

REVISED
GOLDSBORO CITY COUNCIL
REGULAR MEETING AGENDA
MONDAY, SEPTEMBER 8, 2025



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

1. Call to Order – 5:30 P.M.

Council Chambers

1.1 Invocation (Father David Wyly, Police Chaplain)

1.2 Pledge of Allegiance

2. Roll Call

3. Adoption of the Agenda

4. Recognitions and Presentations

4.1 First Responders' Appreciation Month Proclamation

4.2 U.S. Air Force's Birthday Proclamation

5. Public Hearings

5.1 Annex-2-25 - Idlewild Subdivision – Located on the south side of US 70 Hwy W.
between Carolina Circle and Brentwood Drive

5.2 Annex-3-25 - Stoney Creek (City Limits) – Located on the south side of Royall
Avenue between North Drive and Landmark Drive

6. Public Comment Period

7. Consent Agenda

7.1 Approval of the 2026 Goldsboro City Council Meeting Dates

7.2 Business Development Strategic Plan

7.3 Community Survey Proposal

7.4 Fall 2025 Grant Application for the WRF Expansion Project

8. Old Business

8.1 Crossroads Strategies Agreement

8.2 Friends of Seymour Agreement

8.3 Goldsboro/Eureka/Fremont Interlocal Agreement Update

9. New Business

9.1 Friends of Seymour Briefing

9.2 Proposal for the Development of a Water Master Plan

9.3 Boards and Commissions Appointments

9.4 Council Meeting Safety Measures Discussion

10. City Manager's Report

11. Mayor and Councilmembers' Comments

12. Closed Session

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.

FIRST RESPONDERS' APPRECIATION MONTH PROCLAMATION

WHEREAS, first responders protect and aid the public in the event of an emergency; and

WHEREAS, first responders include 9-1-1 operators and dispatchers, law enforcement officers, firefighters, emergency medical services technicians, search and rescue teams, and other roles in the public safety sector, both professional and volunteer; and

WHEREAS, first responders are our primary and best defense against all emergencies that threaten our communities; and

WHEREAS, first responders show courage and selfless concern for others as they carry out their duties; and

WHEREAS, first responders risk their own safety to protect others; and

WHEREAS, first responders are highly-trained, specialized workers who contribute their excellent skills for the public good; many first responders provide this service voluntarily for no pay; and

WHEREAS, first responders maintain safety and order in times of crisis, volunteer in our communities and schools, and are a vital part of the City of Goldsboro and Wayne County.

NOW, THEREFORE BE IT RESOLVED, that the Goldsboro City Council does hereby proclaim September 2025, as " FIRST RESPONDERS' APPRECIATION MONTH " in North Carolina and commend its observance to all citizens.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed Seal of the City of Goldsboro, North Carolina, this 8th day of September, 2025.




Charles Gaylor, IV
Mayor

U.S. AIR FORCE'S BIRTHDAY PROCLAMATION

WHEREAS, on August 1, 1907, the United States Army Signal Corps created an Aeronautical Division to take "charge of all matters pertaining to military ballooning, air machines and all kindred subjects"; and

WHEREAS, the National Security Act of 1947 established the United States Air Force as its own separate and equal branch of the Armed Forces on September 18, 1947, creating the Air National Guard as a reserve component of the United States Air Force; and

WHEREAS, the North Carolina Air National Guard can trace its origins back to March 15, 1948, with the establishment of the 156th Fighter Squadron; and

WHEREAS, North Carolina has nearly 10,000 men and women proudly serving our nation as Airmen on either active duty or reserve status or in the Air National Guard; and

WHEREAS, North Carolina is the proud home of Seymour Johnson Air Force Base in Goldsboro, Pope Army Airfield in Fayetteville, and the North Carolina Air National Guard bases in New London and Charlotte; and

WHEREAS, the United States Air Force and Air National Guard play a critical role in defending our nation's skies and ensuring our continued freedom; and

WHEREAS, the City of Goldsboro is honored to be the home of Seymour Johnson Air Force Base and is thankful to the active-duty personnel, reservist, families and veterans that call Goldsboro home.

NOW, THEREFORE BE IT RESOLVED, that the Goldsboro City Council does hereby proclaim September 18, 2025, as the "UNITED STATES AIR FORCE'S BIRTHDAY" in the City of Goldsboro and commend its observance to all citizens.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed Seal of the City of Goldsboro, North Carolina, this 8th day of September, 2025.




Charles Gaylor, IV
Mayor

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Annex-2-25 - Idlewild Subdivision – Located on the south side of US 70 Hwy
W. between Carolina Circle and Brentwood Drive

DEPARTMENT: Planning

BACKGROUND:

Tax Parcel #: 2680-83-2550

Acreage: Approximately 49.67 acres

The City Council, at their meeting on August 4, 2025, scheduled a public hearing for the proposed annexation of the subject property. A public hearing notice was properly advertised stating the time, place, and purpose of the meeting for September 8, 2025.

DISCUSSION:

Pursuant to G.S. 160A-31, at the public hearing all persons owning property in the area proposed to be annexed, as well as the residents of the municipality, shall be given an opportunity to be heard on the proposed annexation.

If the Council determines that the proposed annexation meets all the requirements of G.S. 160A-31, it has the authority to adopt an annexation ordinance.

Attached is a report prepared by the Planning Department in conjunction with other departments, concerning the subject annexation area. All City services can be provided to the property.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

It is recommended that after the public hearing, the Council, by motion, adopt the attached Ordinance annexing the subject property, effective September 8, 2025.

MANAGER'S RECOMMENDATION:

Recommend annexing property into the city limits

APPROVERS

Mark Helmer
Sakeithia Reece
Laura Getz
Matthew Livingston

ORDINANCE NO. 2025 -

**AN ORDINANCE ANNEXING CERTAIN CONTIGUOUS REAL PROPERTY
TO THE CITY OF GOLDSBORO, NORTH CAROLINA**

WHEREAS, after notice duly given in compliance with the pertinent provisions of Chapter 160A-31 of the General Statutes of North Carolina, a public hearing was held before the City Council of the City of Goldsboro, North Carolina, at a regular meeting held in the City Hall in Goldsboro on September 8, 2025 relative to the annexation of the contiguous real property hereinafter described to the City of Goldsboro; and

WHEREAS, at said public hearing all persons owning property in the area proposed to be annexed who alleged error in the Petition for Annexation, as well as residents of the City of Goldsboro who question the necessity for annexation, were given an opportunity to be heard along with proponents of such annexation; and

WHEREAS, after the completion of said public hearing, the City Council has determined that the Petition for Annexation meets the requirements of said Section 31 of Chapter 160A of the General Statutes of North Carolina, and has further determined, after due and careful deliberation, that it is for the best interest of the City of Goldsboro and its citizens that the contiguous real property proposed to be annexed be annexed to the City of Goldsboro; and

WHEREAS, as a result of said annexation, it is necessary to modify the boundaries of the six (6) single-member electoral districts of the City of Goldsboro as shown on a map entitled "Official Election District Boundaries" adopted August 1, 2022 and to amend said map as hereinafter set forth; and

WHEREAS, the City Council finds it to be in the best interests of the City of Goldsboro to modify the boundaries of the electoral district in order to afford the citizens of the annexed area full participation in the electoral process of the City of Goldsboro and in order to comply with State and Federal law.

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Goldsboro, North Carolina, that the following described (metes and bounds) contiguous real property be annexed and the same is hereby annexed to the City of Goldsboro:

IDLEWILD SUBDIVISION:

(Annexation of 49.67-acre tract of Parcel No. 2680-83-2550)

“Beginning at a Point, said Point being the southeasternmost corner of lot 18 as shown on that certain plat entitled "Westover Subdivision No. 2" dated 1/15/1962 as recorded in Plat Cabinet E, Slide 124 in the Wayne County Register of Deeds.

Thence, from said Point of Beginning, North 21 degrees 52 minutes 03 seconds West for a distance of 193.78 feet to a point;

Thence, North 37 degrees 22 minutes 02 seconds West for a distance of 78.63 feet to a point;

Thence, North 38 degrees 51 minutes 57 seconds West for a distance of 128.90 feet to a point;

Thence, North 36 degrees 48 minutes 03 seconds West for a distance of 18.95 feet to a point;

Thence, North 32 degrees 30 minutes 32 seconds West for a distance of 43.54 feet to a point;

Thence, North 29 degrees 24 minutes 16 seconds West for a distance of 17.09 feet to a point;

Thence, North 17 degrees 28 minutes 39 seconds West for a distance of 41.39 feet to a point;

Thence, North 17 degrees 58 minutes 49 seconds West for a distance of 108.34 feet to a point;

Thence, North 13 degrees 25 minutes 48 seconds West for a distance of 18.57 feet to a point;

Thence, North 00 degrees 41 minutes 39 seconds West for a distance of 55.88 feet to a point;

Thence, North 05 degrees 01 minutes 28 seconds West for a distance of 34.32 feet to a point;

Thence, North 13 degrees 56 minutes 25 seconds East for a distance of 52.45 feet to a point;

Thence, North 44 degrees 53 minutes 39 seconds East for a distance of 191.33 feet to a point;

Thence, North 72 degrees 17 minutes 02 seconds East for a distance of 97.64 feet to a point;

Thence, North 37 degrees 48 minutes 29 seconds East for a distance of 52.71 feet to a point;

Thence, North 51 degrees 39 minutes 19 seconds East for a distance of 35.01 feet to a point;

Thence, North 37 degrees 27 minutes 51 seconds East for a distance of 59.05 feet to a point;

Thence, North 76 degrees 34 minutes 19 seconds East for a distance of 61.37 feet to a point;

Thence, North 41 degrees 32 minutes 08 seconds East for a distance of 44.48 feet to a point;

Thence, North 18 degrees 51 minutes 52 seconds West for a distance of 34.75 feet to a point;

Thence, North 31 degrees 48 minutes 15 seconds East for a distance of 12.57 feet to a point;

Thence, North 21 degrees 41 minutes 05 seconds East for a distance of 13.22 feet to a point;

Thence, North 64 degrees 43 minutes 53 seconds East for a distance of 37.34 feet to a point;

Thence, North 52 degrees 56 minutes 39 seconds East for a distance of 119.41 feet to a point;

Thence, North 28 degrees 25 minutes 18 seconds East for a distance of 27.08 feet to a point;

Thence North 45 degrees 36 minutes 45 seconds West a distance of 34.87 feet to a point on the southeastern right of way of Carolina Circle (SR 1276);

Thence, along and with the southeastern right of way of Carolina Circle (SR 1276), North 44 degrees 23 minutes 15 seconds East for a distance of 100.00 feet to a point;

Thence, leaving the southeastern right of way of Carolina Circle (SR 1276), South 45 degrees 36 minutes 45 seconds East for a distance of 261.18 feet to a point;

Thence, South 64 degrees 26 minutes 27 seconds East for a distance of 237.87 feet to a point;

Thence, South 14 degrees 15 minutes 32 seconds West for a distance of 269.39 feet to a point;

Thence, South 77 degrees 30 minutes 28 seconds East for a distance of 145.07 feet to a point;

Thence, South 04 degrees 56 minutes 32 seconds West for a distance of 60.05 feet to a point on the southern right of way of Cogdell Drive (SR 1261);

Thence, along and with the southern right of way of Cogdell Drive (SR 1261), South 72 degrees 36 minutes 28 seconds East for a distance of 408.73 feet to a point;

Thence, leaving the southern right of way of Cogdell Drive (SR 1261), South 09 degrees 46 minutes 28 seconds East for a distance of 1091.43 feet to a point;

Thence, South 65 degrees 40 minutes 56 seconds West for a distance of 1064.36 feet to a point;

Thence, North 21 degrees 52 minutes 03 seconds West for a distance of 1051.88 feet to the Point of Beginning.

Containing 49.67 acres, more or less.

The above-described parcel also being "Tract One" as shown on that certain plat entitled "Survey for Nolan Commercial Contractors, Inc" dated October 25, 2023 as prepared by Thomas Engineering, PA.

Together with the "CP&L Power Line Electrical Easement" as recorded in Deed Book 352, Page 39 in the Wayne County Register of Deeds.”

NOW, THEREFORE, BE IT FURTHER ORDAINED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

1. The City of Goldsboro will provide commercial refuse service, fire, and police protection to the property; and
2. Water services to the subject annexation area will be provided by Fork Township; and
3. Sewer services to the subject annexation area will be provided by The City of Goldsboro; and
4. The annexed area herein above identified be added to and become a part of Electoral District 1; and
5. The boundaries of the six single-member electoral districts shall be modified and changed as shown on a map entitled "Official Election District Boundaries Map" adopted August 1, 2022; and
6. The Director of Planning is directed to prepare an official map showing the district boundaries and to file a copy of the official map in the Office of the City Clerk as required by G. S. 160A-22 and G. S. 160A-23. Further, the City Clerk shall forward a copy of the official map to the Wayne County Board of Elections.

This Ordinance shall be in full force and effect from and after this September 8, 2025.

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk

CONTIGUOUS ANNEXATION REPORT
IDLEWILD SUBDIVISION

1. Property Description

a. Location: Located on the south side of W. 70 Highway between Hilltop Lane and Westwood Rd.

b. Population: Not applicable, property currently vacant; residential developers are proposing 124 single-family lots.

c. Acreage: 49.66 acres

d. Zoning: Residential 9SFCZ (Single-Family Conditional Zoning)

e. Tax Parcel: 2680-83-2550

2. Engineering Description (see attached metes and bounds description)

3. Qualifications

a. The area proposed to be annexed meets the requirements of G. S. 160A-31.

- The City of Goldsboro received a petition signed by all owners and the City Clerk has certified sufficiency. Sufficiency was certified on July 15, 2025.

4. Plans for Extension of Municipal Services

a. Fire Protection: The City will provide fire protection for the subject properties.

b. Police Protection: The City will provide police protection for the subject properties.

c. Refuse Collection: The City's Public Works Department can provide service to the subject properties.

d. Street Construction and Maintenance: No existing streets are included in the petition for annexation. New streets will be dedicated and maintained by the City of Goldsboro.

e. Water and Sewer Service: City water and sanitary sewer lines are available to serve the property. The developer is committing resources for the extension of water and sewer lines to serve the property.

f. Estimated Revenues:

The estimated revenue for undeveloped property, as listed below, is based on the assessed valuation for 2019.

Existing Development:

Vacant Land:	49.66 acres
Land Value: (Wayne Co. Tax Office)	\$448,320.00
Estimated Revenue (City Tax Rate)	\$3,093.40

Proposed Development:

Proposed Use Tax Estimated Value:	\$40,300,000.00
Estimated Revenue: (City tax rate-\$0.69)	\$278,070.00

5. Estimated Payments to Volunteer Fire Department:

In accordance with G. S. 160A-31, the City is not required to pay a proportionate share of Rosewood Volunteer Fire Department's debt.

6. Election District:

The City adopted a new Official Election District Boundary Map on August 1, 2022. It is customary to add a newly annexed area to the nearest voting district, therefore, this area, if annexed, will be added to **District 1** unless the City Council instructs City staff to include this area in another district.

7. Staff Findings:

The proposed annexation meets the City policy requirements as outlined in all the above items and NCGS 160A-31.

**NOTICE OF PUBLIC HEARING
ANNEXATION OF CONTIGUOUS PROPERTY
TO THE CITY OF GOLDSBORO, NORTH CAROLINA**

Notice is hereby given that, in compliance with Section 160A-31 of the General Statutes of North Carolina, there will be a public hearing before the City Council of the City of Goldsboro, North Carolina, at its regular meeting in the Council Chambers, City Hall on **Monday, September 8, 2025, at 5:30 p. m.** relative to the annexation of the real contiguous property hereinafter described to the City of Goldsboro.

At this public hearing, all persons owning property in the area proposed to be annexed who allege error in the Petition for Annexation filed in this matter, as well as residents of the City of Goldsboro who question the necessity for annexation, will be given an opportunity to be heard along with the proponents of such annexation. The description of the area proposed to be annexed is as follows:

IDLEWILD SUBDIVISION:

(Annexation of 49.67-acre tract of Parcel No. 2680-83-2550)

“Beginning at a Point, said Point being the southeasternmost corner of lot 18 as shown on that certain plat entitled "Westover Subdivision No. 2" dated 1/15/1962 as recorded in Plat Cabinet E, Slide 124 in the Wayne County Register of Deeds.

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Thence, North 21 degrees 52 minutes 03 seconds West for a distance of 1051.88 feet to the Point of Beginning.

Containing 49.67 acres, more or less.

The above-described parcel also being "Tract One" as shown on that certain plat entitled "Survey for Nolan Commercial Contractors, Inc" dated October 25, 2023 as prepared by Thomas Engineering, PA.

Together with the "CP&L Power Line Electrical Easement" as recorded in Deed Book 352, Page 39 in the Wayne County Register of Deeds."

All interested persons are invited to attend this public hearing and to be heard. If you plan to attend and require a sign language interpreter, please contact the City Manager's office at City Hall at least four (4) days prior to the meeting.

PUBLISH: August 24, 2025

CERTIFICATE OF SUFFICIENCY

To the City Council of the City of Goldsboro, North Carolina:

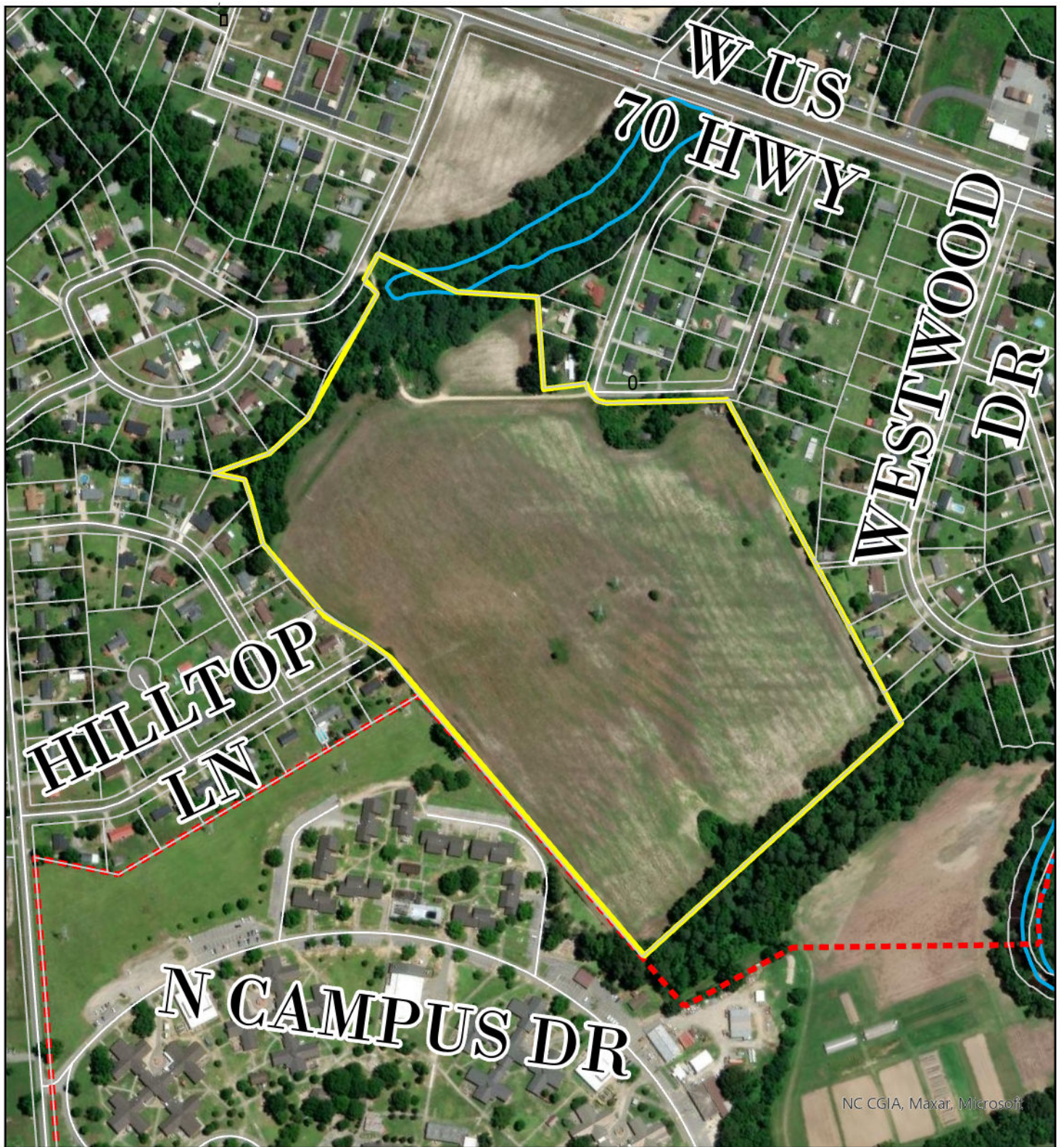
I, Laura Getz, duly appointed City Clerk of the City of Goldsboro, do hereby certify that, pursuant to directions given me by you, the sufficiency of the Petition for Annexation of Contiguous Real Property to the City of Goldsboro, North Carolina, identified by Wayne County PIN # 2680832550 has been investigated. Such petition being dated May 5, 2025, executed by Nolan Commercial Contractors, Inc., Nolan Sydes, 754 Ramsey Road, Suite F, Jacksonville, NC 28546 and filed with the City Council on July 14, 2024, and that as a result of such investigation, I find such Petition sufficient and in compliance with the provisions of General Statute 160A-31.

Witness my Hand and the Seal of the City of Goldsboro, North Carolina, this the 15th day of July 2025.





Laura Getz
City Clerk
City of Goldsboro
Goldsboro, North Carolina



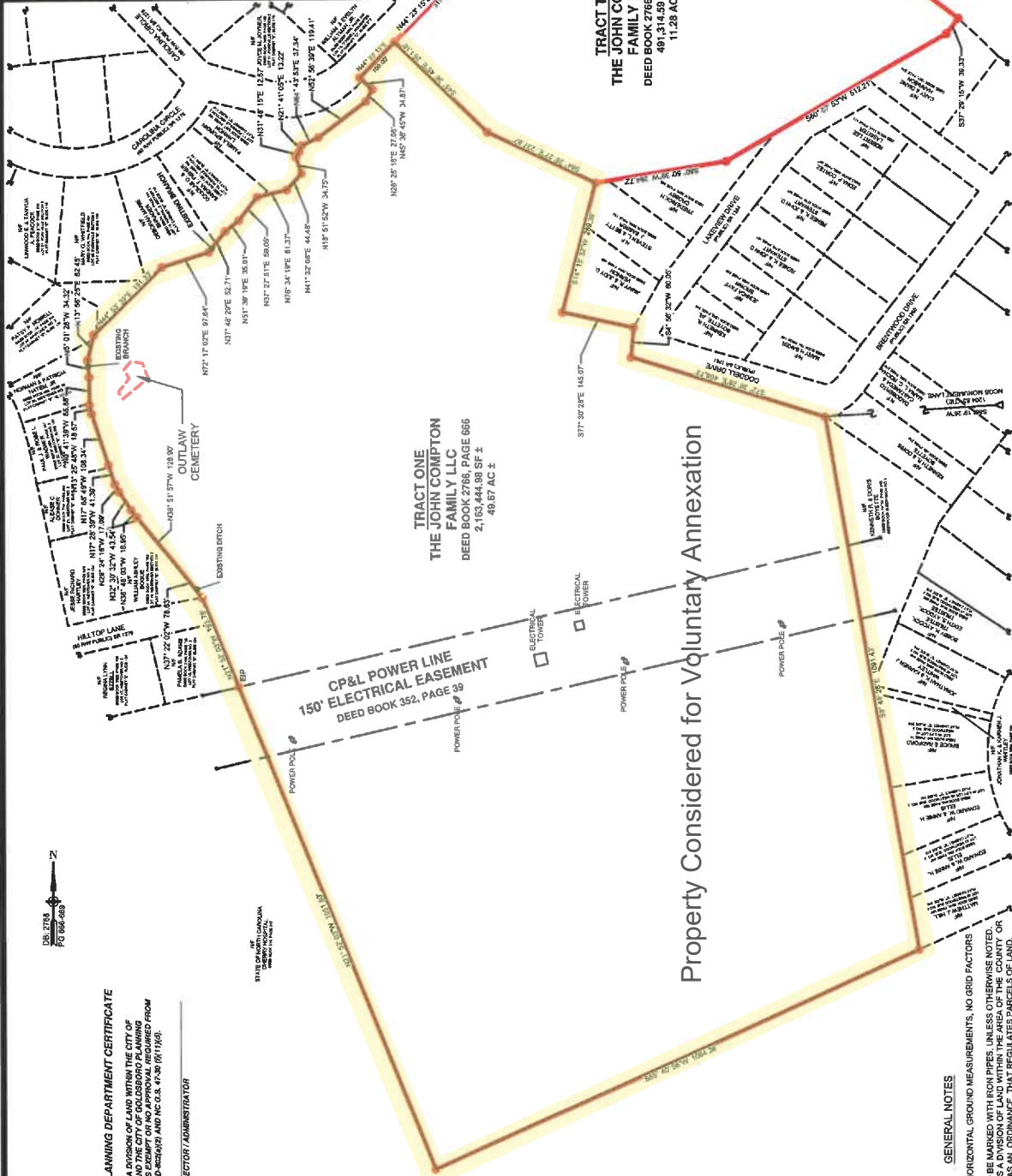
Case Number: ANX-02-25
Request: Contiguous Annexation
Owner: Nolan Commercial Contractors, Inc.
NCPIN# 2680-32-2550

Legend

 Property Lines



0 500 1,000 Feet



DATE DIRECTOR / ADMINISTRATOR

ALL DISTANCES ARE HORIZONTAL GROUND MEASUREMENTS, NO GRID FACTORS APPLIED.

1. ALL CORNERS ARE TO BE MARKED WITH IRON PIPES, UNLESS OTHERWISE NOTED.

2. THIS SURVEY CREATES A DIVISION OF LAND WITHIN THE AREA OF THE COUNTY OR MUNICIPALITY THAT HAS AN ORDINANCE THAT REGULATES PARCELS OF LAND.

3. DEFED REFERENCE: DEED BOOK: 2786. PAGE: 688-689.

BOOK _____, PAGE _____
REGISTER OF DEEDS

Q BIP	EXISTING IRON PIPE
Q EIR	EXISTING IRON STAKE
Q EIR	EXISTING IRON STAKE
Q SMAG	EXISTING "MAG" NAIL
Q SMAG	EXISTING "MAG" NAIL
Q EPK	EXISTING "PK" NAIL
Q SPK	EXISTING "PK" NAIL
Q EPC	EXISTING CONCRETE MONUMENT
Q SCM	EXISTING CONCRETE MONUMENT
Q SMP	EXISTING CONCRETE POINT
Q CL	CENTERLINE
Q NBL	MINIMUM BUILDING LINE
Q D&U	DRAINAGE & UTILITY EASEMENT
Q E&MT	EASEMENT
Q L	LINE TABLE
Q C	CURVE TABLE

THIS ____ DAY OF _____, A.D. 2023.

HERBERT J. NOBLES, JR. - PL 94 L-2703

HERBERT J. NOBLES, JR. - PLS# L-2703

FOUR TOWNSHIP	WAYNE COUNTY	NORTH CAROLINA
OWNER / PROPERTY ADDRESS THE JOHN COMPTON FAMILY LLC 1819 W US 74 HWY GOLDSBORO, NC 27530		
SCALE: 1" = 150'	DATE: 10/25/2023	
PROJECT # 2023_022	SHEET: 1 of 1	

**PRELIMINARY PLAT
NOT FOR RECORDATION
CONVEYANCES, OR SALE**

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Annex-3-25 - Stoney Creek (City Limits) – Located on the south side of Royall Avenue between North Drive and Landmark Drive

DEPARTMENT: Planning

BACKGROUND:

Tax Parcel #s: 3519063209; 3519160064; 2599669999(8.922 Acres of NCRR RoW)
Acreage: Approximately 60.349 acres

The City Council, at their meeting on August 4, 2025, scheduled a public hearing for the proposed annexation of the subject property. A public hearing notice was properly advertised stating the time, place, and purpose of the meeting for September 8, 2025.

DISCUSSION:

Pursuant to G.S. 160A-31, at the public hearing all persons owning property in the area proposed to be annexed, as well as the residents of the municipality, shall be given an opportunity to be heard on the proposed annexation.

If the Council determines that the proposed annexation meets all the requirements of G.S. 160A-31, it has the authority to adopt an annexation ordinance.

Attached is a report prepared by the Planning Department in conjunction with other departments, concerning the subject annexation area. All City services can be provided to the property.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

It is recommended that Council continue the public hearing to October 6, 2025.

MANAGER'S RECOMMENDATION:

Move to set Public Hearing for October 6th 2025

APPROVERS

Mark Helmer

Sakeithia Reece
Laura Getz
Matthew Livingston

ORDINANCE NO. 2025 -

**AN ORDINANCE ANNEXING CERTAIN CONTIGUOUS REAL PROPERTY
TO THE CITY OF GOLDSBORO, NORTH CAROLINA**

WHEREAS, after notice duly given in compliance with the pertinent provisions of Chapter 160A-31 of the General Statutes of North Carolina, a public hearing was held before the City Council of the City of Goldsboro, North Carolina, at a regular meeting held in the City Hall in Goldsboro on September 8, 2025 relative to the annexation of the contiguous real property hereinafter described to the City of Goldsboro; and

WHEREAS, at said public hearing all persons owning property in the area proposed to be annexed who alleged error in the Petition for Annexation, as well as residents of the City of Goldsboro who question the necessity for annexation, were given an opportunity to be heard along with proponents of such annexation; and

WHEREAS, after the completion of said public hearing, the City Council has determined that the Petition for Annexation meets the requirements of said Section 31 of Chapter 160A of the General Statutes of North Carolina, and has further determined, after due and careful deliberation, that it is for the best interest of the City of Goldsboro and its citizens that the contiguous real property proposed to be annexed be annexed to the City of Goldsboro; and

WHEREAS, as a result of said annexation, it is necessary to modify the boundaries of the six (6) single-member electoral districts of the City of Goldsboro as shown on a map entitled "Official Election District Boundaries" adopted August 1, 2022 and to amend said map as hereinafter set forth; and

WHEREAS, the City Council finds it to be in the best interests of the City of Goldsboro to modify the boundaries of the electoral district in order to afford the citizens of the annexed area full participation in the electoral process of the City of Goldsboro and in order to comply with State and Federal law.

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Goldsboro, North Carolina, that the following described (metes and bounds) contiguous real property be annexed and the same is hereby annexed to the City of Goldsboro:

STONEY CREEK (CITY LIMITS):

(Annexation of 60.349-acre tract of Parcel Nos 3519063209; 3519160064; 2599669999(8.922 Acres of NCRR RoW)

“Starting at a NCGS monument “SUTTON” having NAD 83 NC STATE PLANE GRID (1986) coordinates of Northing(Y)= 585,966.20’, Easting(X)= 2,320525.18’ as shown in Plat Cabinet N, Slide 3-E, recorded in the Wayne County Register of Deeds, thence a grid tie line, N 39° 22’ 24” W, 14,014.46 feet to a point of Beginning, a railroad spike found in the centerline intersection of the Norfolk and Southern Railroad and Stoney Creek, thence, N 12° 36’ 35” E, 99.98 feet to a point on the Norfolk and Southern Railroad right of way, the existing city limits, thence, with the railroad right of way and existing city limits line, N 77° 23’ 18” W, 1,927.55 feet to a point, thence, leaving the railroad right of way and along the existing city limits line, S 21° 46’ 59” W, 101.30 feet, to a point in the centerline of the railway, thence, along the existing city limits, S 21° 43’ 59” W, 101.28 feet to a point on the railroad right of way, thence, leaving the railroad right of way and along the existing city limits line, S 21° 43’ 59” W, 868.10 feet to a point, the southern right of way line of Edgerton Street, thence along the existing city limits line, S 55° 18’ 04” E, 429.46 feet to a point, thence, along the existing city limits line, S 55° 18’ 04” E, 1,028.92 feet to a point in the City of Goldsboro 15 foot sanitary sewer easement as referenced in Deed Book 654, Page 523, recorded in the Wayne County Register of Deeds, thence, along the existing city limits line, S 55° 18’ 04” E, 285.67 feet to a point in Stoney Creek, thence, leaving the existing city limits line and following the courses of Stoney Creek, a new city limits line, N 31° 36’ 22” E, 286.31 feet to a point, thence, N 29° 46’ 24” E, 293.15 feet to a point, thence, N

32° 13' 43" E, 191.77 feet to a point, thence, N 32° 45' 29" E, 348.12 feet to a point, thence, N 24° 55' 25" E, 123.07 feet to a point, thence, N 40° 08' 20" E, 51.84 feet to a point, thence, N 25° 55' 35" E, 80.82 feet to a point, thence, N 41° 07' 13" E, 95.63 feet to a point, thence, N 13° 20' 33" E, 115.14 feet to a point, thence, N 13° 20' 33" E, 10.62 feet to a point on the Norfolk and Southern Railroad right of way, thence, continuing the new city limits line with the run of Stoney Creek, N 13° 20' 33" E, 100.01 feet to the point and place of beginning, containing 60.349 acres."

NOW, THEREFORE, BE IT FURTHER ORDAINED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

1. The City of Goldsboro will provide commercial refuse service, fire, and police protection to the property; and
2. Water and sewer services to the subject annexation area will be provided by The City of Goldsboro; and
3. The annexed area herein above identified be added to and become a part of Electoral District 5; and
4. The boundaries of the six single-member electoral districts shall be modified and changed as shown on a map entitled "Official Election District Boundaries Map" adopted August 1, 2022; and
5. The Director of Planning is directed to prepare an official map showing the district boundaries and to file a copy of the official map in the Office of the City Clerk as required by G. S. 160A-22 and G. S. 160A-23. Further, the City Clerk shall forward a copy of the official map to the Wayne County Board of Elections.

This Ordinance shall be in full force and effect from and after this September 8, 2025.

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk

**NOTICE OF PUBLIC HEARING
ANNEXATION OF CONTIGUOUS PROPERTY
TO THE CITY OF GOLDSBORO, NORTH CAROLINA**

Notice is hereby given that, in compliance with Section 160A-31 of the General Statutes of North Carolina, there will be a public hearing before the City Council of the City of Goldsboro, North Carolina, at its regular meeting in the Council Chambers, City Hall on **Monday, September 8, 2025, at 5:30 p. m.** relative to the annexation of the real contiguous property hereinafter described to the City of Goldsboro.

At this public hearing, all persons owning property in the area proposed to be annexed who allege error in the Petition for Annexation filed in this matter, as well as residents of the City of Goldsboro who question the necessity for annexation, will be given an opportunity to be heard along with the proponents of such annexation. The description of the area proposed to be annexed is as follows:

STONEY CREEK (CITY LIMITS):

(Annexation of 60.349-acre tract of Parcel Nos 3519063209; 3519160064; 2599669999(8.922 Acres of NCRR RoW)

“Starting at a NCGS monument “SUTTON” having NAD 83 NC STATE PLANE GRID (1986) coordinates of Northing(Y)= 585,966.20’, Easting(X)= 2,320525.18’ as shown in Plat Cabinet N, Slide 3-E, recorded in the Wayne County Register of Deeds, thence a grid tie line, N 39° 22’ 24” W, 14,014.46 feet to a point of Beginning, a railroad spike found in the centerline intersection of the Norfolk and Southern Railroad and Stoney Creek, thence, N 12° 36’ 35” E, 99.98 feet to a point on the Norfolk and Southern Railroad right of way, the existing city limits, thence, with the railroad right of way and existing city limits line, N 77° 23’ 18” W, 1,927.55 feet to a point, thence, leaving the railroad right of way and along the existing city limits line, S 21° 46’ 59” W, 101.30 feet, to a point in the centerline of the railway, thence, along the existing city limits, S 21° 43’ 59” W, 101.28 feet to a point on the railroad right of way, thence, leaving the railroad right of way and along the existing city limits line, S 21° 43’ 59” W, 868.10 feet to a point, the southern right of way line of Edgerton Street, thence along the existing city limits line, S 55° 18’ 04” E, 429.46 feet to a point, thence, along the existing city limits line, S 55° 18’ 04” E, 1,028.92 feet to a point in the City of Goldsboro 15 foot sanitary sewer easement as referenced in Deed Book 654, Page 523, recorded in the Wayne County Register of Deeds, thence, along the existing city limits line, S 55° 18’ 04” E, 285.67 feet to a point in Stoney Creek, thence, leaving the existing city limits line and following the courses of Stoney Creek, a new city limits line, N 31° 36’ 22” E, 286.31 feet to a point, thence, N 29° 46’ 24” E, 293.15 feet to a point, thence, N 32° 13’ 43” E, 191.77 feet to a point, thence, N 32° 45’ 29” E, 348.12 feet to a point, thence, N 24° 55’ 25” E, 123.07 feet to a point, thence, N 40° 08’ 20” E, 51.84 feet to a point, thence, N 25° 55’ 35” E, 80.82 feet to a point, thence, N 41° 07’ 13” E, 95.63 feet to a point, thence, N 13° 20’ 33” E, 115.14 feet to a point, thence, N 13° 20’ 33” E, 10.62 feet to a point on the Norfolk and Southern Railroad right of way, thence, continuing the new city limits line with the run of Stoney Creek, N 13° 20’ 33” E, 100.01 feet to the point and place of beginning, containing 60.349 acres.”

All interested persons are invited to attend this public hearing and to be heard. If you plan to attend and require a sign language interpreter, please contact the City Manager's office at City Hall at least four (4) days prior to the meeting.

PUBLISH: August 24, 2025

CERTIFICATE OF SUFFICIENCY

To the City Council of the City of Goldsboro, North Carolina:

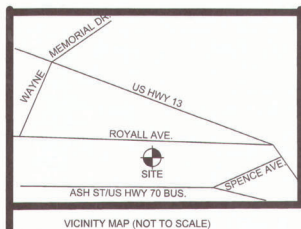
I, Laura Getz, duly appointed City Clerk of the City of Goldsboro, do hereby certify that, pursuant to directions given me by you, the sufficiency of the Petition for Annexation of Contiguous Real Property to the City of Goldsboro, North Carolina, identified by Wayne County PIN # 3519063209, 3519160064, 2599669999 (8.922 acres of NCRR ROW), has been investigated. Such petition being dated May 23, 2025, executed by the City of Goldsboro, Matthew Livingston, PO Box A, Goldsboro, NC 27530 and filed with the City Council on July 14, 2024, and that as a result of such investigation, I find such Petition sufficient and in compliance with the provisions of General Statute 160A-31.

Witness my Hand and the Seal of the City of Goldsboro, North Carolina, this the 15th day of July 2025.





Laura Getz
City Clerk
City of Goldsboro
Goldsboro, North Carolina

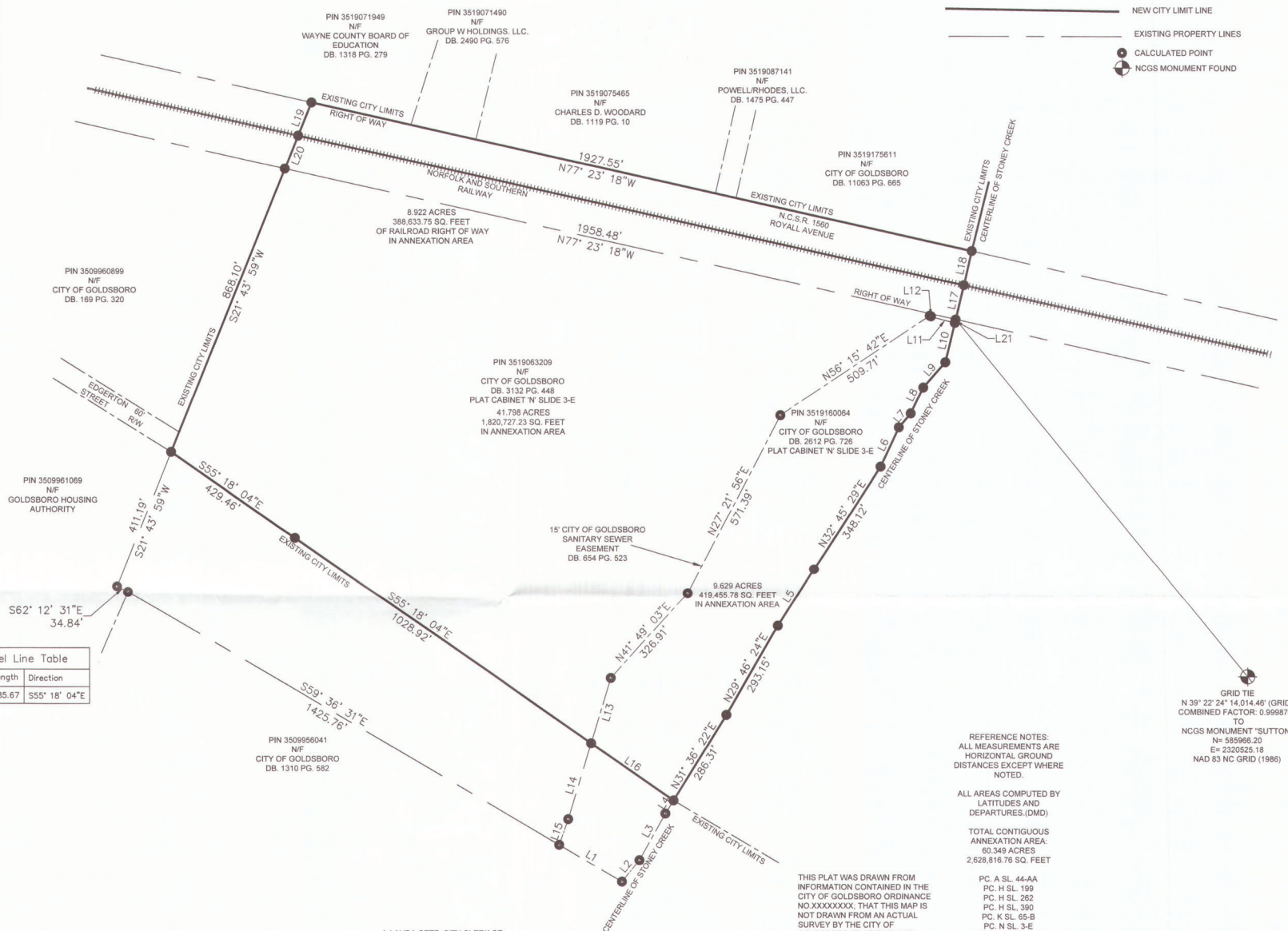


VICINITY MAP (NOT TO SCALE)



LEGEND

- NEW CITY LIMIT LINE
- EXISTING PROPERTY LINES
- CALCULATED POINT
- NCGS MONUMENT FOUND



Parcel Line Table		
Line #	Length	Direction
L18	99.98	N12° 36' 35"E
L13	192.99	N16° 37' 24"E
L21	10.62	N13° 20' 33"E
L20	101.28	S21° 43' 59"W
L1	207.64	S59° 36' 31"E
L2	79.09	N38° 51' 26"E
L3	151.87	N29° 03' 14"E
L4	43.88	N31° 36' 22"E
L5	191.77	N32° 13' 43"E
L6	123.07	N24° 55' 25"E
L7	51.84	N40° 08' 20"E
L8	80.82	N25° 55' 35"E
L9	95.63	N41° 07' 13"E
L10	115.14	N13° 20' 33"E
L17	100.01	N13° 20' 33"E
L15	77.37	N19° 37' 57"E
L14	225.86	N16° 37' 24"E
L12	8.21	S64° 20' 42"E
L11	66.29	S75° 14' 01"E
L19	101.30	S21° 46' 59"W

Parcel Line Table		
Line #	Length	Direction
L16	285.67	S55° 18' 04"E

I, LAURA GETZ, CITY CLERK OF THE CITY OF GOLDSBORO, DO HEREBY CERTIFY THAT THIS PLAT CORRECTLY IDENTIFIES THE AREA ANNEXED TO THE CITY OF GOLDSBORO BY ORDINANCE NO. XXXXXX ADOPTED ON XXXXXXXXXXXXXXXX

PRELIMINARY MAP

LAURA GETZ

THIS PLAT WAS DRAWN FROM INFORMATION CONTAINED IN THE CITY OF GOLDSBORO ORDINANCE NO. XXXXXXXX. THAT THIS MAP IS NOT DRAWN FROM AN ACTUAL SURVEY BY THE CITY OF GOLDSBORO, THAT THIS MAP WAS PREPARED IN ACCORDANCE WITH G.S. 47-30(J) AS AMENDED.

SUBSECTION (J) STATES: (J) THE PROVISIONS OF THIS SECTION SHALL NOT APPLY TO BOUNDARY PLATS OF AREAS ANNEXED BY MUNICIPALITIES NOT TO PLATS OF MUNICIPAL BOUNDARIES, WHETHER OR NOT REQUIRED BY LAW TO BE RECORDED.

REFERENCE NOTES:
ALL MEASUREMENTS ARE HORIZONTAL GROUND DISTANCES EXCEPT WHERE NOTED.

ALL AREAS COMPUTED BY LATITUDES AND DEPARTURES (DMD)
TOTAL CONTIGUOUS ANNEXATION AREA
60.349 ACRES
2,628,816.76 SQ. FEET

CITY OF GOLDSBORO ORDINANCE 1960-6
CITY OF GOLDSBORO ORDINANCE 1963-9
CITY OF GOLDSBORO COUNCIL MINUTES DATED SEPTEMBER 18, 1950

PC. A SL. 44-AA
PC. H SL. 199
PC. H SL. 262
PC. H SL. 390
PC. K SL. 65-B
PC. N SL. 3-E
DB. 3132 PG. 488
DB. 2612 PG. 726

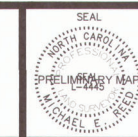
GRID TIE
N 39° 22' 24" 14,014.48' (GRID)
COMBINED FACTOR: 0.9998747
TO
NCGS MONUMENT "SUTTON"
N= 555966.20
E= 2320525.18
NAD 83 NC GRID (1986)

0 200 400 Feet
1 INCH=200 FEET

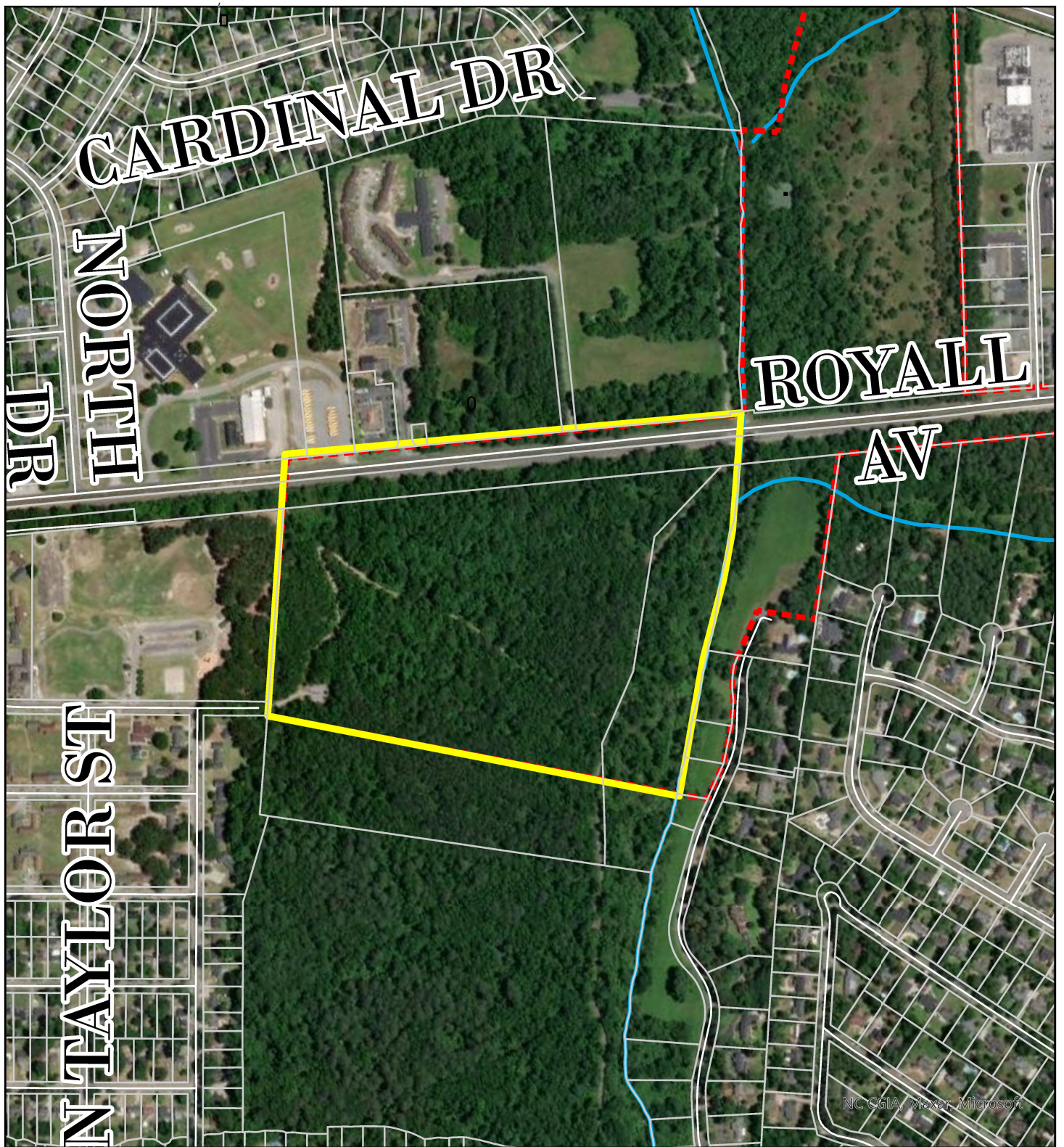
REV. NO.	REVISIONS	DATE	DRAWN BY: MER	FILE NAME: ANNEXATION MAP STONEY CREEK.dwg



PRELIMINARY MAP



PRELIMINARY MAP
MAP OF CONTIGUOUS ANNEXATION OF THE CITY OF GOLDSBORO
TERRITORY ANNEXED TO THE CITY OF GOLDSBORO BY ORDINANCE NO. XXXXXX, ADOPTED BY THE CITY COUNCIL ON XXXXXXXX AND EFFECTIVE ON XXXXXXXX
GOLDSBORO TOWNSHIP, WAYNE COUNTY, NORTH CAROLINA
PROJECT NO. - 2025-01 SHEET NO. 1 OF 1 MAY 16, 2025



Case Number: ANX-03-25
Request: Contiguous Annexation
Owner: City of Goldsboro
NCPIN# 3519-06-3209

Legend

 Property Lines



0 500 1,000 Feet

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Approval of the 2026 Goldsboro City Council Meeting Dates

DEPARTMENT: City Manager's Office

BACKGROUND:

The Goldsboro City Council normally meets on the 1st and 3rd Mondays of every month for their Regular Council Meeting. It is necessary to adopt the City Council meeting calendar each year.

DISCUSSION:

The proposed meeting dates are as follows:

Monday, January 5

*Tuesday, January 20

(*Monday, January 19th is Martin Luther King, Jr. Day)

Monday, February 2

(One meeting in February due to the Council Retreat)

Monday, March 2

Monday, March 16

Monday, April 13

(One regular Monday meeting in April due to Easter)

Friday, April 24 (3:00-5:00) -Budget Work Session

Monday, May 4

Monday, May 18

Monday, June 1

Monday, June 15

Monday, July 13

(One meeting in July due to the July 4th holiday)

Monday, August 3

Monday, August 17

Monday, September 14

(One meeting in September due to the Labor Day holiday)

Monday, October 5
Monday, October 19

Monday, November 2
Monday, November 16

Monday, December 14
(One meeting in December due to the Christmas holiday)

Council Retreat Dates 2026-Proposed
February 12-13 (Thursday and Friday)

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

It is recommended that Council accept staff recommendations and approve the 2026 regular Council Meeting schedule.

MANAGER'S RECOMMENDATION:

APPROVERS

Sakeithia Reece
Laura Getz
Matthew Livingston

PROPOSED 2026 Goldsboro City Council Meeting Dates

Monday, January 5

*Tuesday, January 20

(*Monday, January 19th is Martin Luther King, Jr. Day)

Monday, February 2

(One meeting in February due to the Council Retreat)

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(One meeting in September due to the Labor Day holiday)

Monday, October 5

Monday, October 19

Monday, November 2

Monday, November 16

Monday, December 14

(One meeting in December due to the Christmas holiday)

Council Retreat Dates 2026-Proposed

February 12-13 (Thursday and Friday)

****Meeting dates and/or times are subject to change with proper notice.**

****Council Meetings are held at City Hall beginning at 5:30 p.m., unless public notice is provided.**

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Business Development Strategic Plan

DEPARTMENT: Development Services

BACKGROUND:

In April 2022, the North Carolina Department of Commerce – NC Main Street and Rural Planning Center conducted an economic assessment workshop with City staff and stakeholders. The workshop resulted in a document adopted by the City Council called the "City of Goldsboro Economic Development Assessment and Plan". The plan provided short-term actionable items to prepare the City for comprehensive economic development planning. In January 2025, a follow-up economic assessment forum was conducted. This group reviewed what actions have been taken since the 2022 report and identified gap work goals for economic and business development. One of the eight key recommendations included developing a comprehensive business development strategic plan.

DISCUSSION:

In the FY25-26 adopted budget, City Council approved \$20,000 for business development studies within the city. Building upon the recommendations of the 2022 Economic Development Assessment and Plan and the subsequent 2025 forum, the Development Services Department has identified a critical need to enhance its internal capacity to support and lead local economic development initiatives. This strategic shift will focus on cultivating a departmental culture geared toward proactive engagement and resource development. The plan aids in the Department's capacity to strengthen and assist new and existing Goldsboro businesses and commerce.

Creative Economic Development Consulting has provided a proposal that includes the scope of services and a schedule to complete the work by the end of 2025. The proposal also includes the assigned team, process, and costs to suit the budget. Creative Economic Development Consulting was chosen due to its expertise in tailoring economic development strategies for smaller cities and rural communities. They have previously worked within Wayne County and will provide valuable insights into our local context and evolving economic development efforts. This firm is well-suited to guide the Development Services Department in developing a focused and effective Business Development Framework and Strategic Plan within the approved budget to support local entrepreneurs and small businesses. The scope of services is attached to this packet.

BUDGET RELATIONSHIP:

The FY2025-26 budget supports this vision with a budgeted line-item in the City Manager's office budget to bring in a third party for strategy development.

STRATEGIC PLAN RELATIONSHIP:

The Business Development Framework & Strategic Plan provides a foundation towards the City of Goldsboro Strategic Plan goal of a Strong and Diverse Economy.

STAFF RECOMMENDATION:

Staff recommends the approval of contracting with Creative Economic Development LLC to develop the Business Development Framework & Strategic Plan for \$21,100.

MANAGER'S RECOMMENDATION:

The goal here is to begin planning and thinking ahead while collaborating with other entities such as the Chamber of Commerce, Wayne Community College and others on the way ahead for business development, recruitment and expansion. This is not to be confused with any partnership or activities that we may be sharing with the Wayne County Development Alliance (WCDA). While the work of WCDA is incredibly important, WCDA focuses on economic development strictly in the vein of Industrial recruitment. Here, our approach is to take a broader view and look at what we are currently doing to promote business and economic activity in and around the city. Concepts may include development of a maker space in our new arts district as a means to grow business activity as a revitalization strategy in under-invested areas of the city.

APPROVERS

Sakeithia Reece

Laura Getz

Matthew Livingston

RESOLUTION NO. 2025 –

**RESOLUTION AUTHORIZING THE EXECUTION OF A CONTRACT WITH
CREATIVE ECONOMIC DEVELOPMENT CONSULTING FOR THE BUSINESS
DEVELOPMENT STRATEGIC PLAN & FRAMEWORK**

WHEREAS, the City Council of the City of Goldsboro, found it in the public interest to expand create a business development strategic plan and framework for the Development Services Department; and

WHEREAS, the City Council deemed it in the best interest of the City of Goldsboro to award the contract to Creative Economic Development Consulting for the Development Services Department on August 18, 2025; and

WHEREAS, the contract period was for four months, September 2025 through December 2025, and unlimited phone call and email support to support plan implementation for one year post plan and framework delivery in December 2025; and

WHEREAS, the total fee proposal for the contract submitted by Creative Economic Development Consulting, LLC, is in the amount of \$21,100.00; and

WHEREAS, the City Council deems it in the best interest of the City of Goldsboro to accept and award the contract extension to Creative Economic Development Consulting LLC in the amount of \$21,100.00, for four months, for a business development strategic plan and framework in association with the City of Goldsboro Development Services Department.

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Goldsboro, North Carolina, that the Mayor and City Clerk are hereby authorized and directed to execute a contract with Creative Economic Development Consulting LLC in the amount of \$21,100.00 for the Development Services Department business development strategic plan and framework for four months.

This Resolution shall be in full force and effect from and after this September 8, 2025.

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk



economic development consulting





Action Plan for the Development Services Department

Creative Economic Development Consulting

PO Box 706, Elkin, NC 28621

336-526-1332

cmorphis@creativeedc.com

Crystal Morphis, CEcD, Founder and CEO

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July 25, 2025

Mr. Kelly Arnold, Assistant City Manager
City of Goldsboro
200 N. Center St.
Goldsboro, NC 27530

Dear Kelly,

Creative Economic Development Consulting is looking forward to working with the City of Goldsboro. The strategic framework will outline goals and strategies the Development Services Department can implement to support the city's vision for business development. We understand the goal of this process is to create a practical and actionable plan that will be led by the Department and supported by ally organizations.

This letter may serve as the engagement of Creative Economic Development Consulting to provide economic development services to the City of Goldsboro. The scope of work is attached and is part of this agreement. Either party may terminate this agreement with 30 days' written notice.

Creative EDCs fee will be \$20,000. Travel expenses are estimated at \$1,100. The total not to exceed fees and expenses is \$21,100. Fees and expenses will be invoiced monthly as work is completed. Invoices are payable upon receipt. The project will be initiated in September and completed by December.

If the scope of work and terms are acceptable, please sign below, retain a copy for your files, and return a copy to our office. You may return an electronic copy to cmorphis@creativeedc.com or a hard copy to PO Box 706, Elkin, NC 28621.

We look forward to working with you to leverage the opportunities of the City of Goldsboro and position the city for continued success.

Sincerely,

Crystal Morphis, CEcD, LEED Green Associate
Founder and CEO

Economic Development Consulting Services

Accepted by:

Name _____

Date _____

Scope of Work

Project Initiation

We will hold a kickoff meeting with staff to finalize the scope, tasks, and project timeline. A solid discussion of the expected deliverables will make sure all project team members start off on the same page.

Creative EDC will work with the established Strategic Planning Committee to oversee the planning process and provide direct feedback throughout the project. The Steering Committee will meet for an in-person workshop at the beginning of the process, then virtually to provide feedback.

Alignment with Previous and Current Planning Efforts

Creative EDC will use the asset-based SWOT analysis and research findings from the NC Department of Commerce recent studies as foundations for the strategic framework. We will also use information gathered by Kimley-Horn for the comprehensive plan update such as community surveys and research.

Engagement

City Council, key ally organizations, and the Strategic Planning Committee will be engaged for input into the strategic framework. The focus will be on addressing the gaps identified in the NC Department of Commerce work and supporting community and economic development organizations in their work. Engagement could be expanded with additional business interviews and a business survey.

- Facilitate a workshop with the Strategic Planning Committee and key staff members within the Development Services at the beginning of the process.
- Interview 10+/- allies of the city's community and economic development efforts to determine how the city can support their work and fill gaps in the small business development ecosystem.
- Facilitate a workshop with city council to vet the draft action plan.

Best Practices

Creative EDC is aware of many best practices from across the country through our strategic planning work; however, we will also investigate the best practices that the City of Goldsboro considers to be "best in class." There are several examples of economic development efforts being led by city departments – Leland and Clayton are examples. We offer an optional "deeper dive" into the city's incentive and grant programs and benchmark them with best practices.

Strategy Development

Creative EDC will develop a draft strategic framework and action plan for the city's Development Services Department. The focus will be in the gap areas identified by the NC Department of Commerce study – small business support, revitalization beyond downtown, strengthening partnerships, and communications and collaboration. The plan will also include how the city can support its allies in their work to address the gaps identified.

The draft plan will include goals, strategies, and action steps. We will solicit input from staff and the Strategic Planning Committee on the draft, then vet a revised draft in a workshop with city council.

Performance Measures

As part of the strategic planning process, we will recommend a set for performance measures to track progress of implementation. Performance measures could include surveying economic development partners and businesses to gather their feedback on the city's economic development efforts and Development Services.

Strategic Framework and Action Plan

The Development Services Department Action Plan will include strategies in the areas of small business support, revitalization beyond downtown, and strengthening support of and collaboration with community and economic development allies. It will identify ways the city can leverage its economic development partners, including the Wayne County Development Alliance.

Our team provides a graphic brochure-style Executive Summary. The summary is useful when communicating the action plan to stakeholders. We will also deliver a PowerPoint presentation that can be used after the planning process has concluded to engage community groups in implementation.

Deliverables

The framework and action plan will be designed to produce an efficient Development Services Department through steps to make the city more attractive for economic development and create better working relationships within city government and with allies.

- Alignment with Previous and Current Planning Efforts
- Stakeholder Engagement
- Best Practices
- Strategy Development
- Performance Measures
- Economic Development Action Plan

The Creative Retainer

At **no additional cost**, Creative EDC is available for unlimited phone and email consultations for one year following the delivery of the plan to support implementation.



Creative EDC includes a One-Year Implementation Retainer in every consulting project.

Qualifications



economic development consulting

Creative approaches to economic development challenges.

When you look around your community, do you find yourself wondering how to transform that vacant site into a new business park? How to spark entrepreneurs to invest in your community? How to position a project to catalyze the economy? Just like kids, we like transforming what others see as plain boxes into something special. **Let us help transform your community.**

 **100%**
of clients would refer
us to a colleague

 **100%**
of clients say we meet
or exceed expectations

 **81%**
of projects every year
are from repeat clients

We Are The Go-To Firm



Strategic Planning

Strategic plans and action plans that help EDOs and communities reach their goals. How do you know where you are going without a road map?



Product Development

Proprietary tools and a wide range of site and building development services to identify, assess, prioritize, plan, and fund product development services.



Economic Impact Analysis

Will the project produce a positive ROI? We can help you find out. Too often EDOs and local officials invest without first analyzing whether the project really is a good deal.



Organizational Development

Whether your organization is in a transition, mired in chaos, or just looking for better ways to do business, our team can apply best practices that lead to success.



Creative Back Office Suite of Services

Ever wish you could delegate a research task, have someone else write the blog, or turn around a quick survey? Our back office for EDOs is the answer.

Meet the Creative Team



**Crystal Morphis, CEcD
Founder and CEO**

Professional Certifications and Memberships

- Certified Economic Developer
- IEDC
- NCEDA
- SCEDA
- VEDA
- SEDC
- Basic Economic Development Course Instructor -UNC Chapel Hill, Georgia Tech, Kentucky Institute of Economic Development
- North Carolina Real Estate Broker
- LEED Green Associate

Education

- Salem College, Bachelor Degree in Economics
- University of North Carolina at Charlotte, Master Degree in Economics
- Basic Economic Development Course, University of North Carolina
- Economic Development Institute, University of Oklahoma
- U.S. Green Building Council Continuing Education

Crystal Morphis, CEcD, Founder and CEO is Creative EDC's "bright idea generator." She started the firm in 2012 and built it to become the "go-to" economic development consulting firm. The entrepreneurial firm has launched four proprietary programs and has a unique commitment to pay-it-forward through several nonprofit initiatives.

Crystal will be the Project Manager. She will lead engagement and strategy development, facilitate the Strategic Planning Committee, facilitate input sessions, and work closely with economic development staff.

Crystal's experience is as a practitioner and consultant. She has expertise in strategic planning, product development, organizational development, economic impact studies, existing business retention and expansion programs, and entrepreneurship. Crystal has consulted across the Southeast U.S. with companies and EDOs. The majority of Creative EDC's clients are repeat customers, a testament to the firm's quality of work and customer service.

Examples of the firm's entrepreneurial culture can be found in its four proprietary programs. In 2013, Creative EDC launched a web-based site assessment tool, CreativeSiteAssessment. It helps economic developers assess potential business development sites through an independent ranking and prioritization system. In 2015, we relaunched the nationally recognized Certified Entrepreneurial Community® program. The first back office for economic developers, C-BOSS, was launched in 2018. Creative Coaching services, our way to support the next generation of economic developers, was launched in 2023.

Crystal was a managing partner in Sanford Holshouser Economic Development Consulting for 10 years where she was involved in the firm's economic development and site location consulting practices. Prior to joining Sanford Holshouser, Crystal served as the president, of Surry County Economic Development Partnership, NC.



Penny Whiteheart
Senior Consultant

Professional Certifications and Memberships

- NC Economic Development Association
- Virginia Economic Development Association
- Council for Community and Economic Research
- Southern Economic Development Council
- UNC Greensboro Masters of Public Administration Advisory Council

Education

- University of North Carolina at Chapel Hill, B.A. in Political Science and American Studies
- University of North Carolina at Chapel Hill, Master's of Public Administration

Penny Whiteheart, Senior Consultant, is Creative EDC's "enlightened change catalyst" bringing unique solutions to economic development challenges. Penny joined Creative Economic Development Consulting, LLC in 2016. She develops out-of-the box strategies, leads economic impact analysis, and provides expert facilitation support for CEDC's clients and internal projects. Penny authors many of the firms blogs, including the most popular, and research papers. With more than 25 years of experience in economic development, she brings experience in regional innovation and cluster strategies, marketing, and international trade.

Penny will be involved with strategy development and engagement. She is skilled at aligning economic development plans with overarching plans at the county and regional levels.

Penny's background includes promoting and managing Foreign Trade Zones, regional and state-wide cluster development, strategic planning, talent recruitment and development, and demographic and economic analysis. She is a frequent speaker on regional economic trends and strategy, international trade, and aerospace and advanced manufacturing clusters.

Penny has spent more than 15 years in strategic leadership for regional economic development. She has managed programs for communications and media, business development, and marketing as well as administration and program evaluation. Areas of interest include connecting higher education and economic assets; international trade strategies; and place making and branding. She also serves as Executive Vice President of the Piedmont Triad Partnership in Greensboro, NC.

Prior to working in a regional approach, Penny was research manager and vice president of economic development in a local economic development program where she experienced the passion that drives cities and counties to advance economic prospects for their companies and residents.



Heather Beard, Research Analyst, began her economic development career at the county level and has since worked in many capacities at the county and regional levels. She joined the Creative EDC team as Research Analyst supporting the firm’s work in strategic planning, product development, and workforce analysis. Heather’s experience in research and analysis is practical and developed with implementation in mind. She will be involved in interviews.
[Click here for full bio.](#)
hbeard@creativeedc.com



Billye Carter, Technology, Marketing and Operations Manager, leads Creative EDC’s marketing, outreach, social media services and all things technology. She is the firm’s “guardian of the brand.” Billye is best known for leading the Women’s Economic Development Network Leadership Forum every year – a professional development and leadership training program. Billye’s expertise is used to ensure all of Creative EDC’s deliverables visually communicate the project.
[Click here for full bio.](#)
bcarter@creativeedc.com



Crystal Morphis,
Project Lead,
Engagement,
Strategy



Penny Whiteheart,
Strategy,
Engagement



Heather Beard,
Interviews



Billye Carter,
Deliverables



Creative EDC is a certified HUB in North Carolina, SWaM in Virginia, and Woman-Owned Small Business with the City of Charlotte, NC.

Relevant Projects & References

Creative EDC has experience with a wide range of communities, including Wayne County. Crystal Morphis has facilitated strategic plans and board retreats for Wayne County Development Alliance over the last 15+ years. In 2016, the Alliance was the winner of our Creative Give Back project where we donated a strategy to connect military dependents to employment in Wayne County.

Recent project summaries can be found on our website, www.creativeedc.com. We encourage you to contact our clients. They do our best marketing!



Creative EDC facilitated the Town of Leland Economic Development Strategic Plan. Leland is a fast-growing town in the fast-growing Wilmington metro area. The town is facing significant residential pressure, making preserving land for industrial, commercial, and retail an important part of the economic development strategy. Also, being a relatively new municipality, Leland lacks a traditional downtown/central business district making investments in placemaking important. Leland's strategies include business development, placemaking, marketing, and strengthening the town's Economic and Community Development Department. The town approved the strategic plan in 2023 and is moving forward with implementation.

Barnes Sutton, Economic & Community Development Director, 910-756-5096, bsutton@townofleland.com



Waynesboro Economic Development Authority engaged Creative Economic Development Consulting to research and prepare a downtown market and real estate redevelopment study. The study assisted the EDA and downtown property owners in developing a marketing campaign to attract new business and in developing a reuse plan for five identified derelict buildings. This analysis provided the EDA with an opportunity to apply for a redevelopment grants. Previously, Created EDC facilitated a redevelopment strategy for the Gateway Parkway which links the city's cultural and economic offerings with the natural splendor of Shenandoah National Park and the Blue Ridge Parkway.

Greg Hitchin, CEcD, Director, Office of Economic Development, City of Waynesboro, VA, 540-942-6779, hitchinge@ci.waynesboro.va.us



Developing a comprehensive toolkit to scale entrepreneurs was the 2023 Creative Give Back project for the Wilmington Chamber of Commerce. The toolkit has strategies for resource navigation, incentives and capital access, data, and leadership. Every community can take something away from the toolkit, especially strengthening the entrepreneurial ecosystem by leveraging a coalition of entrepreneur support organizations.

<https://creativeedc.com/wp-content/uploads/2023/12/Wilmington-Entrepreneurship-Toolkit-Final.pdf>

Josh Hallingse, VP Small Business Retention & Expansion, 910-762-2611, hallingse@wilmingtonchamber.org



Creative EDC has supported the economic development efforts of Fayetteville Cumberland County EDC for many years. We have completed action plans with strategic partner Economic Leadership, facilitated meetings, developed report content, and provided detailed research. Several years ago, we partnered with Fayetteville State University on an economic impact analysis of proposed changes at Fort Bragg. We include this project to show our experience with communities with a significant military presence.

Robert Van Geons, President & CEO, Fayetteville Cumberland County Economic Development Corporation, 910-500-6464, robert@fcedc.com



Crystal Morphis led the team that has conducted strategic planning for more than 45 cities since 2003. Strategic planning projects were followed by site identification and assessment, site certification, existing business retention and expansion efforts, building reuse feasibility studies, and many other projects that leverage local dollars with county, regional, and state programs. The Electricities statewide strategic planning program was so successful that it was expanded twice.

Carl Rees, Economic Development Manager, Electricities of N. C., Inc., 919-760-6363, crees@electricities.org

Project Timeline

The timeline is dependent upon several variables such as the timely scheduling of meetings and interim report review.

September	Project Initiation Alignment with Previous and Current Planning Efforts
October	Engagement
November	Strategy Development Strategy Workshop
December	Draft Action Plan Final Deliverables

Fee Quote

Scope Task	Fee
Alignment with Current and Previous Planning Efforts	\$2,000
Stakeholder Engagement	\$5,000
Strategy Development, Workshops	\$6,000
Final Report, Graphic Summary, Presentation	\$7,000
<i>Total Fees</i>	<i>\$20,000</i>
Estimated Travel Expenses for up to four visits	\$1,100
Total Not-to-Exceed	\$21,100

Mileage is billed at the IRS reimbursement rate and expenses at net cost. Invoices are issued monthly as work is completed. Invoices are payable upon receipt.

THINK

OUTSIDE

THE

BOX

Creative Economic Development Consulting

PO Box 706, Elkin, NC 28621 | 336.526.1332 | www.creativeedc.com

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Community Survey Proposal

DEPARTMENT: City Manager's Office

BACKGROUND:

The City Manager's Office (CMO) is preparing to launch Phase 2 of its strategic planning initiatives, which will focus on gathering input from the community. While Phase 1 provided valuable internal data supported by department heads, Phase 2 will incorporate external feedback directly from residents. This community input will be translated into measurable data to help define key performance metrics, set targets, assess organizational impact, and ensure alignment with community priorities.

DISCUSSION:

The CMO has solicited proposals from Polco and ETC Institute. These are two of the most well-known companies that develop and administer surveys for municipalities nationwide. We have also met with each vendor. After reviewing the proposals, we decided to go with ETC Institute. We believe ETC is the best choice for the following reasons: strength of their survey methodology; features offered, such as geocoded survey results. They can give responses to questions by district; customer service/responsiveness. They have assured us they can meet our timeline.

In order to reach as many of our residents as possible, Spanish and Haitian Creole translations of the survey will be available.

BUDGET RELATIONSHIP:

The FY2025-26 budget includes \$30,000 for this initiative. ETC's total proposal is \$21,350.

STRATEGIC PLAN RELATIONSHIP:

Phase 2 – The Community Survey will advance the City Council's Model of Excellence in Government initiative.

STAFF RECOMMENDATION:

The City Manager's Office staff recommends that Council approve this strategic planning initiative.

MANAGER'S RECOMMENDATION:

Recommend staff move ahead with community survey project.

APPROVERS

Kelly Arnold
Sakeithia Reece
Laura Getz
Matthew Livingston

RESOLUTION 2025-

**RESOLUTION AUTHORIZING THE EXECUTION OF A CONTRACT WITH ETC
INSTITUTE FOR THE 2025 COMMUNITY SURVEY**

WHEREAS, the City Manager’s Office plans to conduct a citizen survey to gather community input that will support strategic planning initiatives and provide guidance for budget prioritization; and

WHEREAS, the City Manager’s Office solicited proposals from nationally recognized vendors — Polco and ETC Institute — and met with representatives from both companies; and

WHEREAS, following a thorough review, ETC Institute was determined to be the best choice based on the strength of their survey methodology, the ability to provide geocoded survey results by district, their customer service and responsiveness, and their commitment to meeting the City’s project timeline; and

WHEREAS, \$30,000 was included in the FY 25-26 budget for a community survey; and

WHEREAS, ETC Institute submitted a proposal for \$21,350 to develop and administer the survey and provide analysis of the results; and

WHEREAS, the City Council deems it in the best interest of the City of Goldsboro to enter into a contract with ETC Institute in the amount of \$21,350 for a community survey.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina, that the Mayor and City Clerk are hereby authorized and directed to execute a contract with ETC Institute in the amount of \$21,350 for the 2025 Community Survey.

This Resolution shall be in full force and effect from and after this September 8, 2025.

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk



Goldsboro, North Carolina

Subject: Proposal to Conduct a Community Survey

Dear LaToya:

ETC Institute is pleased to submit a proposal to conduct a community survey for the City of Goldsboro, NC. If selected for this project, ETC Institute will provide the following services:

Community Survey Scope of Services

Phase 1: Develop the Survey and Sampling Plan

Task 1.1 Develop the Survey

Once selected for the project, ETC Institute will meet with City staff via phone or web-based conference to discuss the goals and objectives of the project and to confirm the desired outcomes of the project for the community survey. An ETC Institute representative will meet with the City Council virtually to discuss the survey process and methodology. The ETC Institute representative will cover the methodology that is mentioned in this pricing proposal and answer any questions that the Council may have. ETC Institute will provide sample surveys created for similar projects to help facilitate the design process while utilizing input to develop a survey instrument designed to meet all desired goals and outcomes. Special attention will be paid to past survey results and the survey instruments to ensure trends are maintained for historical data if applicable. Based on a thorough discussion with the City, ETC Institute will develop the first draft of the survey.

ETC Institute will work closely with the City to ensure that input is utilized to create a survey that best fits the needs of the project. The survey will be designed to reach a diverse range of residents and will be sensitive to all cultural and legal issues. ETC can translate the survey to Spanish for the online version and can provide translation services for other languages prevalent in the area if needed. In addition to translating the survey into Spanish to make it available online, ETC Institute can also offer the survey over the phone in multiple languages. It is anticipated that 3-4 drafts of the survey will be prepared before the survey is approved by the City. The City will have the opportunity to review the survey instrument before it is administered to residents. Once the survey instrument is approved, ETC Institute can translate the survey and conduct an internal pre-test to ensure the survey instrument is understood as designed.

ETC Institute will also work with the City to develop a cover letter that will accompany the mailed version of the survey and will be used to create a landing page for the online survey. The cover letter will be developed on City letterhead and will be signed by a representative of the City. The cover letter can also be translated into Spanish by ETC Institute. Additional languages can be made available if desired.

In lieu of more expensive translation services ETC Institute can provide a line on the survey's cover letter for additional alternate languages (above and beyond Spanish) that prompts respondents who do not speak English to call a toll-free number where an interviewer working in ETC Institute's call center can administer the survey over the phone in a preferred language. ETC Institute will discuss all the translation options available and based on that discussion ETC Institute will recommend which option would best suit the needs of the City and the project.

Task 1.2 Design the Sampling Plan

As a part of Task 1.2, ETC Institute will develop and finalize a sampling plan based on input from the City. A project manager from ETC Institute will discuss with the City which methodology is best to conduct the surveys. Based on previous experience conducting this specific survey, ETC Institute has included the following sampling plan for your consideration., ETC Institute recommends designing a sampling plan based on completing a minimum of 400 completed surveys for the resident survey - but will include all residential addresses within the sample area in the sampling plan – every household selected will receive a survey and a follow-up. The survey sample will be purchased by ETC Institute from one of the largest list brokerage firms in the world who has a list of all residential addresses within the sample’s boundaries. This is how ETC Institute will ensure that each residential address in the area has an equal chance of being selected for the random sample. The list brokerage firm used will also provide emails, cell phone numbers and additional information including expected or predicated demographics for each of the households and businesses selected as a part of the sample. ETC Institute will use emails and text messages to conduct follow-ups with the households who were originally selected as a part of the random sample and received a paper version of the survey in the mail.

The overall results of 400 completed surveys will have a precision of at least +/-4.87% at the 95% level of confidence. ETC Institute will do everything possible to maximize your investment in our services and will not charge the City any additional fees to provide data entry and verification of responses collected above and beyond the goal of 400. A sample size of 400 completed surveys will allow ETC Institute to provide cross-tabulations for key demographic variables such as age, gender, income, number of years lived in the City and others. Demographic data will be used to monitor the distribution of responses to ensure the responding population of the survey is representative of the universe of the sample. ETC Institute guarantees that a representative sample of the City’s population will be surveyed using our suggested sampling methodology. If the final results are not representative of the City’s population, ETC Institute has the ability to weight the results by age, gender, and ethnicity based on the most recently available Census estimates. However, ETC Institute prefers to administer the survey in a way that ensures representation without the needs for weights that can convolute the survey results and make it more difficult for staff or elected officials to fully understand the process and the final results.

Task 1 Deliverables

ETC Institute will deliver the approved survey instrument, a link to the online survey, and a description of the finalized sampling plan.

Phase 2: Administer the Survey

Task 2.1 Administer the Survey

Once the final survey instrument and sampling plan is approved by the City, ETC Institute will administer the survey. ETC Institute recommends using a hybrid methodology consisting primarily of mail and online surveys. Given the negative impact Caller ID has had on phone survey response rates and the need to ensure diverse populations are well represented, we offer the hybrid mail/online methodology to maximize the overall level of response. Even if respondents do not respond by mail, those who receive the mailed version of the survey are significantly more likely to respond to the survey online because they know the survey is legitimate. The mailed survey will include a cover letter (on official letterhead) that will explain the importance and purpose of the survey, encourage participation, and include a link to the online survey for residents who prefer that option. These materials will also have lines in other languages that will help provide legitimacy to the initial and follow-up contact attempts. Although we will rely heavily upon our mail/online approach, ETC Institute has a fully staffed and state-of-the-art call center that will be used to make any necessary follow-ups via phone. A phone number will also be listed on the cover letter that accompanies the mailed survey for residents who prefer to take the survey over the phone. If needed, phone calls will be made to collect responses from demographic groups that did not have a robust enough response to our mail/online contact attempts.

The following procedures will take place in our mail/online hybrid methodology. All the procedures detailed on the following pages will be delivered in-house at our main office.

Survey Administration Procedures:

ETC Institute will work with the City to develop a communication plan for the survey. As a part of this task, ETC Institute will provide sample press briefings that can be used to notify the public about the survey. Advance publicity can significantly enhance the response rate.

ETC Institute will mail a copy of the survey instrument and a postage-paid return envelope to each of the households selected for the sample. The survey will include a letter on Official Letterhead that explains the purpose of the survey and that indicates all survey responses will remain anonymous. If the City agrees, the cover letter will also provide information on an incentive that ETC Institute will offer as an opt-in procedure for anyone who fully completes their survey. Typically, incentives are delivered in the form of one (1) prepaid \$500 Visa gift card. ETC Institute will geocode the home address of all respondents to the block level when delivering data to the City. All identifying data will be removed from any open-ended responses, and all efforts will be made to guarantee the anonymity of all responses.

ETC Institute will follow-up with residents who received the mailed survey by sending texts, postcards, emails, and a second mailing of the survey instrument (if needed) to maximize participation in the survey. ETC Institute's fees include printing and mailing up to 4,000 surveys and 4,000 postcards for the community survey. The goal is to obtain completed surveys from 400 residents. ETC Institute has a long track record of completing surveys with the hardest to reach populations within communities. This is due to our robust survey methodology, and the inclusion of an incentive pushes those hard-to-reach populations to fully complete their surveys.

Additional follow-ups will be concentrated on demographic and geographic areas where response to the survey is low. This will ensure the results are representative of the entire City, both demographically and geographically. ETC Institute will also promote awareness of the survey using social media ads to encourage participation. This will encourage younger and hard to reach populations (non-native English speakers and BIPOC community members) to complete the survey. All respondents who complete the survey online are required to provide their home address before submitting their responses. ETC Institute will match the address provided by respondents who complete the survey with the addresses that were selected for the sample to ensure the participant is part of the sample. If a respondent does not provide an address or the address is not part of the sample, it will be held separate from the database.

Data Management and Quality Control

ETC Institute has an ongoing quality control and assurance program in place. The program has been developed and refined through our experience with hundreds of studies that involved the design and administration of surveys, focus groups, and other data collection services.

Our quality assurance program is directly monitored by company CEO, Christopher Tatham. The program is designed to give clients error free results, and all employees at ETC Institute are directly involved in the program. The quality control and assurance methods used by ETC Institute have been reviewed by the United States Office of Management and Budget.

Following the completion of survey administration, ETC Institute will perform data entry, editing, and verification of all survey responses. The data processing system used by our firm for this study will alert data entry personnel with an audible alarm if entries do not conform to predetermined specifications. Data entry fields will be limited to specific ranges to minimize the probability of error. A supervisor will match at least 10% of the records in the database against the corresponding survey to ensure that all data entry is accurate and complete.

Task 2 Deliverables

ETC Institute will deliver a copy of the overall results to each question on the survey as tables and raw and cleaned datasets, this deliverable will include any open-ended responses from the survey. If needed, the final results will be weighted as appropriate based on a discussion with City staff.

Phase 3: Survey Analysis and Reporting

Task 3.1 Analyze the Survey Results

As a part of Phase 3, ETC Institute will use the final results to create a findings report. The analysis tools that will be included as a part of this project are provided below and on the following pages.

Task 3.1.1 Importance-Satisfaction Analysis.

By using specific design features, ETC Institute will utilize the survey data to create an Importance-Satisfaction Rating (I-S Rating). The I-S Rating is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high. More than 200 governmental agencies currently use ETC Institute's I-S Ratings. The ratings allow governmental organizations the ability to assess the quality-of-service delivery. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool.

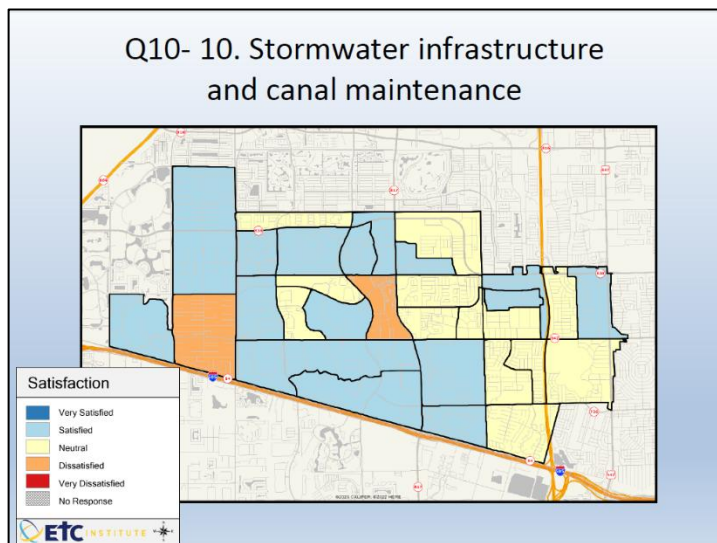
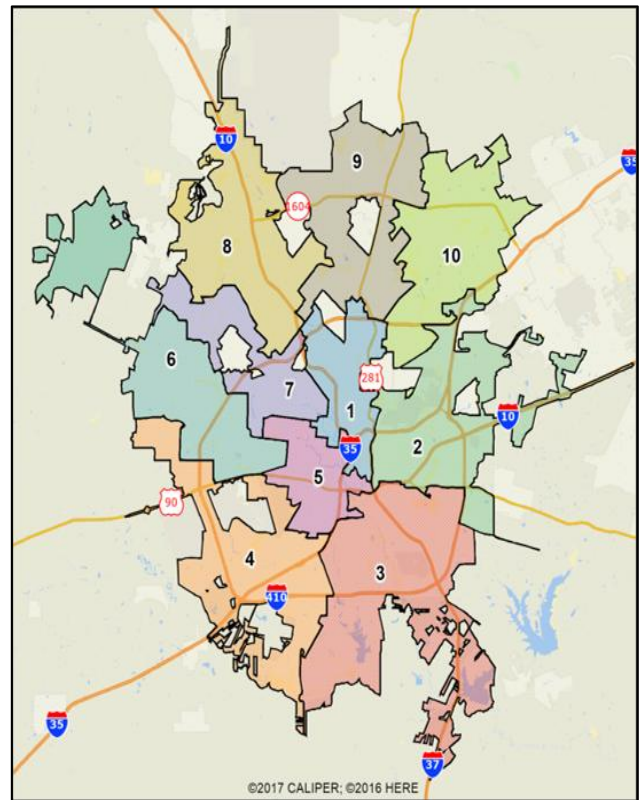
Importance-Satisfaction Rating						
Town of Holly Springs, NC						
<u>Public Safety Services</u>						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10-.20)</u>						
The visibility of police in retail areas	43%	2	72%	9	0.1190	1
Enforcement of traffic laws	35%	4	71%	10	0.1041	2
The visibility of police in neighborhoods	39%	3	74%	8	0.1032	3
<u>Medium Priority (IS <.10)</u>						
The town's efforts to prevent crime	50%	1	87%	6	0.0635	4
Fire prevention/safety education programs	17%	7	87%	7	0.0234	5
Overall effectiveness of Holly Springs Police Dept.	23%	5	92%	4	0.0177	6
How quickly police respond to emergencies	18%	6	93%	3	0.0133	7
The Fire Department's visibility in the community	8%	10	90%	5	0.0075	8
How quickly Fire Dept. responds to emergencies	10%	8	95%	2	0.0051	9
Overall effectiveness of Holly Springs Fire Dept.	8%	9	98%	1	0.0019	10

The table above offers an example of the I-S Rating from the 2023 Holly Springs, NC Community survey. The table shows that the Town could maximize resident satisfaction with the major categories of public safety services by prioritizing the visibility of police in retail and neighborhoods, and the enforcement of traffic laws. Prioritizing these areas will have the biggest impact on residents overall satisfaction with public safety services.

Task 3.1.2 GIS Mapping. ETC Institute staff has successfully geocoded survey results for over 100 market research projects within the past three years. Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support customer satisfaction analysis and other planning and modeling efforts across the country.

The map to the right identifies the 10 council districts in the City of San Antonio that were surveyed in 2023. The GIS Maps our team creates provide our clients with a visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with City leaders and elected officials.

Our GIS Maps not only provide our clients with a visual representation of the areas that are surveyed, but they can also show areas where residents have the greatest and least amount of satisfaction with various services. The map below shows how respondents to the 2024 Plantation, Florida survey believe stormwater infrastructure and canal maintenance is. Areas in blue identify areas with high importance, areas in yellow are neutral, and areas in orange and red indicate high levels of not important responses. The results are shaded based on Census Block Groups in the community, but ETC Institute will work with City to determine which shading methods meet the goals and objectives of the project.



ETC Institute will prepare maps showing the results of specific questions on the survey by census block group (or other geographic characteristics decided upon by the City). ETC Institute will geocode the home address of survey respondents to the block latitude and longitude coordinates, this ensures the exact location of a respondent's household is not revealed. GIS maps continue to be an effective tool for communicating the results of the survey to elected officials and the public.

Task 3.1.3 Cross-Tabulations

Based on a discussion with the City, ETC Institute will create cross-tabulations of questions on the survey with key demographic variables (i.e., age, gender, income, number of years lived in the City, geographic characteristics (Census tract/other areas), and others. ETC Institute will work with the City to understand the significant differences found in the cross-tabulations and can deliver additional data to help understand those significant differences.

Task 3.1.4 Interactive Data Dashboard

ETC Institute can develop an interactive data dashboard for Goldsboro. The dashboard would allow the City to query the full set of survey results in real time anywhere with access to the internet (smart phone, tablet, laptop, PC, etc.). Our interactive dashboards give clients the ability to explore the data and drill-down into the results on-demand in ways that were not previously possible with printed reports and traditional databases.

The dashboard may include the following features:

- **Data on all questions on the survey**
- **GIS Mapping** showing the survey results mapped out geographically. The maps will display results for the current year.
- **Benchmarking Analysis** showing how the City compares to other communities regionally, nationally, and based on the population of other communities. One of our project managers can discuss the benchmarking options available and help determine which option is best for your project.
- **Priority Analysis** showing the top priorities for the City based on the Importance-Satisfaction ratings. Priorities can be displayed for various demographic and geographic areas using the interactive features of the dashboard.
- **Cross-Tabular Data Analysis** which gives the user the ability to cross-tabulate specific questions on the survey showing how different groups of respondents responded to various questions on the survey.

The dashboard may be added at the end of a project to enhance the long-term utilization of the data. ETC Institute can arrange a webinar to demonstrate the service if the City is interested at no additional charge. Sample Dashboard links can be provided upon request.

Task 3.2 Prepare a Final Report

Following a meeting with the City staff to discuss the preliminary findings and deliverables after the initial results become available, ETC Institute will develop a written report utilizing the analysis tools found in Task 3.1. The report will provide a thorough analysis of the data, including a summary of the results, identification of potential areas of concern, and top priorities for improvement. The report will describe the methods used in conducting the survey and the number of respondents surveyed. The full report will also include the following:

- An executive summary that includes the description of the survey methodology, major findings, and a summary of the priorities based on the Importance-Satisfaction Analysis.
- Charts and graphs for all questions on the survey.
- Importance-Satisfaction Analysis that identify the top priorities for improvement and how they should be integrated into budget decisions, delivered in both tabular and matrix formats as described above.
- Cross-tabulations that break down the results by key variables.
- Verbatim open-ended responses
- Data tables showing the results for all questions on the survey.
- A copy of the survey instrument.

Task 3.3 Present the Survey Findings

Once a final presentation is approved by the City, ETC Institute's project manager will present the findings at a mutually agreed upon date and time to the City.

Task 3 Deliverables

Prior to completing the final written report, ETC Institute staff will meet with the City to discuss recommendations, preliminary results, and the preliminary analysis conducted. Once the City makes their final recommendations, ETC Institute will develop and deliver an electronic version of a draft final report. ETC Institute will also provide the raw survey data in an Excel spreadsheet that includes the latitude and longitude coordinates, at the block level, for all responses. A project manager from ETC institute will present the findings to the City.

Suggested Timeline

ETC Institute has reviewed and can adhere to the project guidelines provided by the City.

A typical survey process takes approximately 14-16 weeks to complete. This timeframe includes kick-off meetings, survey design, sample plan development, survey administration, analysis, and the delivery of the final report. ETC Institute can meet a more ambitious timeline if desired as all activities will take place in-house in our Olathe, Kansas office. Below is the suggested timeline to complete your project.

August – September 2025

- Initial meeting with staff to discuss survey goals and objectives.
- ETC Institute meets virtually with City Council to discuss survey process.
- ETC Institute provides the City with a draft survey.
- The City reviews the content of the survey and provides feedback to ETC Institute
- ETC Institute revises the survey based on City input.
- ETC Institute provides the City with the final sampling plan specifications.
- ETC Institute conducts a pretest of the survey.
- ETC Institute designs and builds online survey.
- ETC Institute translates the survey to agreed upon languages.
- ETC Institute delivers sample press release to the City for review and dissemination.
- The City approves online survey.
- ETC Institute prints surveys and prepares for mailing.

September – October 2025

- Surveys are mailed.
- Data collection begins.

November - December 2025

- Data collection completed.
- Preliminary data delivered to City.
- Discussion on preliminary data with the City.
- Draft report submitted electronically.
- Changes to the report are discussed and recommendations from City are delivered.
- Final report is delivered.
- An electronic version of the presentation is delivered.

January 2026

- Presentations

The pricing table below is all inclusive and includes pricing for all the services listed in the scope of work. The pricing below are the fees for ETC Institute to administer a community survey for 400 completed surveys and at least 65 completed surveys from each council district.

Number of Completed Surveys:	400
Margin of Error:	±4.87
Phase 1: Develop Survey	
Task 1.1 - Develop the Survey	\$ 1,000.00
Task 1.2 - Design the Sampling Plan	\$ 1,500.00
<i>Added Translations: Haitian Creole</i>	\$ 350.00
Phase 2: Administer Survey	
Task 2.1 - Administer the Survey	\$ 9,500.00
Phase 3: Reporting and Presentation	
Task 3.1 - Analyze the Survey Results	\$ 1,000.00
Task 3.2 - Prepare a Final Report (<i>includes executive summary, charts, benchmarking, GIS maps, crosstabulations</i>)	\$ 1,000.00
Task 3.3 – In person presentation of results	\$ 2,000.00
Dashboard	
Create a dashboard for the city; ETC Institute will show staff how to use it if needed	\$ 5,000.00
TOTAL	\$ 21,350.00

Optional Costs:

Virtual presentation of results - \$500.00

CLOSING: We appreciate your consideration of this proposal and look forward to your decision. If you have any questions, please do not hesitate to call me at (816) 582-0089.

Sincerely,

Derek Harvey

Derek Harvey
Project Manager
C: (816) 582-0089
Derek.Harvey@etcinstitute.com



2024 Town of Fuquay-Varina Community Survey

Please take a few minutes to complete this survey. Your input is an important part of the Town's effort to involve residents in long-range planning, investment decisions, and service delivery. Those completing the survey will have the opportunity to be entered into a random drawing for a \$500 Visa gift card! Responses will remain confidential. Thank you for your participation.

If you prefer, complete the survey online at Fuquay-Varinasurvey.org.

1. **Quality of Life.** Please rate the quality of the following.

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
1. Overall quality of life in Fuquay-Varina	5	4	3	2	1	9
2. Fuquay-Varina as a place to live	5	4	3	2	1	9
3. Fuquay-Varina as a place to work	5	4	3	2	1	9
4. Fuquay-Varina as a place to raise children	5	4	3	2	1	9
5. Fuquay-Varina as a place for seniors	5	4	3	2	1	9
6. Fuquay-Varina as a place for young professionals	5	4	3	2	1	9
7. Fuquay-Varina as a place for business	5	4	3	2	1	9
8. Fuquay-Varina as a place that is welcoming and inclusive	5	4	3	2	1	9
9. The overall value that you receive for your Town tax dollars and fees	5	4	3	2	1	9

2. **Overall Satisfaction.** Please rate your satisfaction with the following major categories of services provided by the Town.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Overall quality of services provided by the Town	5	4	3	2	1	9
02. Overall quality of police services	5	4	3	2	1	9
03. Overall quality of fire services	5	4	3	2	1	9
04. Overall quality of Town recreation and arts programs	5	4	3	2	1	9
05. Overall quality of Town parks and greenways	5	4	3	2	1	9
06. Overall quality of Town recreation facilities (Community Center, Arts Center)	5	4	3	2	1	9
07. Overall enforcement of Town codes and ordinances	5	4	3	2	1	9
08. Overall quality of customer service you receive from Town employees	5	4	3	2	1	9
09. Overall effectiveness of Town communication with the public	5	4	3	2	1	9
10. Overall management of traffic	5	4	3	2	1	9
11. Overall management and planning of growth/development	5	4	3	2	1	9
12. Overall maintenance of Town streets and sidewalks	5	4	3	2	1	9
13. Overall quality of water and sewer services provided by the Town	5	4	3	2	1	9
14. Overall quality of stormwater management	5	4	3	2	1	9

3. Which THREE of the items listed in Question 2 do you think should receive the MOST EMPHASIS from Town leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 2.]

1st: ____ 2nd: ____ 3rd: ____

4. Town Leadership. Please rate your satisfaction with the following.

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Overall quality of leadership provided by Town elected officials	5	4	3	2	1	9
2.	Overall effectiveness of the Town management and Town staff	5	4	3	2	1	9
3.	Overall availability of opportunities for citizens to provide input	5	4	3	2	1	9
4.	The overall direction of the Town of Fuquay-Varina	5	4	3	2	1	9

4a. If you answered "Dissatisfied" or "Very Dissatisfied" to the overall direction of the Town of Fuquay-Varina in Question 4, please explain why.

5. Safety. Please rate how safe you feel in each of the following situations.

		Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
1.	In your neighborhood during the day	5	4	3	2	1	9
2.	In your neighborhood at night	5	4	3	2	1	9
3.	In Town parks and recreation facilities	5	4	3	2	1	9
4.	In shopping and dining areas	5	4	3	2	1	9
5.	In downtown Fuquay-Varina	5	4	3	2	1	9
6.	Overall feeling of safety in Fuquay-Varina	5	4	3	2	1	9

6. Public Safety Services. Please rate your satisfaction with the following.

Public Safety Services		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Police Services							
01.	Overall effectiveness of the Fuquay-Varina police department	5	4	3	2	1	9
02.	Response time by the police to emergencies	5	4	3	2	1	9
03.	The visibility of police in neighborhoods	5	4	3	2	1	9
04.	The visibility of police in retail areas	5	4	3	2	1	9
05.	The Town's efforts to prevent crime	5	4	3	2	1	9
06.	Enforcement of traffic laws	5	4	3	2	1	9
Fire Services							
07.	Overall effectiveness of the Fuquay-Varina fire department	5	4	3	2	1	9
08.	Response time by the fire department to emergencies	5	4	3	2	1	9
09.	Fire prevention/safety education programs	5	4	3	2	1	9
10.	The fire department's visibility in the community	5	4	3	2	1	9

7. Which THREE of the items listed in Question 6 do you think should receive the MOST EMPHASIS from Town leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 6.]

1st: _____ 2nd: _____ 3rd: _____

8. In the last 12 months, have you or anyone in your household been a victim of any crime in Fuquay-Varina?

____(1) Yes [Answer Q8a.] ____ (2) No [Skip to Q9.] ____ (3) Not sure [Skip to Q9.]

8a. Did you report the crimes to the police? ____ (1) Yes ____ (2) No ____ (3) Not sure

9. During the past 12 months, have you had ANY contact with the Fuquay-Varina Police Department?

____ (1) Yes [Answer Q9a.] ____ (2) No [Skip to Q10.] ____ (3) Not sure [Skip to Q10.]

9a. How would you rate your overall experience?

____ (4) Excellent ____ (3) Good ____ (2) Fair ____ (1) Poor ____ (9) Don't know

10. During the past 12 months, have you had ANY contact with the Fuquay-Varina Fire Department?

____(1) Yes [Answer Q10a.] ____ (2) No [Skip to Q11.] ____ (3) Not sure [Skip to Q11.]

10a. How would you rate your overall experience?

____(4) Excellent ____ (3) Good ____ (2) Fair ____ (1) Poor ____ (9) Don't know

11. **Town Maintenance.** Please rate your satisfaction with the following.

Town Maintenance		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01.	Maintenance of Town streets	5	4	3	2	1	9
02.	Maintenance of sidewalks	5	4	3	2	1	9
03.	Maintenance of street signs	5	4	3	2	1	9
04.	Adequacy of street lighting	5	4	3	2	1	9
05.	Maintenance and preservation of downtown Fuquay-Varina	5	4	3	2	1	9
06.	Snow removal on Town streets	5	4	3	2	1	9
07.	Mowing/trimming along Town streets and other public areas	5	4	3	2	1	9
08.	Maintenance of Town buildings and facilities	5	4	3	2	1	9
09.	Overall cleanliness of Town streets and other public areas	5	4	3	2	1	9
10.	Town efforts to manage stormwater	5	4	3	2	1	9

12. Which **THREE** of the services listed in Question 11 do you think should receive the **MOST EMPHASIS** from Town leaders over the next **TWO** years? [Write in your answers below using the numbers from the list in Question 11.]

1st: ____ 2nd: ____ 3rd: ____

13. **Transportation.** Please rate your satisfaction with the following.

Transportation		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Ease of travel from home to school or work	5	4	3	2	1	9
2.	Availability of bicycle lanes	5	4	3	2	1	9
3.	Availability of pedestrian walkways	5	4	3	2	1	9
4.	Availability of parking in downtown	5	4	3	2	1	9

14. **Solid Waste Collection and Utility Services.** Please rate your satisfaction with the following.

Solid Waste Collection and Utility Services		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Quality of trash collection services	5	4	3	2	1	9
2.	Quality of recycling collection services	5	4	3	2	1	9
3.	Quality of yard waste collection services	5	4	3	2	1	9
4.	Quality of bulk trash collection	5	4	3	2	1	9
5.	Quality of drinking water	5	4	3	2	1	9

15. **Planning and Development.** Please rate your satisfaction with the following.

Planning and Development Process		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Standards and quality of development	5	4	3	2	1	9
2.	Planning Board decision process	5	4	3	2	1	9
3.	Town Board decision process	5	4	3	2	1	9
4.	Access to information about current/proposed projects	5	4	3	2	1	9
5.	Ability to participate in development process as a citizen	5	4	3	2	1	9

15a. If you answered "Dissatisfied" or "Very Dissatisfied" to any of the items listed in Question 15, please explain why.

16. Have you applied for any planning or development permits in the last 12 months?

____(1) Yes [Answer Q16a.] ____ (2) No [Skip to Q17.] ____ (3) Not sure [Skip to Q17.]

16a. How would you rate your overall experience?

____(4) Excellent ____ (3) Good ____ (2) Fair ____ (1) Poor ____ (9) Don't know

17. Parks, Recreation and Arts. Please rate your satisfaction with the following.

Parks, Recreation and Arts		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Parks and Recreation							
01.	Maintenance of Town parks and athletic fields	5	4	3	2	1	9
02.	Number of walking, biking, and greenway trails	5	4	3	2	1	9
03.	Availability of information about Town parks, programs, and classes	5	4	3	2	1	9
04.	The Town's youth programs	5	4	3	2	1	9
05.	The Town's adult programs	5	4	3	2	1	9
06.	The Town's senior (55+) programs	5	4	3	2	1	9
07.	The Town's special populations programs	5	4	3	2	1	9
08.	The Town's youth and adult sports programs	5	4	3	2	1	9
09.	Special events (i.e., FM2FV, Celebrate FV, Independence Day, Food Truck Rodeo)	5	4	3	2	1	9
10.	Ease of registering for programs	5	4	3	2	1	9
11.	Availability of diverse/cultural experiences	5	4	3	2	1	9
Arts Center							
12.	Availability of information about programs, classes, performances at the Arts Center	5	4	3	2	1	9
13.	Quality of programming and classes at the Arts Center	5	4	3	2	1	9
14.	Quality of performances at the Arts Center	5	4	3	2	1	9
15.	Ease of registering for programs and purchasing tickets	5	4	3	2	1	9
16.	Availability of diverse/cultural experiences at the Arts Center	5	4	3	2	1	9

18. Which THREE of the items listed in Question 17 do you think should receive the MOST EMPHASIS from Town leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 17.]

1st: ____ 2nd: ____ 3rd: ____

19. What types of diverse/cultural experiences would you like to see the Town offer?

20. What kinds of amenities would you like to see in our parks?

21. Customer Service. Have you interacted with (called, visited online or in person) the Town with a question, problem, or complaint during the past year?

____(1) Yes [Answer Q21a-c.] ____ (2) No [Skip to Q22.]

21a. How easy was it to contact the person you needed to reach?

____(4) Very easy ____ (3) Somewhat easy ____ (2) Difficult ____ (1) Very difficult ____ (9) Don't know

21b. What department(s) did you contact?

- 21c. Several factors that may influence your perception of the quality of customer service you receive from Town employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described.**

Customer Service		Always	Usually	Sometimes	Seldom	Never	Don't Know
1.	They were courteous and polite	5	4	3	2	1	9
2.	They gave prompt, accurate, and complete answers to questions	5	4	3	2	1	9
3.	They did what they said they would do in a timely manner	5	4	3	2	1	9
4.	They helped you resolve an issue to your satisfaction	5	4	3	2	1	9

- 22. Organizational Processes. Please rate your satisfaction with the following.**

Please rate the ease of doing the following Town processes		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Contacting Town of Fuquay-Varina employees	5	4	3	2	1	9
2.	Making a service request	5	4	3	2	1	9
3.	Locating information on the Town's website	5	4	3	2	1	9
4.	Paying Town utility bill	5	4	3	2	1	9
5.	Paying fees for parks, recreation or arts programs	5	4	3	2	1	9

- 23. Communication. Please rate your satisfaction with the following.**

How satisfied are you with...		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Availability of information about Town programs/services	5	4	3	2	1	9
2.	Town efforts to keep you informed	5	4	3	2	1	9
3.	Ease of locating information on the Town website	5	4	3	2	1	9
4.	Quality of transparent, trusted, and clear Town communication	5	4	3	2	1	9
5.	Level of public involvement in local decision-making	5	4	3	2	1	9
6.	Quality of information in the Town's newsletters	5	4	3	2	1	9
7.	Quality of information on Town social media pages (if you don't follow at least one Town social media page, select "Don't Know")	5	4	3	2	1	9

- 24. Which TWO of the items listed in Question 23 are most important to you? [Write in your answers below using the numbers from the list in Question 23.]**

1st: ____ 2nd: ____

- 25. How do you typically hear or receive information about Town of Fuquay-Varina programs, services, and events? [Check all that apply.]**

- | | |
|--|--|
| ____(01) Town website, fuquay-varina.org | ____(09) In-person event, like an open house |
| ____(02) Utility bill newsletter-print | ____(10) Town's Facebook account |
| ____(03) Utility bill newsletter-digital | ____(11) Town's Instagram account |
| ____(04) Email Newsletter - Weekly Update | ____(12) NextDoor |
| ____(05) Email - Parks & Recreation Monthly News | ____(13) Let's Talk FV engagement platform |
| ____(06) Parks and Recreation Program Guide | ____(14) Local magazines (Suburban Living, Main & Broad) |
| ____(07) Email - Arts Monthly Newsletter | ____(15) Outdoor banners/signs |
| ____(08) Arts Center Program Guide | ____(16) Other: _____ |

26. **Economic Development.** Please rate the Town's current pace of development in each of the following areas.

Economic Development		Not Nearly Enough	Almost Enough	Just Right	Too Much	Way Too Much	Don't Know
1.	Office development	5	4	3	2	1	9
2.	Industrial and Manufacturing development	5	4	3	2	1	9
3.	Multi-family residential development (apartments)	5	4	3	2	1	9
4.	Mixed-use development (combination of housing, office, retail, medical, recreational and commercial)	5	4	3	2	1	9
5.	Single-family residential development (includes townhomes)	5	4	3	2	1	9
6.	Retail development	5	4	3	2	1	9
7.	Dining/restaurants	5	4	3	2	1	9

27. **How would you rate the overall quality of the Downtown atmosphere?**

____(4) Excellent ____ (3) Good ____ (2) Fair ____ (1) Poor ____ (9) Don't know

28. **What would you like to see Downtown?** _____

29. **Please answer the following questions by circling either "Yes" or "No." In the past year, have you or anyone in your household...**

01.	Visited the Town's website, fuquay-varina.org	Yes	No
02.	Visited downtown Fuquay-Varina	Yes	No
03.	Visited a Town park or used a Town walking/biking trail	Yes	No
04.	Visited an indoor/outdoor Town recreation facility	Yes	No
05.	Participated in a program at the Community Center	Yes	No
06.	Participate in a program at the Arts Center	Yes	No
07.	Attended a performance in the theater at the Arts Center	Yes	No
08.	Visited any of the Town's social media sites	Yes	No
09.	Read the Town's weekly or monthly digital newsletter(s)	Yes	No
10.	Paid a utility bill online	Yes	No
11.	Participated in a youth or adult sports program	Yes	No
12.	Attended in-person or online a Town board meeting	Yes	No

30. **Strategic Goals.** The Fuquay-Varina Town Board has identified the following current strategic goals. Please rank these from 1 to 6, where 1 is the "Most Important" and 6 is the "Least Important." [Write your answers using the numbers from the list below.]

1. Effective Government and Governance

4. Economic Vitality

2. Fiscal Strength

5. Preserving Character and Identity

3. Safety and Security

6. Quality of Life

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ 5th: ____ 6th: ____

31. **Future Topics to Consider.** Please indicate how important you think the following topics should rate as the Town considers plans for the future.

Future Topics		Extremely Important	Very Important	Somewhat Important	Not Important	Not Important at All	Don't Know
1.	Add more parks and greenways	5	4	3	2	1	9
2.	Add more recreation facilities	5	4	3	2	1	9
3.	Recruit companies to increase job opportunities and increase the commercial tax base	5	4	3	2	1	9
4.	Create a vibrant downtown	5	4	3	2	1	9
5.	Invest in roads and sidewalks	5	4	3	2	1	9
6.	Preserve the Town's history and community character	5	4	3	2	1	9
7.	Preserve and enhance water quality and capacity	5	4	3	2	1	9
8.	Enhance public safety	5	4	3	2	1	9
9.	Support higher density development to permit a variety of housing types	5	4	3	2	1	9

32. Which **THREE** of the items listed in Question 31 on the previous page do you think should receive the **MOST EMPHASIS** from Town leaders over the next **TWO** years? *[Write in your answers below using the numbers from the list in Question 31.]*

1st: _____ 2nd: _____ 3rd: _____

Demographics

33. Approximately how many years have you lived at your current residence? _____ years
34. Do you own or rent your current residence? _____(1) Own _____(2) Rent
35. What is your age? _____ years
36. Including yourself, how many people in your household are...
- | | | |
|---------------------|-------------------|-------------------|
| Under age 10: _____ | Ages 20-34: _____ | Ages 55-74: _____ |
| Ages 10-19: _____ | Ages 35-54: _____ | Ages 75+: _____ |
37. Your gender: _____(1) Male _____(2) Female _____(3) Non-binary
38. Which of the following best describes your race? *[Check all that apply.]*
- | | |
|---|--|
| ____(01) Asian or Asian Indian | ____(05) Native Hawaiian or other Pacific Islander |
| ____(02) Black or African American | ____(06) Hispanic, Spanish, or Latino/a/x |
| ____(03) American Indian or Alaska Native | ____(07) Middle Eastern or North African |
| ____(04) White or Caucasian | ____(99) Other: _____ |
39. What other feedback, if any, would you like to provide to the Town of Fuquay-Varina elected officials and staff?
- _____
- _____

As a way to say thank you for your time, we will be randomly selecting one survey respondent to receive a \$500 Visa gift card. To enter the drawing, please provide your email and/or phone number below:

Email: _____ Phone Number: _____

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed return-reply envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, Kansas 66061

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Fall 2025 Grant Application for the WRF Expansion Project

DEPARTMENT: Public Utilities

BACKGROUND:

The Goldsboro Public Utilities Department has collaborated with the engineering firm Hazen and Sawyer on past Water Reclamation Facility (WRF) expansion project grant applications. To continue enhancing our wastewater infrastructure, we intend to submit a grant application for the Fall 2025 grant cycle. This funding will aid in further development and improvements necessary for expanding the facility's capacity and efficiency. Allowing Hazen and Sawyer to submit this application on behalf of the city will streamline the process and allow us to utilize their expertise in grant submissions.

DISCUSSION:

Partnering with Hazen and Sawyer will enhance our application quality, and also increase our likelihood of securing the grant. Expanding the WRF is crucial for accommodating future growth and maintaining environmental standards. This grant will facilitate vital upgrades to our infrastructure without heavily impacting the city's budget.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

City staff recommends that Council approve the authorization for Hazen and Sawyer to submit a grant application on behalf of the City of Goldsboro. Entrusting this task to our experienced engineering partner will help ensure that a comprehensive application is submitted, which will help maximize our chances of receiving the grant necessary for the WRF expansion project.

MANAGER'S RECOMMENDATION:

APPROVERS

Bert Sherman
Sakeithia Reece
Laura Getz
Matthew Livingston

RESOLUTION 2025-

RESOLUTION APPROVING HAZEN & SAWYER TO APPLY FOR THE 2025 FALL FUNDING GRANT APPLICATION FOR THE WRF IMPROVEMENTS

WHEREAS, the City of Goldsboro has a need for and intends to perform a design and construction improvements project at the Arrington Bridge Road Water Reclamation Facility Plant; and

WHEREAS, the City of Goldsboro intends to request a state loan and/or grant assistance for the project.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

That the City of Goldsboro, the **Applicant**, will arrange financing for all remaining costs of the project, if approved for a State loan and/or grant award.

That the **Applicant** will provide for efficient operation and maintenance of the project on completion of construction thereof.

That the **Applicant** will adopt and place into effect on or before completion of the project a schedule of fees and charges and other available funds which will provide adequate funds for proper operation, maintenance, and administration of the system and the repayment of all principal and interest on the debt.

That the governing body of the **Applicant** agrees to include in the loan agreement a provision authorizing the State Treasurer, upon failure of the City of Goldsboro to make a scheduled repayment of the loan, to withhold from the City of Goldsboro any State funds that would otherwise be distributed to the local government unit in an amount sufficient to pay all sums then due and payable to the State as a repayment of the loan.

That Matthew Livingston, the **Authorized Representative** and successors so titled, is hereby authorized to execute and file an application on behalf of the **Applicant** with the State of North Carolina for a loan and/or grant to aid in the study of or construction of the project described above.

That the **Authorized Representative**, and successors so titled, is hereby authorized and directed to furnish such information as the appropriate State agency may request in connection with such application or the project: to make the assurances as contained above; and to execute such other documents as may be required in connection with the application.

That the **Applicant** has substantially complied or will substantially comply with all Federal, State, and local laws, rules, regulations, ordinances, and funding conditions applicable to the project and to Federal and State grants and loans pertaining thereto.

This Resolution shall be in full force and effect from and after this September 8, 2025.

FORM FOR CERTIFICATION BY THE RECORDING OFFICER

The undersigned duly qualified and acting City Clerk of the City of Goldsboro does hereby certify:
That the above/attached resolution is a true and correct copy of the resolution authorizing the filing
of an application with the State of North Carolina, as regularly adopted at a legally convened
meeting of the City Council of the City of Goldsboro duly held on the 8th day of September 2025;
and, further, that such resolution has been fully recorded in the journal of proceedings and records
in my office.

IN WITNESS WHEREOF, I have hereunto set my hand this the 8th day of September 2025.

Signature of Recording Officer

Title of Recording Officer

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Crossroads Strategies Agreement

DEPARTMENT: City Manager's Office

BACKGROUND:

The City of Goldsboro, in consultation with the County and Friends of Seymour made the decision to change consultants in 2024 to support the relationship the City has with Seymour Johnson Air Force Base and state and federal legislators.

Crossroads Strategies (CRS) is a bipartisan, multi-disciplinary federal relations, advocacy, and advisory firm based in Washington DC. Founded in 2010 by longtime advocacy industry veterans, CRS offers a comprehensive suite of services ranging from congressional affairs to agency and regulatory lobbying.

The City Council approved an agreement with Crossroads Strategies for advocacy and consulting services on September 3, 2024 which was effective through June 30, 2025.

DISCUSSION:

Crossroads Strategies will advise the City, County and Friends of Seymour on legislative issues impacting Seymour Johnson Air Force Base. They will also work with federal agencies on behalf of the City.

The terms of this Agreement shall commence on July 1, 2025, and remain in effect through June 30, 2026. The City of Goldsboro and County of Wayne will pay Crossroads Strategies a monthly retainer of \$15,000 (\$7,500 each). Crossroads Strategies shall send invoices approximately quarterly at the beginning of each quarter to the City of Goldsboro and the County of Wayne in the amount of \$22,500.00 due from each entity covering time periods as follows: 7/1/25 – 9/30/25, 10/1/25 – 12/31/25, 1/1/26 – 3/30/26, and 4/1/26 – 6/30/26.

The City and County will reimburse Crossroads Strategies for all reasonable expenses associated with the above services, the expenditure of which shall be pre-approved.

The deliverables of the agreement are listed in the attached agreement.

Henry Smith and Ken Gerrard, representing Friends of Seymour, will be the primary points of contact. Recurring updates and regular access to Crossroads Strategies will be provided to City and County leadership.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

Staff recommends Council adopt the following Resolution authorizing the Mayor and City Clerk to execute the agreement with Crossroads Strategies.

MANAGER'S RECOMMENDATION:

APPROVERS

Sakeithia Reece
Laura Getz
Matthew Livingston

RESOLUTION NO. 2025 -

**RESOLUTION AUTHORIZING THE MAYOR AND CITY CLERK TO EXECUTE AN
AGREEMENT WITH CROSSROADS STRATEGIES**

WHEREAS, it is estimated that Seymour Johnson Air Force Base has an economic impact in Goldsboro of at least 900 million dollars annually; and

WHEREAS, the City and County believe that a reduction of fighter planes, airman, and support personnel will have a deleterious effect on our region; and

WHEREAS, the City and County believe that our local voice must be more strongly heard by those that can and will affect change. Therefore, the City of Goldsboro has in consultation with the County and Friends of Seymour made the decision to change consultants to support the relationship the City has with Seymour Johnson Air Force Base and state and federal legislators; and

WHEREAS, Crossroads Strategies was founded in 2010 and offers a comprehensive suite of services ranging from congressional affairs to agency and regulatory lobbying; and

WHEREAS, Crossroads Strategies will advise the City, County, and Friends of Seymour on legislative issues impacting Seymour Johnson Air Force Base. They will also work with federal agencies on behalf of the City; and

WHEREAS, the terms of this Agreement shall commence on July 1, 2025, and remain in effect through June 30, 2026. The City of Goldsboro and County of Wayne will pay Crossroads Strategies a monthly retainer of \$15,000 (\$7,500 each). Crossroads Strategies shall send invoices approximately quarterly at the beginning of each quarter to the City of Goldsboro and the County of Wayne in the amount of \$22,500.00 due from each entity covering time periods as follows: 7/1/25 – 9/30/25, 10/1/25 – 12/31/25, 1/1/26 – 3/30/26, and 4/1/26 – 6/30/26; and

WHEREAS, the City and County will reimburse Crossroads Strategies for all reasonable expenses associated with the above services, the expenditure of which shall be pre-approved. The agreement may be terminated by either party with 30 days' written notice; and

WHEREAS, the City of Goldsboro and Wayne County have historically relied on and worked closely with Seymour Johnson Air Force for over five decades, providing benefits for both the city, county, and region.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina, that the Mayor and City Clerk are hereby authorized to sign an agreement with Crossroads Strategies in conjunction with the County of Wayne and Friends of Seymour for consulting services to maintain a strong military presence in our region.

This Resolution shall be in full force and effect from and after this September 8, 2025.

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk

Consulting Agreement

This Contract is made on _____

BETWEEN Crossroads Strategies, LLC, whose address is 800 North Capitol St, NW #800, Washington, DC 20002, and Seymour Support Council, Inc., d/b/a/ Friends of Seymour Johnson whose address is 117 Ormond Avenue Goldsboro, NC 27533 referred to as the “Contractor(s),”

AND the **City of Goldsboro** a political subdivision of the State of North Carolina and Property City, whose address is PO Box A, Goldsboro, NC 27533 (hereinafter referred to as “CITY”) and the County of Wayne, a political subdivision of the State of North Carolina and Property County, whose address is 224 E Walnut Street Goldsboro, NC 27533 (hereinafter referred to as “COUNTY”).

1. It is agreed and understood that the advertisement for bids, information for bidders, accepted proposal, general conditions, detailed specifications, bid request, addenda and drawings are a part and parcel of this Contract, to the same extent as if incorporated herein in full.
2. **AGREEMENT:** The contractor agrees to provide/perform certain goods, services, construction, alterations, or repairs (referred to as the “*Work*”) in accordance with this Contract and ***Schedule A***. All ***Work*** will be performed in a good, sound, and workmanlike manner. The terms and provisions of this Contract along with any attachments, schedules or exhibits hereto govern the relationship, duties and responsibilities of the parties. The provisions of this contract shall supersede and override any and all terms contained in any attachment, schedule or exhibit which are inconsistent in any way therewith.
3. **TERM OF CONTRACT:** Unless earlier terminated as set forth below, this Agreement shall be effective as of the date first set out above and shall be for the period established in “Schedule A”.
4. **PAYMENT TO CONTRACTOR:** CONTRACTOR shall receive from CITY AND COUNTY rates specified in “***Schedule A***”, for services performed to the satisfaction of the CITY AND COUNTY. Unless otherwise specified, CONTRACTOR shall submit an itemized invoice to CITY AND COUNTY for Services performed. A Purchase Order number may be assigned to encumber the funds associated with this Contract and will appear on all invoices and correspondence mailed to CITY AND COUNTY. Payment will be processed promptly upon receipt and approval of the invoice by CITY AND COUNTY. No charges in addition to the agreed fee amounts stated in “Schedule A” shall be paid by the CITY and COUNTY without pre-authorization by authorized personnel and proper approval, via a change order request.
5. **INDEPENDENT CONTRACTOR:** CITY AND COUNTY and CONTRACTOR agree that CONTRACTOR is an independent contractor and shall not represent itself as an agent or employee of CITY AND COUNTY for any purpose in the performance of CONTRACTOR’s duties under this Contract. Accordingly, CONTRACTOR shall be responsible for payment of all federal, state, and local taxes as well as business license fees arising out of CONTRACTOR’s activities in accordance with this Contract. For purposes of this Contract taxes shall include, but not be limited to, Federal and State Income, Social Security and Unemployment Insurance taxes.

CONTRACTOR, as an independent contractor, shall perform the Services required hereunder in a professional manner and in accordance with the standards of applicable professional organizations and licensing agencies.
6. **COMPLIANCE WITH LAWS:** CONTRACTOR represents that it is in compliance with all Federal, State, and local laws, regulations or orders, as amended or supplemented. The implementation of this Contract shall be carried out in strict compliance with all Federal, State, or local laws.
7. **LICENSURE, CERTIFICATION, AND REGISTRATION OF PERSONNEL:** All personnel provided or made available by Contractor to render services hereunder shall be licensed, certified or registered, as appropriate, in their respective areas of expertise as required by applicable North Carolina law for the duration of this contract.

- 8. NON-DISCRIMINATION:** CONTRACTOR shall not discriminate against any employee or applicant for employment because of age, sex, race, creed, national origin, or disability. CONTRACTOR shall take affirmative action to ensure that qualified applicants are employed and that employees are treated fairly and legally during employment. In the event CONTRACTOR is determined by the final order of an appropriate agency or court to be in violation of any non-discrimination provision of federal, state, or local law or this provision, this Contract may be canceled, terminated or suspended in whole or in part by CITY AND COUNTY, and CONTRACTOR may be declared ineligible for further CITY AND COUNTY contracts.
- 9. NON-APPROPRIATION CLAUSE:** CONTRACTOR acknowledges that the CLIENT is a governmental entity and the validity of this Agreement, and any renewals or extensions thereof, is based upon the availability of public funding under the authority of its statutory mandate. In the event that public funds are not available and not appropriated for the performance of the CLIENT's obligations under this Agreement, then this Agreement shall automatically expire without penalty to the CLIENT 30 days after written notice to VENDOR of the non-appropriation of public funds.
- 10. CHANGES:** This Contract can only be changed by an agreement in writing signed by both the CITY and COUNTY and the Contractor. No variations, alterations, deviations, deletions or extra work can be made unless both the CITY and COUNTY and the Contractor specifically agree in writing
- 11. DISPUTE RESOLUTION:** Contractor and CITY and COUNTY shall attempt to resolve conflicts or disputes under this Agreement in a fair and reasonable manner and agree that if resolution cannot be made to attempt to mediate the conflict by a professional mediator. If mediation does not settle any dispute or action which arises under this Agreement or which relates in any way to this Agreement or the subject matter of this Agreement within ninety (90) days after either party requests mediation, the dispute or conflict shall be subject to litigation. This Agreement shall be governed by, and construed in accordance with, the laws of the State of North Carolina. Venue for resolution of any dispute shall be in Wayne County, North Carolina
- 12. TERMINATION:** The CITY AND COUNTY reserves the right to immediately terminate any agreement in excess of \$10,000 resulting from this procurement process in the event of a breach or default of the agreement by Contractor, in the event Contractor fails to: (1) meet schedules, deadlines, and/or delivery dates within the time specified in the procurement solicitation, contract, and/or a purchase order; (2) make any payments owed; or (3) otherwise perform in accordance with the contract and/or the procurement solicitation. The CITY AND COUNTY also reserves the right to terminate the contract immediately, with written notice to Contractor, for convenience, if the CITY AND COUNTY believes, in its sole discretion that it is in the best interest of the CITY AND COUNTY to do so. The Contractor will be compensated for work performed and accepted and goods accepted by the CITY AND COUNTY as of the termination date if the contract is terminated for convenience of the CITY AND COUNTY. Any award under this procurement process is not exclusive and the CITY AND COUNTY reserves the right to purchase goods and services from other vendors when it is in the best interest of the CITY AND COUNTY.
- 13. INDEMNITY:** To the fullest extent permitted by laws and regulations, CONTRACTOR shall indemnify and hold harmless the CITY AND COUNTY and its officials, agents, and employees from and against all claims, damages, losses, and expenses, direct, indirect, or consequential (including but not limited to costs related to court action or arbitration) arising out of or resulting from CONTRACTOR's performance of this Contract or the actions of the CONTRACTOR or its officials, employees, or contractors under this Contract or under contracts entered into by the CONTRACTOR in connection with this Contract. This indemnification shall survive the termination of this Contract.
- 14. OWNERSHIP OF MATERIALS:** The Contractor will continue to own all materials delivered and work performed until paid for by the CITY and COUNTY. The Contractor will have access to these materials and work at all reasonable times.
- 15. CARE OF PROPERTY:** The Contractor will protect the work, materials, property and adjacent property from damage or loss. The Contractor will also take proper precautions for the safety of the public. The Property will be kept free of waste, rubbish, and surplus materials. The Contractor will leave the Property

“broom clean” before being entitled to the final payment under this Contract. The Contractor will also pay for, repair or replace any damage or loss caused by the Contractor’s failure to perform this Contract.

16. PERMITS & BUSINESS REGISTRATION: The Contractor shall obtain any/all required building permits or approvals as required by law and complete a Business Registration Application with the CITY and COUNTY Inspections Department. The CITY and COUNTY will pay for these permits or approvals and cooperate in obtaining them.

17. CONTRACTOR’S CONTINUING LIABILITY: The Contractor will be liable for defective, faulty, or improper materials or workmanship. Upon written notice, the Contractor will immediately remedy all defects, faults or omissions and complete all unfinished work.

18. NOTICES: All notices under this Contract must be in writing. The notices must be delivered personally or mailed by certified mail, return receipt requested, to the other party at the address written in this Contract or to that party’s attorney.

19. FEDERAL TAXES: The CITY and COUNTY are exempt from and will not pay Federal Excise or Transportation taxes.

20. NORTH CAROLINA SALES TAX: The CITY and COUNTY are Not exempt from and will pay North Carolina Sales and Use Taxes.

21. GOOD STANDING WITH CITY AND COUNTY: CONTRACTOR certifies that it is not delinquent on any taxes, fees, or other debt owed by CONTRACTOR to the CITY AND COUNTY. CONTRACTOR covenants and agrees to remain current on any taxes, fees, or other debt owed by CONTRACTOR to CITY AND COUNTY during the Term of this Contract.

22. SUSPENSION AND DEBARMENT:

22.1. The contractor certifies to the best of his or her knowledge and belief, that the applicant and its principals:

22.1.1. are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal, State or Local Department or agency.

22.1.2. have not within a 3-year period preceding this proposal been convicted of or had a valid judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

22.1.3. are not presently indicted or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and

22.1.4. Have not within a 3-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.

22.2. The applicant agrees that it will include this certification, without modification, in all lower tier covered transactions (i.e., transactions with sub- grantees and/or contractors) and in all solicitations for lower tier covered transactions.

23. GOVERNING LAW: This Contract shall be governed by and in accordance with the laws of the State of North Carolina. All actions relating in any way to this Contract shall be brought in the General Court of Justice in the County of Wayne and the State of North Carolina.

24. E-VERIFY: As a condition of payment for services rendered under this agreement, CONTRACTOR shall comply with the requirements of Article 2 of Chapter 64 of the General Statutes. Further, if CONTRACTOR provides the services to the CITY and COUNTY utilizing a subcontractor,

CONTRACTOR shall require the subcontractor to comply with the requirements of Article 2 of Chapter 64 of the General Statutes as well. CONTRACTOR shall verify, by affidavit, compliance of the terms of this section upon request by the CITY and COUNTY.

- 25. IRAN DIVESTMENT ACT:** Contractor certifies that, as of the date of this document, it is not on the Final Divestment List as created by the State Treasurer pursuant to NC General Statutes, Article 6E Iran Divestment Act and is in compliance with the requirements of the act. The contractor shall not utilize in the performance of the contract any subcontractor that is identified on the Final Divestment List. Contracts valued at less than \$1,000.00 are exempt from this restriction.
- 26. DIVESTMENT FROM COMPANIES THAT BOYCOTT ISRAEL:** The vendor or contractor certifies that it has not been designated by the North Carolina State Treasurer as a company engaged in the boycott of Israel pursuant to NC General Statutes, Article 6G Divestment From Companies Boycotting Israel. It is the responsibility of each vendor or contractor to monitor compliance with this restriction. Contracts valued at less than \$1,000.00 are exempt from this restriction
- 27. PARTIES:** Both the CITY and COUNTY and the Contractor are bound by this Contract. All parties who lawfully succeed to their rights and responsibilities are also bound.
- 28. NOTICE TO CITY AND COUNTY:** Do not sign any completion certificate or agreement stating that you are satisfied with the entire project before this project is complete.

Schedule A:



July 1, 2025

Henry Smith, Esq.
Friends of Seymour Johnson
c/o Warren, Kerr, Walston, Taylor & Smith, LLC
117 Ormond Avenue
Goldsboro, NC 27533

Dear Henry:

This Consulting Agreement (the "Agreement") is entered as of July 1, 2025, between Crossroads Strategies, LLC (hereinafter "Consultant" or "CRS"), and Seymour Support Council, Inc., d/b/a/ Friends of Seymour Johnson, the City of Goldsboro and the County of Wayne (hereinafter "Clients") and relates to certain consulting services to be rendered by Consultant to Clients with respect to the services below:

Description of Services

Consultant will advise Clients on legislative issues impacting the entity, work with appropriate congressional committees, leadership, and individual members to facilitate Clients' agenda. The Consultant will also work with agencies within the Administration on behalf of Clients.

Deliverables of the Agreement

- Consultant will engage to complete all legislative initiatives currently in process from the FY25 authorization and appropriations cycle.
- Consultant will conduct all direct congressional advocacy required to support Friends of Seymour activities related to preservation of current USAF flying squadrons.
- Consultant will coordinate with all parties to the Agreement, as well as relevant congressional interests, to align legislative objectives related to Seymour Johnson Air Force Base for the FY26 authorization and appropriations cycle.
- Consultant will formally prepare, coordinate, and submit all required written issue papers to the congressional defense committees in support of the Friends of Seymour objectives for the FY26 legislative cycle.
- Consultant will provide routine reports and feedback to parties to the Agreement, based on articulated and agreed upon requirements from Clients.

Terms of the Agreement

The term of this Agreement shall commence on July 1, 2025, and remain in effect through June 30, 2026. In consideration of these services, Clients will pay Consultant a monthly retainer of \$15,000.00 to be paid within 45 days following delivery of invoice. Invoices will be sent approximately quarterly at the beginning of each quarter to the City of Goldsboro and the County of Wayne in the amount of \$22,500.00 due from each entity covering time periods as follows: 7/1/25 – 9/30/25, 10/1/25-12/31/25, 1/1/26-3/30/26, and 4/1/26-6/30/26. Clients will reimburse Consultant for all reasonable expenses associated with the above services, the expenditure of which shall be pre-approved.

Contact and Communication

Henry Smith and Ken Gerrard, representing Friends of Seymour, will be the primary points of contact for the Clients. A regular bi-weekly call will be scheduled that includes the Consultant, the primary points of contact for the Clients, and additional representatives of the Client entities as requested.

This agreement may be terminated by either party with 30 days written notice.

IN WITNESS WHEREOF, the parties hereto have duly executed this Agreement as of the date first written above.

CROSSROADS STRATEGIES, LLC

By: _____

Name: Mathew Lapinski

Title: CEO

Date: _____

FRIENDS OF SEYMOUR JOHNSON AFB

By: _____

Name: Henry Smith, Esq.

Title:

Date: _____

COUNTY OF WAYNE

By: _____

Name: Barbara Aycock

Title: Chairman

Date: _____

CITY OF GOLDSBORO

By: _____

Name: Charles Gaylor, IV

Title: Mayor

Date: _____

Attested by:

Carol Bowden, Clerk to the
Board of Commissioners

Attested by:

Laura Getz, City Clerk

Pre-audited by:

County of Wayne

City of Goldsboro

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

By: _____
Angie Boswell, Finance Director

By: _____
Catherine F. Gwynn, Finance Director

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Friends of Seymour Agreement

DEPARTMENT: City Manager's Office

BACKGROUND:

In order to raise funds to help support its efforts to preserve, grow and maintain its relationship with Seymour Johnson Air Force Base, members of the Military Affairs Committee founded Seymour Support Council, Inc., a non-profit corporation, which is currently known by its registered assumed name, Friends of Seymour Johnson AFB.

Friends of Seymour Johnson AFB has proven its value in building and maintaining relationships with Senior Leadership of the United States Air Force, in directing lobbying efforts in support of Seymour Johnson Air Force Base, and in identifying and helping to eliminate or mitigate development that would restrict, limit or diminish the quality of training or the performance of missions at Seymour Johnson Air Force Base.

DISCUSSION:

City Council approved an agreement with the Friends of Seymour on March 3, 2025. This agreement did not have a specific expiration date. The updated agreement is attached and has been updated to include June 30, 2027 as the date the agreement expires. The funding of the agreement was approved in the current FY25-26 budget.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

It is recommended that Council adopt a resolution approving the Friends of Seymour Agreement.

MANAGER'S RECOMMENDATION:

APPROVERS

Sakeithia Reece
Laura Getz
Matthew Livingston

RESOLUTION 2025 -

RESOLUTION AUTHORIZING THE MAYOR TO SIGN THE FRIENDS OF SEYMOUR AGREEMENT

WHEREAS, the City of Goldsboro is home to Seymour Johnson Air Force Base; and

WHEREAS, the City entered into an agreement with the Friends of Seymour on February 3, 2025. The agreement has been updated to add an expiration date; and

WHEREAS, the terms of the agreement state: the City of Goldsboro will name its duly appointed Manager to serve as an ex-officio representative; consultant fees paid by the City of Goldsboro will be \$7,500.00 per month; the City will reimburse to Friends of Seymour Johnson AFB a portion of the compensation to a local representative of Friends of Seymour who is providing operational direction, administrative oversight, and consistent updates to the elected body of the ongoing and work of the Friends of Seymour Johnson AFB and its retained consultants. The compensation commitment from the City shall be \$1,050.00 per month; the City will pay to Friends of Seymour the sum of \$500.00 each per month for administrative assistance; and financial support from the City shall be in the yearly amount of \$1,200.00 for activity support; and incidental expenditures not to exceed \$1,000.00 annually; and

WHEREAS, it is the expectation of the Goldsboro City Council that Friends of Seymour will engage and put forward substantive effort to resolve quality of life issues for the families of Seymour Johnson; including, but not limited to; childcare, housing, public safety, infrastructure and public education.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina, that the Mayor and City Clerk are hereby authorized to sign the agreement with the Friends of Seymour Johnson AFB.

This Resolution shall be in full force and effect from and after this September 8, 2025.

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk

SCHEDULE A

STATE OF NORTH CAROLINA

COUNTY OF WAYNE

THIS AGREEMENT is made and entered into this ____ day of August 2025, by and between the City of Goldsboro (the "City") and Friends of Seymour Johnson AFB, a registered assumed name of Seymour Support Council, Inc. (the "FOS")

WITNESSETH:

THAT WHEREAS , Seymour Johnson Air Force Base is a Department of Defense installation located in Goldsboro, Wayne County, North Carolina, which currently hosts the only F-15E Formal Training Unit in the world, and has assigned to it approximately one-third of the nation's F-15E aircraft and is also home to the 916th Air Refueling Wing at which 12 KC-46A Pegasus tanker aircraft are scheduled for assignment, and

WHEREAS, the total economic impact of Seymour Johnson Air Force Base in Fiscal Year 2024 alone is estimated at over \$1.2 Billion, of which over \$74 Million was civilian payroll, over \$35 Million was paid for construction, almost \$7 Million was paid for local Utilities, over \$28 million was spent on local procurement for commodities and services, and over \$8 Million was spent in local lodging and per diem, and

WHEREAS, and the people of Seymour Johnson Air Force Base represent a core component of this community's population, culture, and heritage, and

WHEREAS, the Military Affairs Committee of the Chamber of Commerce of Wayne County, Inc., has been an integral part of developing a base-community relationship which has been widely recognized as a national model for other Air Force Communities, and

WHEREAS, in 2004, in recognition of the Department of Defense cuts that had been ongoing for decades, the accelerated rate at which they were occurring due to the shrinking of our military, the needed investments and infrastructure of which the armed services have been complaining, and the enormous economic and social impact that closure of Seymour Johnson Air Force Base or even a significant reduction in the mission and personnel assigned to Seymour Johnson Air Force Base could present, members of the Military Affairs Committee formed a 501(c)(6) tax exempt entity named Seymour Support Council, Inc. which currently operates under the registered assumed name Friends of Seymour Johnson AFB, for the purpose of working with hired consultants, lobbyists, and the Military Affairs Committee to pursue such actions as can be undertaken to maximize the importance, value, and reputation of Seymour Johnson Air Force Base to the Department of Defense and to try to insulate it from reductions

in mission, personnel , or facilities, and

WHEREAS, the Seymour Support Council, Inc, doing business as the Friends of Seymour Johnson AFB, is created to promote the continued vitality and sustainability of Seymour Johnson Air Force Base and to also strengthen the relationship between Seymour Johnson Air Force Base and both the City of Goldsboro and the County of Wayne, and

WHEREAS, in recognition of the importance of this action, and in furtherance of the stated purpose of leveraging established relationships to build and maintain future relationships at every level of the United States Air Force and the Department of Defense, the City of Goldsboro and County of Wayne have agreed to jointly provide input, guidance, and financial support to Friends of Seymour Johnson AFB in accordance with the terms and conditions herein set out, and

WHEREAS, the City of Goldsboro, the County of Wayne, and Friends of Seymour Johnson AFB have from time to time set out to memorialize their relationship in writing, most recently both in 2014, 2022 and 2025.

NOW, THEREFORE, IT IS HEREBY MUTUALLY AGREED AS FOLLOWS:

- I. That this Agreement shall serve to restate the intent, and deliverables of the City of Goldsboro and Friends of Seymour Johnson AFB. Any references to deliverables owed by, or to, the County of Wayne are for reference only, and are subject to their own agreement.
- II. That the City of Goldsboro and the County of Wayne will each cause to be available to the Friends of Seymour Johnson AFB their City or County manager or other professional designee (hereinafter Manager/Designee) who will endeavor to attend and provide professional input to the overall direction and guidance of Friends of Seymour Johnson AFB.
- III. That the City of Goldsboro and County of Wayne will each name its duly appointed Manager to serve as an ex-officio representative of Friends of Seymour Johnson AFB, who will endeavor to attend and provide input to the overall direction and guidance of Friends of Seymour Johnson AFB.
- IV. That the City of Goldsboro and County of Wayne will, until terminated in accordance herewith, each provide financial support to Friends of Seymour Johnson AFB as follows:
 - a. Consultant Fees. Each of the City of Goldsboro and the County of Wayne will either pay directly to the appropriate consultant or reimburse Friends of Seymour Johnson AFB per the terms of the applicable agreement in place, until it expires, an agreed upon portion of approximately one- half of any and all consulting contracts approved by its Manager and

governing board. It is understood and agreed that at the time of execution of this agreement, consulting contracts have been executed calling for total monthly payments up to \$15,000.00 per month, providing for payments from the City of Goldsboro and County of Wayne of \$7,500.00 per month each. Such amount is not included in this contract and is only stated herein for reference as to other relevant existing commitments of both the City and the County.

- b. *Elected Body Liaison.* Each of the City of Goldsboro and the County of Wayne will reimburse to Friends of Seymour Johnson AFB a portion of the compensation to a local representative of Friends of Seymour Johnson AFB who is providing operational direction, administrative oversight, and consistent updates to the elected bodies of the ongoing work of the Friends of Seymour Johnson AFB and its retained consultants. The Liaison shall report to the elected bodies no less than quarterly, but as often as necessary when conditions require to keep the elected bodies abreast of communications and activities of the retained consultants. This representative shall serve pursuant to a written agreement outlining work and deliverables reasonably requiring an average time expenditure of at least 10 hours per week. At signing, this compensation commitment from the City of Goldsboro shall be \$1050.00 per month.
- c. *Administrative Support.* Each of the City of Goldsboro and the County of Wayne will reimburse to Friends of Seymour Johnson AFB a portion of expenses related to its administration needs. The City of Goldsboro will pay to Friends of Seymour Johnson AFB the sum of \$500.00 each per month for administrative assistance to Friends of Seymour Johnson AFB. It is understood and agreed that at the time of execution of this agreement, administrative support is contracted with the Chamber of Commerce of Wayne County, Inc.
- d. *Activity Support.* Each will provide financial support for activities to be organized by Friends of Seymour Johnson AFB. These activities may include but not be limited to activities with Air Combat Command (ACC) Headquarters for ACC leadership, attending the American Defense Communities (ADC) conference, activities in the Capitol area to engage Pentagon leadership, Congressional Delegates, leadership, and friends in Congress, and others important to the purposes herein set out as determined by the Board of Directors of Friends of Seymour Johnson AFB. Financial support from the City of Goldsboro shall be an annual amount of \$1,200.00. This amount will be budgeted annually but it is understