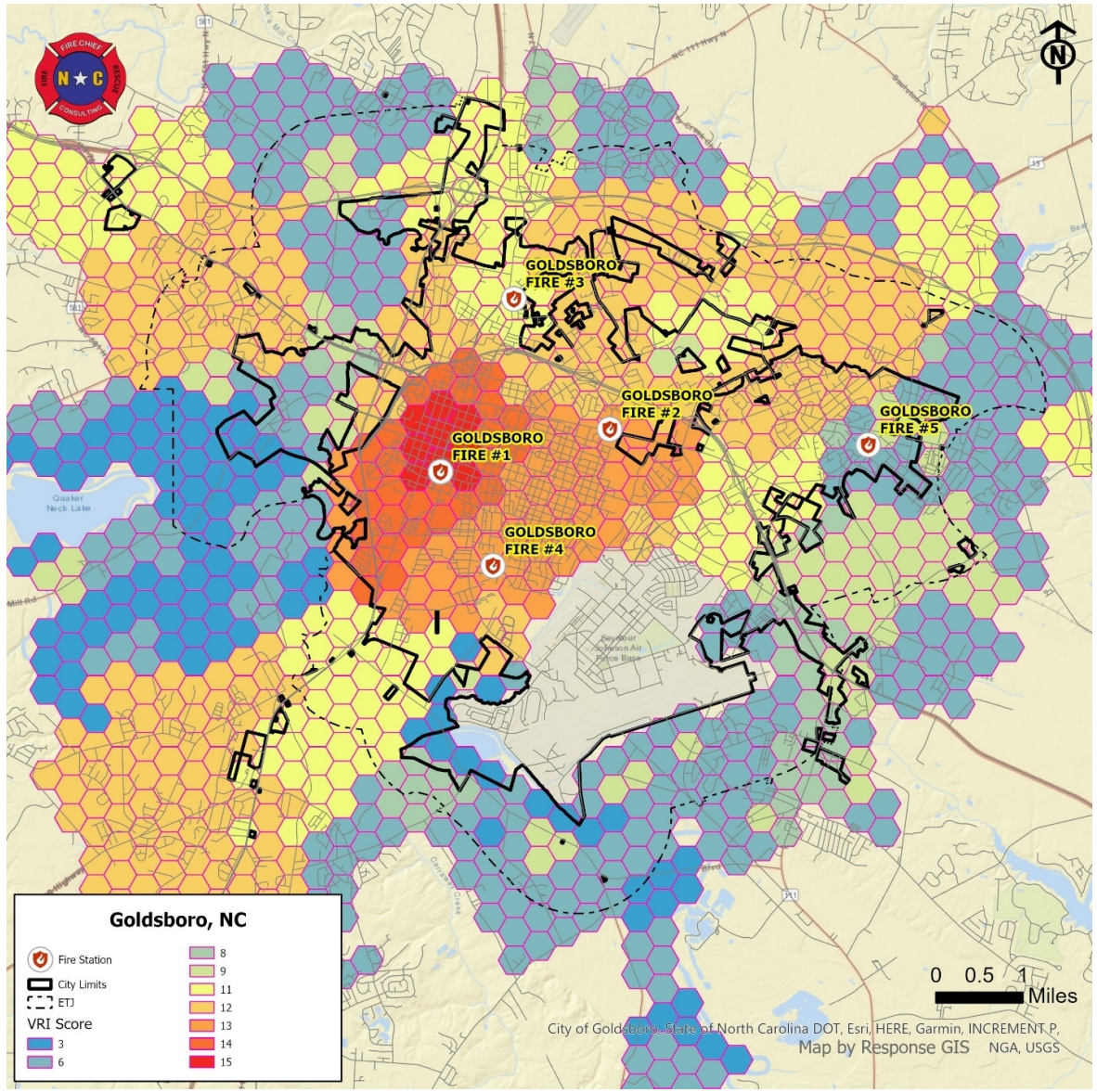
4-Minute Travel Time from Stations:

The industry standard reflects a four-minute travel time to ideally contain a structure fire to the room of origin.



Cumulative Data for Goldsboro:

Areas shown in orange and red represent the highest long-term priority for maintaining rapid fire protection.



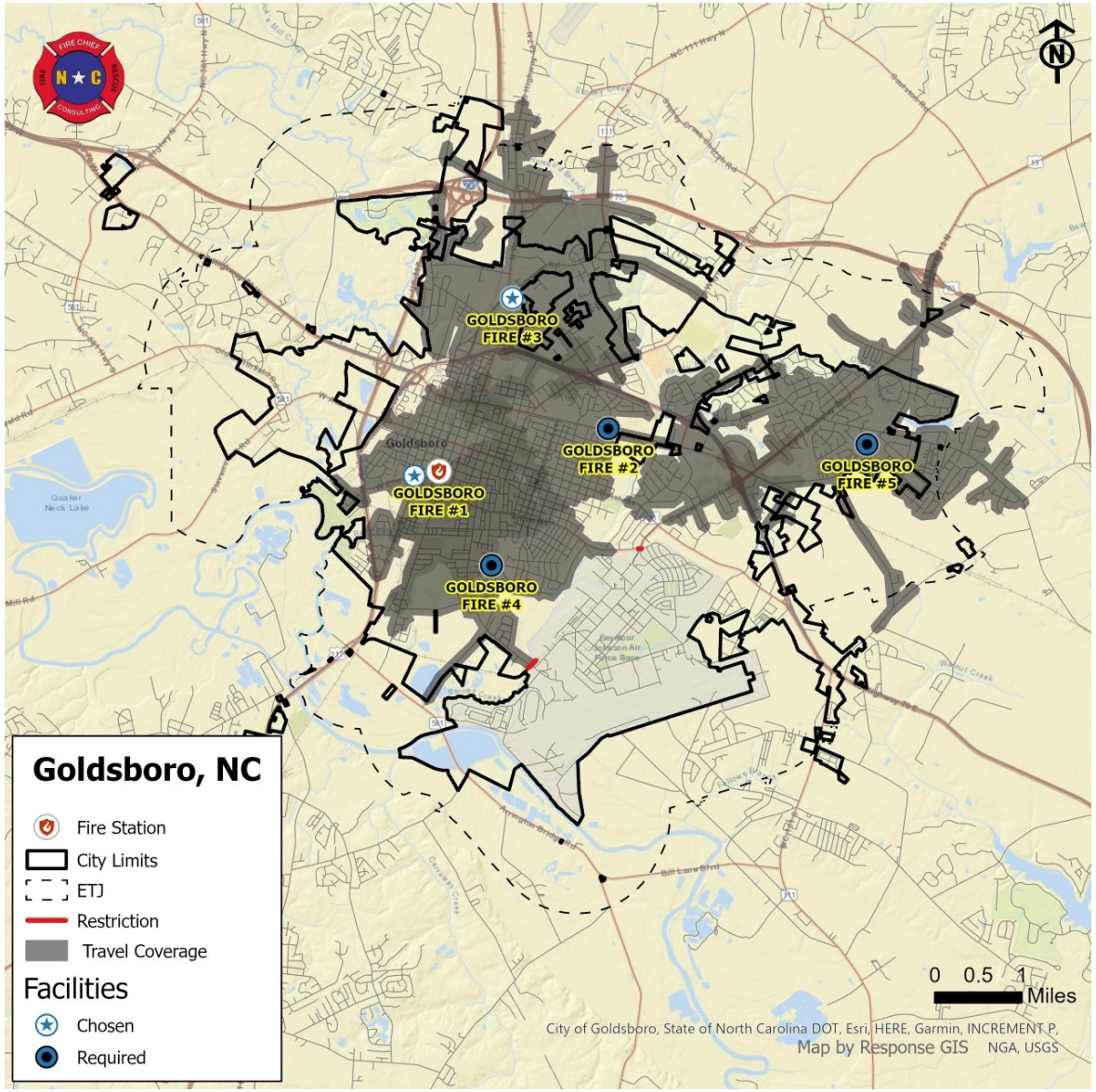
Fire Station Vulnerability Risk Index (VRI) Score Rating

- Can be equated to **level of service** delivery capability.
- The Vulnerability Risk Index combines **population, incident demand, development patterns, and community hazards** into a single measure of fire service need.
- Higher percentages indicate **stronger service capability**.
- Municipal systems generally strive for **90% or greater** where practical.



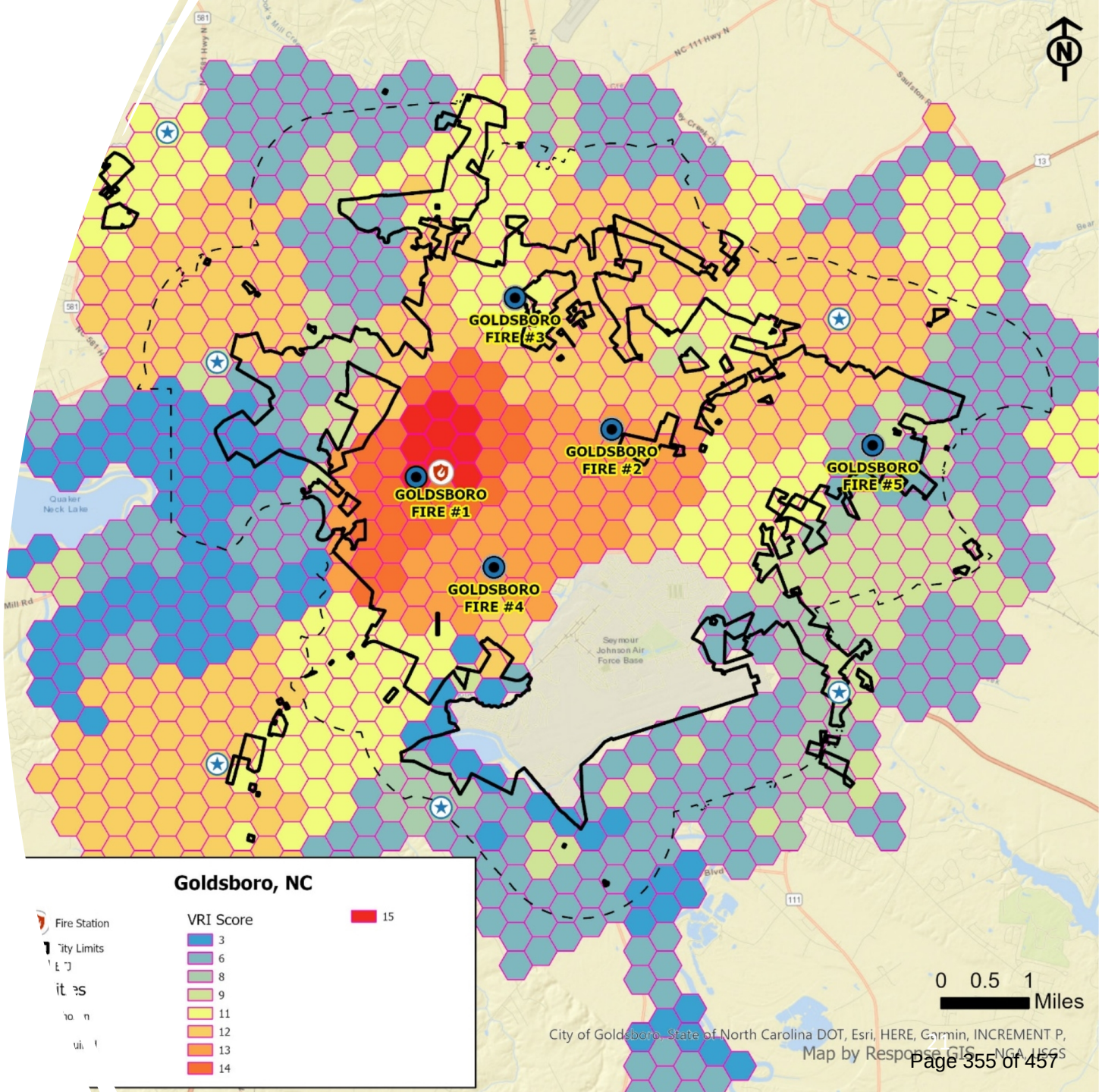
Using Current Goldsboro City Limits:

The star in a circle represents an optimum location for a fire station in the model for stations 1 and 3.



Long-Term Fire Station Projections Including ETJ Area:

As the city grows, additional fire stations will be needed in the future. The key at this point is securing property as is possible and practical as development occurs.



Financial Considerations:

- Goldsboro’s exiting fire station system continues to provide a strong return on prior capital investment as part of **public infrastructure**.
- Recommended improvements can be **phased** over multiple budget cycles.
- **Land acquisition** should occur before development increases costs.
- Future station construction should align with the City's **Capital Improvement Program.**
- The analysis confirms that Goldsboro's fire station system continues to serve the community well today, while identifying practical steps that will preserve that **level of service** as the City grows.

Take Aways and Next Steps:

1. **Maintain** the existing fire station system.
2. **Plan** relocation of Fire Station 1 when capital improvements are undertaken.
3. **Develop** a relocation plan for Fire Station 3 to improve apparatus access and intersection safety.
4. Begin **acquiring** future fire station sites before development increases land costs.
5. Incorporate future fire station construction into the City's long range **Capital Improvement Program.**



The City's challenge is not correcting today's system—
it is planning for tomorrow's growth before today's strengths become tomorrow's constraints.



Questions?

GOLDSBORO
BE MORE DO MORE SEYMOUR
North Carolina



THANK YOU!

North Carolina Fire Chief Consulting

336-266-7998 ⌄ www.NCFireChief.com

Goldsboro, North Carolina
Fire Station Location Analysis
May 2026

2026



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

www.NCFireChief.com 336-266-7998

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1. EXECUTIVE SUMMARY

The City of Goldsboro commissioned a fire station location analysis. This analysis provides data for Goldsboro officials to make more informed decisions regarding future fire station locations to enable those future station locations to be as effective and efficient as possible. Goldsboro requested NC Fire Chief Consulting (NCFCC) to conduct the fire station location analysis, given the ongoing growth in Goldsboro. This report provides data driven information and analysis of fire department incident demand, response performance, and fire station coverage to better understand how emergency services are currently delivered and how the fire and rescue service delivery system should evolve as the Goldsboro community grows.

The City of Goldsboro should be commended for taking a progressive step forward to periodically review data, being excellent stewards of taxpayer dollars funding future fire stations

Purpose and Methodology:

The core purpose of this initiative was to determine the optimal geographic location(s) for fire station 1 and Fire Station 3 and provide considerations regarding growth that is anticipated for Goldsboro in the coming, foreseeable years. For purposes of this analysis, current Goldsboro fire stations 2, 4 and 5 were "anchored" in the current locations and were not considered for relocation.

To responsibly make recommended fire station locations, NCFCC utilized state-of-the-art geographical information computer systems that compile enormous amounts of geospatial data from Goldsboro and Wayne County and process that data to develop models and design systems to make these determinations. The computer system is designed around insurance services office rating systems and fire service industry standards and best practices. From all available data, a comprehensive vulnerability risk index (VRI score) for each area of Goldsboro is established, which helps determine station needs and the most optimal distribution for fire station locations. Also integrated into the GIS analysis is multiple years of emergency incident data, which provides excellent empirical data regarding all components of the fire department's response times

All the above data was comprehensively reviewed by NCFCC's well-experienced team of long- tenured and highly experienced fire chiefs who have worked extensively with fire protection service delivery systems, fire station placement, design, construction, and standards of coverage for many years.

Analysis Summary:

The City of Goldsboro has undertaken a comprehensive and methodical evaluation of its fire protection and emergency response system to ensure that public safety services remain reliable, sustainable, and aligned with future community needs. This analysis integrates historical emergency incident performance with geographic coverage modeling and fire station planning analysis, providing Goldsboro city leadership with a clear, data driven framework for guiding future investments.

This effort supports informed policy decisions, capital planning, and long-term public safety strategy development. Incident demand increased significantly from approximately 3,118 incidents in FY 2022–2023 to approximately 5,455 incidents in FY 2024–2025, establishing a new operational baseline requiring proactive infrastructure planning.

Emergency Medical Services (EMS) now represent approximately 63 percent of total system workload, reflecting national trends and influencing unit availability and response reliability. Analytical methods included multi-year incident trend analysis, response benchmarking, geographic travel-time modeling, and risk-weighted service coverage evaluation.

Performance consistency across turnout, travel, and response intervals confirms dependable workforce readiness. However, call-processing intervals were identified as the most significant contributor to response delays, presenting a clear opportunity for system improvement through emergency communications (9-1-1) workflow refinement.

Geographic coverage modeling confirmed that the current network of five fire stations provides strong service coverage across core population and commercial areas. Scenario-based planning demonstrated that targeted relocation or modernization of selected stations can improve reliability without unnecessary expansion.

Long-range growth modeling confirmed that additional fire stations will ultimately be required as development expands. Identified future service areas provide a phased roadmap allowing infrastructure investment to remain aligned with development while maintaining fiscal discipline.

Seven (7) Key Recommendations:

1. **To maintain and enhance overall service delivery, the City of Goldsboro may consider a viable relocation of current Fire Station 1 to an area of interest to the immediate west of the current location, but outside of the identified flood plain within the current municipal limits.**

2. **Additionally, to maintain and enhance overall service delivery, the City of Goldsboro should maintain Fire Station 3 in the same general geographic area where it is currently located. However, challenges with emergency traffic egress and multiple current facility limitations provide an opportunity to slightly relocate this fire station within the same area of interest.**

3. **Looking forward into the future, the City of Goldsboro should continuously monitor growth and development. When evaluating the municipal limits, the extraterritorial jurisdiction (ETJ) and the future land use plan (Elevate Goldsboro FULU plan), additional fire stations will be needed as growth occurs. It is recommended that the City of Goldsboro evaluate all future growth against fire station needs, which are part of the city's critical infrastructure. Within the identified area, six (6) potential additional future fire station locations are identified for long-term planning. It is a best practice in North Carolina to work collaboratively with developers to identify where future potential fire stations are needed and seek a partnership to develop fire stations as growth of the city occurs.**

4. **Beyond the above, the City of Goldsboro should work to secure property for the above fire station locations as conditions will allow due to the importance of fire station locations relative to service delivery requirements of the Goldsboro Fire Department.**

5. **Funding for future property acquisition, fire station facility construction and for new fire stations, fire apparatus and personnel should be planned in the City of Goldsboro's Capital Improvement Plan (CIP) and the city's General Fund operating budgets as soon as conditions will allow. Costs of construction as well as cost of fire apparatus purchase costs have increased dramatically post-COVID.**

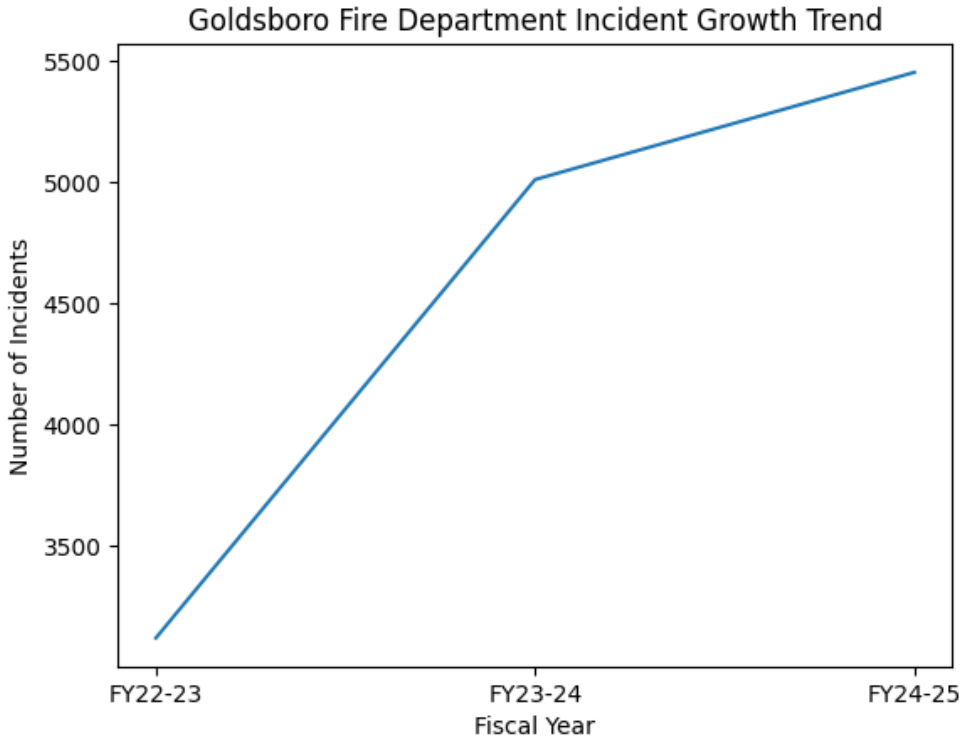
6. **Periodically update this fire station location analysis as growth occurs and system changes are made to ensure that the locations identified within this analysis remain the most optimal locations for fire stations. Fire stations are intended to serve communities for 40 years or longer and are a critical part of community and neighborhood infrastructure within the city.**

7. **With the data examined in this analysis, the assessment team recommends that the City of Goldsboro staff collaborate with Wayne County 9-1-1 personnel to identify and implement strategies to reduce emergency call processing time, such as using key words to initiate dispatch for medical emergencies and other best practice approaches. Call processing times should be regularly monitored and in alignment with industry standards and best practices, such as NFPA, ISO and CPSE.**

What These Recommendations Mean Strategically:

Increasing incident demand represents a permanent shift in service requirements. Workforce performance remains consistent and reliable, while infrastructure placement and communications processes represent the most significant opportunities for improvement. Strategic relocation, phased investment, and continued performance monitoring provide the most responsible path forward.

Overall, this unified analysis demonstrates that the City of Goldsboro is making responsible, data-driven decisions that strengthen public safety reliability while supporting continued residential, commercial, and economic growth.



Key Takeaways for Leadership:

- Incident demand increased from approximately 3,118 to 5,455 annual incidents, establishing a new service baseline.
- EMS workload represents approximately 63% of total response demand.
- Operational consistency confirms dependable workforce readiness.
- Call Processing improvements represent the most immediate opportunity for improvement.
- Strategic station relocation improves coverage reliability.
- Future development patterns will require additional stations.
- Phased capital planning supports responsible long-term investment.
- Data-driven planning supports long-term infrastructure decisions.

Elected Official and Executive Dashboard:

Key System Indicator	Current Status
Annual Incident Demand	3,118 → 5,455 incidents over three years.
EMS Workload	Approximately 63% of total incidents.
Primary Performance Constraint	Call Processing Time exceeds benchmark.
Current Fire Stations	Five stations providing strong coverage.
Strategic Finding	Targeted relocation improves reliability, safety and increases operational capacity for Goldsboro.
Future Need	Additional stations will be required as growth expands
Planning Methodology	Risk-based modeling using VRI

What This Means for the Public:

The City of Goldsboro is taking proactive steps to ensure that emergency services remain reliable as the community continues to grow. The analysis confirmed that emergency demand has increased significantly and that planning ahead is necessary to maintain fast and dependable emergency response.

Residents should be confident that the City is using nationally recognized standards and modern planning tools to evaluate emergency response needs. These efforts help ensure that fire and emergency services remain available when needed and that future facilities are placed where they will best serve the community.

The planning efforts described in this report are designed to protect public safety, support economic development, and maintain strong emergency response capabilities. By planning today for future needs, the City of Goldsboro is helping ensure that residents, businesses, and visitors continue to receive reliable emergency services for years to come.

Next steps:

The next steps for this process will be for the City of Goldsboro to review the data and information contained within this report as well as the recommendations contained herein. Capital improvement funding will need to be secured when conditions will allow for the relocation of Goldsboro Fire Stations 1 and 3 for property acquisition within the areas of consideration in order to initiate fire station design and construction. Typically, the fire station construction process takes between two and three years, from initiation of the project to actual operation of the fire station serving the community.

Given that this analysis depicts multiple components needed on the journey to improving the overall service delivery level, Goldsboro should continue to conduct periodic (3-5 year) reviews of the analysis within this report and refresh the key data with each component or step forward to ensure that current and relevant data is being used by decision makers with the most up-to-date information available at the time.

The entire NCFCC team sincerely appreciates the opportunity to provide this vital information to Goldsboro. We are proud to have assisted in efficiently supporting the City of Goldsboro in this critical endeavor. We humbly and sincerely thank everyone who supported this progressive initiative and express our honor to serve in this beneficial capacity of continuous improvement.

2. PROJECT SCOPE AND DISCLAIMER:

CITY OF GOLDSBORO
2026 FIRE STATION LOCATION ANALYSIS
SCOPE OF WORK

Scope of Work:

1. GIS Analysis of Goldsboro Fire Stations Relative to Potential Needs and Any Re-Deployment Options.

Current Conditions/Benchmarking Analysis

- Current base map with the fire protection service area and Fire stations.
- Current drive time map, based on NFPA 1710 for municipal areas identifying gaps and redundancies.
- ISO distance extent analysis for gaps and overlaps.
- Population density analysis.
- Demand density analysis with statistical coverage per drive time.
- Risk categorized by land use.
- Closest station response areas.

Future Station Planning

- Develop vulnerability risk index (VRI) for siting station locations, benchmarking coverage with current locations using the travel time objective.
- Model coverage of relocating unanchored or siting fire stations to best locations to achieve an optimal VRI score. This will include running the coverage model scenarios against the current score using the travel time objective, determining the impact of new fire stations on the VRI score and the new closest station areas given additional fire stations.
- Desiring a 4-minute travel time capability for response to 90% or more of the City of Goldsboro.

Overall, the scope is intended to determine the best models for Goldsboro to use for current and future fire station locations to enable the city to secure property for optimum locations to be as efficient and effective as possible. Goldsboro will be able to "anchor" identified stations and seek more optimal locations for non-anchored stations. At this time, stations 2, 4 and 5 are planned to be "anchored".

2. Data Analysis of RMS

Conduct an analysis of available data as possible from the Goldsboro "ESO" records management system as data is available with full reporting capability using PowerPivot. Determine a baseline level of performance for Goldsboro Fire Department and compare that to the benchmark performance for emergency events at the 90th percentile (municipal), noting that the outcomes will be reflected in the data/information that NCFCC is provided.
Determine Goldsboro's standard of coverage (SOC) from the data provided.

3. Review Compilation of Data and Construct Observations and Recommendations Report for the Fire Chief.

Based upon the GIS analysis, data analysis, and community risk data, the NCFCC team will develop and prepare a recommendations report for use by Goldsboro to assist in making informed decisions in assessing effective and efficient fire station locations in the short-term & long-term. This report will focus on an executive summary of key points and take-aways.
NCFCC will hold periodic virtual meetings with the Goldsboro Fire Chief throughout the process to keep key stakeholders informed of the progress. NCFCC will also be available to the Fire Chief post submission for additional follow up as necessary.

Goldsboro Project Disclaimer:

This project has been conducted upon the written request of the City of Goldsboro. The sole intent of this project is to improve, advance and strengthen the fire protection service delivery system in Goldsboro and in the State of North Carolina. Persons involved in this report have contributed for the purposes of providing information, professional observations, and recommendations to the city elected officials, management, and the fire service leadership. Recommendations included in this report are based upon professional experience and understanding of current fire and rescue service best practices. Examples and references in the document are for informational purposes only. Information contained within this document is not intended to be comprehensive, and recommendations are based on limited information available at this time. Certain summaries may have been reviewed using artificial intelligence technology. As with any project based on a snapshot in time, additional facts, local issues, and/or changes in the facts could alter the conclusions and recommendations in this document. This document is solely to be utilized by local government and fire service officials for long-term planning purposes. It should not be utilized for any other purpose. No warranties or guarantees (express or implied) are provided. AI is only used in this work for review and summary quality. While this document will hopefully assist local officials in their deliberative and long-term planning process, it should be recognized that there are many local issues that may impact the ultimate decisions and what works for a particular jurisdiction. The ultimate decision-making lies with the appropriate local government and fire officials.

3. INCIDENT ANALYSIS

Introduction

NCFCC conducted the incident analysis for the Goldsboro Fire Department (GFD) completing a comprehensive review of emergency response performance using incident data from the ESO Records Management System and the Wayne County 911 Communications Center. This analysis evaluated all major components of the response sequence—Call Processing, Turnout, Travel, Response Time, Total Response Time, and Effective Response Force (ERF) assembly—against the department's established benchmarks and NFPA 1710 expectations.

The analysis reveals a consistent pattern: GFD demonstrates strong operational discipline and stable performance across turnout, travel, and response operations, yet remains unable to meet several key benchmarks due to structural and system-level constraints. These constraints include call-processing delays, roadway and geographic limitations, high EMS demand, and the distribution of fire stations relative to incident locations.

Incident demand increased dramatically during the study period, rising from 3,118 incidents in FY 2022–2023 to 5,012 in FY 2023–2024, a 60.74% increase, and continued upward to 5,455 incidents in FY 2024–2025. This surge represents a permanent shift in Goldsboro's service environment. A major contributing factor to the sharp increase between FY 2022–2023 and FY 2023–2024 was an administrative policy change: the current administration directed the department to resume responding to medical calls, reversing the previous administration's COVID-era decision to suspend fire department EMS response. EMS incidents now account for 63% of total workload, with medical assists alone representing 45% of all calls. This EMS-heavy profile directly affects unit availability, travel-time reliability, and ERF assembly.

Call Processing (CP) is the largest contributor to overall delay. CP consistently exceeds the benchmark of 1:00, with 90th percentile values between 2:19 and 2:37, adding more than a full minute to every response before units begin turnout. Turnout Time (TO) is above the benchmark of 1:20, but highly consistent, reflecting strong operational discipline. Travel Time (TT) exceeds the benchmark of 4:00, driven by district geography, roadway networks, and traffic conditions.

As a result, Response Time (RT) and Total Response Time (TRT) remain above benchmark across all years. RT ranges from 6:21 to 6:38, exceeding the updated benchmark of 5:20 by 1:01 to 1:18. TRT ranges from 8:15 to 8:29, exceeding the benchmark of 6:20 by more than two minutes. ERF performance is similarly constrained. With the ERF requirement increased to 17 personnel, ERF Travel Time

averages 12:11 (benchmark: 8:00), and ERF Total Response Time averages 27:56 (benchmark: 10:20), reflecting substantial structural limitations in assembling a full ERF under current deployment conditions.

Despite these gaps, GFD's operational performance is remarkably consistent. Turnout and travel patterns remain stable across years, months, days, shifts, and incident types. This consistency indicates that performance challenges are driven primarily by structural factors—system design, call-processing workflows, roadway networks, and citywide demand patterns, though behavioral factors also influence overall performance and must be addressed.

The recommendations in this report focus on the most impactful areas for improvement: reducing call-processing delays, enhancing turnout efficiency, addressing travel-time constraints through deployment and infrastructure strategies, strengthening ERF capability, managing EMS demand, improving data quality, and preparing for long-term system growth. These strategies will support improved response reliability, operational effectiveness, and community safety as Goldsboro continues to grow.

Key Points:

NCFCC, on behalf of the Goldsboro Fire Department (GFD), conducted a comprehensive evaluation of its emergency response performance using incident data extracted from the ESO Records Management System and the Wayne County 911 Communications Center. This analysis establishes a clear baseline of performance across all major components of the response sequence—Call Processing, Turnout, Travel, Response Time, and Total Response Time—and compares those outcomes to the department's established benchmarks measured at the 90th percentile.

GFD's performance objectives for emergency incidents are defined as follows:

- Call Processing: 1:00
- Turnout: 1:20
- Travel: 4:00
- Response Time: 5:20
- Total Response Time: 6:20
- ERF Travel Time: 8:00
- ERF Total Response Time: 10:20

These benchmarks reflect the best national practices and NFPA 1710 performance expectations for career fire departments.
Two datasets were analyzed:

Unfiltered dataset: 17,332 incidents
90th percentile performance:

- Call Processing: 2:19
- Turnout: 2:06
- Travel: 6:08
- Response Time: 7:30
- Total Response Time: 7:27

Filtered emergency-incident dataset: 5,412 incidents.
90th percentile performance:

- Call Processing: 2:37
- Turnout: 2:09
- Travel: 5:12
- Response Time: 6:33
- Total Response Time: 8:24

These values form the foundation for evaluating system performance, identifying operational strengths and gaps, and determining Goldsboro's Standards of Coverage (SOC). The analysis provides a data-driven basis for future planning, deployment decisions, and service-level expectations.

Methodology

This analysis was conducted using incident data extracted from the Goldsboro Fire Department's ESO Records Management System (RMS) and the Wayne County 911 Communications Center's Computer-Aided Dispatch (CAD) platform. These two systems provide the timestamped event data necessary to evaluate each component of the emergency response sequence.

Using Microsoft Excel PowerPivot, NCFCC developed an interactive analytical model to organize, filter, and evaluate incident records across the study period. CAD and RMS queries were used to obtain the specific data elements required to measure response performance, including call receipt, dispatch, turnout, travel, and arrival times. This approach ensures that each segment of the response timeline is evaluated consistently and in accordance with national standards.

Response performance was measured at the 90th percentile, which reflects the time performance achieved during the vast majority of incidents. This method aligns with NFPA 1710 and industry's best practices, providing a more accurate representation of actual system performance than averages, which can obscure operational realities.

Service demand was analyzed across multiple dimensions, including fiscal year, month, day of week, alarm hour, and NFIRS incident type—to provide a comprehensive understanding of workload distribution and the operational factors influencing response performance. This multi-layered approach highlights when and where demand is highest and how those patterns affect turnout, travel, and total response time.

Two datasets were evaluated:

- Full dataset: All 17,332 incidents recorded during the study period.
- Filtered dataset: A subset of 5,412 incidents meeting emergency-response criteria.

The filtered dataset was used for performance comparisons to ensure alignment with GFD's stated benchmarks and NFPA 1710 expectations.

Charts, graphs, and comparative metrics were incorporated throughout the analysis to illustrate performance trends and support the determination of Goldsboro's Standards of Coverage (SOC). This methodology ensures a consistent, data-driven evaluation aligned with NCFCC's mission of strengthening fire and rescue service delivery systems through continuous improvement.

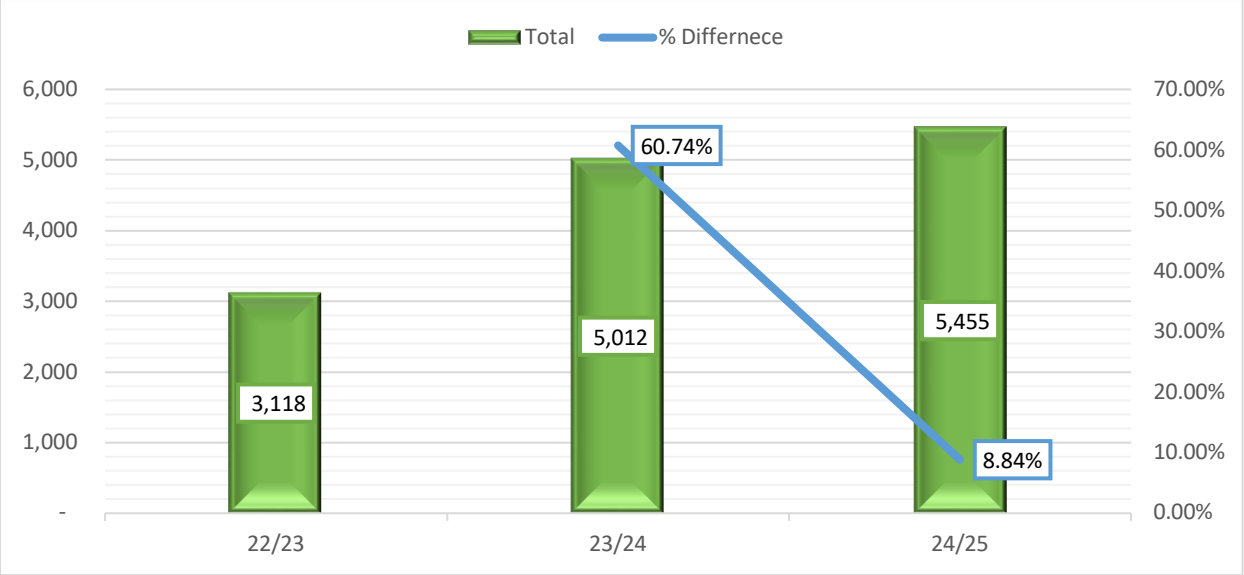
Section I — System Demand Metrics

Demand Analysis

As illustrated in Figure 1: GFD Fiscal Year Demand Patterns, incident demand across the three-year study period shows a significant and sustained increase in workload for the Goldsboro Fire Department. In FY 2022–2023, GFD responded to 3,118 incidents, establishing the baseline year for this analysis. Monthly activity ranged from 223 incidents in February to 296 in December, with most months falling between 230 and 280. This reflects a stable operational tempo with modest seasonal variation.

Demand increased sharply in FY 2023–2024, rising to 5,012 incidents, an unprecedented 60.74% increase over the previous year. Every month experienced elevated activity, with peak demand in August (440 incidents) and December (476 incidents). This surge represents a major shift in Goldsboro's service environment. While additional analysis is needed to isolate specific causes, the data suggests increased EMS workload, higher call volume associated with population movement or economic activity, and evolving community expectations. Growth continued into FY 2024–2025, with total incidents rising to 5,455, an additional 8.84% increase.

Figure 1-GFD Fiscal Year Demand Patterns



As shown in Figure 2: GFD Monthly Demand Patterns, monthly totals remained consistently elevated, with every month exceeding 420 incidents and several surpassing 460. The highest demand occurred in July (466), August (467), and October (472). This consistency indicates that the elevated workload observed in FY 2023–2024 was not an anomaly but the establishment of a new operational baseline.

Across the three-year period, GFD responded to 13,585 incidents, with monthly totals showing remarkable consistency at this higher demand level. Monthly demand ranges from 1,019 incidents in February (8%) to 1,209 in December (9%), with most months representing 8–9% of annual workload. The department now routinely manages 420–475 incidents per month, a substantial increase from the FY 2022–2023 average of approximately 260.

Figure 2-GFD Monthly Demand Patterns

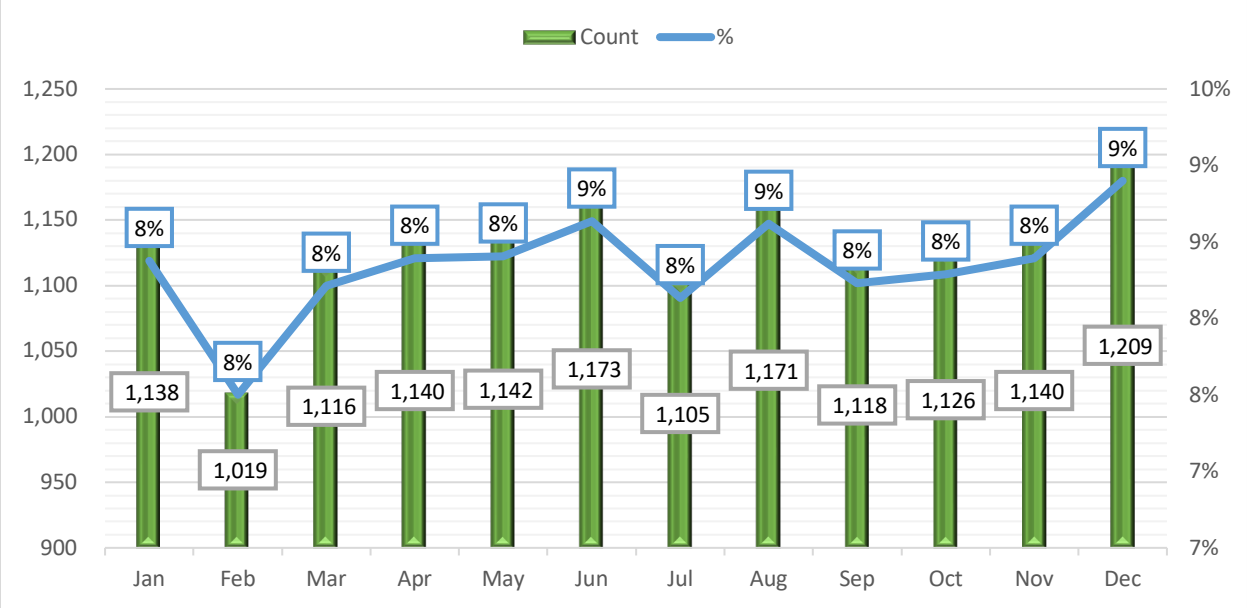


Figure 3: Heat Map – GFD Fiscal Year & Monthly Demand Patterns visually reinforces this shift, clearly illustrating the transition from moderate monthly activity in FY 2022–2023 to consistently high-volume months in FY 2023–2024 and FY 2024–2025. Goldsboro has entered a sustained high-demand operating environment, with elevated incident activity present across all months and fiscal years following the initial surge.

This multi-year trend has significant implications for staffing, unit availability, response reliability, and overall system capacity. As demand continues to rise, GFD's ability to meet turnout, travel, and total response time benchmarks will increasingly depend on deployment efficiency, station distribution, and resource reliability.

Figure 3-Heat Map – GFD Fiscal Year & Monthly Demand Patterns

FY	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Grand Total
22/23	247	264	281	232	255	296	279	223	229	262	264	286	**3,118**
23/24	392	440	376	422	411	476	414	373	428	424	451	417	**5,012**
24/25	466	467	461	472	474	437	445	423	459	454	427	470	**5,455**
Grand Total	**1,105**	**1,171**	**1,118**	**1,126**	**1,140**	**1,209**	**1,138**	**1,019**	**1,116**	**1,140**	**1,142**	**1,173**	**13,585**

Alarm Hour and Day-of-Week Demand Analysis

As shown in Figure 4: Heat Map – GFD Alarm Hour & Day-of-Week Demand Patterns, GFD operates within a distinctly daytime-driven workload. The highest activity occurs between 08:00 and 19:00, consistent across all days of the week. This pattern reflects population movement, business activity, and EMS-related demand.

During overnight hours (00:00–05:00), incident volume remains comparatively low, ranging from 243 to 361 incidents across the week. Activity begins rising at 06:00, with a sharp increase between 07:00 and 09:00, where hourly totals climb from 433 incidents at 07:00 to a peak of 780 at 09:00. This morning surge aligns with commuter activity, school operations, and general community movement.

High demand continues throughout the late morning and afternoon. Between 10:00 and 18:00, hourly totals remain consistently elevated (723–812 incidents), with the single highest hour occurring at 15:00 (812 incidents). This extended period represents the core operational workload and the timeframe in which unit availability and response reliability are most challenged.

Evening demand gradually tapers after 19:00, declining to 493 incidents at 22:00 and 442 at 23:00. While lower than daytime levels, evening activity remains substantial enough to influence staffing and deployment considerations.

Day-of-week analysis shows a relatively balanced distribution, with totals ranging from 1,858 incidents on Sunday to 2,132 on Friday. Friday is the busiest day, followed closely by Monday (1,943) and Tuesday (1,941). Weekend activity remains strong, with Saturday accounting for 1,868 incidents, confirming that Goldsboro maintains a high-demand environment seven days a week.
These patterns directly influence turnout performance, travel time reliability, and effective response force availability.

Figure 4-Heat Map – GFD Alarm Hour & Day of Week Demand Patterns

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0	56	43	29	58	54	55	66	361
1	40	42	32	37	44	43	40	278
2	63	36	33	40	31	50	48	301
3	41	39	33	33	35	33	43	257
4	47	31	35	24	30	35	41	243
5	29	36	47	35	40	22	38	247
6	46	58	51	47	53	47	52	354
7	48	71	69	73	59	64	49	433
8	81	80	93	68	113	100	82	617
9	90	115	130	95	110	142	99	780
10	89	122	117	115	92	105	83	723
11	105	102	108	119	110	126	99	769
12	103	121	104	115	107	116	98	764
13	103	97	121	103	129	139	111	802
14	96	96	120	127	108	131	74	752
15	124	107	134	125	96	135	93	812
16	92	114	92	110	109	119	116	752
17	101	104	108	108	94	126	116	757
18	128	100	110	128	87	104	106	763
19	112	99	89	93	105	113	89	700
20	69	103	86	85	91	106	95	633
21	74	85	70	90	87	84	77	567
22	65	75	72	70	63	76	72	493
23	56	67	59	64	53	62	81	442
Total	1,858	1,943	1,941	1,961	1,899	2,132	1,868	13,585

NFIRS Incident Distribution by Major Category

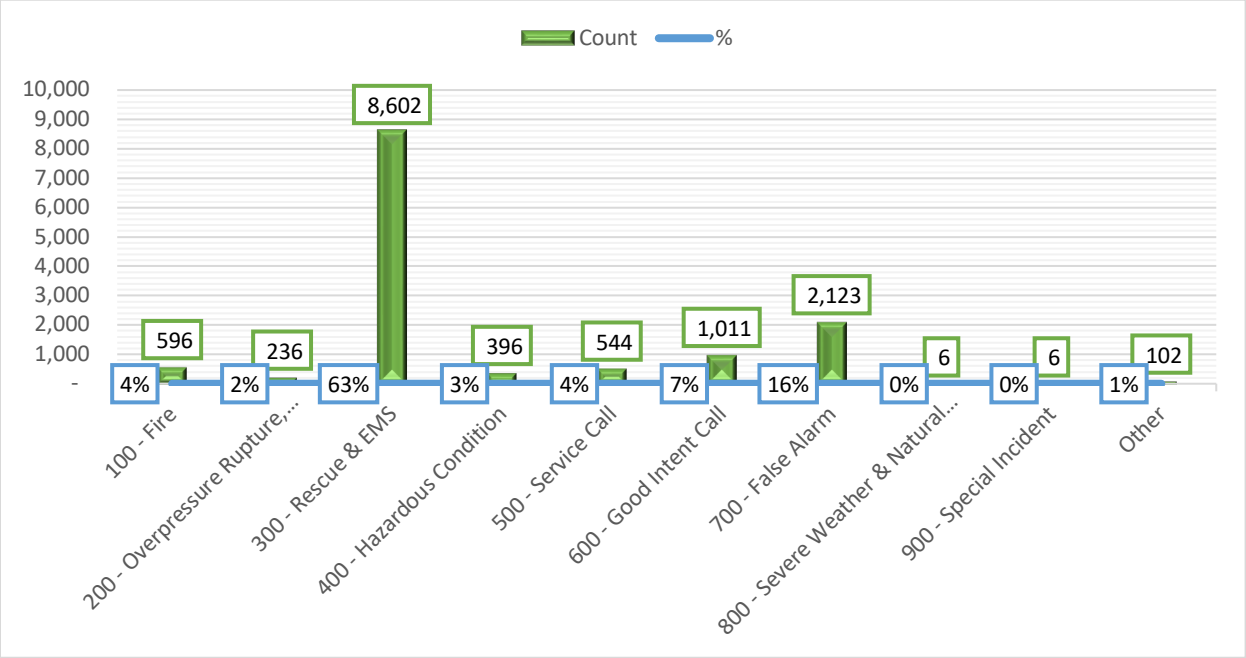
As illustrated in Figure 5: GFD NFIRS Category Demand Patterns, GFD operates in a service environment dominated by Rescue & EMS activity. Over the three-year period, GFD responded to 13,585 incidents, with:

- Rescue & EMS (300 series): 8,602 incidents (63%)
- False Alarms (700 series): 2,123 incidents (16%)
- Good Intent Calls (600 series): 1,011 incidents (7%)
- Service Calls (500 series): 544 incidents (4%)
- Fire Incidents (100 series): 596 incidents (4%)
- Hazardous Conditions (400 series): 396 incidents (3%)
- Overpressure/Explosion (200 series): 236 incidents (2%)
- Severe Weather & Special Incidents (800/900 series): 12 incidents (0%)
- Other: 102 incidents (1%)

This distribution is consistent with national trends for municipal fire departments, where EMS demand represents the majority of workload. False alarms and good-intent calls also contribute significantly to unit utilization, affecting availability and response reliability.

Although fire incidents represent a smaller percentage of total activity, they remain operationally critical and require sustained readiness, training, and deployment capability.

Figure 5-GFD NFIRS Category Demand Patterns



NFIRS Nature Codes (Top 15 Incident Types)

Figure 6: Heat Map – GFD NFIRS Nature Codes (Top 15) highlights the concentration of workload within a small number of EMS-related incident types. The single highest-volume incident type—311: Medical assist, assist EMS crew—accounts for 6,175 responses (45%) of all incidents.

Other high-volume incident types include:

- 322: MVC with injuries — 762 incidents (6%)
- 324: MVC with no injuries — 649 incidents (5%)
- 320: EMS incident, other — 492 incidents (4%)
- 321: EMS call, excluding MVC — 215 incidents (2%)
- Alarm-related categories also appear prominently:
- 745: Alarm activation, unintentional — 472 incidents (3%)

- 743: Smoke detector activation, unintentional — 431 incidents (3%)
- 700: False alarm, other — 386 incidents (3%)
- 735: Alarm system malfunction — 197 incidents (1%)

Additional notable categories include:

- 611: Dispatched and canceled enroute — 494 incidents (4%)
- 500: Service call, other — 292 incidents (2%)
- 600: Good intent call, other — 252 incidents (2%)
- 251: Excessive heat, scorch burns — 230 incidents (2%)

This distribution confirms that nearly two-thirds of GFD's workload is tied directly to EMS response, with additional demand driven by alarm activations, motor-vehicle incidents, and good-intent calls.

Figure 6- Heat Map – GFD TRT by Top 15 NFIRS Nature Codes

NFIRS - Incident Type / Description	Count	%
311-Medical assist, assist EMS crew	6,175	45%
322-Motor vehicle accident with injuries	762	6%
324-Motor vehicle accident with no injuries.	649	5%
611-Dispatched & canceled en route	494	4%
320-Emergency medical service incident, other	492	4%
745-Alarm system activation, no fire - unintentional	472	3%
743-Smoke detector activation, no fire - unintentional	431	3%
700-False alarm or false call, other	386	3%
500-Service Call, other	292	2%
600-Good intent call, other	252	2%
251-Excessive heat, scorch burns with no ignition	230	2%
321-EMS call, excluding vehicle accident with injury	215	2%
735-Alarm system sounded due to malfunction	197	1%
622-No incident found on arrival at dispatch address	172	1%
733-Smoke detector activation due to malfunction	155	1%

Section II — Established Performance

NFPA 1710 Response Time Structure and Benchmarks

Under NFPA 1710, Total Response Time represents the full interval from the moment a 911 call is received at the Public Safety Answering Point (PSAP) until the first arriving fire department unit reaches the scene. The standard divides this timeline into distinct, measurable components to ensure consistency and comparability across agencies.

The components of Total Response Time include:

- Call Processing Time: From call receipt at the PSAP to dispatch of the first unit.
- Turnout Time: From dispatch notification to the moment the unit begins forward movement.
- Travel Time: From unit movement to arrival on scene.
- Response Time: Turnout + Travel.
- Total Response Time: Call Processing + Turnout + Travel.

NFPA 1710 establishes performance objectives for each segment, as well as for the total response time. These benchmarks help agencies:

- Apply a standardized method for evaluating performance.
- Identify delays within call handling, turnout, or travel.
- Support planning, deployment, and resource allocation.
- Compare performance against national expectations.

GFD's benchmarks mirror NFPA 1710 expectations and serve as the basis for all performance comparisons in this report.

Total Response Time Analysis

As illustrated in Figures 7–9, Total Response Time (TRT) consistently exceeds the department's benchmark of 6:20 across all three fiscal years. TRT reflects the combined influence of call processing, turnout, travel, system workload, roadway conditions, and unit availability.

FY 2022–2023 Performance

In FY 2022–2023, GFD recorded an overall TRT of 8:25, with 65% of incidents meeting the benchmark. Monthly performance demonstrated consistent stability, with the fiscal-year average of 8:25 establishing a reference point for assessing future trends. For incidents with complete timestamps, the goal-met percentage increased to 67.5%, the highest of the three-year period. Despite this, TRT remained more than two minutes above benchmark.

FY 2023–2024 Performance

In FY 2023–2024, TRT performance averaged 8:29, a slight increase over the prior year. Monthly TRT values ranged from 9:05 in September to 7:33 in April, reflecting the influence of rising incident demand and increased system workload. The percentage of incidents meeting the TRT benchmark declined to 64.2%, a 4.83% decrease from the previous year. This reduction aligns with the substantial increase in call volume and highlights the operational strain placed on unit availability and travel-time reliability.

FY 2024–2025 Performance

FY 2024–2025 shows modest improvement, with TRT decreasing to 8:15, the lowest average of the three-year period. The percentage of incidents meeting the TRT benchmark increased to 67.0%, a 4.30% improvement over the prior year. While this improvement is notable, TRT remains 1 minute and 55 seconds above benchmark, indicating that system performance continues to be challenged by demand levels, turnout performance, and travel-time variability.

Only three months of FY 2024–2025 contain complete TRT data due to missing call-processing timestamps; however, the available data suggests a positive trend.

Combined Three-Year Performance

Across the entire study period, the combined TRT average is 8:27, resulting in a performance gap of 2 minutes and 7 seconds above the established benchmark. This gap reflects the cumulative impact of call-processing delays, turnout performance, roadway conditions, and unit availability during peak demand periods.

Data Completeness Note

As noted in the report, missing Call Processing (CP) timestamps reduced the number of incidents included in TRT calculations. When CP timestamps were absent, complete TRT values could not be calculated, reducing the dataset size. These omissions reflect data limitations rather than operational performance and explain the lower call counts shown in TRT tables compared to total incident volume.

Figure 7: GFD TRT Fiscal Year Performance

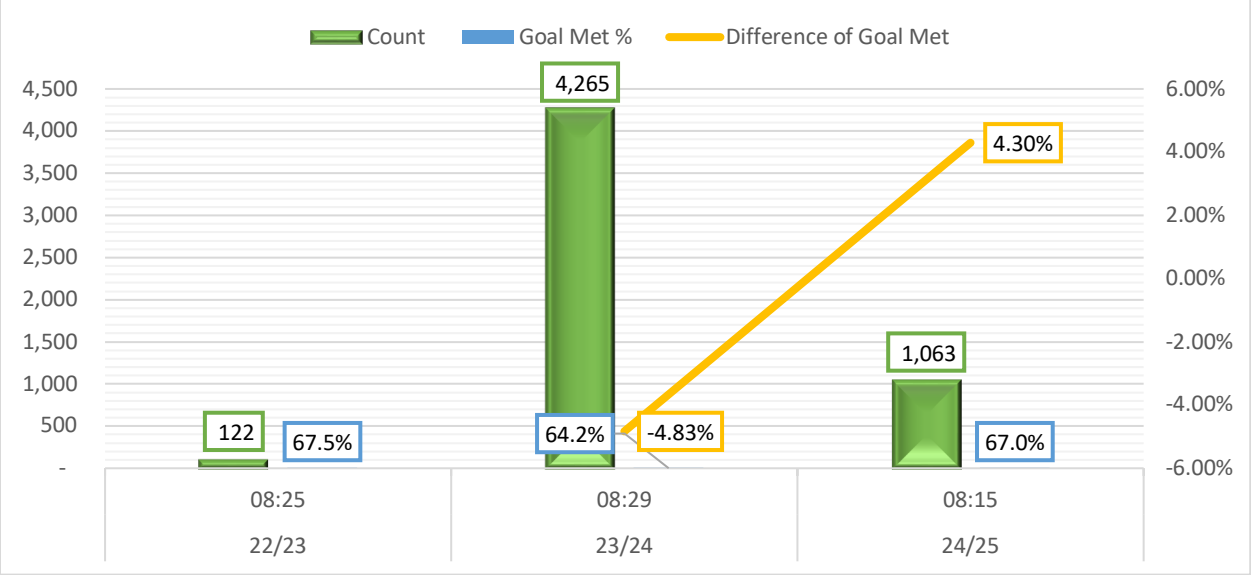


Figure 8:GFD TRT Monthly Performance

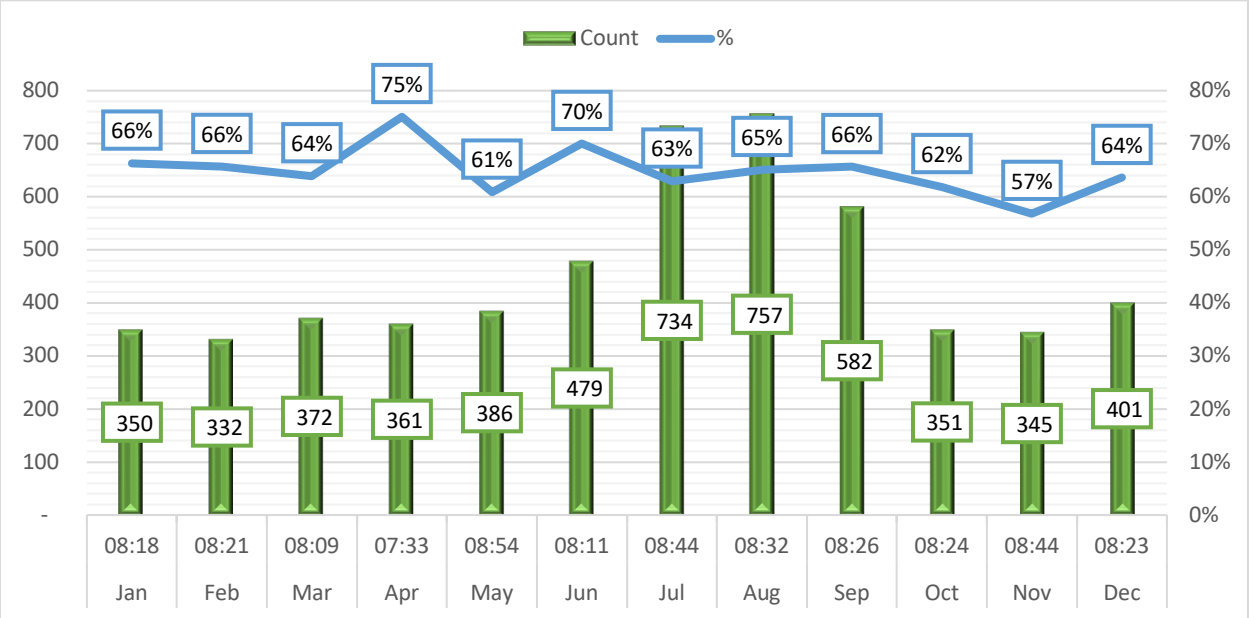


Figure 9: Heat Map: GFD TRT Fiscal Year & Monthly Performance

FY	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Grand Total
22/23												08:25	08:25
23/24	08:55	08:41	09:05	08:24	08:44	08:23	08:18	08:21	08:09	07:33	08:54	07:59	08:29
24/25	08:32	08:25	07:40										08:15
Grand Total	08:44	08:32	08:26	08:24	08:44	08:23	08:18	08:21	08:09	07:33	08:54	08:11	08:27

Total Response Time by Day of the Week

As shown in Figure 10: GFD TRT Day-of-Week Performance, TRT varies moderately across the week, ranging from 8:10 to 8:47.

Sunday shows the most favorable performance with a TRT of 8:10 and a 71% goal-met rate.

Monday (8:21) and Tuesday (8:19) maintain similar performance, with goal-met percentages of 67% and 64%.

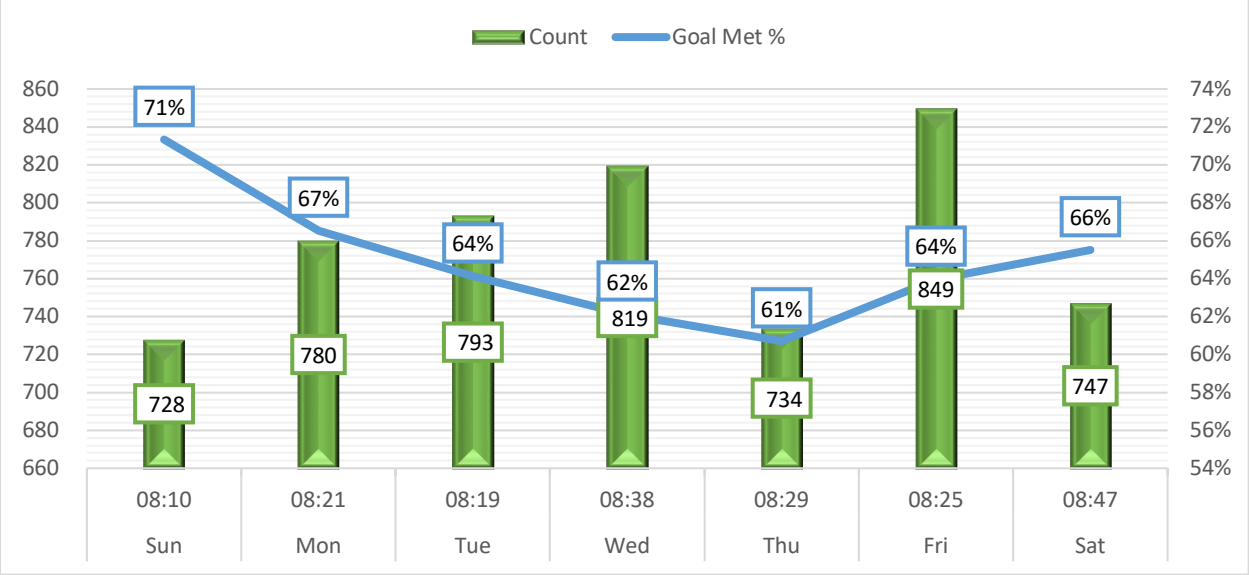
Wednesday records the highest TRT at 8:38 and the lowest goal-met percentage at 62%.

Thursday (8:29) and Friday (8:25) show modest improvement.

Saturday records the highest TRT of the week at 8:47, though its goal-met rate (66%) remains comparable to other days.

Across all days, the combined TRT average is 8:27, with 65% of incidents meeting the benchmark. These patterns suggest that while daily workload and unit availability influence TRT performance, GFD maintains relatively consistent service delivery throughout the week.

Figure 10-GFD TRT Day of Week Performance



Total Response Time by Alarm Hour

As illustrated in Figure 11: Heat Map – GFD TRT Alarm Hour Performance, TRT varies significantly by alarm hour, with the poorest performance occurring during overnight and early-morning periods.

Key patterns include:

- Overnight hours (00:00–05:00) show the slowest TRT, ranging from 9:02 to 9:45, with goal-met percentages as low as 34%.
- Daytime and early evening hours (08:00–19:00) show the strongest performance, with TRT values between 7:32 and 8:06.
- The morning surge in demand (07:00–09:00) corresponds with a noticeable increase in TRT, reflecting workload and unit availability pressures.
- These patterns align with the demand analysis and highlight the influence of staffing readiness, roadway conditions, and call volume on TRT reliability.

Figure 11-Heat Map – GFD TRT Alarm Hour Performance

Alarm Hour	TRT	Count	% Goal Met
0	09:06	136	55%
1	08:56	118	42%
2	09:02	124	40%
3	09:21	103	34%
4	09:45	95	39%
5	09:09	105	48%
6	08:47	142	47%
7	08:28	165	67%
8	07:54	261	71%
9	08:44	312	61%
10	08:30	283	63%
11	08:27	326	68%
12	07:58	288	72%
13	08:06	328	71%
14	08:42	297	67%
15	08:13	311	68%
16	08:16	296	68%
17	07:59	294	71%
18	08:33	315	69%
19	07:42	270	74%
20	08:14	267	72%
21	07:32	230	74%
22	07:55	192	67%
23	08:28	192	60%
Grand Total	**08:27**	**5,450**	**65%**

Total Response Time by NFIRS Category

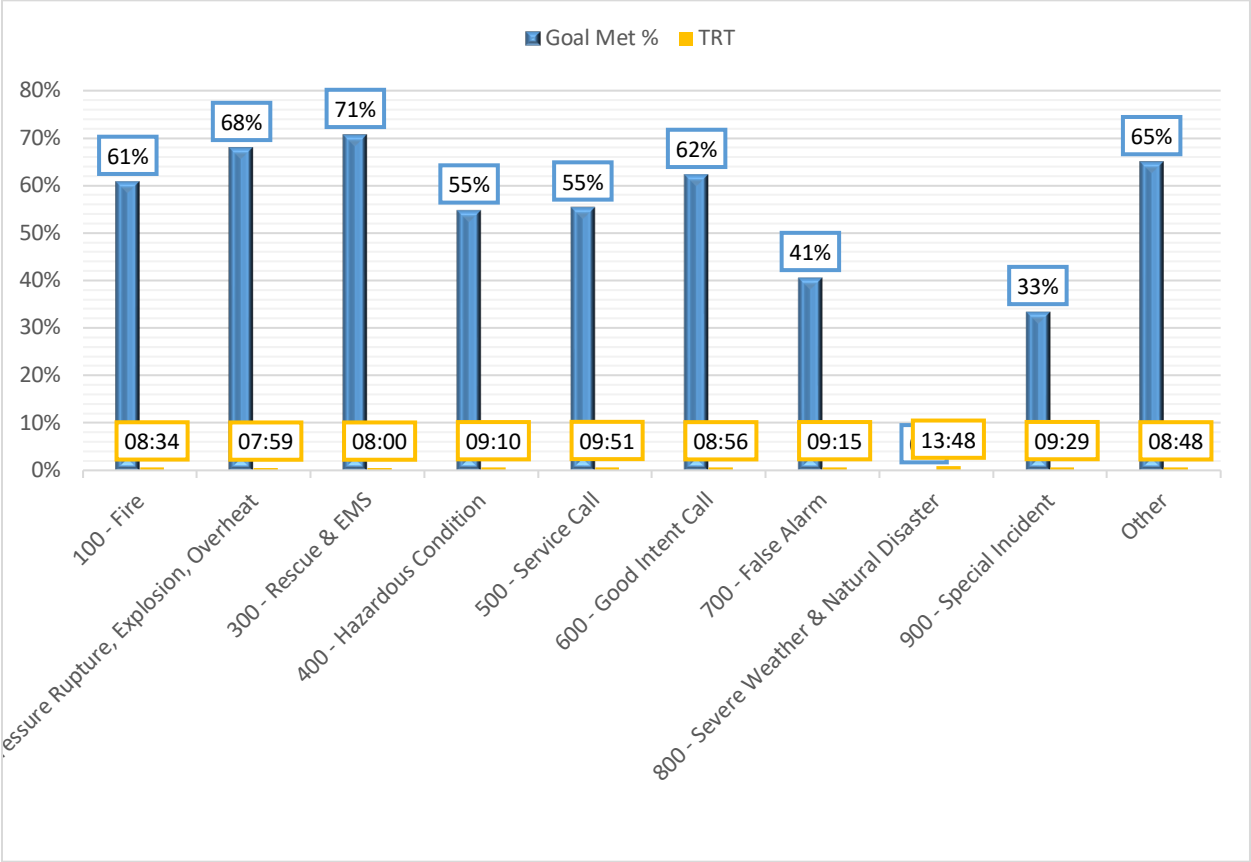
As shown in Figure 12: GFD TRT NFIRS Category Performance, TRT varies across NFIRS major categories, reflecting differences in incident type, dispatch pathways, and operational complexity.

Key observations include:

- Fire incidents (100 series) show faster TRT due to higher dispatch priority and more concentrated geographic distribution.
- Rescue & EMS incidents (300 series) show longer TRT, driven by higher call volume and broader geographic dispersion.
- False alarms (700 series) and good-intent calls (600 series) show moderate TRT values, influenced by call-processing variability and unit availability.
- Hazardous conditions (400 series) show slightly elevated TRT due to risk-based dispatching and the need for specialized response.

These differences reflect the operational realities of incident type and their impact on response performance.

Figure 12-GFD TRT NFIRS Category Performance



Total Response Time by NFIRS Nature Codes (Top 15 Incident Types)
Figure 13: Heat Map – GFD TRT by Top 15 NFIRS Nature Codes shows that TRT varies meaningfully across the most common incident types.

Key patterns include:

- Medical assists (311) show TRT values slightly above the system average due to high call volume and geographic dispersion.
- Motor-vehicle collisions (322, 324) show longer TRT, reflecting roadway conditions, traffic congestion, and incident location variability.
- Alarm activations (743, 745, 735) show moderate TRT values, influenced by call-processing pathways and unit availability.
- Dispatched and canceled enroute (611) show shorter TRT due to early termination of response.

These variations highlight the influence of incident type on response performance and reinforce the need for incident-specific deployment strategies.

Figure 13-Heat Map – GFD TRT by Top 15 NFIRS Nature Codes

NFIRS Incident Type (Top 15)	TRT	Count	Goal Met %
311-Medical assist, assist EMS crew	08:01	2,836	70%
322-Motor vehicle accident with injuries	08:02	318	72%
320-Emergency medical service incident, other	07:30	261	79%
324-Motor vehicle accident with no injuries.	08:10	259	68%
745-Alarm system activation, no fire - unintentional	09:05	193	46%
700-False alarm or false call, other	09:30	149	40%
743-Smoke detector activation, no fire - unintentional	09:00	145	46%
321-EMS call, excluding vehicle accident with injury	07:58	118	69%
600-Good intent call, other	08:56	96	57%
251-Excessive heat, scorch burns with no ignition	07:59	81	68%
735-Alarm system sounded due to malfunction	09:44	70	33%
744-Detector activation, no fire - unintentional	08:56	67	42%
300-Rescue, EMS incident, other	08:00	64	61%
733-Smoke detector activation due to malfunction	09:47	60	32%
622-No incident found on arrival at dispatch address	08:43	56	77%
Grand Total	08:22	4,773	66%

Total Response Time by Station

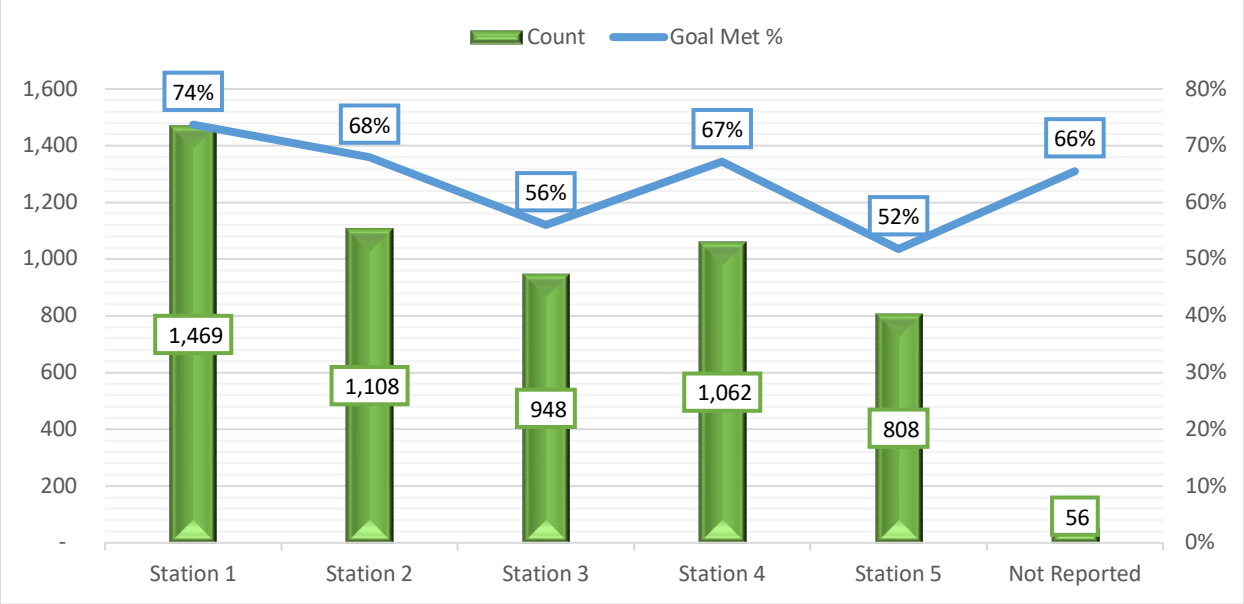
As shown in Figure 14: GFD TRT by Station Performance, TRT varies across stations, reflecting district size, roadway networks, and unit availability.

General patterns include:

- Stations with larger geographic districts or limited roadway connectivity show longer TRT.
- Stations located in denser urban areas show shorter TRT due to proximity to incident clusters.

Variability across stations is moderate, indicating consistent operational discipline.

Figure 14-GFD TRT by Station Performance



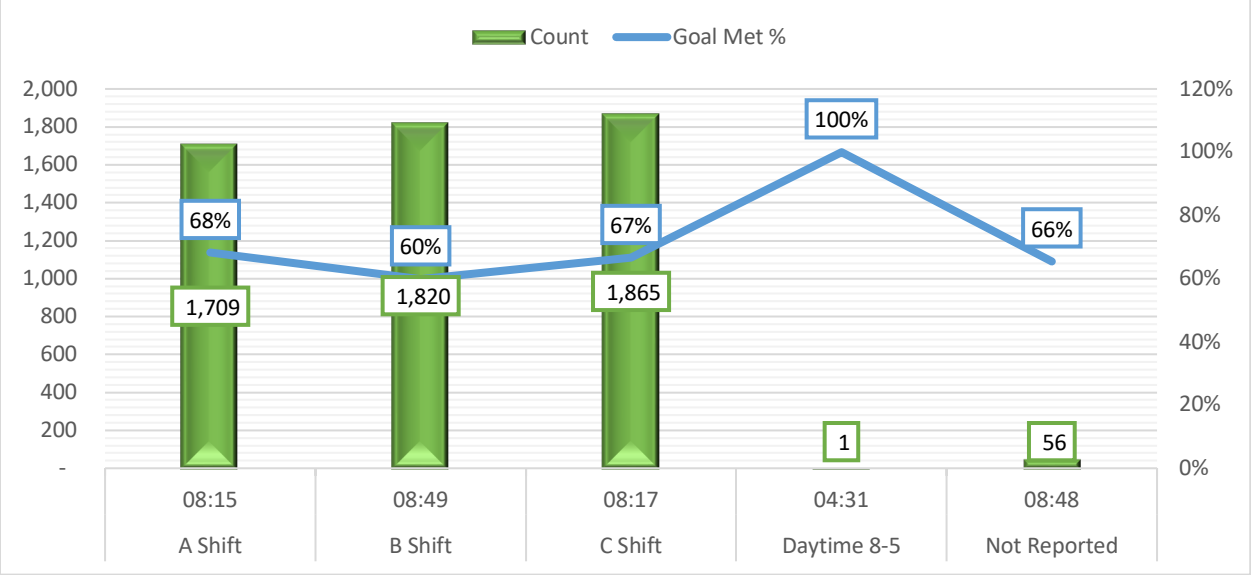
Total Response Time by Shift

Figure 15: GFD TRT by Shift Performance shows that TRT varies slightly across shifts, with differences generally within expected operational ranges.

Patterns include:

- Shifts with higher call volume show slightly elevated TRT.
- Overnight hours (common across all shifts) remain the most challenging period.
- Overall, shift-level variation is modest.

Figure 15-GFD TRT by Shift Performance



Call Processing Performance

As illustrated in Figure 16: CP Fiscal Year Performance, Call Processing (CP) consistently exceeds the department's benchmark of 1:00 across all three fiscal years. CP represents the time from call receipt at the PSAP to the dispatch of the first unit, making it the first—and often most influential—component of the response sequence.

Across the study period, CP performance at the 90th percentile ranges from 2:14 to 2:37, exceeding the benchmark by 1:14 to 1:37. This makes CP the largest single contributor to overall response delay.

Figure 16-CP Fiscal Year Performance

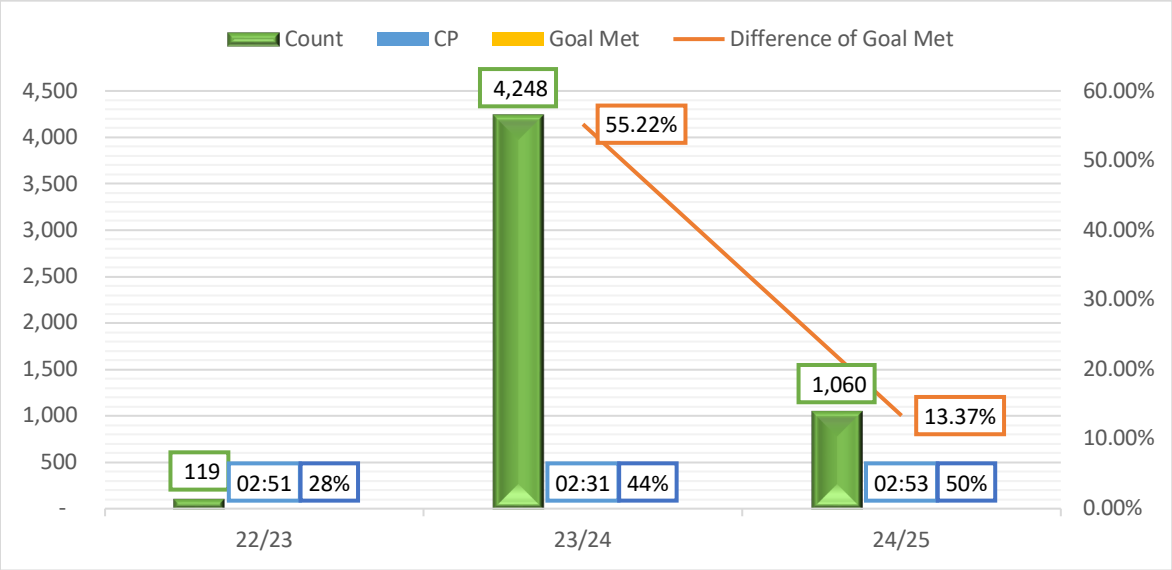


Figure 17: CP Monthly Performance shows that monthly CP values remain consistently above benchmark, with limited seasonal variation. The filtered dataset shows a CP value of 2:37, the highest of the study period, reinforcing the persistence of call-handling delays.

Figure 17-CP Monthly Performance

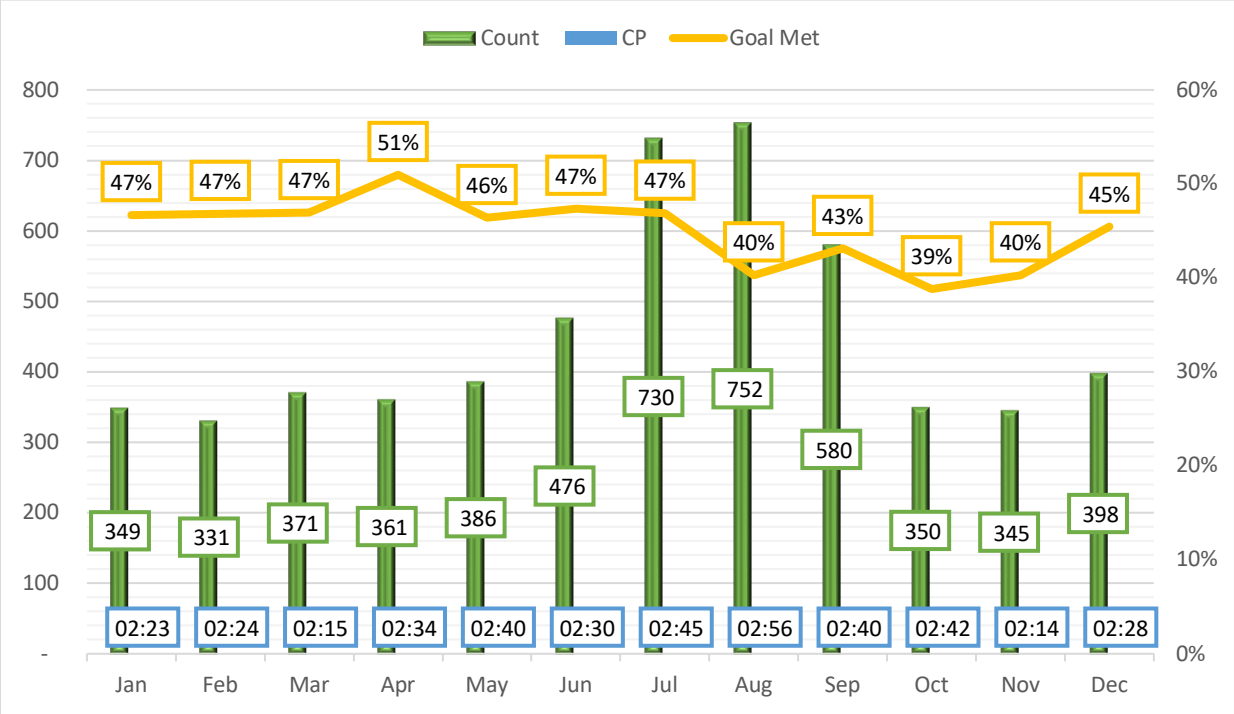


Figure 18: Heat Map – CP Fiscal Year & Monthly Performance highlights the stability of CP delays across months and years, with no significant periods of improvement or regression. This consistency suggests structural or workflow-related constraints within the call-processing environment.

Figure 18-Heat Map – CP Fiscal Year & Monthly Performance

FY	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Grand Total
22/23												02:51	02:51
23/24	02:34	02:49	02:47	02:42	02:14	02:28	02:23	02:24	02:15	02:34	02:40	02:24	02:31
24/25	02:55	03:01	02:33										02:53
Grand Total	02:45	02:56	02:40	02:42	02:14	02:28	02:23	02:24	02:15	02:34	02:40	02:30	02:37

Overall, CP performance remains the most significant opportunity for systemwide improvement, with direct implications for Total Response Time (TRT) and Effective Response Force (ERF) assembly.

Call Processing Performance by Day of the Week

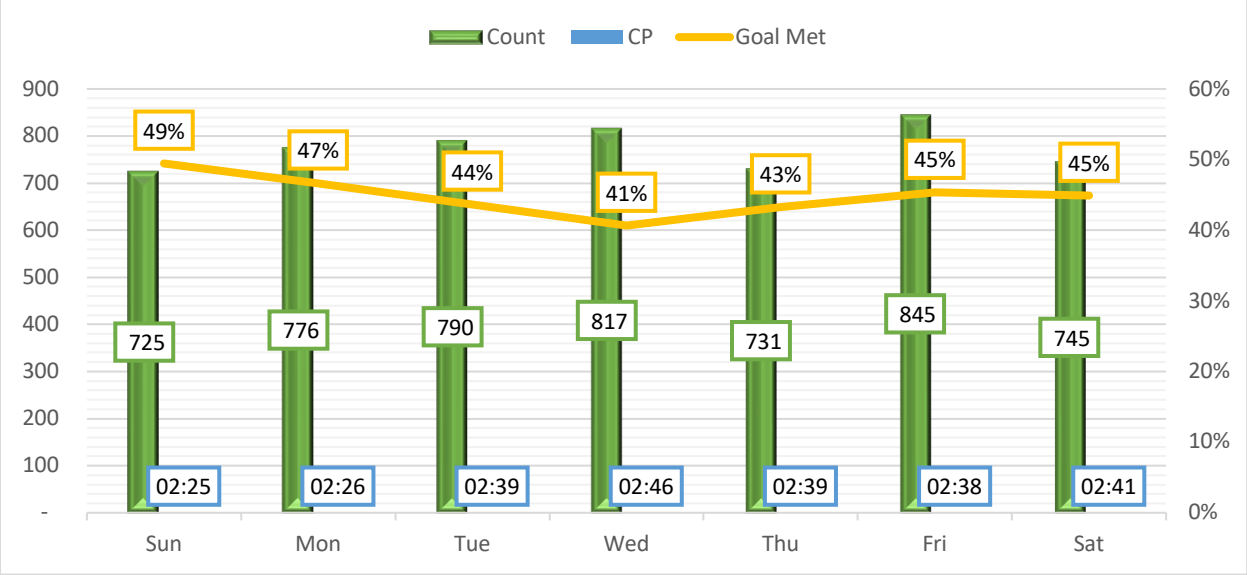
As shown in Figure 19: CP Performance by Day of the Week, CP times vary modestly across the week, with values generally falling between 2:14 and 2:32.

Key observations include:

- Monday and Tuesday show slightly elevated CP times, likely reflecting higher call volume and increased administrative workload at the start of the week.
- Weekend days (Saturday and Sunday) show marginally faster CP performance, though still well above benchmark.
- Variability across days is minimal, indicating that CP delays are systemic rather than workload-dependent.

These patterns reinforce the need for process improvements, staffing adjustments, or workflow redesign within the 911 center.

Figure 19-CP Performance by Day of the Week



Call Processing Performance by Alarm Hour

Figure 20: Heat Map – CP by Alarm Hour shows that CP performance varies significantly by time of day.

Key patterns include:

- Overnight hours (00:00–05:00) show the slowest CP times, often exceeding 2:30, reflecting reduced staffing and lower call-taker availability.
- Morning hours (07:00–10:00) show improved performance but remain well above benchmark.
- Afternoon and early evening hours (12:00–19:00) show the most consistent CP values, though still exceeding the 1:00 standard.
- Late evening (20:00–23:00) shows a gradual decline in performance as staffing levels shift.

These patterns indicate that CP delays are influenced by staffing levels, call-taker workload, and operational tempo within the 911 center.

Figure 20-Heat Map – CP by Alarm Hour

Alarm Hour	Count	CP	Goal Met
0	136	02:59	37%
1	118	02:34	53%
2	124	02:34	48%
3	103	02:29	49%
4	94	02:30	47%
5	105	02:59	51%
6	141	02:26	45%
7	165	02:36	44%
8	259	02:27	39%
9	311	02:50	41%
10	279	02:39	46%
11	326	02:39	44%
12	288	02:35	46%
13	322	02:42	41%
14	296	02:39	41%
15	312	02:28	45%
16	295	02:42	46%
17	293	02:37	46%
18	314	02:29	47%
19	270	02:47	44%
20	265	02:30	46%
21	230	02:29	45%
22	192	02:38	46%
23	191	02:45	49%
Grand Total	5,427	02:37	45%

Call Processing Performance by NFIRS Category

As illustrated in Figure 21: CP Performance by NFIRS Category, CP times vary across incident types, reflecting differences in call complexity, caller information, and dispatch pathways.

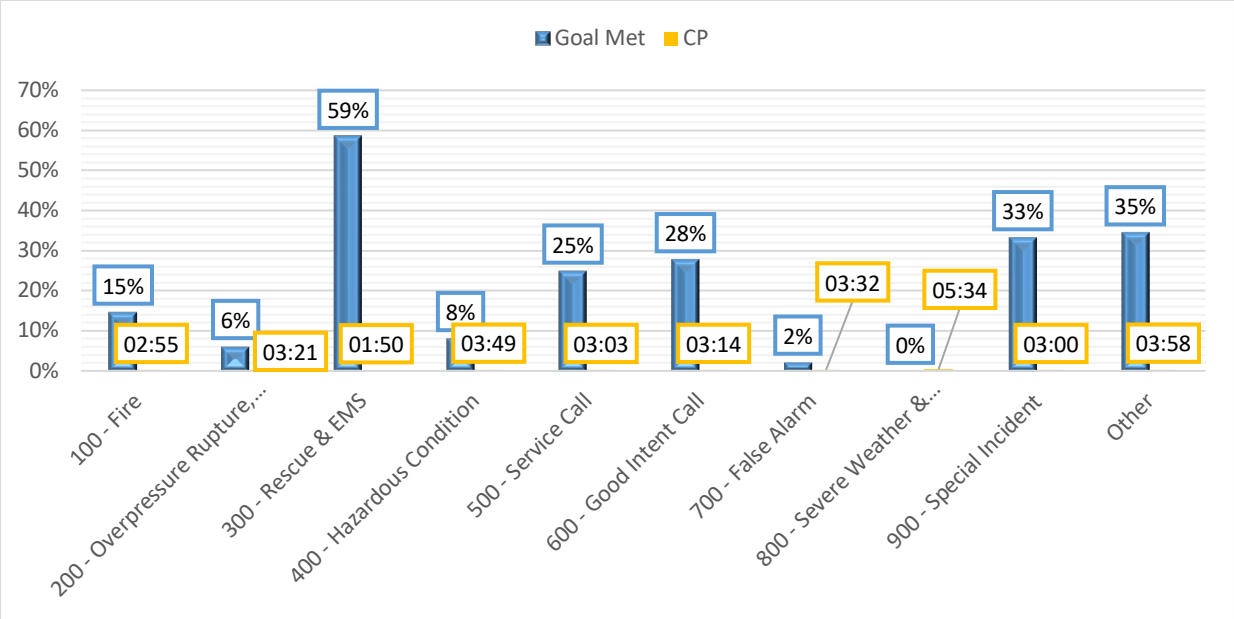
Key observations include:

- Fire incidents (100 series) show slightly faster CP times due to clearer hazard identification and higher dispatch priority.
- Rescue & EMS incidents (300 series) show longer CP times, influenced by caller uncertainty, medical triage questions, and variable symptom descriptions.
- False alarms (700 series) and good-intent calls (600 series) show moderate CP values, reflecting the need for call-takers to verify information before dispatch.

- Hazardous conditions (400 series) show elevated CP times due to risk-based questioning and the need for additional caller information.

These variations highlight the operational complexity of call-processing and the importance of structured protocols and training.

Figure 21-CP Performance by NFIRS Category



Call Processing Performance by NFIRS Nature Codes (Top 15 Incident Types)
Figure 22: Heat Map – CP Performance by Top 15 NFIRS Nature Codes shows that CP performance varies meaningfully across the most common incident types.

Key patterns include:

- Medical assists (311) show longer CP times due to medical triage questioning and caller uncertainty.
- Motor-vehicle collisions (322, 324) show elevated CP times, reflecting the need to determine injuries, hazards, and roadway conditions.
- Alarm activations (743, 745, 735) show moderate CP values, influenced by verification questions and caller information quality.
- Dispatched and canceled enroute (611) show shorter CP times due to rapid call termination.
- Service calls (500 series) show moderate CP times, reflecting the need to clarify non-emergency conditions.

These patterns reinforce that CP delays are influenced by incident type, caller clarity, and the complexity of information required for safe dispatch.

Figure 22-Heat Map – CP Performance by Top 15 NFIRS Nature Codes

NFIRS Incident Type (Top 15)	Count	CP	Goal Met %
311-Medical assist, assist EMS crew	2,829	01:47	59%
322-Motor vehicle accident with injuries	318	01:52	58%
320-Emergency medical service incident, other	260	02:01	58%
324-Motor vehicle accident with no injuries.	258	01:44	64%
745-Alarm system activation, no fire - unintentional	192	03:31	2%
700-False alarm or false call, other	146	03:24	3%
743-Smoke detector activation, no fire - unintentional	145	03:39	2%
321-EMS call, excluding vehicle accident with injury	118	01:52	59%
600-Good intent call, other	94	03:30	23%
251-Excessive heat, scorch burns with no ignition	81	03:21	6%
735-Alarm system sounded due to malfunction	70	03:42	1%
744-Detector activation, no fire - unintentional	66	03:08	0%
300-Rescue, EMS incident, other	64	02:11	56%
733-Smoke detector activation due to malfunction	60	03:17	5%
622-No incident found on arrival at dispatch address	54	02:13	44%
Grand Total	4,755	02:27	49%

Turnout Time Performance

As illustrated in Figure 23: GFD TO Fiscal Year Performance, Turnout Time (TO) consistently exceeds the department's benchmark of 1:20 across all three fiscal years. TO represents the interval from dispatch notification to the moment the responding unit begins forward movement, making it a critical operational component directly influenced by station readiness, staffing patterns, and crew behavior.

Across the study period, TO performance at the 90th percentile ranges from 1:55 to 2:09, exceeding the benchmark by 35–49 seconds. While above standard, TO performance is notably stable, with limited year-to-year variation. This consistency suggests strong operational discipline but also highlights structural factors—such as station design, alerting systems, and nighttime staffing posture—that limit further improvement without targeted intervention.

Figure 23-GFD TO Fiscal Year Performance

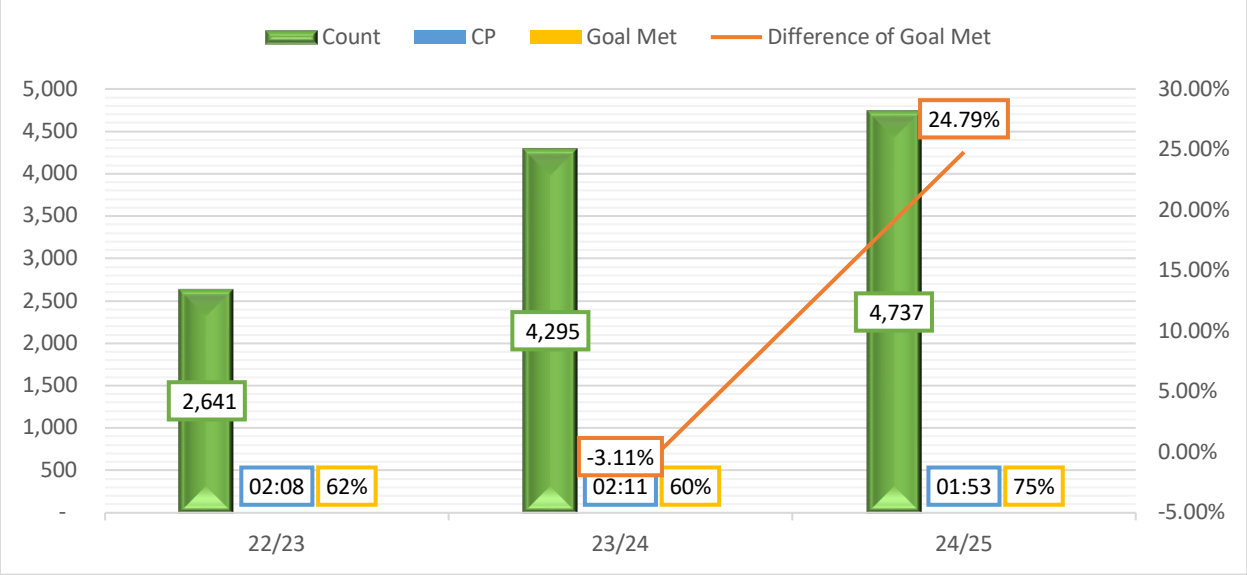


Figure 24: GFD TO Monthly Performance shows that monthly TO values remain tightly clustered, with no significant seasonal spikes. This reinforces the conclusion that TO delays are not workload-driven but instead reflect predictable operational patterns.

Figure 24-GFD TO Monthly Performance

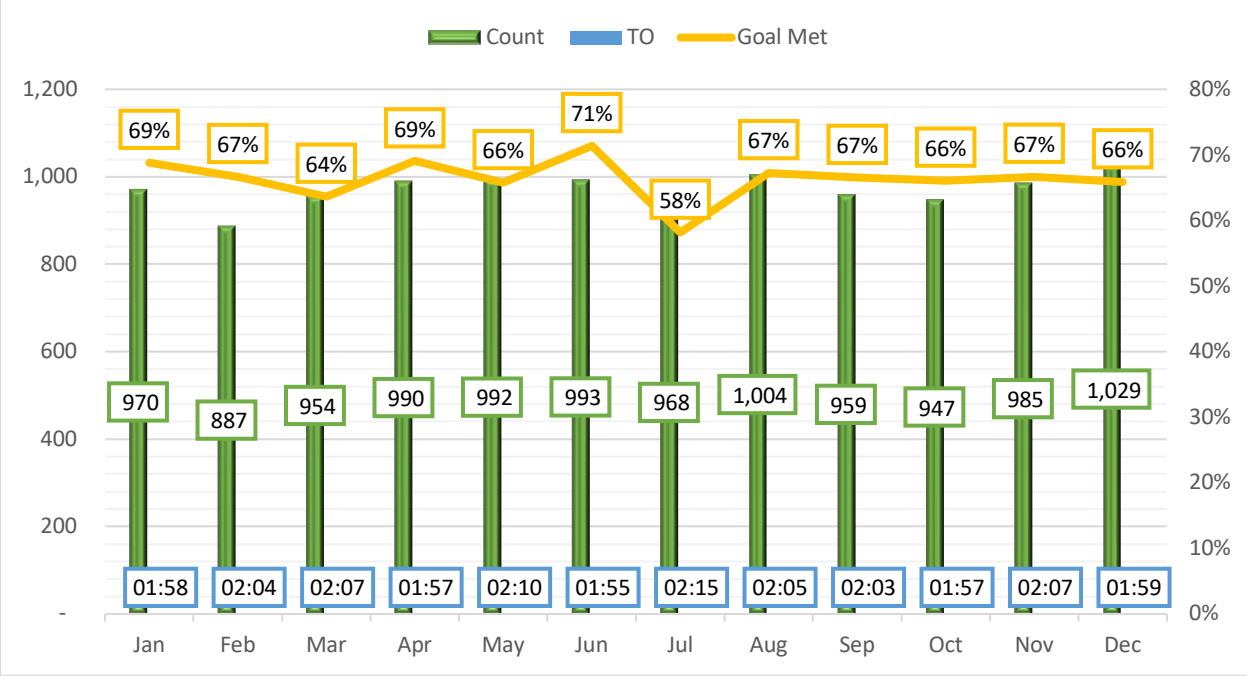


Figure 25: Heat Map – GFD TO Fiscal Year & Monthly Performance further illustrates this stability, with TO values remaining consistently above benchmark across all months and years.

Figure 25-Heat Map – GFD TO Fiscal Year & Monthly Performance

FY	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Grand Total
22/23	02:11	02:15	02:18	02:02	02:11	02:07	02:02	02:00	02:16	02:09	01:58	01:52	02:08
23/24	02:17	02:05	01:59	02:09	02:17	02:04	02:07	02:20	02:11	02:02	02:25	02:04	02:11
24/25	02:12	01:59	01:53	01:44	01:50	01:48	01:47	01:46	01:53	01:43	01:54	01:48	01:53
Grand Total	02:15	02:05	02:03	01:57	02:07	01:59	01:58	02:04	02:07	01:57	02:10	01:55	02:03

Turnout Time Performance by Day of the Week

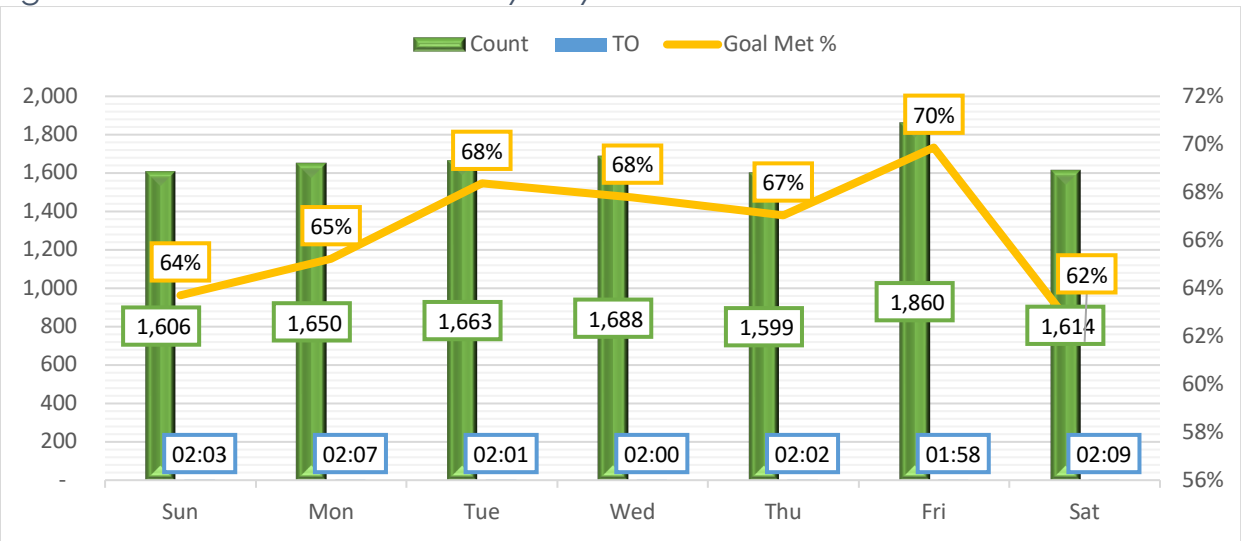
As shown in Figure 26: GFD TO Performance by Day of the Week, TO varies minimally across the week, with values generally falling between 1:55 and 2:05.

Key observations include:

- Weekend days (Saturday and Sunday) show slightly faster TO performance, likely reflecting lower in-station activity and fewer concurrent tasks.
- Weekdays show marginally slower TO performance, though differences are small and operationally insignificant.
- The narrow range of variation reinforces that TO performance is consistent and predictable, regardless of day-of-week workload.

This consistency is a strength, demonstrating reliable crew readiness across all shifts and days.

Figure 26-GFD TO Performance by Day of the Week



Turnout Time Performance by Alarm Hour

Figure 27: Heat Map – GFD TO Performance by Alarm Hour shows that TO performance varies significantly by time of day, reflecting staffing posture and sleep disruption patterns.

Key patterns include:

- Overnight hours (00:00–06:00) show the slowest TO values, often exceeding 2:05, consistent with national trends for career departments.
- Morning hours (07:00–10:00) show improved TO performance as crews transition into daytime operations.
- Daytime and early evening hours (10:00–20:00) show the most consistent TO values, generally between 1:55 and 2:00.
- Late evening (21:00–23:00) shows a gradual decline as crews settle into nighttime routines.

These patterns are typical of 24-hour shift operations and reflect the physiological realities of sleep cycles and nighttime alerting.

Figure 27-Heat Map – GFD TO Performance by Alarm Hour

Alarm Hour	Count	TO	Goal Met %
0	310	02:40	16%
1	240	02:57	11%
2	249	02:56	18%
3	218	03:06	10%
4	212	02:48	10%
5	206	02:59	13%
6	280	02:30	25%
7	374	02:02	56%
8	529	01:43	75%
9	677	01:32	82%
10	615	01:31	82%
11	668	01:33	83%
12	643	01:37	80%
13	680	01:40	79%
14	652	01:36	81%
15	683	01:32	83%
16	652	01:33	81%
17	651	01:28	86%
18	669	01:38	79%
19	601	01:41	76%
20	562	01:43	69%
21	498	01:50	62%
22	425	02:00	52%
23	388	02:19	31%
Grand Total	11,673	02:03	66%

Turnout Time Performance by NFIRS Category

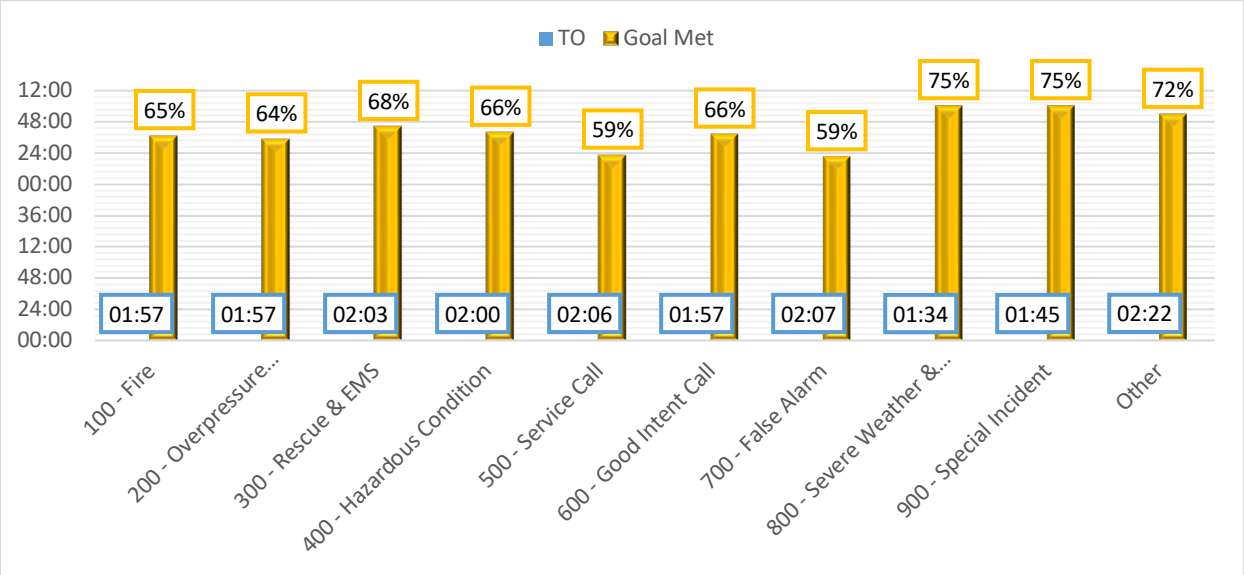
As illustrated in Figure 28: GFD TO Performance by NFIRS Category, TO varies slightly across incident types, though differences remain modest.

Key observations include:

- Fire incidents (100 series) show slightly faster TO performance due to higher perceived urgency and well-established response routines.
- Rescue & EMS incidents (300 series) show moderate TO values, reflecting the high frequency and familiarity of these calls.
- False alarms (700 series) and good-intent calls (600 series) show similar TO values, indicating consistent crew behavior regardless of incident type.
- Hazardous conditions (400 series) show slightly elevated TO values, potentially reflecting additional pre-response considerations.

Overall, TO performance is remarkably consistent across NFIRS categories, reinforcing the department's operational discipline.

Figure 28-GFD TO Performance by NFIRS Category



Turnout Time Performance by NFIRS Nature Codes (Top 15 Incident Types)
Figure 29: Heat Map – GFD TO Performance by Top 15 NFIRS Nature Codes shows that TO performance varies minimally across the most common incident types.

Key patterns include:

- Medical assists (311) show TO values near the system average, reflecting routine EMS response behavior.
- Motor-vehicle collisions (322, 324) show slightly faster TO performance, likely due to the perceived urgency of MVCs.
- Alarm activations (743, 745, 735) show consistent TO values, reflecting standardized response procedures.
- Dispatched and canceled enroute (611) shows slightly faster TO due to rapid dispatch and early termination.
- Service calls (500 series) show moderate TO values, consistent with their lower-risk profile.

These patterns confirm that TO performance is not significantly influenced by incident type, further demonstrating operational consistency.

Figure 29-Heat Map – GFD TO Performance by Top 15 NFIRS Nature Codes

NFIRS Incident Type	TO	Count	Goal Met %
311-Medical assist, assist EMS crew	02:07	5,757	66%
322-Motor vehicle accident with injuries	01:49	742	73%
324-Motor vehicle accident with no injuries.	01:48	597	74%
320-Emergency medical service incident, other	01:48	478	79%
745-Alarm system activation, no fire - unintentional	02:05	416	60%
743-Smoke detector activation, no fire - unintentional	02:03	381	61%
700-False alarm or false call, other	01:57	339	62%
600-Good intent call, other	01:58	215	64%
321-EMS call, excluding vehicle accident with injury	01:46	212	73%
251-Excessive heat, scorch burns with no ignition	01:57	211	64%
735-Alarm system sounded due to malfunction	02:08	163	55%
622-No incident found on arrival at dispatch address	01:50	143	71%
300-Rescue, EMS incident, other	02:41	143	56%
744-Detector activation, no fire - unintentional	02:08	141	60%
733-Smoke detector activation due to malfunction	02:31	133	53%
Grand Total	02:03	10,070	67%

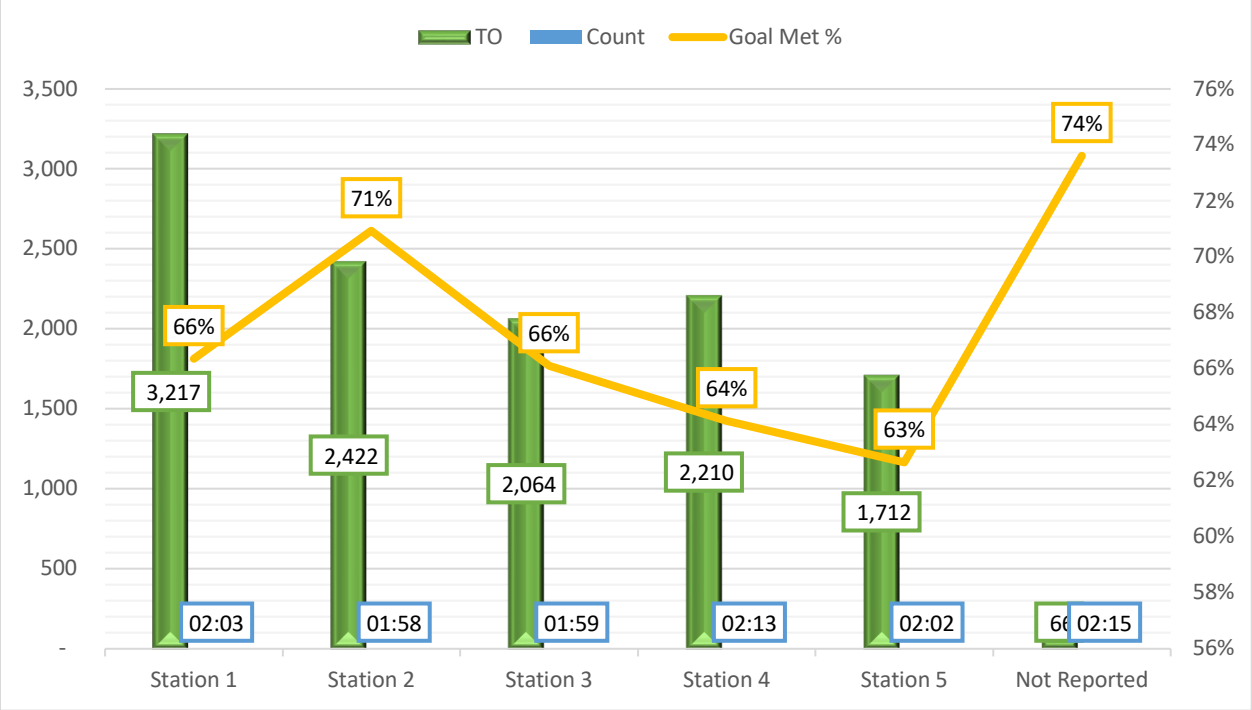
Turnout Time Performance by Station

As shown in Figure 30: GFD TO Performance by Station, TO varies slightly across stations, though differences remain within a narrow operational range.

Patterns include:

- Stations with newer facilities or improved alerting systems show marginally faster TO performance.
- Stations with older layouts or longer apparatus bay travel distances show slightly slower TO values.
- Overall, station-level variation is modest, indicating consistent crew readiness across the organization.

Figure 30-GFD TO Performance by Station



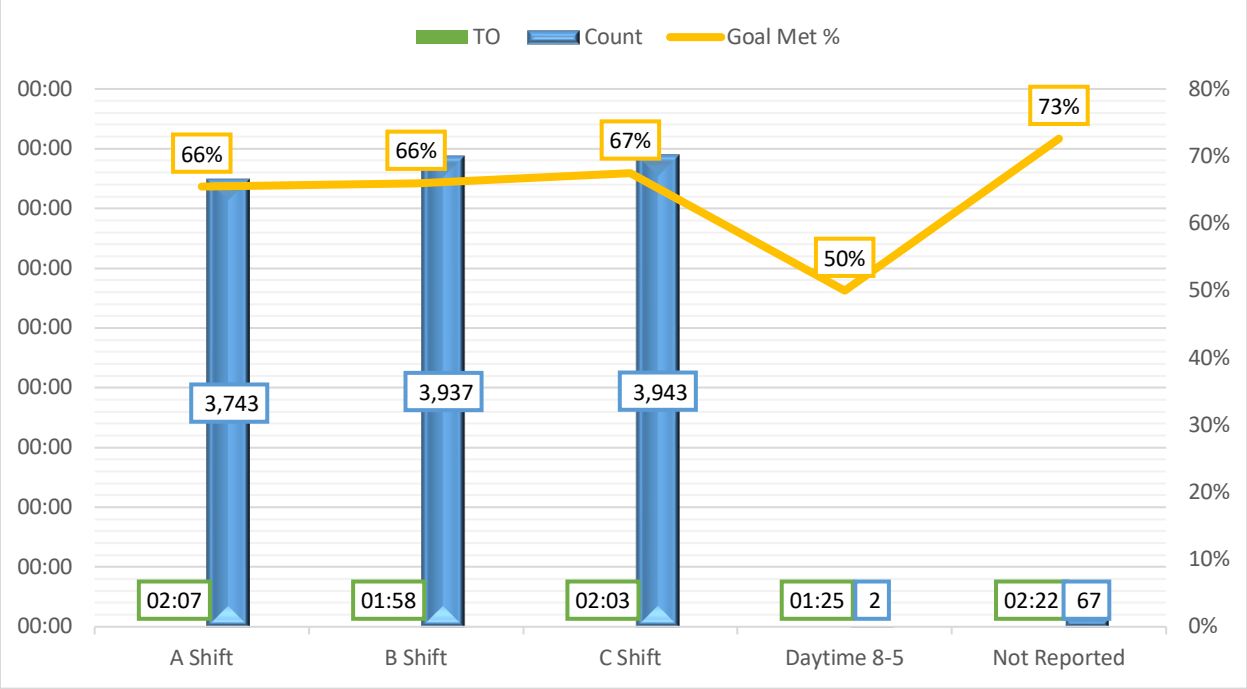
Turnout Time Performance by Shift

Figure 31: GFD TO Performance by Shift shows minimal variation across shifts, with TO values generally falling between 1:55 and 2:05.

Key observations include:

- All three shifts demonstrate consistent TO performance, reflecting strong organizational culture and standardized expectations.
- Slight differences appear during overnight hours, but these are consistent with physiological and operational realities.
- No shift shows performance outside expected ranges.

Figure 31-GFD TO Performance by Shift



Travel Time Performance

As illustrated in Figure 32: GFD TT Fiscal Year Performance, Travel Time (TT) consistently exceeds the department's benchmark of 4:00 for first-arriving units. TT represents the interval from unit movement to arrival on scene and is influenced by district geography, roadway networks, traffic conditions, and unit availability. Across the study period, TT at the 90th percentile ranges from 4:18 to 5:12, exceeding the benchmark by 18 seconds to 1 minute and 12 seconds. The filtered dataset shows a TT of 5:12, the highest of the three years, reflecting the influence of increased call volume and system workload.

Figure 32-GFD TT Fiscal Year Performance

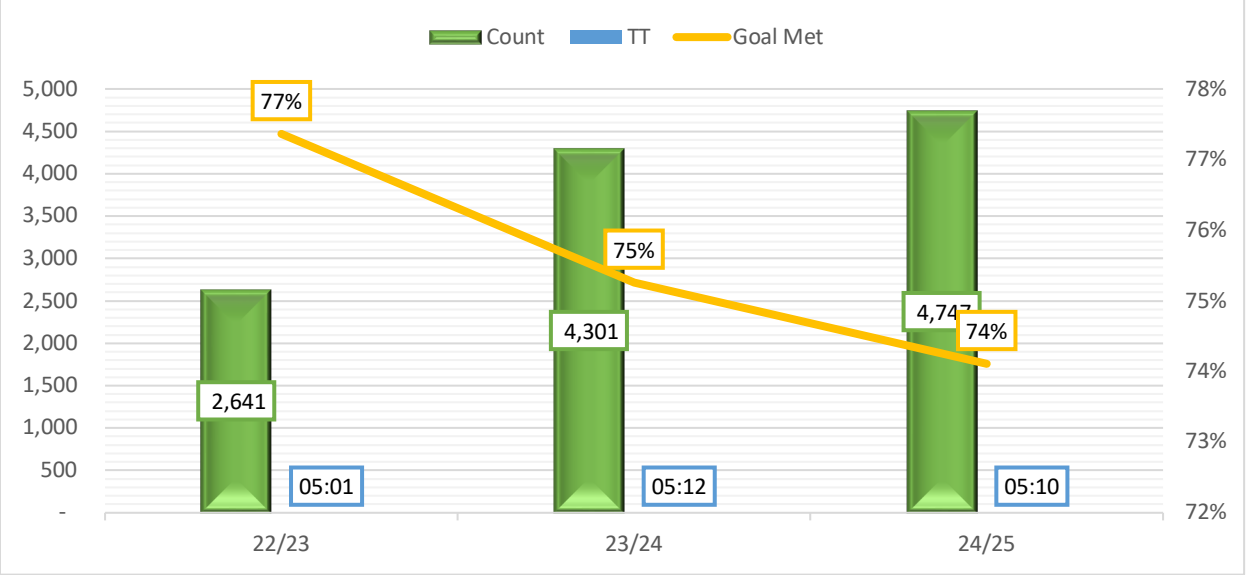


Figure 33: GFD TT Monthly Performance shows moderate monthly variation, with TT values generally falling between 4:30 and 5:20. Months with higher incident demand—particularly in FY 2023–2024 and FY 2024–2025—correspond with slightly elevated TT values.

Figure 33-GFD TT Monthly Performance

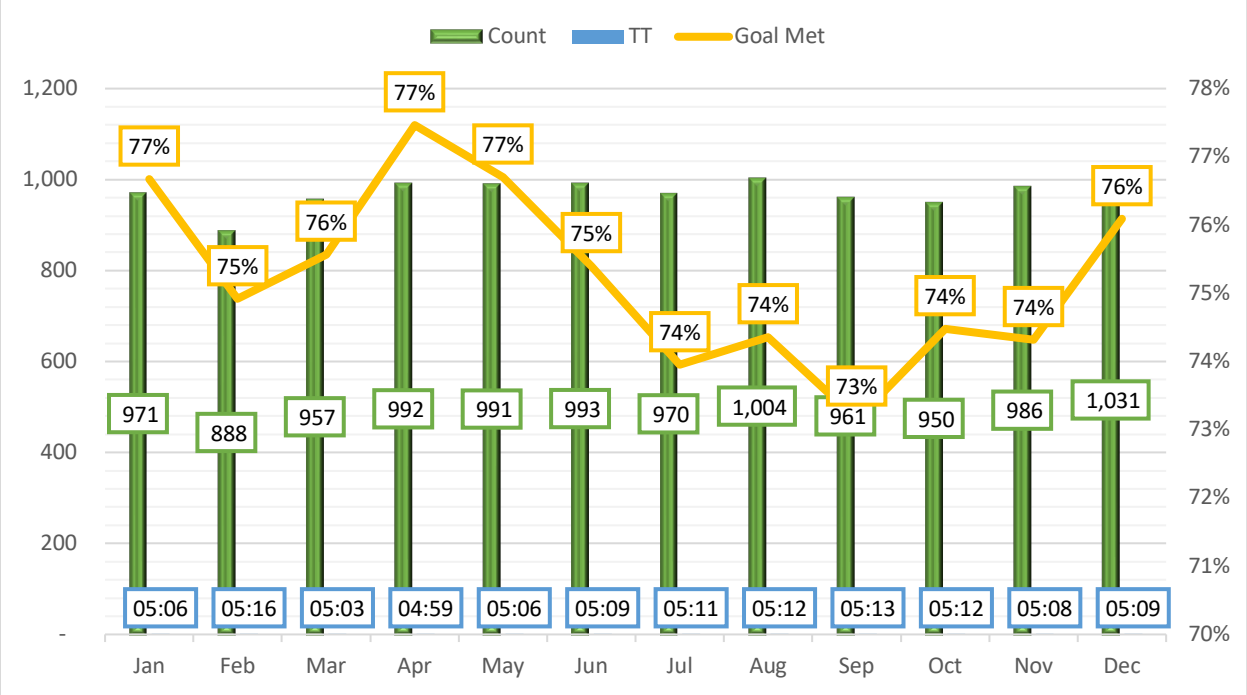


Figure 34: Heat Map – GFD TT Fiscal Year & Monthly Performance highlights the consistency of TT delays across months and years. While performance fluctuates slightly with seasonal traffic patterns and workload, TT remains above benchmark throughout the study period.

Overall, TT performance is stable but structurally constrained, reflecting the physical realities of district layout, roadway connectivity, and unit distribution.

Figure 34:Heat Map – GFD TT Fiscal Year & Monthly Performance

FY	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Grand Total
22/23	05:02	05:19	04:54	05:09	04:54	04:41	05:00	05:25	05:11	04:46	04:50	04:44	05:01
23/24	05:18	05:03	05:33	05:06	05:26	05:08	05:12	05:08	05:10	04:38	05:26	05:07	05:12
24/25	05:17	05:16	05:02	05:22	05:10	05:13	05:03	05:08	05:00	05:22	04:52	05:11	05:10
Grand Total	05:11	05:12	05:13	05:12	05:08	05:09	05:06	05:16	05:03	04:59	05:06	05:09	05:09

Travel Time Performance by Day of the Week

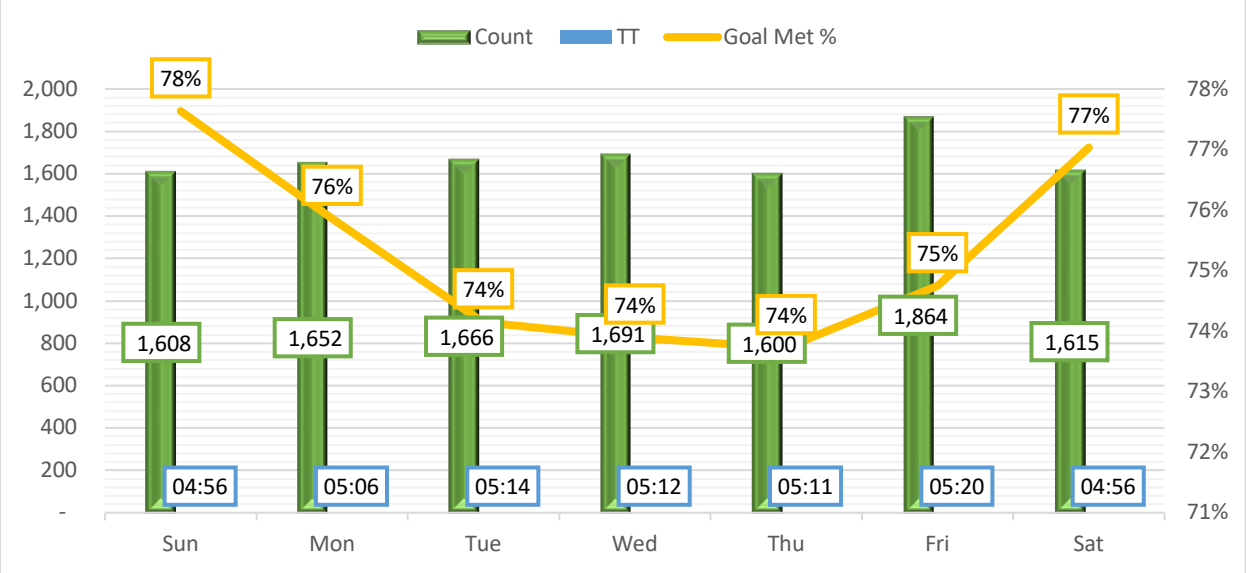
As shown in Figure 35: GFD TT Performance by Day of the Week, TT varies modestly across the week, with values generally falling between 4:20 and 4:45.

Key observations include:

- Weekdays (Monday–Friday) show slightly longer TT values, reflecting increased traffic congestion and higher call volume.
- Weekends (Saturday–Sunday) show marginally faster TT performance, though differences remain small.
- The narrow range of variation indicates that TT performance is consistent and predictable, regardless of day-of-week workload.

These patterns align with typical urban traffic behavior and confirm that TT delays are influenced more by geography and roadway conditions than by daily workload.

Figure 35-GFD TT Performance by Day of the Week



Travel Time Performance by Alarm Hour

Figure 36: Heat Map – GFD TT Performance by Alarm Hour shows that TT varies significantly by time of day, reflecting traffic patterns, roadway congestion, and unit availability.

Key patterns include:

- Morning peak (07:00–09:00) shows elevated TT values due to commuter traffic and increased call volume.
- Afternoon peak (15:00–18:00) shows similar increases, reflecting school dismissal, business traffic, and roadway congestion.
- Midday hours (10:00–14:00) show the most consistent TT performance, generally between 4:20 and 4:35.
- Overnight hours (00:00–05:00) show the fastest TT values due to reduced traffic and improved roadway conditions.

These patterns confirm that TT performance is heavily influenced by traffic density and roadway conditions, consistent with national trends.

Figure 36-Heat Map – GFD TT Performance by Alarm Hour

Alarm Hour	Count	TT	Goal Met %
0	312	04:52	76%
1	241	05:26	75%
2	251	05:14	64%
3	221	05:13	70%
4	213	05:05	71%
5	207	05:18	72%
6	280	05:06	72%
7	375	05:13	74%
8	530	05:02	78%
9	676	05:20	73%
10	615	05:22	71%
11	668	05:26	73%
12	644	04:53	77%
13	680	05:02	79%
14	652	05:33	72%
15	683	05:39	71%
16	652	05:06	78%
17	653	05:04	75%
18	669	05:13	77%
19	601	04:54	79%
20	563	04:44	81%
21	498	04:50	80%
22	425	04:45	81%
23	389	04:50	75%
Grand Total	11,689	05:09	75%

Travel Time Performance by NFIRS Category

As illustrated in Figure 37: GFD TT Performance by NFIRS Category, TT varies across incident types, reflecting differences in incident location, dispatch priority, and roadway conditions.

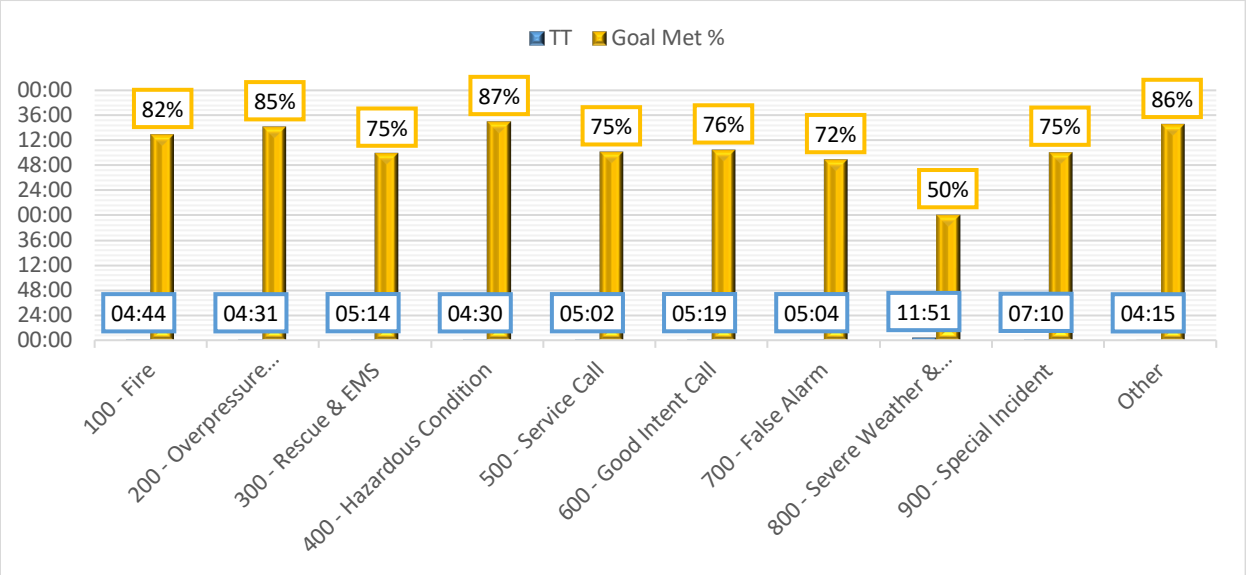
Key observations include:

- Fire incidents (100 series) show slightly faster TT values due to higher dispatch priority and more concentrated geographic distribution.
- Rescue & EMS incidents (300 series) show longer TT values, driven by higher call volume and broader geographic dispersion.
- False alarms (700 series) and good-intent calls (600 series) show moderate TT values, reflecting their distribution across residential and commercial areas.

- Hazardous conditions (400 series) show elevated TT values due to the need for specialized response and the potential for incidents in industrial or commercial zones.

These differences highlight the operational realities of incident type and their impact on travel performance.

Figure 37-GFD TT Performance by NFIRS Category



Travel Time Performance by NFIRS Nature Codes (Top 15 Incident Types)

Figure 38: Heat Map – GFD TT Performance by Top 15 NFIRS Nature Codes shows that TT varies meaningfully across the most common incident types.

Key patterns include:

- Medical assists (311) show TT values slightly above the system average due to broad geographic distribution.
- Motor-vehicle collisions (322, 324) show longer TT values, reflecting roadway congestion, incident location variability, and traffic hazards.
- Alarm activations (743, 745, 735) show moderate TT values, influenced by their concentration in residential and commercial structures.
- Dispatched and canceled enroute (611) show shorter TT values due to early termination of response.
- Service calls (500 series) show moderate TT values consistent with their lower-risk profile.

These patterns reinforce that TT performance is shaped by incident type, roadway conditions, and geographic distribution.

Figure 38-Heat Map – GFD TT Performance by Top 15 NFIRS Nature Codes

NFIRS Incident Type	Travel	Count	Goal Met %
311-Medical assist, assist EMS crew	05:12	5,771	74%
322-Motor vehicle accident with injuries	05:13	742	77%
324-Motor vehicle accident with no injuries.	05:18	597	74%
320-Emergency medical service incident, other	04:54	478	80%
745-Alarm system activation, no fire - unintentional	05:01	416	75%
743-Smoke detector activation, no fire - unintentional	04:48	381	81%
700-False alarm or false call, other	05:32	339	67%
600-Good intent call, other	05:11	215	77%
321-EMS call, excluding vehicle accident with injury	05:36	212	63%
251-Excessive heat, scorch burns with no ignition	04:30	211	86%
735-Alarm system sounded due to malfunction	04:58	163	69%
300-Rescue, EMS incident, other	05:26	144	72%
622-No incident found on arrival at dispatch address	05:21	143	74%
744-Detector activation, no fire - unintentional	04:45	141	75%
733-Smoke detector activation due to malfunction	05:18	134	61%
Grand Total	05:11	10,086	75%

Travel Time Performance by Station

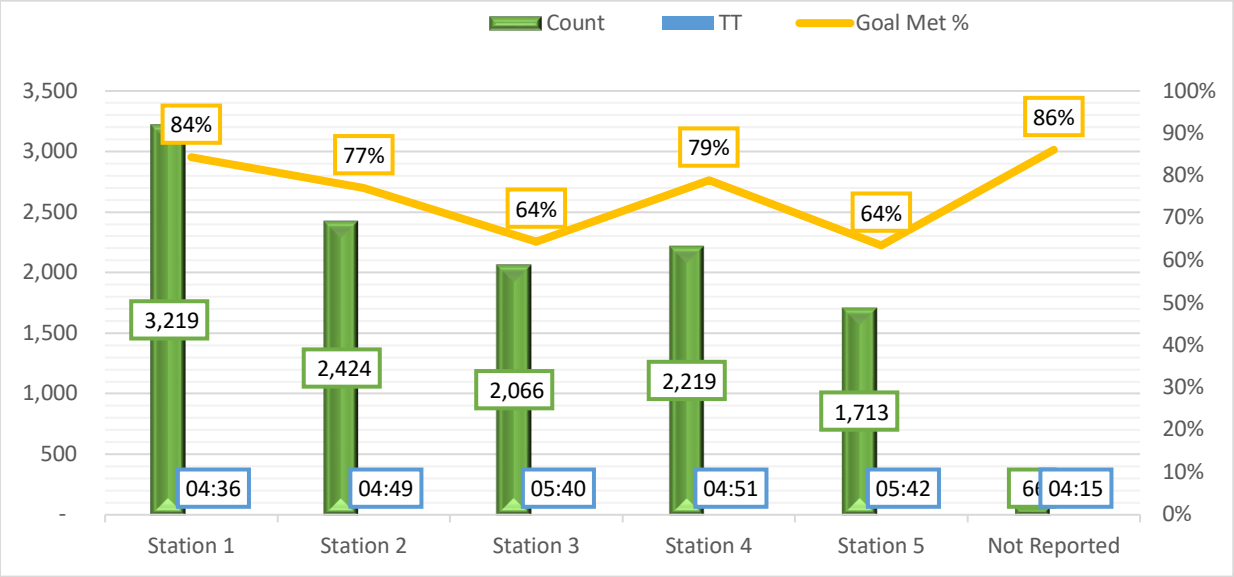
As shown in Figure 39: GFD TT Performance by Station, TT varies across stations, reflecting district size, roadway networks, and unit distribution.

Patterns include:

- Stations serving larger or more geographically dispersed districts show longer TT values.
- Stations located in denser urban areas show faster TT due to proximity to incident clusters.
- Variability across stations is moderate, indicating that TT performance is influenced primarily by geography rather than operational behavior.

These patterns highlight the importance of deployment modeling and station placement in optimizing TT performance.

Figure 39-GFD TT Performance by Station



Travel Time Performance by Shift

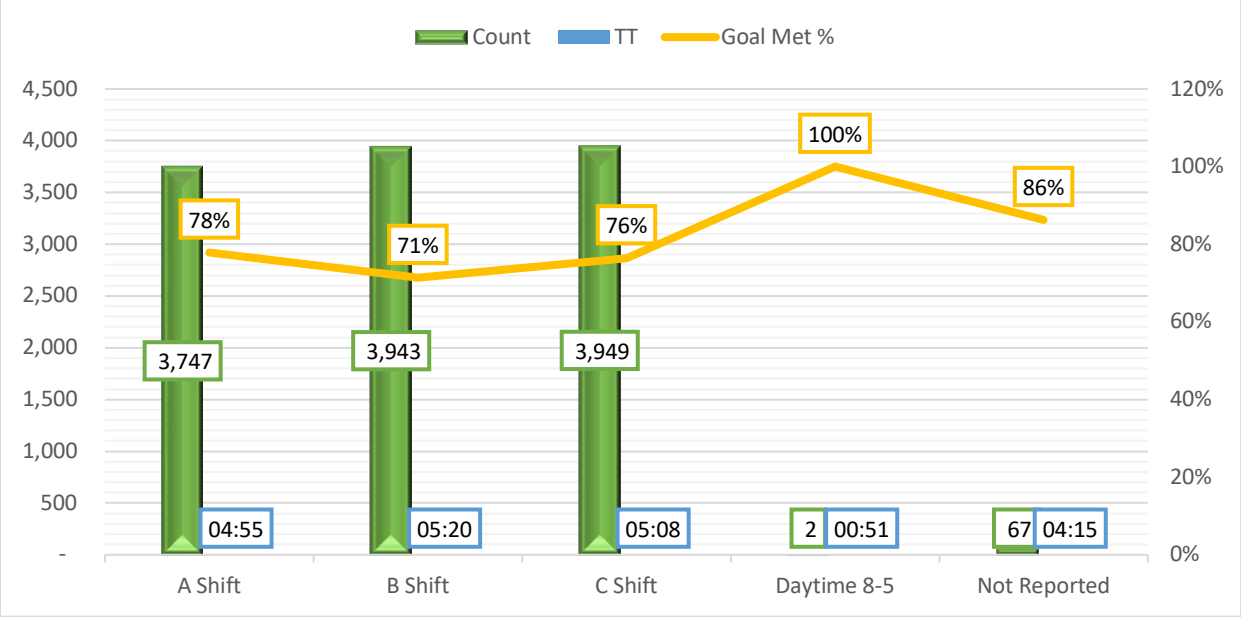
Figure 40: GFD TT Performance by Shift shows minimal variation across shifts, with TT values generally falling between 4:25 and 4:45.

Key observations include:

- All shifts demonstrate consistent TT performance, reflecting stable operational behavior.
- Slight differences appear during peak traffic periods, which affect all shifts equally depending on call timing.
- No shift shows performance outside expected operational ranges.

Overall, shift-level variation is modest, reinforcing that TT performance is driven more by external factors (traffic, geography) than by shift behavior.

Figure 40-GFD TT Performance by Shift



Response Time Performance

As illustrated in Figure 41: *GFD RT Fiscal Year Performance*, Response Time (RT)—the combined interval of Turnout + Travel—continues to exceed the department's updated benchmark of 5:20 across all three fiscal years. RT represents the operational portion of the response sequence and is directly influenced by station readiness, roadway conditions, district geography, and unit availability.

Across the study period, RT at the 90th percentile ranges from 6:21 to 6:38, resulting in a performance gap of +1:01 to +1:18 above the 5:20 benchmark. These values closely mirror the combined effects of Turnout Time (TO) and Travel Time (TT), both of which remain above their respective benchmarks and contribute directly to overall RT performance.

Key observations from Figure 41 include:
FY 2022–2023:

- RT averages 6:28, with 71% of incidents meeting the 5:20 benchmark. This year establishes the baseline for response performance, reflecting stable but above-benchmark results.

FY 2023–2024:

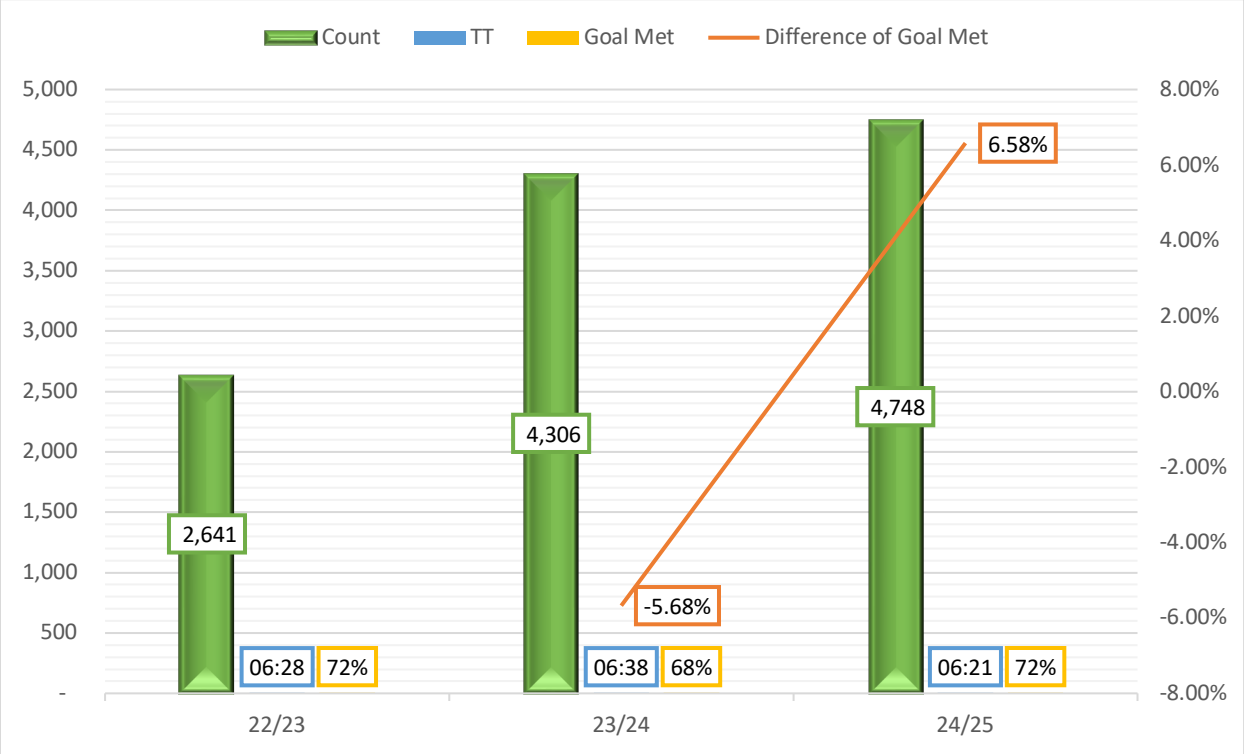
- RT increases slightly to 6:38, with 68% of incidents meeting the benchmark—a 5.68% decrease from the prior year. This decline corresponds with a significant increase in incident demand and workload.

FY 2024–2025:

- RT improves to 6:21, the strongest performance of the three-year period, with 72% of incidents meeting the benchmark—a 6.58% improvement over FY 2023–2024.

Across all three fiscal years, the combined RT average is 6:28, resulting in an overall performance gap of +1:08 above the 5:20 benchmark. These patterns confirm that RT performance is driven primarily by the cumulative impact of Turnout and Travel Time, both of which show consistent delays across the study period.

Figure 41-GFD RT Fiscal Year Performance



Response Time by Fiscal Year and Month

Figure 42: *Heat Map – GFD RT Fiscal Year & Monthly Performance* shows moderate monthly variation in Response Time (RT), with values generally ranging between 6:12 and 7:05 across the three fiscal years. Monthly RT performance remains consistently above the department's updated 5:20 benchmark, though several months demonstrate meaningful improvement, particularly in FY 2024–2025.

Key patterns include:

- Months with higher incident demand—especially during FY 2023–2024—show slightly elevated RT values, reflecting increased workload and reduced unit availability.
- Winter and early-spring months (e.g., January–March) often show marginally faster RT performance, likely influenced by lower roadway congestion and more predictable traffic conditions.
- No month meets the 5:20 benchmark at the 90th percentile, though several months in FY 2024–2025 approach within one minute of the benchmark.

The heat map reinforces the conclusion that RT performance is shaped by predictable operational factors—crew readiness, roadway conditions, district geography, and system workload—rather than seasonal anomalies. The gradual improvement observed in FY 2024–2025 suggests that operational consistency and system adjustments are positively influencing RT reliability, even as overall demand remains high.

Figure 42-Heat Map – GFD RT Fiscal Year & Monthly Performance

FY	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Grand Total
22/23	06:54	06:36	06:32	06:42	06:27	06:22	06:23	06:28	06:40	06:12	06:20	05:54	06:28
23/24	06:54	06:42	06:45	06:28	07:05	06:37	06:20	06:39	06:49	05:58	06:48	06:13	06:38
24/25	06:48	06:23	06:21	06:26	06:00	06:37	06:06	06:14	06:18	06:21	06:13	06:24	06:21
Grand Total	06:51	06:30	06:33	06:31	06:34	06:32	06:14	06:28	06:32	06:09	06:32	06:13	06:28

Overall Performance Summary

Across the three-year study period, Goldsboro Fire Department's response performance demonstrates consistent operational discipline but persistent gaps relative to established benchmarks. Each component of the response sequence—Call Processing, Turnout, Travel, Response Time, and Total Response Time—shows stable performance patterns, yet all remain above the department's stated goals at the 90th percentile.

Call Processing (CP) remains the most significant contributor to overall delay. With values ranging from 2:19 to 2:37, CP exceeds the benchmark of 1:00 by more than a full minute across all years. These delays are consistent and systemic, reflecting workflow, staffing, and procedural constraints within the 911 center rather than fluctuations in fire department operations.

Turnout Time (TO) shows strong operational consistency, with performance ranging from 1:55 to 2:09. Although TO exceeds the benchmark of 1:20, the

narrow range of variation across years, months, days, and incident types indicates disciplined crew behavior and predictable station readiness. Improvements in TO will require targeted interventions such as station alerting upgrades, facility design enhancements, or nighttime readiness strategies.

Travel Time (TT) remains above the benchmark of 4:00, with values ranging from 4:18 to 5:12. TT performance is shaped primarily by district geography, roadway networks, traffic congestion, and unit distribution. These structural factors limit the degree to which TT can be improved without deployment changes, roadway modifications, or additional units.

Response Time (RT)—the combined interval of Turnout + Travel—ranges from 6:21 to 6:38, exceeding the updated benchmark of 5:20 by 1:01 to 1:18. RT performance closely mirrors the combined effects of TO and TT, reinforcing that improvements in RT will depend on targeted enhancements in both components. Total Response Time (TRT), which includes Call Processing, ranges from 8:15 to 8:29 across the three years, with a combined average of 8:27. This exceeds the benchmark of 6:20 by more than two minutes. TRT performance is most heavily influenced by CP delays, followed by predictable turnout and travel patterns.

Despite these gaps, GFD demonstrates remarkable consistency in its operational components. Turnout and travel times remain stable across years, months, days, and incident types, reflecting strong organizational discipline. The department's performance challenges are therefore structural rather than behavioral, rooted in call-processing delays, district geography, roadway networks, and sustained system workload.

Section III — Effective Response Force (ERF) Performance

For an Effective Response Force (ERF) of 17 personnel, performance at the 90th percentile shows significant gaps across all components of the response sequence. As illustrated in the ERF performance tables, each segment—Call Processing, Turnout, Travel, and Total Response Time—exceeds the department's established benchmarks. Refer to Figure 43.

Call Processing Time (CP)

At the 90th percentile, Call Processing Time is 02:14, exceeding the benchmark of 1:00 by 1:14. This remains the largest single delay in the ERF sequence and adds more than a full minute before units begin turnout.

Turnout Time (TO)

Turnout Time for the first-arriving unit is 01:55, exceeding the benchmark of 1:20 by 0:35. While above standard, TO remains stable and reflects consistent operational behavior across shifts and incident types.

Travel Time – First Arriving Unit

The first-arriving unit's Travel Time is 04:18, exceeding the benchmark of 4:00 by 0:18. This modest gap reflects district geography, roadway networks, and traffic conditions.

Travel Time – ERF Assembly

ERF Travel Time—the interval required for all 17 ERF personnel to arrive on scene—is 12:11, exceeding the benchmark of 8:00 by 4:11.
This expanded gap reflects:

- Greater travel distance for second- and third-due companies
- High EMS workload reducing unit availability.
- Station spacing and roadway constraints

Total Response Time – First Arriving Unit

The Total Response Time (CP + TO + Travel) for the first-arriving unit is 07:29, exceeding the benchmark of 6:20 by 1:09.
This gap is driven primarily by call-processing delays and turnout performance.

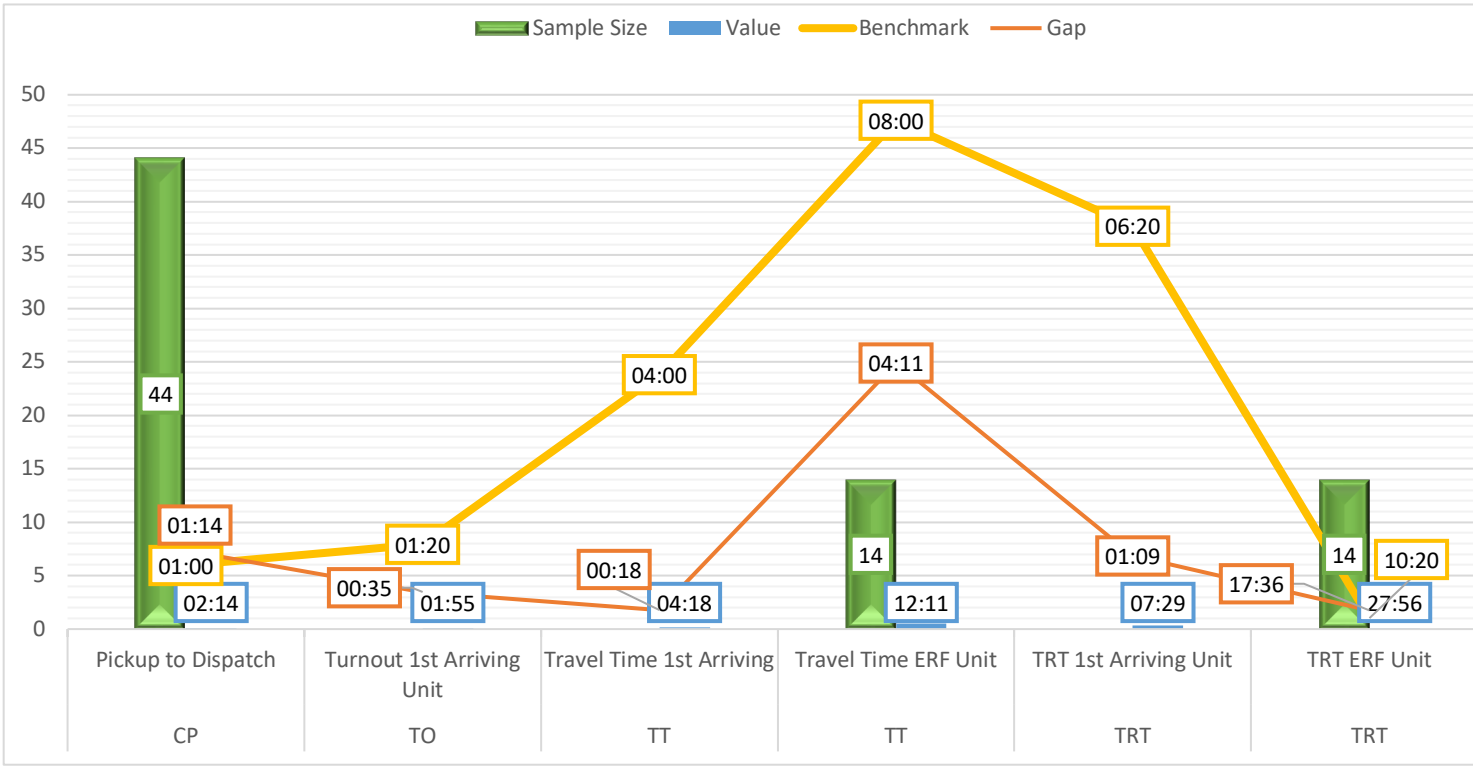
Total Response Time – ERF Assembly

ERF Total Response Time is 27:56, exceeding the benchmark of 10:20 by 17:36. This represents the most significant ERF performance gap and reflects the cumulative impact of:

- Call-processing delays.
- Turnout performance
- Travel-time constraints.
- Unit availability during peak EMS demand
- Geographic distribution of stations

The substantial increase in ERF TRT highlights the structural challenges associated with assembling a larger ERF under current deployment conditions.

Figure 43-GFD Effective Response Force



Section IV — Findings

The analysis of Goldsboro Fire Department's response performance across the three-year study period reveals several consistent operational strengths as well as structural challenges that limit the department's ability to meet established benchmarks. These findings reflect the cumulative impact of call-processing delays, turnout and travel performance, system workload, and the geographic realities of the city's service area.

Call Processing Time Is the Largest Contributor to Total Response Delay

Call Processing (CP) consistently exceeds the benchmark of 1:00, with 90th percentile values ranging from 2:19 to 2:37. This represents a delay of 1:14 to 1:37 before units even begin turnout. CP performance is stable across years, months, days, and incident types, indicating that delays are systemic rather than situational. These delays significantly elevate Total Response Time (TRT) and Effective Response Force (ERF) Total Response Time.

Turnout Time Performance Is Consistent but Above Benchmark

Turnout Time (TO) remains above the benchmark of 1:20, with values between 1:55 and 2:09. While above standard, TO performance is remarkably consistent across all operational dimensions—year, month, day of week, alarm hour, NFIRS category, and station. This consistency reflects strong operational discipline and predictable crew readiness. Improvements in TO will require targeted interventions such as station alerting upgrades, facility design enhancements, or nighttime readiness strategies.

Travel Time Performance Reflects Geographic and Roadway Constraints

Travel Time (TT) consistently exceeds the benchmark of 4:00, with values ranging from 4:18 to 5:12. TT performance is shaped primarily by district geography, roadway networks, traffic congestion, and unit distribution. Peak travel delays occur during morning and afternoon traffic periods, while overnight hours show the fastest TT values. These patterns indicate that TT performance is structurally constrained, with limited opportunity for improvement absent deployment changes or roadway modifications.

Response Time (Turnout + Travel) Remains Above Benchmark

Response Time (RT) ranges from 6:21 to 6:38, exceeding the updated benchmark of 5:20 by 1:01 to 1:18. RT performance closely mirrors the combined effects of TO and TT, reinforcing that improvements in RT will depend on targeted enhancements in both components. No fiscal year or month meets the RT benchmark at the 90th percentile.

Total Response Time Exceeds Benchmark by More Than Two Minutes

Total Response Time (TRT) ranges from 8:15 to 8:29, with a combined average of 8:27, exceeding the benchmark of 6:20 by more than two minutes. TRT performance is most heavily influenced by CP delays, followed by predictable turnout and travel patterns. Despite increased workload, TRT performance remains stable, reflecting consistent operational behavior.

Effective Response Force (ERF) Performance Is Structurally Limited

With the ERF requirement increased to 17 personnel, ERF performance shows significant structural delays:

- ERF Travel Time Benchmark: 8:00
  Actual: 12:11 (Gap: +4:11)
- ERF Total Response Time Benchmark: 10:20
  Actual: 27:56 (Gap: +17:36)

These delays reflect the geographic spacing of stations, roadway networks, traffic congestion, unit availability during peak demand, and the increased personnel requirement. ERF performance is stable but structurally constrained, indicating that improvements will require deployment adjustments or resource expansion.

System Demand Has Increased Dramatically and Permanently

Incident demand increased from 3,118 incidents in FY 2022–2023 to 5,012 in FY 2023–2024—a 60.74% increase—and continued rising to 5,455 in FY 2024–2025. This surge represents a permanent shift in Goldsboro's service environment. Higher demand directly affects unit availability, travel-time reliability, and ERF assembly performance.

EMS Dominates Workload and Drives System Performance

EMS-related incidents account for 63% of total workload, with 311: Medical assist alone representing 45% of all incidents. This EMS-heavy profile influences turnout, travel, and ERF performance, particularly during peak daytime hours when call volume is highest.

Operational Performance Is Consistent and Predictable

Despite elevated demand and structural constraints, GFD demonstrates:

- Stable turnout performance
- Predictable travel patterns
- Consistent response behavior across shifts, stations, and incident types

This consistency reflects strong organizational discipline and provides a reliable foundation for targeted improvement strategies.

Performance Gaps Are Primarily Structural but Also Influenced by Behavioral Factors

The department's performance challenges are driven primarily by structural conditions—call-processing delays, geographic distribution of stations, roadway congestion, high EMS demand, and unit availability during peak periods. However, behavioral factors such as turnout readiness, response discipline, and adherence to operational procedures also influence overall performance. While structural factors represent the largest contributors to delay, it remains the responsibility of the department to identify, address, and eliminate all contributing factors—both structural and behavioral—through targeted operational improvements, training, policy refinement, and strategic planning.

Section V — Recommendations

The analysis of Goldsboro Fire Department's response performance highlights several opportunities for improvement across operational, structural, and system-level dimensions. The following recommendations are designed to address the most significant contributors to response delay—Call Processing, Turnout, Travel Time, Response Time, and Effective Response Force (ERF) assembly—while supporting long-term system reliability and community safety.

Reduce Call Processing Time (Highest Priority)

Call Processing remains the single largest contributor to Total Response Time (TRT) and ERF delay, exceeding the benchmark by 1:14 at the 90th percentile.

Recommended Actions:

- Establish a joint GFD–Wayne County 911 performance improvement workgroup.
- Implement structured call-taking protocols and enhanced QA/QI review.
- Evaluate staffing patterns during peak demand (08:00–19:00).
- Explore CAD enhancements, pre-alerting, and automated dispatch prompts.
- Conduct quarterly CP performance audits.

Expected Impact:

- Reduces TRT and ERF TRT by 45–60 seconds.
- Improves system reliability across all incident types.

Improve Turnout Time Through Operational Enhancements

Turnout Time exceeds the benchmark by 35–49 seconds but remains highly consistent—indicating strong discipline and predictable readiness.

Recommended Actions:

- Modernize station alerting systems.
- Optimize PPE placement, bay layout, and station workflow.
- Implement nighttime readiness strategies.
- Conduct targeted turnout drills and reinforce turnout expectations.

Expected Impact:

- Reduces TO by 15–25 seconds.
- Improves RT, TRT, and ERF TRT.

Address Travel Time Through Deployment and Infrastructure Strategies

Travel Time exceeds the benchmark by 18 seconds to 1:12, driven by roadway networks, district geography, and unit availability.

Recommended Actions:

- Conduct a deployment and station location study.
- Evaluate opportunities for station relocation, renovation, or expansion.

- Implement dynamic deployment during peak EMS demand.
- Collaborate with city planning on roadway improvements and traffic-calming strategies.

Expected Impact:

- Reduces TT by 30–60 seconds.
- Improves RT and ERF assembly reliability.

Strengthen Response Time (RT) Performance

RT ranges from 6:21 to 6:38, exceeding the updated benchmark of 5:20 by 1:01 to 1:18.

Recommended Actions:

- Improve TO and TT as outlined above.
- Increase unit availability through EMS demand management.
- Evaluate alternative response models for low-acuity EMS calls.
- Expand community risk reduction efforts targeting high-frequency EMS users.

Expected Impact:

- Moves RT performance closer to the 5:20 benchmark.
- Improves reliability during peak daytime hours.

Improve Total Response Time (TRT) by Targeting CP and TO

TRT averages 8:27, exceeding the benchmark of 6:20 by more than two minutes.

Recommended Actions:

- Prioritize CP improvements (largest contributor).
- Implement turnout enhancements.
- Improve data completeness and timestamp accuracy.
- Strengthen coordination with Wayne County 911.

Expected Impact:

- Reduces TRT by 60–90 seconds.
- Improves overall system performance.

Strengthen ERF Performance for 17 Personnel

ERF performance shows the largest structural gaps:

- ERF Travel Time: 12:11 (benchmark 8:00) → Gap: +4:11
- ERF Total Response Time: 27:56 (benchmark 10:20) → Gap: +17:36

Recommended Actions:

- Evaluate staffing levels and minimum staffing policies.
- Assess feasibility of adding a rescue/squad unit to support ERF assembly.
- Strengthen automatic-aid agreements for structure fires.
- Develop ERF-specific dispatch protocols to reduce assembly time.
- Incorporate ERF needs into future station location planning.

Expected Impact:

- Reduces ERF assembly time by 2–4 minutes.
- Improves safety and operational effectiveness at high-risk incidents.

Manage EMS Demand to Improve Unit Availability

EMS accounts for 63% of workload and directly affects RT, TT, and ERF assembly.
Recommended Actions:

- Evaluate alternative response models for low-acuity EMS calls.
- Expand community paramedicine partnerships.
- Implement targeted CRR programs for high-frequency EMS users.
- Consider peak-hour staffing adjustments.

Expected Impact:

- Improves unit availability.
- Reduces travel distance for subsequent calls.
- Strengthens ERF reliability.

Prepare for Long-Term System Growth

Incident demand has increased by 60.74% and continues to rise.
Recommended Actions:

- Integrate SOC findings into long-range capital planning.
- Develop a phased staffing and deployment plan.
- Evaluate the need for additional stations or relocated facilities.
- Update the SOC every 3–5 years.

Expected Impact:

- Ensure system capacity keeps pace with community growth.
- Supports sustainable compliance with NFPA 1710 benchmarks.

Improve Data Quality and Timestamp Completeness

Missing CP timestamps reduce the accuracy of TRT and ERF calculations.
Recommended Actions:

- Strengthen CAD/RMS data validation processes.
- Implement automated timestamp checks.
- Provide training for dispatch and field personnel on documentation accuracy.

Expected Impact:

- Improves reliability of performance analysis.
- Supports accreditation and continuous improvement.

Address Both Structural and Behavioral Contributors to Performance Gaps

While structural factors are the primary drivers of delay, behavioral factors also influence performance.

Recommended Actions:

- Reinforce turnout discipline and response readiness.
- Conduct targeted training on response procedures.
- Review and refine operational policies.
- Address structural constraints through deployment, staffing, and capital planning.

Expected Impact:

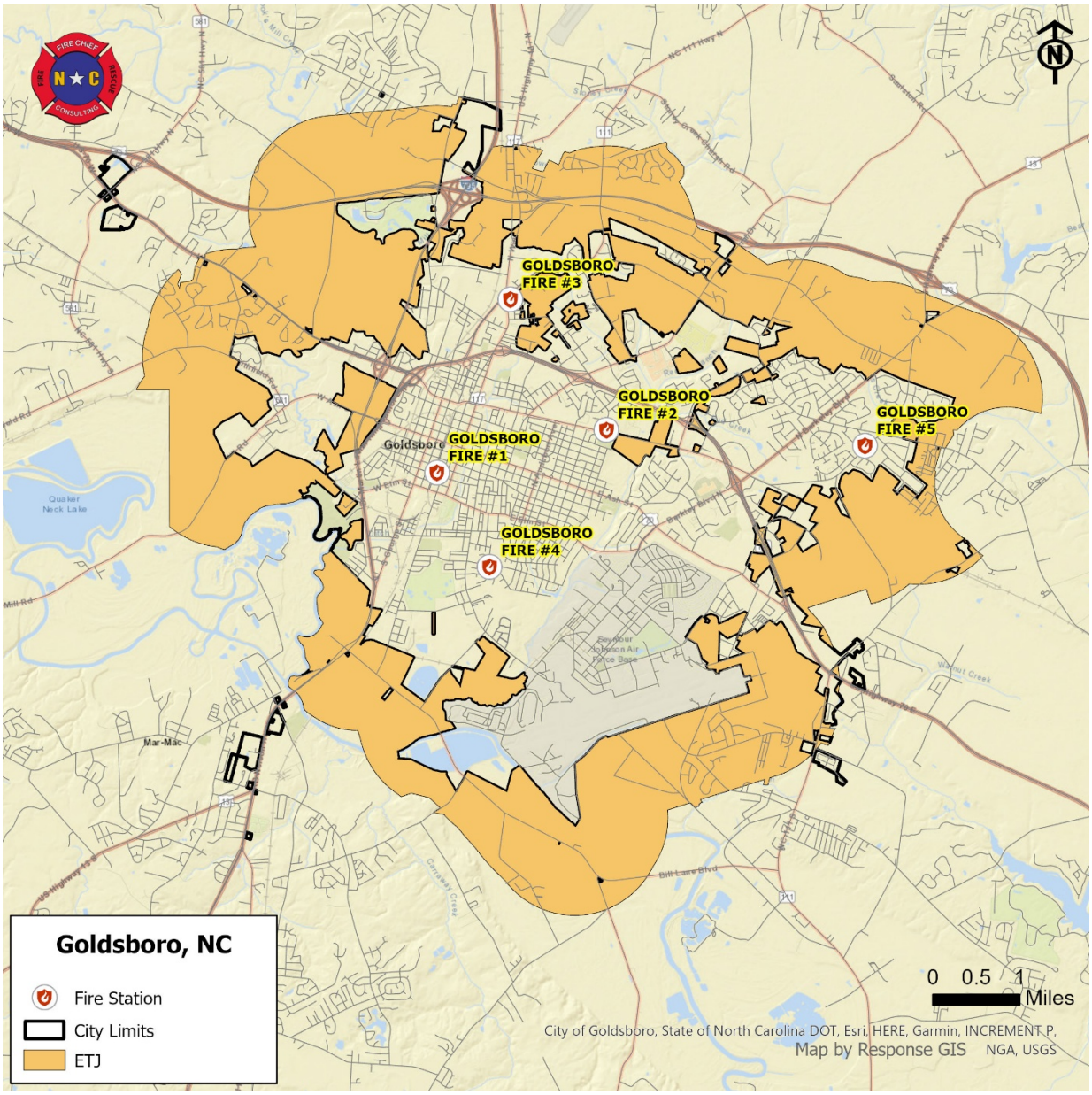
- Ensures all contributing factors—structural and behavioral—are systematically reduced or eliminated.

4. GEOGRAPHIC INFORMATION SYSTEM ANALYSIS

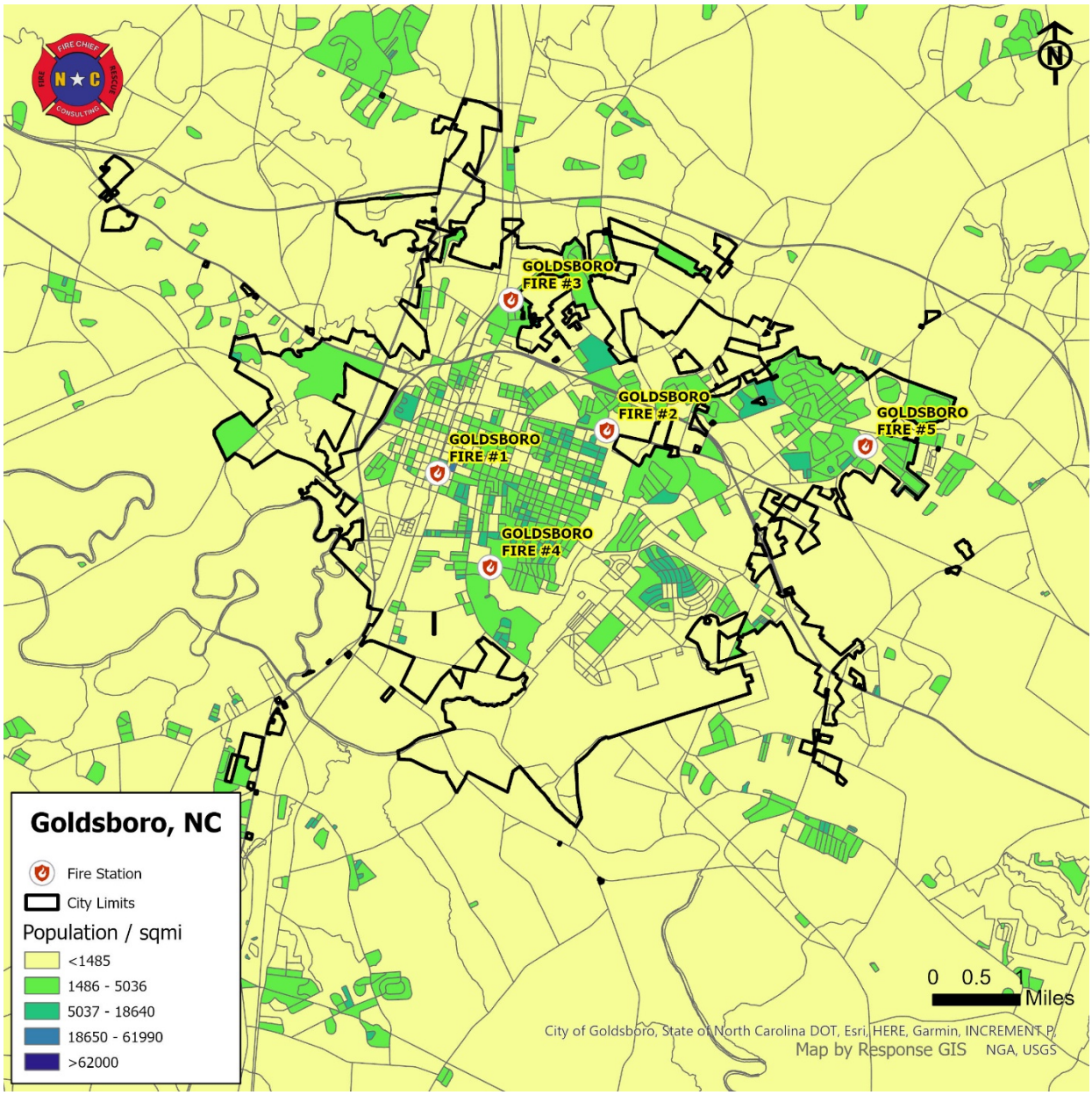
Introduction

The Goldsboro Fire Department provides service within the city limits from its five fire stations. The following map shows the station locations, the 28 square mile city limits, roadways, and certain facilities are also featured. Additionally, the extra-territorial jurisdiction outside of the main body of city limits is also shown. This adds 54 square miles into consideration. The Seymour-Johnson Air Force Base and its stationed residents, buildings, and risks, are not considered in this study since it has its own emergency response plans, staff, and equipment.

Goldsboro, North Carolina
Fire Station Location Analysis Update
May 2026



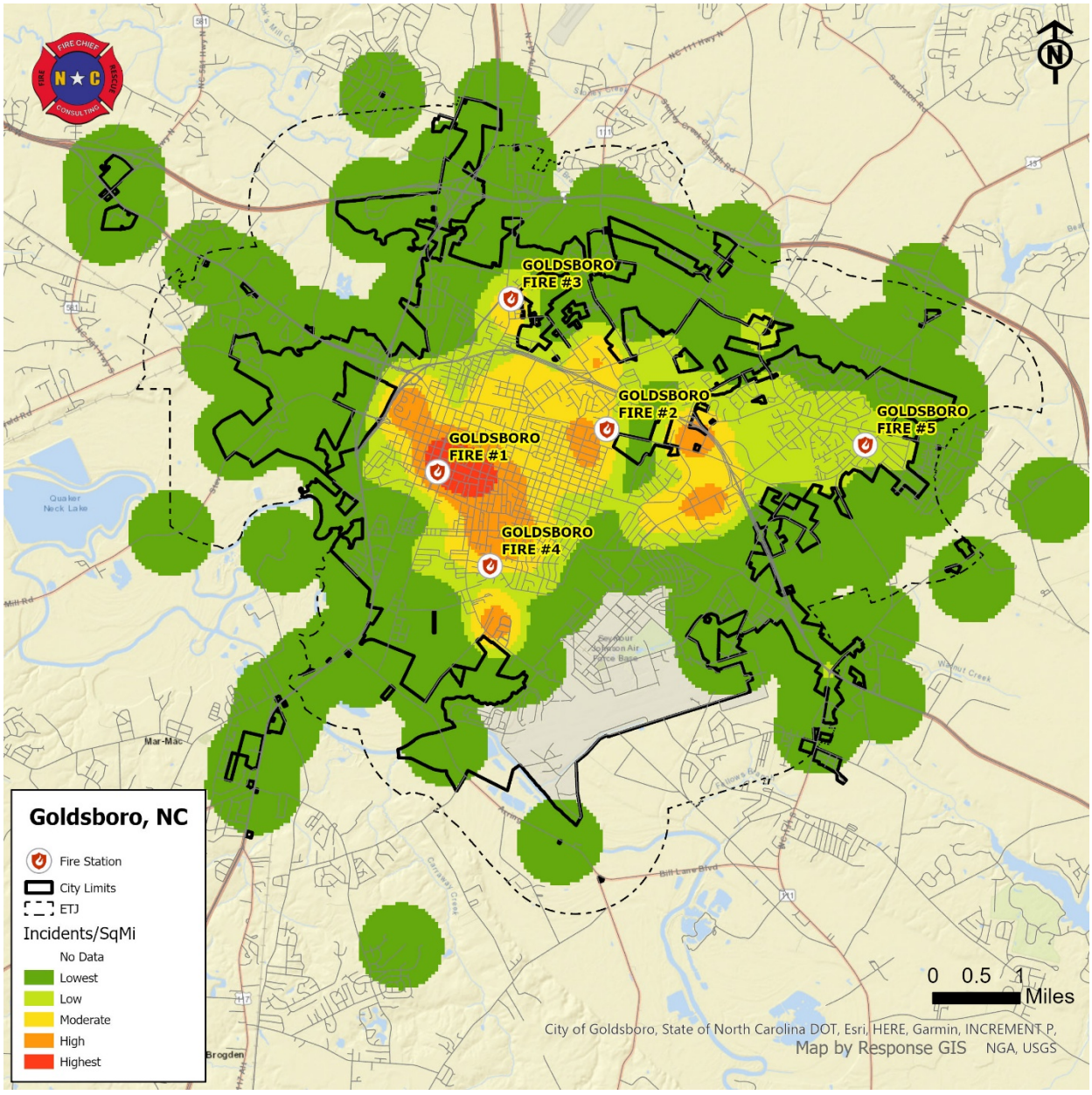
The estimated residential population for the city in 2024 according to the US Census Bureau is 34,629 people, an increase from 33,657 in 2020. The fire service area also contains a hospital, colleges, regional shopping centers, and hotels. The daytime population is higher, estimated to increase by 40% or nearly 16,000 people due to work locations within the city[1]. The following map of the population density expectedly has more dense population in the downtown area of the city near the fire stations



[1] Source: U.S. Census Bureau, 2000 PHC-T 40 Estimated Daytime Populations

Demand for Services

Fire department records of incidents from the incident data analysis part of this study were provided. Each incident (except for standbys and tests) was geographically plotted using the geographic coordinates provided in the dataset. The following figure represents the demand for services per square mile.



Higher concentrations of demand can be seen near the fire stations 1, 2 & 4 with moderate and high demand near stations 3 and 5. Incident density correlates with areas of higher population. Otherwise, demand for services is scattered throughout the fire service area and beyond for mutual aid events.

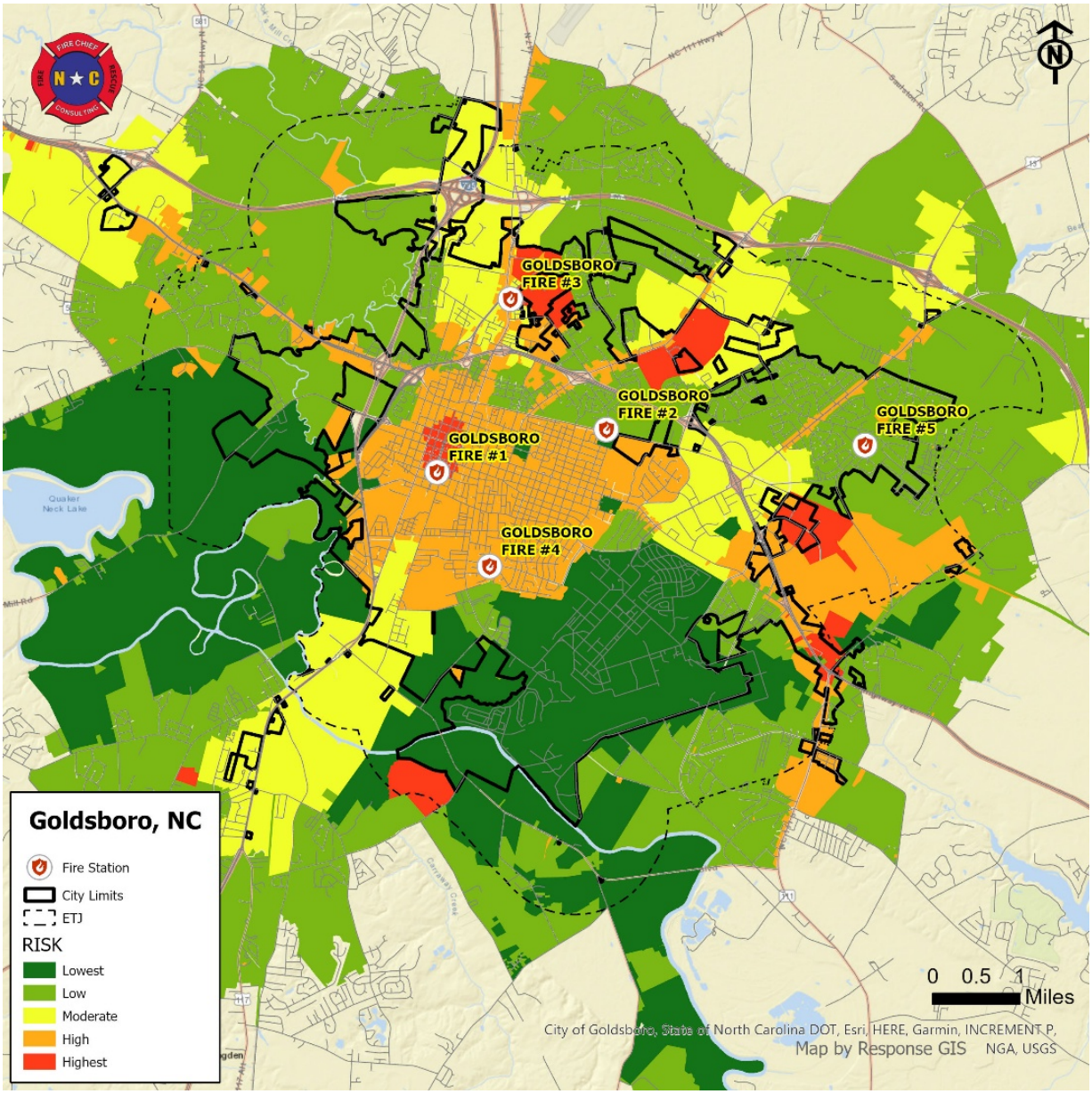
Land Use Risk Assessment

The types of uses for developed land pose differing risks to a community. Some may be a point of public assembly; others may be a facility that contains hazardous materials for its processes. Others are homes, that if lost to a fire is tragic to the owner and family. The loss of a structure that employs 300 residents is a greater loss to the community. The study team defines risk level as follows with some examples noted:

Risk Category Criteria

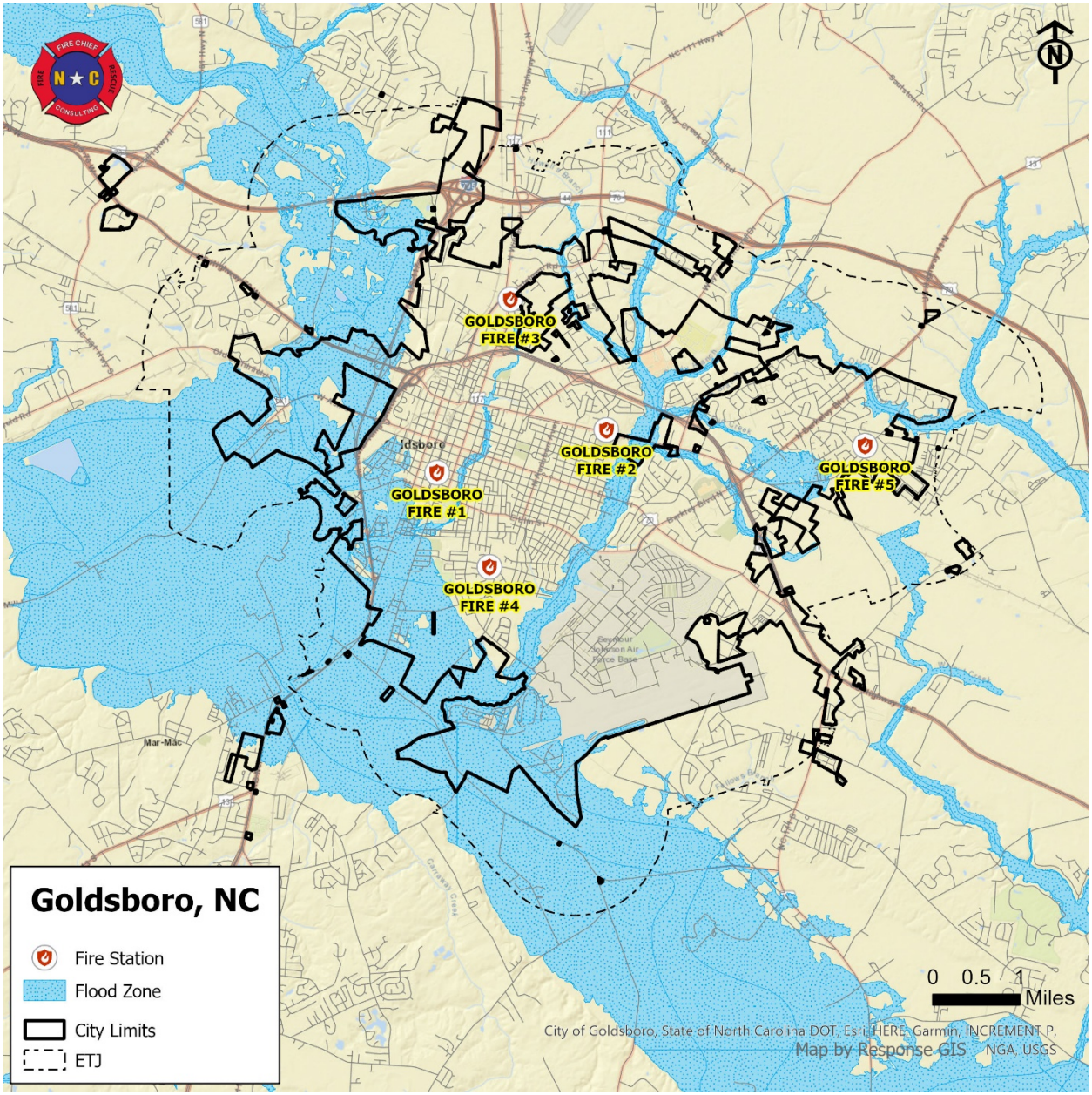
Lowest	Wide separation of single-family dwellings and farmland.
Low	Single-family dwellings with a separation of at least 100 feet between buildings.
Moderate	Commercial and light industrial facilities, small shopping centers, and high-density, low-rise residential buildings
High	High-rise hotels and residential buildings, large shopping centers, and industrial complexes.
Highest	Refineries, large industry, lumber yards, and propane storage facilities.

The city supplied a future land use (FULU) plan (Elevate Goldsboro Plan) for use in the risk criteria. The FULU encompasses a total of 96 square miles.



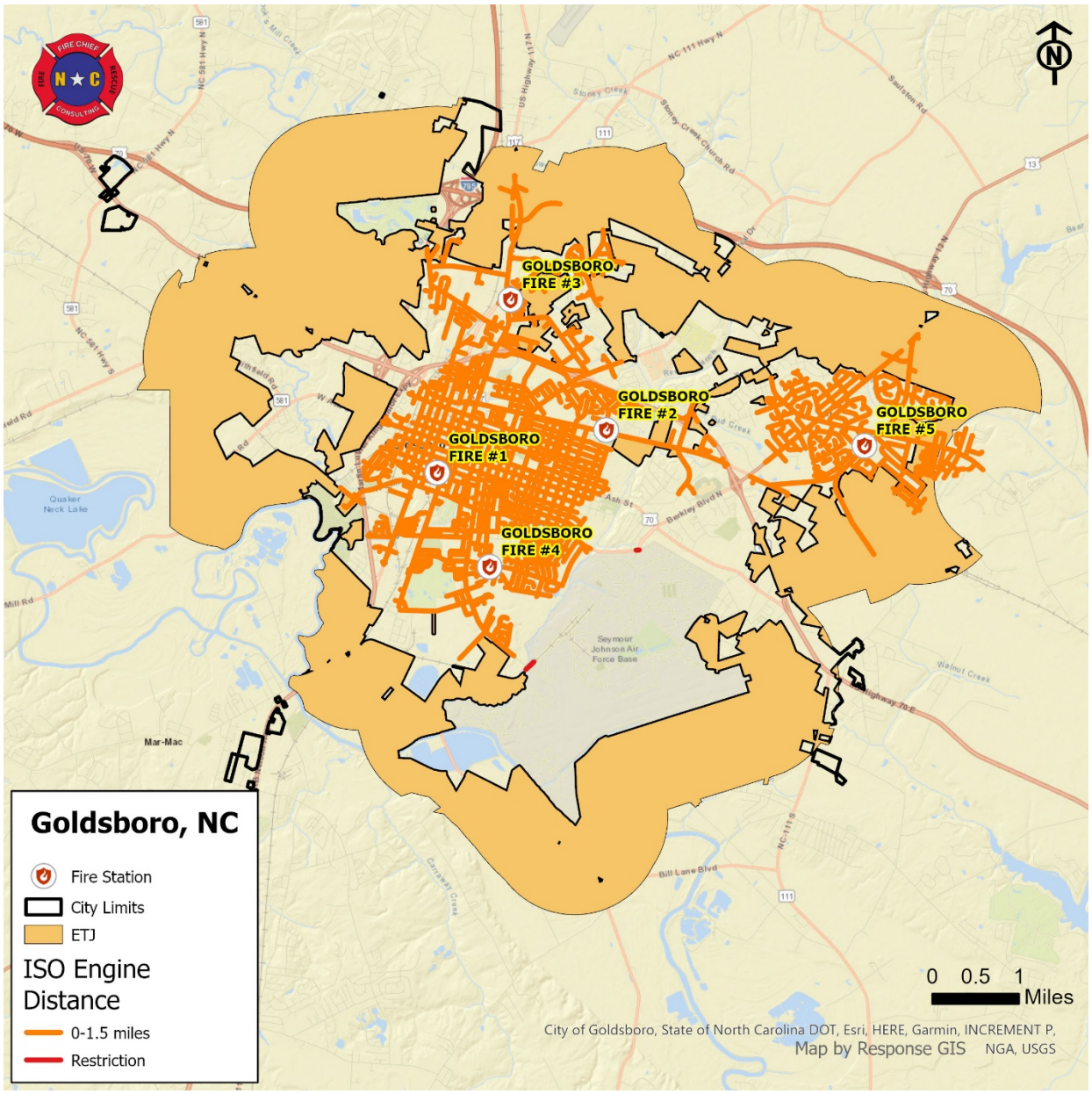
The higher risk areas are along major arterial corridors and within the downtown area as well. The locations of the fire stations are also in position to respond along these areas. Other community risks include flooding and railways. In case of an extended crossing delay, both stations are south of the railway and the ability to respond would be hampered depending on the location and extent of a blockage.

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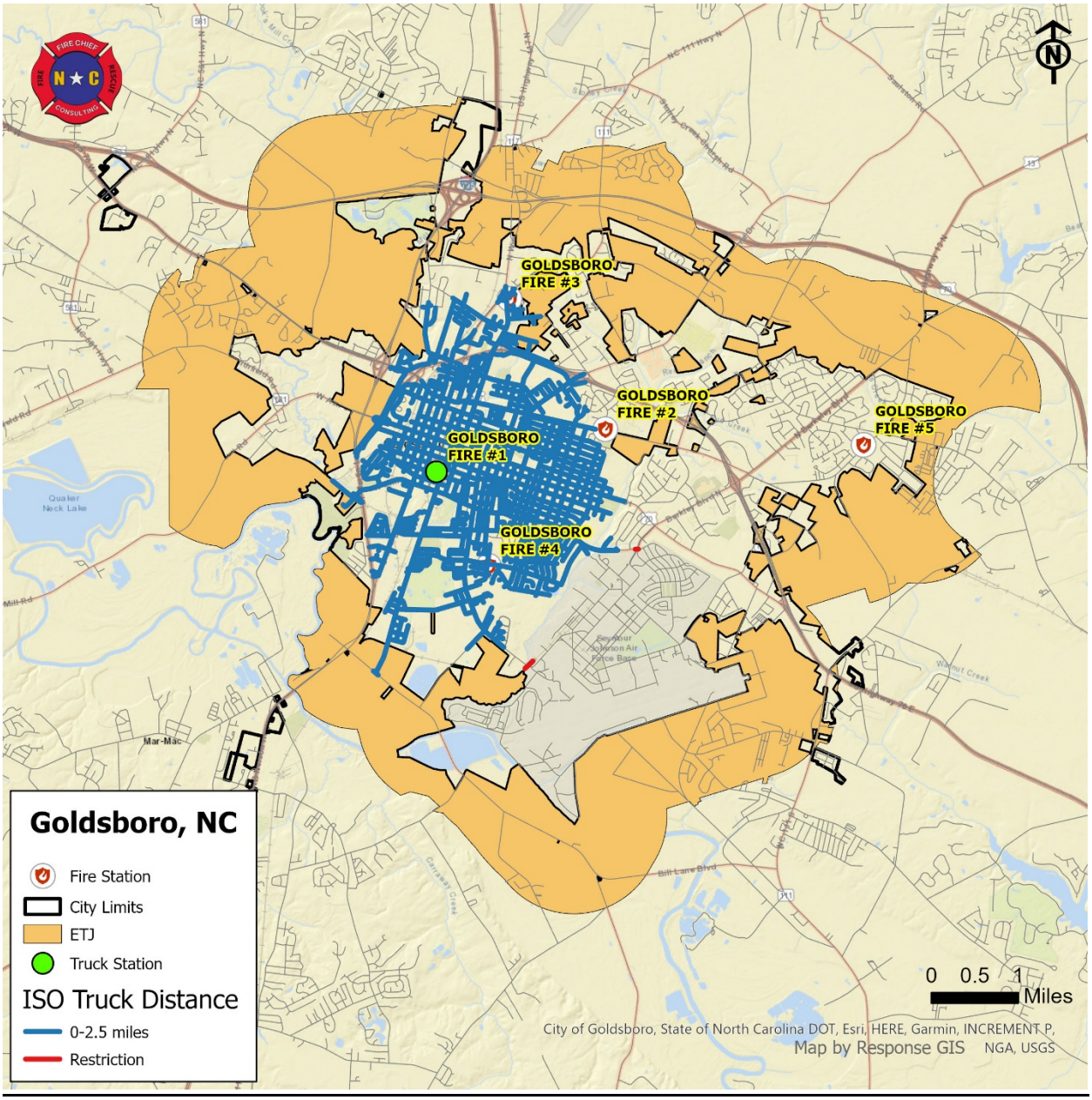


Coverage Distance

The Insurance Services Office (ISO) recommends that an engine company be within a 1.5-mile distance within a developed area (Hydrants indicate a developed area according to ISO) is needed for favorable insurance ratings for property owner premiums. It also specifies that a property could be considered for the highest rates if it is greater than 5 miles from a fire station. The following map shows these distances.

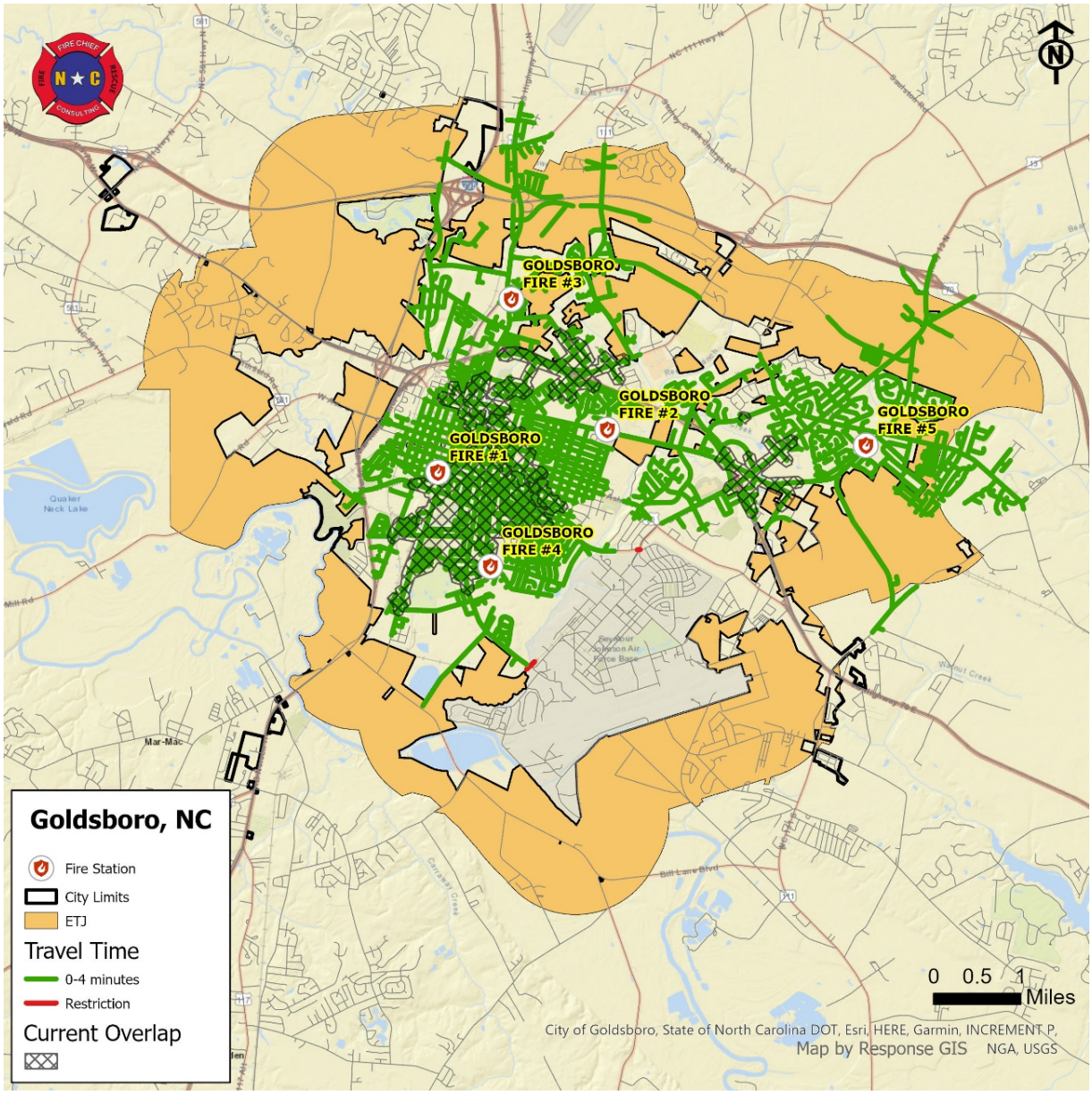


For ladder/aerial trucks, the ISO recommends a 2.5-mile distance for favorable ratings. These types of apparatus are used for taller and larger buildings due to the ability to elevate water to fires in upper stories and atop roofs in large square footage structures.



Travel Time Coverage

The Goldsboro Fire Department adheres to the National Fire Protection Association's (NFPA) recommended four-minute travel time as a goal for the first arriving unit to reach an incident. The NFPA also recommends that advanced life support paramedics and, in the case of a working structure fire, that the first alarm units arrive within an eight-minute travel time. The following map illustrates the travel time extent from the fire stations and their reach capability using a geographic drive-time model. The model does not account for variances such as traffic, weather, construction, etc. but it does respect the speed limit posted and one-way restrictions. Time delays for turning apparatus, leaving the station, and slowing for intersections have been inputted into the model. The following map illustrates the extent of travel time coverage from the fire stations.



The model indicates that most of the US 13 corridor and the downtown area are reached within the four-minute travel model. 83% of the incidents and 81% of addresses were within the four-minute travel model.

Coverage Analysis Methodology

To assess the coverage of the current locations of the fire stations, many measures can be tabulated from street mileage to square miles, population, events, address points, property use, traffic volume counts, etc. These multiple results would vary upon the measure and the impact on the fire service. For instance, mileage assumes development. This is not true; streets simply provide a means to the development. There are miles of open fields along a roadway which is why

area coverage is also discouraged. What is needed is one method that levels the playing field of measures that impact the fire service the most and creates an index of vulnerability to evaluate coverage. The goal is to supply the most risk coverage.

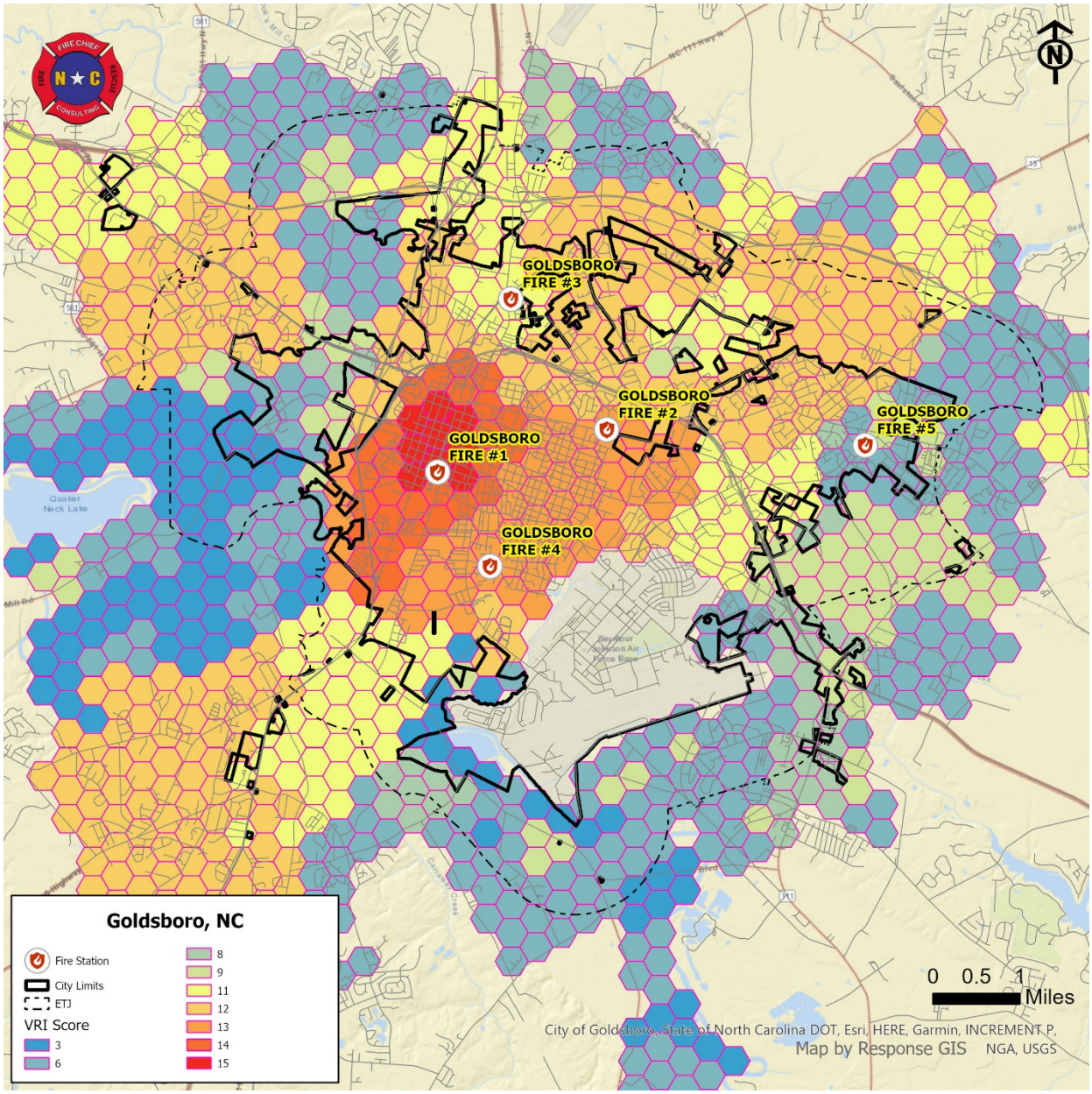
There are three elements that affect the fire service the most. First is population because areas of higher amounts correlate with more demand for services. Additionally, these are residential taxpayers funding the fire department services. Secondly, the use of land related to the structures and stockpiles vary in size and type. Some uses of land pose more risk to a community than others, such as a single-family home versus a chemical storage facility. Because of the myriads of uses, a macro analysis of risk based upon use is employed in the methodology. Thirdly, the demand for services, although do correlate with higher population, can also be driven by non-residential commercial facilities like nursing homes, higher education, and public facilities such as airports, train, and bus terminals. Highly congested and unimproved intersections can also drive service demand for the fire service. Because of these factors, the demand for services is also a major element in coverage analysis.

Vulnerability Risk Index (VRI)

To measure the coverage by the fire stations, travel and distance extents, the elemental aspects of future population, future land use risk, and future expected demand for services are combined after equalizing each aspect into five sets of data from least to most (1-5). Future land use types were used to estimate future population density and service demand based upon each type of use expected. A hexagonal grid was digitally constructed and overlaid atop the fire service area. The combined elemental scores were applied to the hexagonal areas to create a Vulnerability Risk Index (VRI). The lowest score would be a 3, while the highest score possible would be a 15.

Population per Sqmi	Score	Land Use Risk	Score	Service Demand per Sqmi	Score	Total Score
Dense	5	Highest	5	Very Heavy	5	15
High	4	High	4	Heavy	4	12
Moderate	3	Moderate	3	Moderate	3	9
Low	2	Low	2	Light	2	6
Sparse	1	Lowest	1	Very Light	1	3

The following map shows the VRI scores across the city, ETJ, and FULU area (96 square miles). For the current station locations, the coverage of the total VRI score using the travel time model was 43.5%.



The higher scores were expectedly in the downtown area with higher scores to the north, west, and southwest. These scores will be used to generate fire station locations where the geographic technology software chooses a site(s) based upon the premise to optimize the overall score within the travel time constraints of response performance goal (4 minutes). Several scenarios were envisioned for investigation by the fire department and study team staff to select best locations for fire stations depending on the parameters of the scenario. The study team was instructed not to consider Stations 2,4, & 5 for relocation and only find optimal sites for stations 1 & 3. While the computer does select a site, it is understood that a

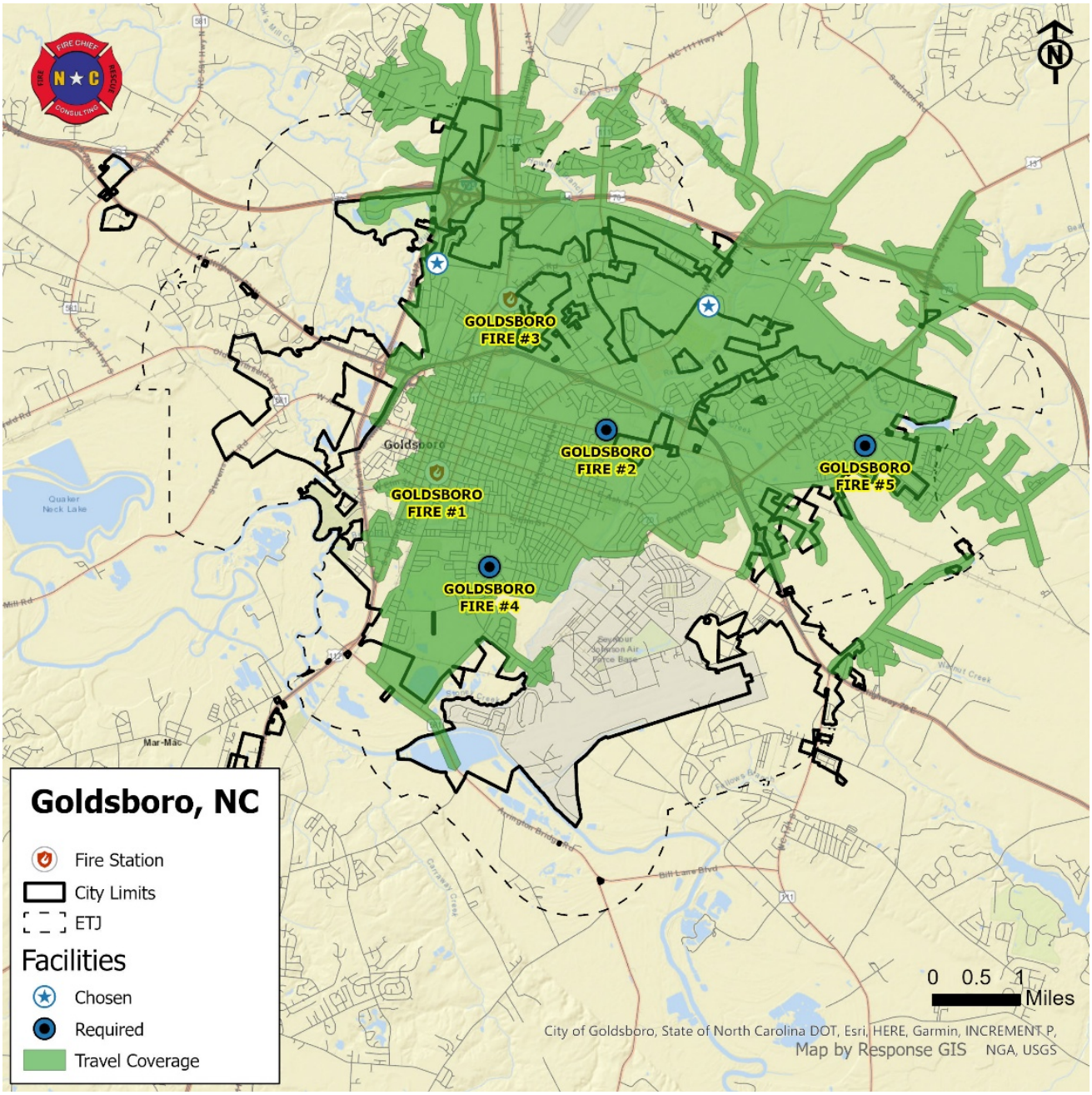
nearby available lot may be available for consideration, hence the locations should be considered an area of interest.

Early runs of the analysis placed Station 3 near its current location and Station 1 to the extreme limits of the FULU area and when just the city limits (all areas) were considered for siting purposes. These were too far from the core of the city to be effective currently considering demand for services and structure fire which need multiple apparatus and firefighters from many stations. This illustrates that although the technology optimized the score coverage total, it was working with just five locations (3 fixed) over a large FULU area of VRI scores for consideration. In other words, the long-range projection of the FULU area and the size will need more stations to effectively cover the geography, risks, future population, and the demand that comes with all of it.

Subsequent runs of the analysis using just the ETJ and main city limits body for station siting placed locations of Station 1 in the flood zone. With any residual areas already developed, this area was removed from siting considerations as well. Station 3 remained at or very near its current location.

Scenario A

The VRI scores of the entire FULU area was used, while the siting considerations were limited to the current main city limits area (no outparcels). The coverage of the VRI total score increased from 43.5% to 48.8% (+5.3%). The stations were both located on either side of Station 3 on the north side of town.



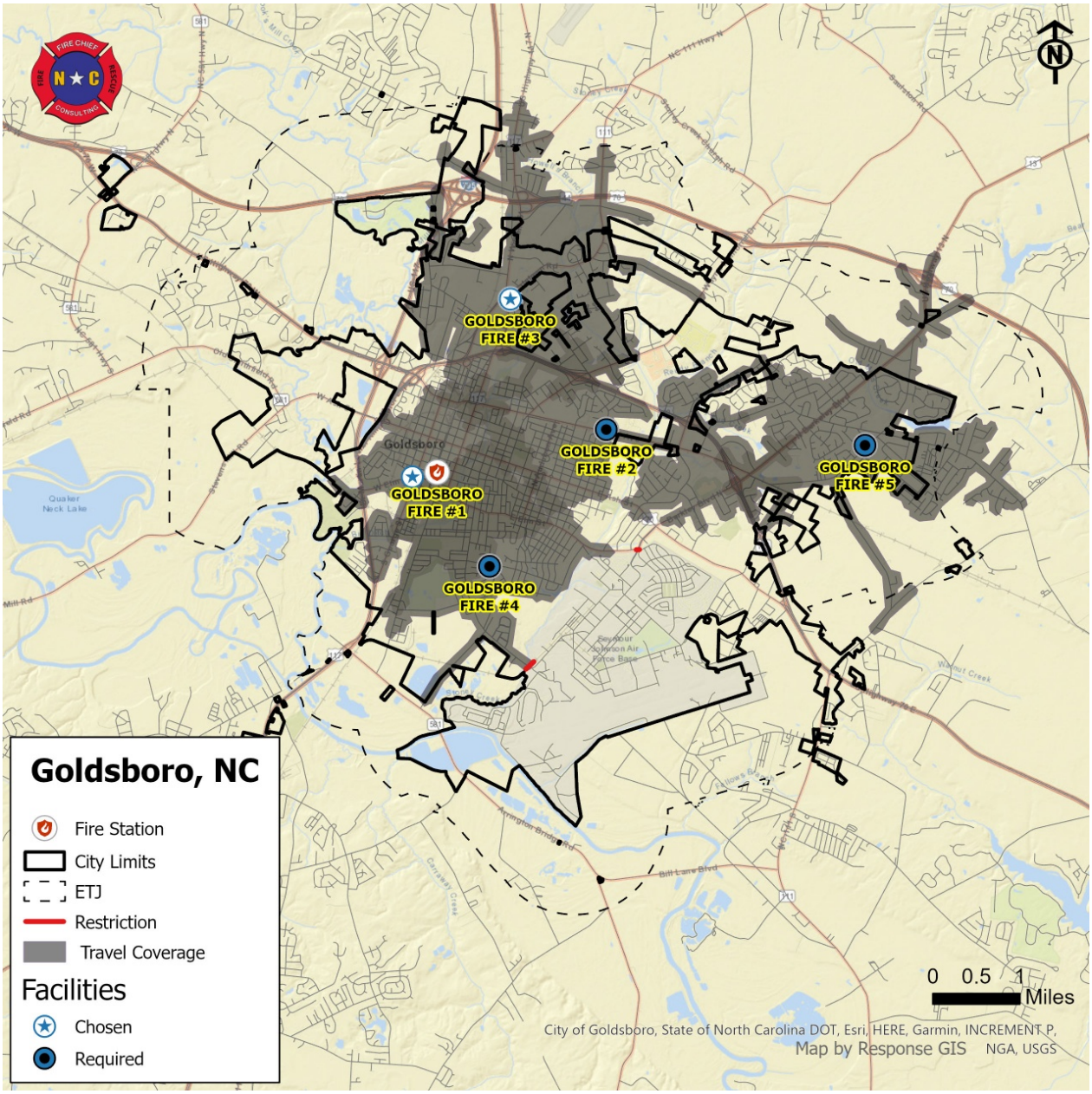
Scenario B

The VRI scoring was limited to the ETJ in this scenario while the siting considerations remained the same. Given the smaller geographic area of scores, the current stations have a coverage of 66.9% of the total. The siting of the two fire stations considered for relocation remained the same as in Scenario A with an adjusted score of 71.8% (+4.9%). See previous map. Both of these scenarios require the procurement of land and building of two stations.

Scenario C

In this scenario, the VRI scores were limited to the current city limits while the siting considerations remained the same. The current stations provide 84.5% coverage. The location of Station 3 was selected as the current location while the new Station 1 is located a few blocks to the southwest of its current location. It is expected with a small shift in location that the score improved by just 1.2%. However, this requires the renovation of the existing station 3 and the building of a new fire station 1.

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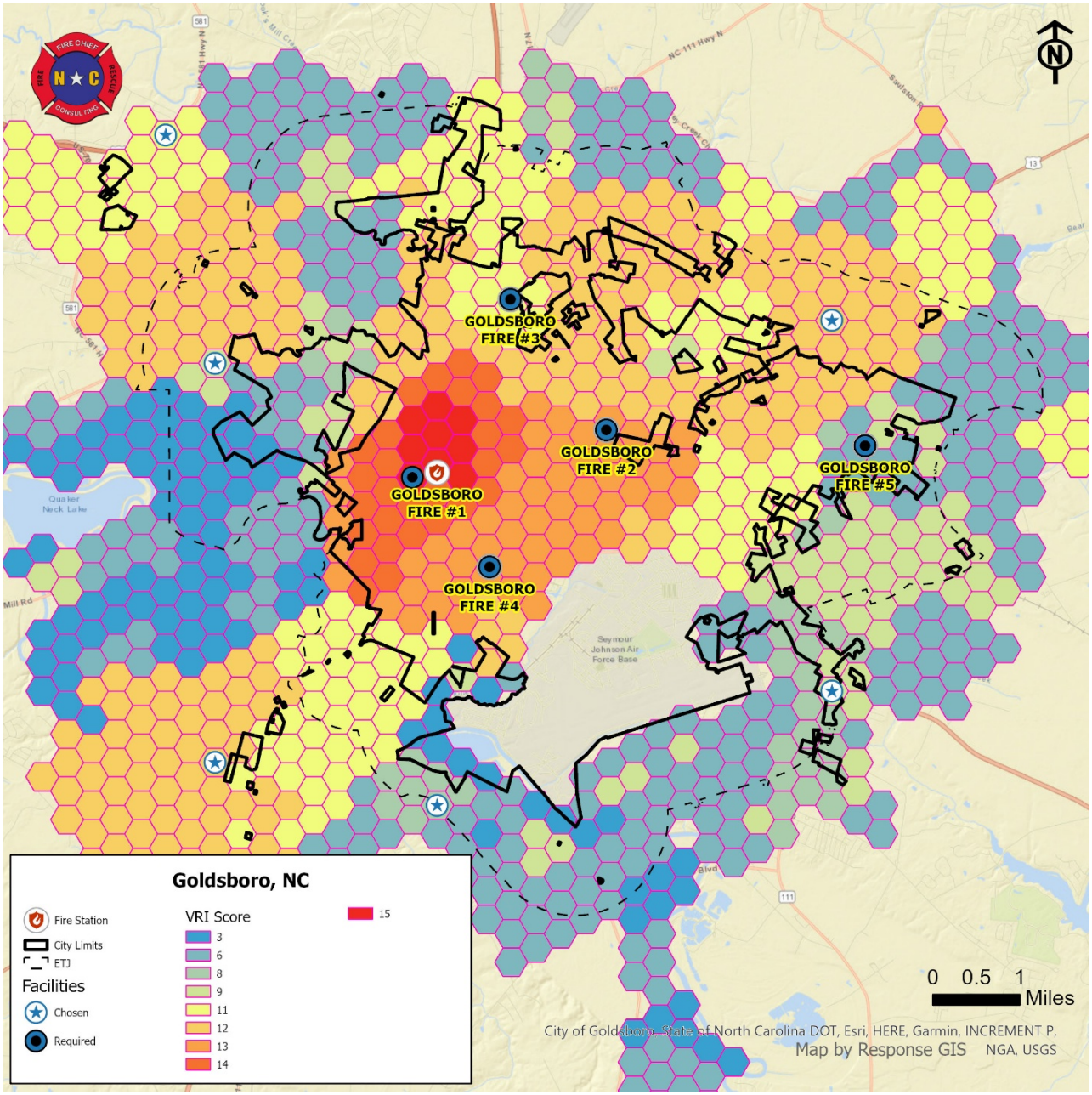
Summary of Analysis

The change in geography coverage and the siting limitations due to the number of stations for relocation and the flood zone influence the results. The table illustrates this in detail.

Scenario	A	B	C
VRI Area	FULU	ETJ	City
Sqmi	96	82	28
Total Stations	5	5	5
Stations to Find	2	2	2
Current Coverage	43.50%	66.90%	84.50%
Optimized coverage	48.80%	71.80%	85.70%
Change	5.30%	4.90%	1.20%

In order to reach comparable Scenario C coverage when including the ETJ and the FULU area into consideration, additional stations would be needed. Using the geographic area of the FULU and all siting considerations except the flood zone, an analysis was conducted to determine where future additional stations would need to be sited to optimize to 80% of the VRI score. All Stations in Scenario C were used as a basis for the analysis. The following map shows where six additional station areas would be if the FULU plan were developed as planned.

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5. APPENDIX DOCUMENTS

Appendix A. Updated Fire Station Construction Estimation Information:

Fire station construction costs in North Carolina have escalated in recent years. The chart below reflects cost changes in regional fire station bids between 2007 and 2024. The current and most recent cost of fire station construction in the region is between $645 and $750 per square foot. The typical fire station (non-headquarters) in North Carolina is approximately 10,000-14,000 square feet is size.

2007	**5%**	**+/- increase**	**2016**	**22%**	**+/- increase**
2008	**12%**	**+/- increase**	**2017**	**20%**	**+/- increase**
2009	**16%**	**+/- increase**	**2018**	**8%**	**+/- increase**
2010	**9%**	**+/- increase**	**2019**	**14%**	**+/- increase**
2011	**5%**	**+/- increase**	**2020**	**21%**	**+/- increase**
2012	**11%**	**+/- increase**	**2021**	**15%**	**+/- increase**
2013	**7%**	**+/- increase**	**2022**	**20%**	**+/- increase**
2014	**21%**	**+/- increase**	**2023**	**18%**	**+/- increase**
2015	**3%**	**+/- increase**	**2024**	**15%**	**+/- increase**

Mean Annual Increase = 13.4%

**Source: Stewart, Cooper, Newell Architects*

Two types of construction are typically considered – traditional and design/build. As noted above construction costs for traditional construction is approximately $650-$750 per square foot across North Carolina for fire stations. The design build model may reduce that cost into the $450-$600 per square foot cost range. The graphic below is an illustrative example of a recent design/build approach in Wake County.





OWNER: Town of Fuquay-Varina

DELIVERY METHOD: Design-build

PROJECT DESCRIPTION: The new 12,000 sqft facility will include separate space for both Fire and EMS comprised of drive-thru apparatus bays, administrative space, living accommodations, cubicle space, locker rooms and an antique truck and history room.

FINAL COMPLETION DATE: September 2023 *(Estimated completion)*

GENERAL COST INFORMATION: Costs for a new fire station can vary depending on many factors. In today's market, construction costs for a fire station similar to Fuquay-Varina Fire Station No.17 are ranging from $400 - $600/sf, which includes all the plans, permits and construction costs. The site work is the biggest variable and can have a significant impact on the cost of the station.

CONTACT REFERENCE:
Jim Jones, *Deputy Fire Chief*
(919) 753-1003
jjones@fuquay-varina.org

Appendix B. Goldsboro Facility Information

The following conceptual information has been provided by the City of Goldsboro to reflect preliminary work for the Goldsboro Public Safety Complex facility by Davis Kane Architects.

Programming/Needs Analysis:

PROGRAMMING
FIRE STATION - FINAL

Space Summary		Sq Ft
Adminstration		
	Fire Chief's Office	309
	Executive Assistant Office	231
	Record Storage	150
	Printer Room & Office Supplies	140
	Admin. Assistant Office	151
	Admin. Assistant Office	150
	HR Representative Office	151
	Break Room	280
	IT Office	150
	IT Storage Closet	107
	IT Wiring Closet	106
Operations		
	Deputy Fire Chief's Office	299
	Batallion Chief's Office	304
	Tower Captain's Office	151
	Engine Captain's Office	153
	Company Training	426
	Bedroom	2726
	Toilet/Shower	750
	Locker Room	728
Training		
	Assistant Chief Training Office	201
	Captain Training Office	151
	Training Assistant	151
	Training Storage Room	120
	Computer Training and Testing Room	151
Prevention		
	Assistant Chief Fire Marshal Office	236
	Captain Fire Inspector Office	300
	Fire Inspections Storage Room	228
	Fire Prevention Storage Room	196
Support Services		
	Assistant Chief Support Services Office	216
	Captain Support Services Office	160
	Station Supplies Storage Room	400
	Uniforms Storage Room	180
	EMS Supplies Storage Room	158
	PPE Storage Room	329
	Fire Hose Room	223

Space Summary		Sq Ft
Support Services (Cont.)		
	Records Storage	192
	General Storage	300
	Future Storage	218
	Communications Storage Room	126
	Sprinkler Riser Room	64
	Walk-In Meeting Room	158
	Electrical Room	180
	Watch Room	141
	TBD	165
Common Areas		
	Training Room	1002
	Training Room Storage	164
	Kitchen	511
	Physical Training Room	442
	Gear Storage Room	477
	Gear Cleaning Room	286
	Fire Hose Room	223
	Equip. Wash & Disenfectant Room	176
	Decontamination Showers	143
	Day Room	781
	Conference Room	381
	SCBA Storage Room	223
	Apparatus Bays	9539
	Bay & Fire Equipment Storage Room	150
	Mechanic's Room	214
	Lactation / Wellness	89
	Laundry Room	141
	Janitor's Closet	72
	Recreation Room	430
	JOC	301
	Lobby	263
	Reception	149
	Toilet	56
	Men's Bathroom	226
	Women's Bathroom	226
	Sub Total SF	**29010**
	Circulation/Core/Walls	8375
	Total SF	**37385**

NOTABLE DEVIATIONS FROM ORIGINAL REQUIREMENTS

ADJUSTMENTS & REMOVALS

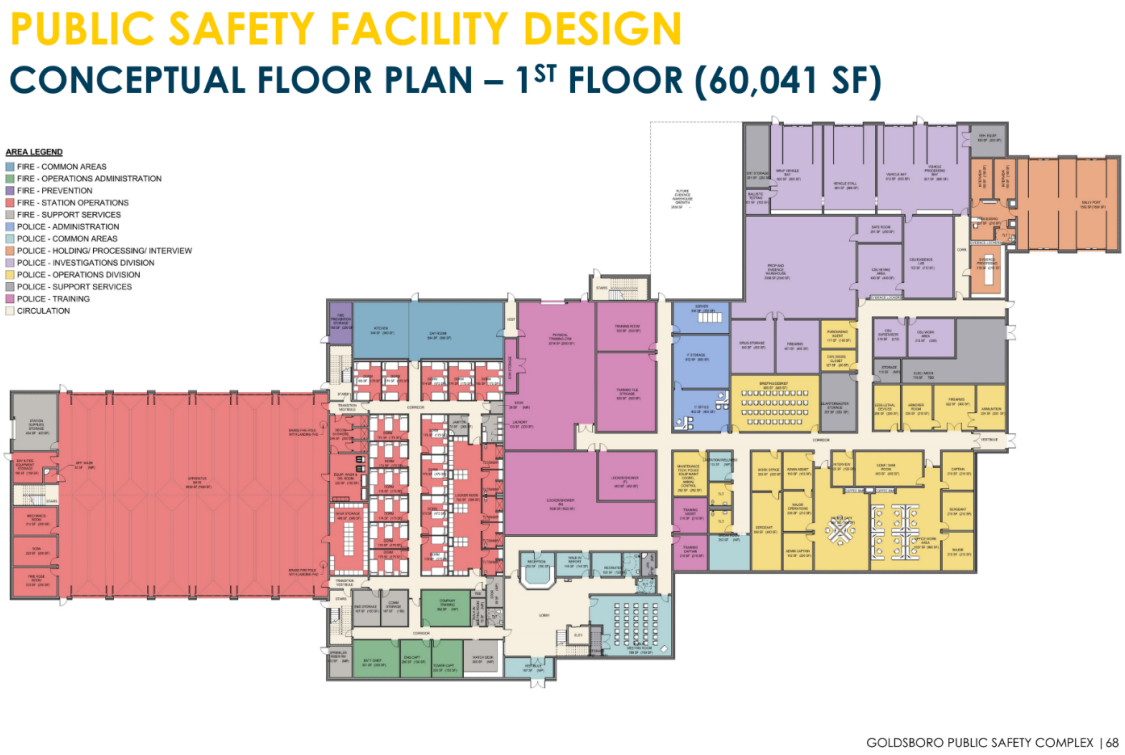
- Combine Fire Equipment and Bay Storage Rooms (Optimization)
- Converted Work Room to Company Training Room
- JOC & Conference Room Divided by Moveable Partition Wall
- Removal of Administration ADA Bathroom, Addition of Gang Style Bathrooms
- Addition of single toilet to Operations First Floor

ADDED SPACES

- Sprinkler Riser Room (Required)
- Electrical Room
- Lobby (Public & Security Line)
- Reception (Public)
- Watch Room
- IT Wiring Closet
- Private Toilet & Closet for Fire Chief's Office
- TBD Space on Mezzanine
- Fire Hose Storage
- Janitors Closet within Operation's Laundry Room

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First Floor:



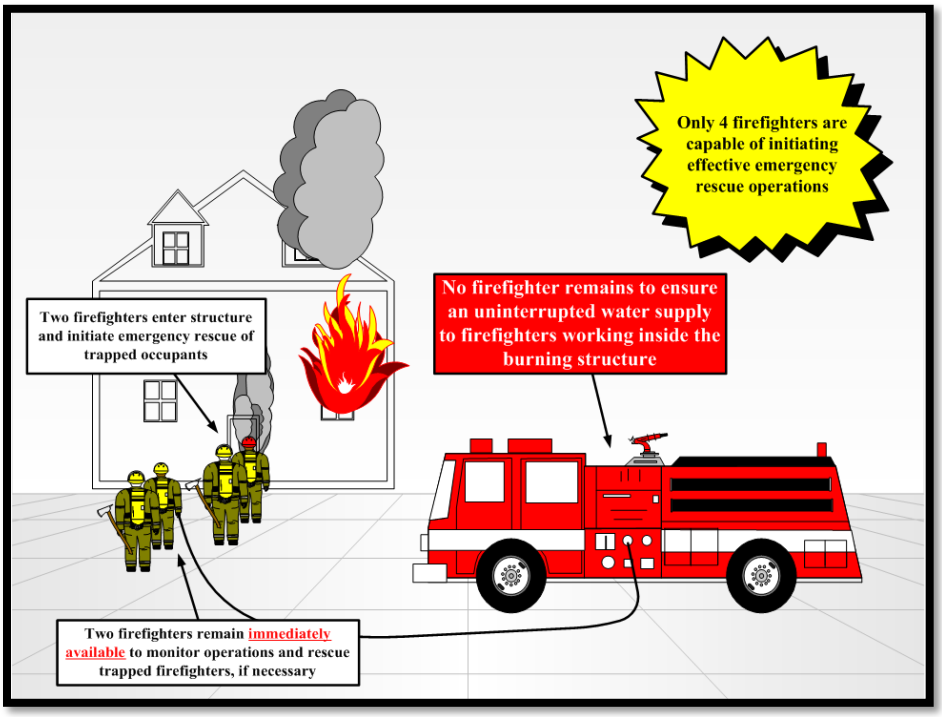
Second Floor:



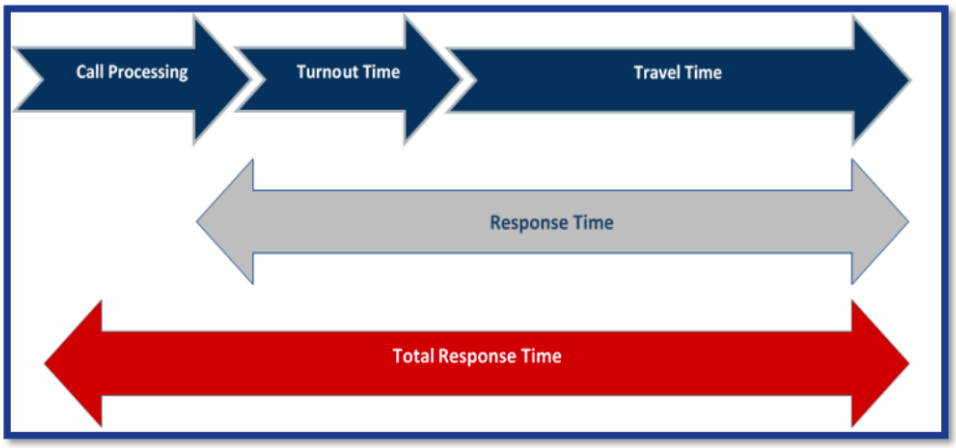
Appendix C. Visual Depictions

Legal Staffing Requirements:

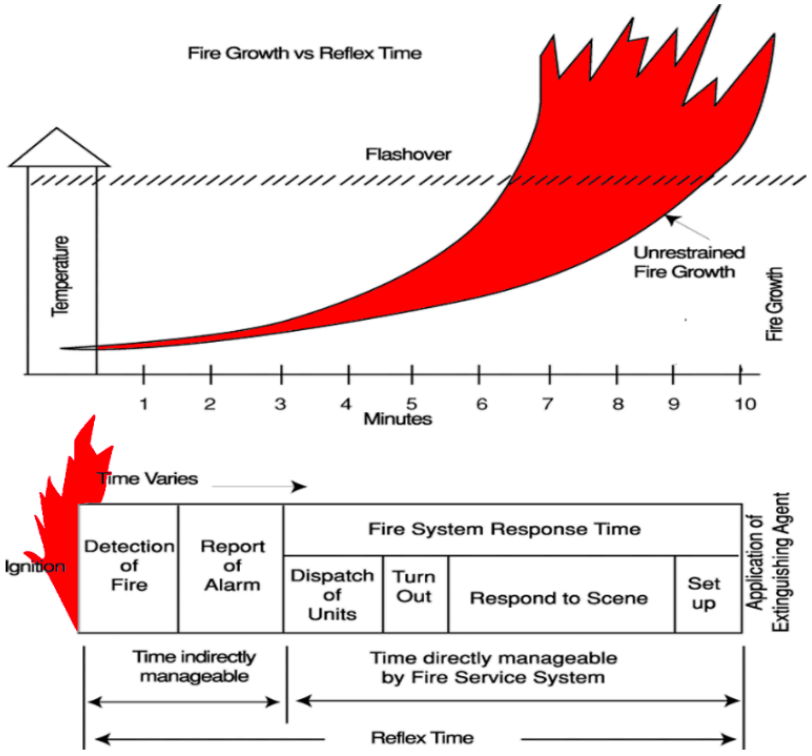
Regarding the number of firefighters, federal law mandates that before firefighters can make an interior attack on a structure fire, that there must be a rescue crew established in case something goes wrong with the entry crew. The entry crew is going into an environment that is immediately dangerous to life and health (known as IDLH). Only when there is a known rescue are firefighters permitted by law to enter a structure fire without a rescue crew. This law is typically known as "Two In – Two Out" and applies to all fire service operations.



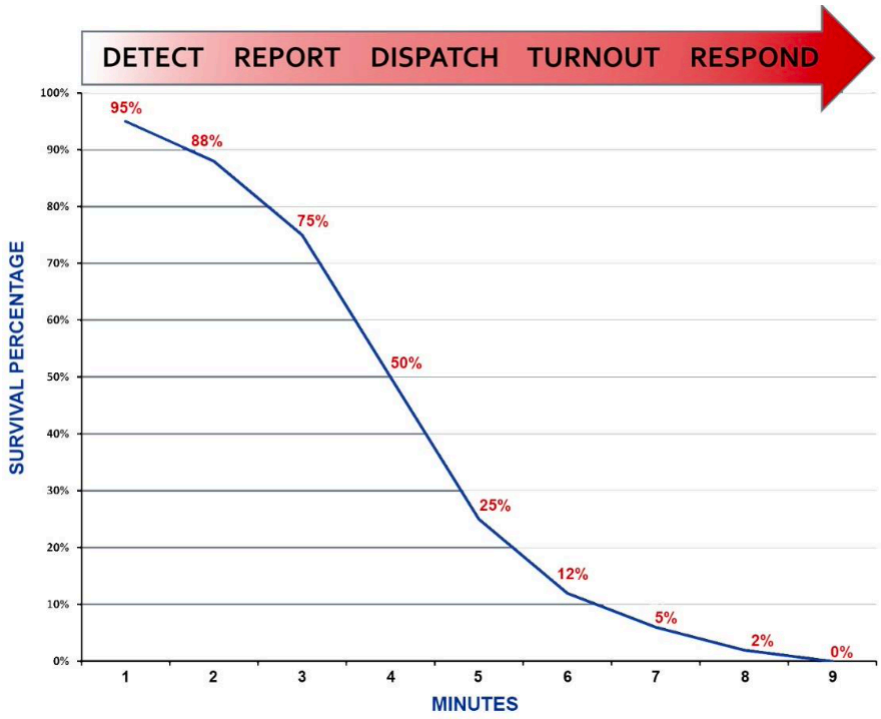
Total Response Time Continuum:



Fire Growth and Reflex Time:

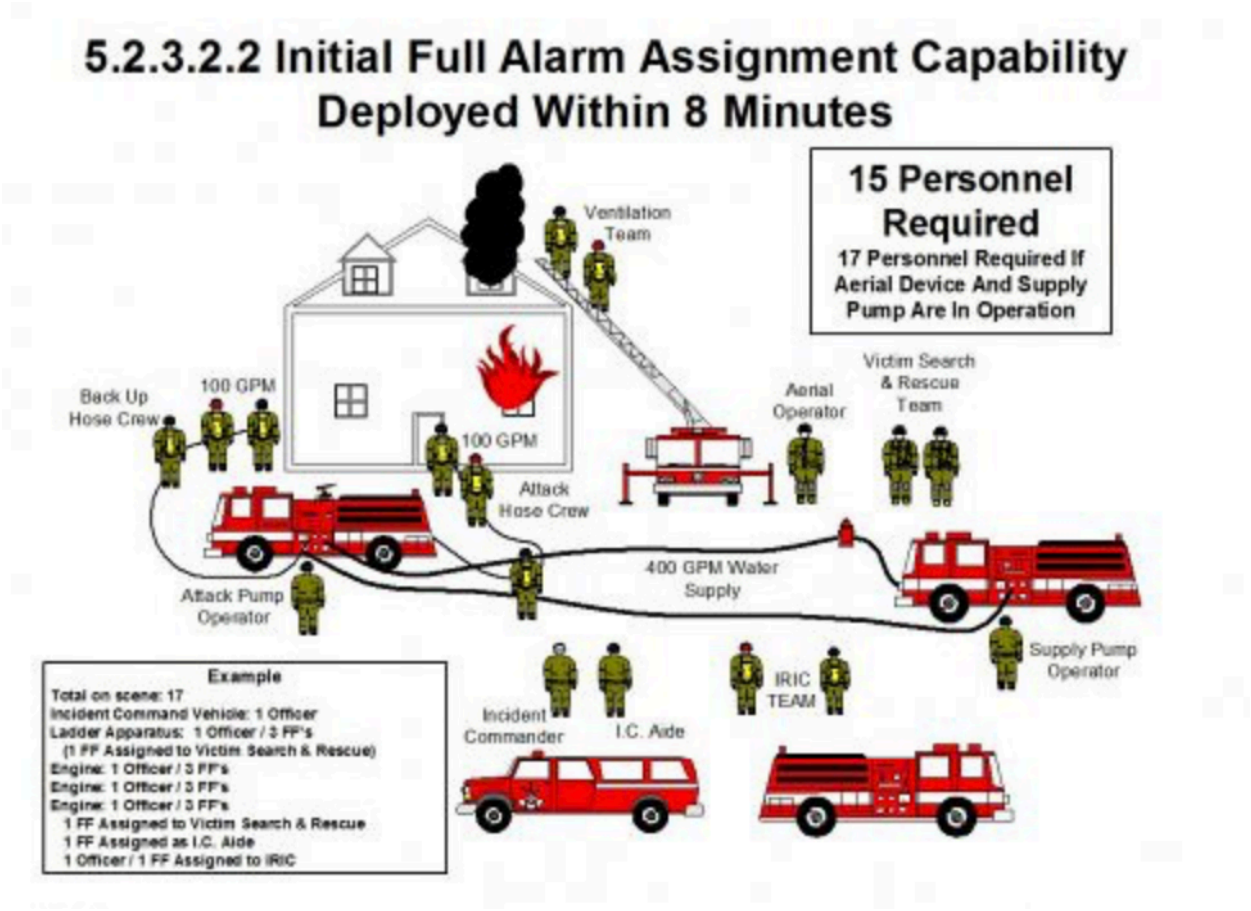


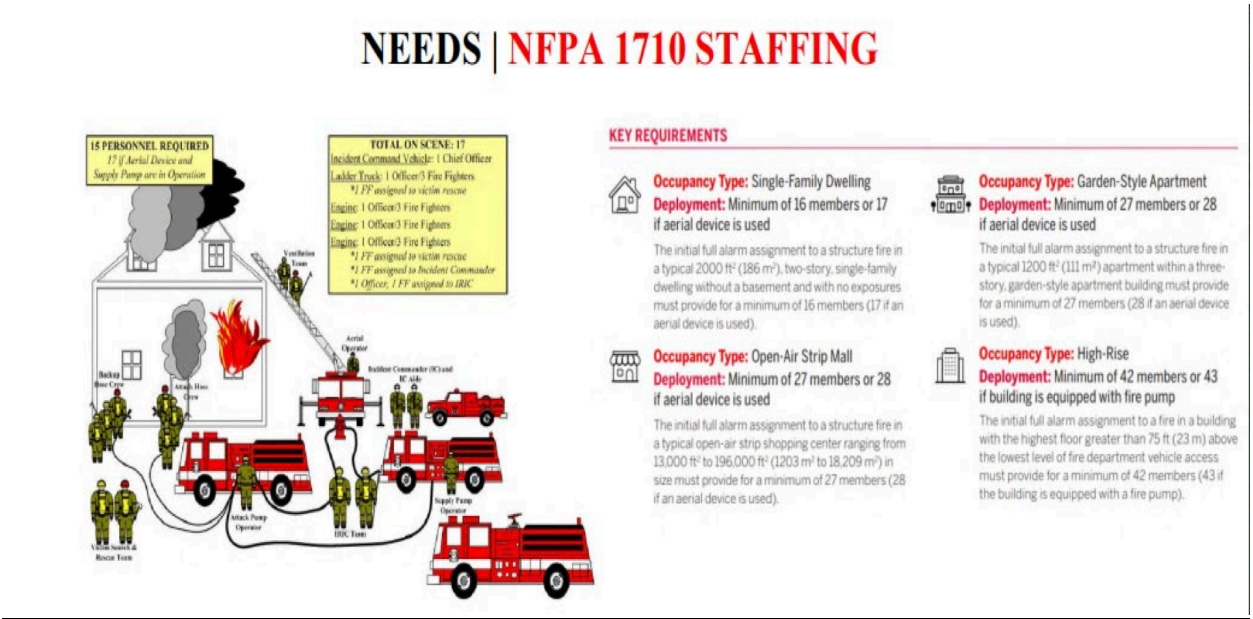
Cardiac Arrest Event Sequence:



NFPA 1710 Initial Full Alarm Assignments:

2,000 SF Residential Structure Fire		Open-Air Shopping Center (13,000 SF to 196,000 SF)		1,200 SF Apartment (3-story garden apartment)	
Incident Commander	1	Incident Commander	2	Incident Commander	2
Water Supply Operator	1	Water Supply Operators	2	Water Supply Operators	2
2 Application Hose Lines	4	3 Application Hose Lines	6	3 Application Hose Lines	6
1 Support Member per line	2	1 Support Member per line	3	1 Support Member per line	3
Victim Search and Rescue Team	2	Victim Search and Rescue Team	4	Victim Search and Rescue Team	4
Ground Ladder Deployment	2	Ground Ladder Deployment	4	Ground Ladder Deployment	4
Aerial Device Operator	1	Aerial Device Operator	1	Aerial Device Operator	1
Rapid Intervention Crew	4	Rapid Intervention Crew	4	Rapid Intervention Crew	4
		EMS Care	2	EMS Care Crew	2
Total	**17**	**Total**	**28**	**Total**	**28**


5.2.3.2.2 Initial Full Alarm Assignment Capability
Deployed Within 8 Minutes
15 Personnel Required
17 Personnel Required If Aerial Device And Supply Pump Are In Operation
Ventilation Team
Back Up Hose Crew
100 GPM
100 GPM
Attack Hose Crew
Aerial Operator
Victim Search & Rescue Team
400 GPM Water Supply
Attack Pump Operator
Supply Pump Operator
IRIC TEAM
Incident Commander
I.C. Aide
Example
Total on scene: 17
Incident Command Vehicle: 1 Officer
Ladder Apparatus: 1 Officer / 3 FF's
(1 FF Assigned to Victim Search & Rescue)
Engine: 1 Officer / 3 FF's
Engine: 1 Officer / 3 FF's
Engine: 1 Officer / 3 FF's
1 FF Assigned to Victim Search & Rescue
1 FF Assigned as I.C. Aide
1 Officer / 1 FF Assigned to IRIC


NEEDS | NFPA 1710 STAFFING
15 PERSONNEL REQUIRED
17 if Aerial Device and Supply Pump are in Operation
TOTAL ON SCENE: 17
Incident Command Vehicle: 1 Chief Officer
Ladder Truck: 1 Officer/3 Fire Fighters
*1 FF assigned to victim rescue
Engine: 1 Officer/3 Fire Fighters
Engine: 1 Officer/3 Fire Fighters
Engine: 1 Officer/3 Fire Fighters
*1 FF assigned to victim rescue
*1 FF assigned to Incident Commander
*1 Officer, 1 FF assigned to IRIC
KEY REQUIREMENTS
Occupancy Type: Single-Family Dwelling
Deployment: Minimum of 16 members or 17 if aerial device is used
The initial full alarm assignment to a structure fire in a typical 2000 ft² (186 m²), two-story, single-family dwelling without a basement and with no exposures must provide for a minimum of 16 members (17 if an aerial device is used).
Occupancy Type: Garden-Style Apartment
Deployment: Minimum of 27 members or 28 if aerial device is used
The initial full alarm assignment to a structure fire in a typical 1200 ft² (111 m²) apartment within a three-story, garden-style apartment building must provide for a minimum of 27 members (28 if an aerial device is used).
Occupancy Type: Open-Air Strip Mall
Deployment: Minimum of 27 members or 28 if aerial device is used
The initial full alarm assignment to a structure fire in a typical open-air strip shopping center ranging from 13,000 ft² to 196,000 ft² (1203 m² to 18,209 m²) in size must provide for a minimum of 27 members (28 if an aerial device is used).
Occupancy Type: High-Rise
Deployment: Minimum of 42 members or 43 if building is equipped with fire pump
The initial full alarm assignment to a fire in a building with the highest floor greater than 75 ft (23 m) above the lowest level of fire department vehicle access must provide for a minimum of 42 members (43 if the building is equipped with a fire pump).

Appendix D. Project Staff

- **Gregory Grayson, Fire Chief (ret), Greensboro, NC**
  Chief Greg Grayson has more than 44 years of progressive experience in the North Carolina fire and rescue service. His experience includes beginning public service as a volunteer firefighter and ascending the career ranks to become the Fire Marshal/Fire Rescue Director for Wake County, North Carolina. In the following seventeen years, he served as the fire chief for three North Carolina urban cities – Burlington, Asheville, and Greensboro. In these executive leadership capacities, he was responsible for comprehensive fire and rescue operations, prevention programs, training and career development, emergency management functions and specialized regional response teams. In Burlington, he effectively led positive organizational change and implemented an innovative reserve firefighter program. In Asheville, he commanded significant re-engineering throughout the fire department and led Asheville to become an accredited agency. In Greensboro, he led the department to maintaining both accreditation and ISO "Class1" status and navigated the department through difficult fiscal years and challenging large-scale emergencies. In 2015, his long-term, dedicated public service to the people of North Carolina was recognized by the Governor through the prestigious "Order of the Long Leaf Pine", the state's highest honor that can be awarded to a citizen.
  Upon retiring from local government service, Chief Grayson was appointed by the State Fire Marshal in 2015 to proactively serve as the state's first and only public fire service management consultant, providing high level technical assistance to county and municipal managers - enabling them to better strengthen their jurisdiction's fire protection service delivery systems. He also managed statewide fire service advancement initiatives and led the Office of State Fire Marshal's Technical Services program.
  Beyond extensive experience, Chief Grayson holds a Master of Public Administration, bachelor and associate in fire protection. He holds numerous professional credentials including Chief Fire Officer (CFO), MIFireE from the Institution of Fire Protection Engineers and multiple other fire service certifications, including being North Carolina's first Advanced Firefighter. He is one of very few, if not the only, Fire Chief in the United States to also hold the Senior Professional in Human Resources (SPHR) and SHRM-SCP credentials. He is active in the North Carolina Association of Fire Chiefs and the IAFC Metropolitan Fire Chiefs organizations and continues to serve as a volunteer firefighter in his home community.

- **Todd Tuttle, Assistant Chief (ret.), Greensboro, NC**
  Chief Tuttle is a 30 plus year fire service veteran who also served as a paramedic. He served many years leading the department's intricate records management systems for the City of Greensboro Fire Department, which is an accredited, ISO Class 1 city. He also served as the department's accreditation manager and transitioned the department into technology using CAD, AVL, MCTs and other aspects. Chief Tuttle is recognized throughout the state and nation as a technical expert on Firehouse records management systems as well as an expert in data analysis.

- **Robert McNally, Beacon GIS**
  A GIS Analyst/Planner with niche specialty and ground experience for Fire, Rescue, EMS, Public Safety, Emergency Management, and Homeland Security projects, Robert owns Response GIS, a first responder planning services firm. Robert brings 20 years of public safety experience as a responder, manager, and trainer. He has been awarded twice for his service to the community. He graduated magna cum laude with bachelor's degree in public administration, securing an honor scholarship while in the midst of his education. Robert also has a graduate degree in Urban and Regional Planning from the University of North Carolina at Charlotte. Robert McNally has spoken at several conferences on the subject of public safety and homeland security, and Response GIS has been involved in over 280 projects for emergency services of various sizes across the United States & Canada.

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North Carolina Fire Chief Consulting
www.NCFireChief.com
336-266-7998

CITY OF GOLDSBORO
AGENDA MEMORANDUM
JULY 13, 2026 CITY COUNCIL MEETING

TITLE: FY2026-27 Operating Budget Amendment

DEPARTMENT: Finance

BACKGROUND:
Council adopted the FY26-27 annual operating budget on June 1, 2026.

DISCUSSION:
Debt (8111) General Fund
There is a new software subscription for Civic Plus Next Request and Mass Notifications from the City Manager's office that requires budget appropriation to comply with the accounting requirements of GASB Statement No. 96, Subscription-Based Information Technology Arrangements (SBITAs). The software has a non-cancelable 2 year term. This requires an appropriation of $76,600 for interest, principal and subscription and amortization expense for the value of the entire subscription, and this will be funded with subscription financing revenue and fund balance in the General Fund.

Agency Support (7310) General Fund
Mr. Don Willis, Director of the Goldsboro Wayne Transportation Authority requested $75,000 from the City to fund the highway use tax and registration fees needed for the urban buses that were replaced through federal funding. This represents less than 5% of the cost of replacing the buses which have a life of approximately 8 years. This will be funded with an appropriation of fund balance in the General Fund.

General Fund Appropriated Fund Balance

Date	Description	Adopted
6/1/2026	Ord 2026-18 FY 26-27 Adopted Budget	$ -
	Current Year Appropriations	$ -
7/13/2026	GASB 96 Subscriptions Appropriations (Civic Plus)	$ 19,600.00
7/13/2026	GWTA - Fund tax and tags for Urban bus replacements	75,000.00
	Proposed	$ 94,600.00
	Current Year with Proposed	$ 94,600.00

Transfers (8101) Utility Fund
The City received 2 more payments from the PFAS class action lawsuit in the amount of $356,885.97 during May and June, 2026. This amount needs to be appropriated as a transfer to the Utility Capital Reserve Fund (6110) for use on future utility capital projects. Since the funds

were received in FY26, it will be funded with an appropriation of fund balance in the Utility Fund in FY27.

Utility Fund Appropriated Fund Balance

Date	Description	Adopted
6/1/2026	Ord 2026-18 FY 26-27 Adopted Budget	$ -
	Current Year Appropriations	$ -
7/13/2026	Transfer FY 26 PFAS Class Action Lawsuit Proceeds to Capital Reserve Fund	$ 356,885.97
	Proposed	$ 356,885.97
	Current Year with Proposed	$ 356,885.97

Transfers (8101) Utility Capital Reserve Fund 6110
The City received 2 more payments from the PFAS class action lawsuit in the amount of $356,885.97 during May and June, 2026. This amount will be appropriated to contingency in the Utility Capital Reserve Fund (6110) for use on future utility capital projects. This will be funded with revenue from transfers in from the Utility Fund.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:
It is recommended that Council adopt the attached ordinance to amend the FY26-27 Operating Budget for the General Fund, Utility Fund, and the Utility Capital Reserve Fund.

MANAGER'S RECOMMENDATION:

APPROVERS
Catherine Gwynn
Catherine Gwynn
Sakeithia Reece
Matthew Livingston

ORDINANCE 2026 -

AN ORDINANCE AMENDING THE BUDGET ORDINANCE OF THE CITY OF GOLDSBORO FOR THE 2026-27 FISCAL YEAR

WHEREAS, the City Council of the City of Goldsboro adopted the FY2026-27 Annual Operating Budget on June 1, 2026; and

WHEREAS, amendments may become necessary as circumstances arise, and it is necessary to amend the General Fund, Utility Fund, and the Utility Capital Reserve Fund; and

WHEREAS, it is necessary to appropriate expenditures in the Agency Support department of the General Fund for tax and tags for urban buses replaced by the Goldsboro Wayne Transportation Authority (GWTA), and this will be funded with an appropriation of fund balance in the General Fund; and

WHEREAS, it is necessary to appropriate expenditures in the Debt Service department of the General Fund to account for annual GASB 96 subscription-related expenses associated with information technology subscription agreements, and this will be funded with subscription financing proceeds and an appropriation of fund balance in the General Fund; and

WHEREAS, it is necessary to appropriate funds in the Transfers department of the Utility Fund for a transfer to the Utility Capital Reserve Fund (6110) representing additional payments received in May and June, 2026 from the PFAS class action settlement, and this will be funded with fund balance in the Utility Fund due to the fact that the proceeds were receipted in FY26; and

WHEREAS, it is necessary to appropriate expenditures in the Utility Capital Reserve Fund (6110) contingency account for future utility capital projects, and this will be funded through transfers received from the Utility Fund.

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

Section 1: To authorize revenue and expenditure appropriations for the General Fund, Utility Fund, and Utility Capital Reserve Fund as follows:

GENERAL FUND	**Current**	**Amended**	**Difference**
Organizational Support (7310)			
FY26-27 Amended Adopted Budget 6/1/26	$ 95,000.00	$ 95,000.00	$ -
Goldsboro/Wayne Transportation Authority	402,500.00	477,500.00	$ 75,000.00
		-	
		-	
Total Expend. - Agency Support	$ 497,500.00	$ 572,500.00	$ 75,000.00
Debt Service (8111)			
FY26-27 Amended Adopted Budget 6/1/26	$ 5,188,150.00	$ 5,188,150.00	$ -
Exp: Amortization Expense (GASB96)	262,000.00	281,000.00	19,000.00
Exp: Subscription (GASB96)	252,000.00	290,000.00	38,000.00
Exp: Principal Expense (GASB96)	123,000.00	142,000.00	19,000.00
Exp: Interest Expense (GASB96)	-	600.00	600.00
Total Expend. - Debt Service	$ 5,825,150.00	$ 5,901,750.00	$ 76,600.00
All Other Expenditures	$ 62,006,336.00	$ 62,006,336.00	$ -
Total Expenditures - General Fund	$ 68,328,986.00	$ 68,480,586.00	$ 151,600.00

GENERAL FUND	Current	Amended	Difference
Revenues			
Tax Revenues	$ 28,484,364.00	$ 28,484,364.00	
Licenses and Permits	557,055.00	557,055.00	
Revenue from Other Agencies	19,521,280.00	19,521,280.00	
Charges for Services	6,843,972.00	6,843,972.00	
Capital Returns	4,328,083.00	4,385,083.00	57,000.00
Miscellaneous Revenue	141,300.00	141,300.00	
Shared Services	4,197,720.00	4,197,720.00	
Appropriated Fund Balance	4,255,212.00	4,349,812.00	94,600.00
Total Revenues - General Fund	$ 68,328,986.00	$ 68,480,586.00	$ 151,600.00

UTILITY FUND	Current	Amended	Difference
Transfers (8101)			
FY26-27 Amended Adopted Budget 6/1/26	$ 4,179,816.00	$ 4,179,816.00	$ -
Transfers to Capital Reserve Funds	400,000.00	756,885.97	356,885.97
Total Expend. - Transfers	$ 4,579,816.00	$ 4,936,701.97	$ 356,885.97
All Other Expenditures	$ 24,605,172.00	$ 24,605,172.00	$ -
Total Expenditures - Utility Fund	$ 29,184,988.00	$ 29,541,873.97	$ 356,885.97
Revenues			
Revenue from Other Agencies	$ 255,000.00	$ 255,000.00	
Charges for Services	26,520,479.00	26,520,479.00	
Capital Returns	1,509,509.00	1,509,509.00	
Miscellaneous Revenue	900,000.00	900,000.00	
Shared Services & Transfers	-	-	
Fund Balance	-	356,885.97	356,885.97
Total Revenues - Utility Fund	$ 29,184,988.00	$ 29,541,873.97	$ 356,885.97

UTILITY CAPITAL RESERVE FUND	Current	Amended	Difference
Transfers (8101)			
FY26-27 Amended Adopted Budget 6/1/26	$ -	$ -	$ -
Contingency	-	356,885.97	356,885.97
		-	
Total Expend. - Transfers	$ -	$ 356,885.97	$ 356,885.97
Revenues			
Transfers from Utilities Fund	$ -	$ 356,885.97	$ 356,885.97
Appropriated Fund Balance	-	-	-
Total Revenues - Utility Capital Reserve Fund	$ -	$ 356,885.97	$ 356,885.97

Section 2: Copies of this budget ordinance shall be furnished by the City Clerk to the Budget Officer and Finance Officer.

This Ordinance shall be in full force and effect from and after July 13, 2026.

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk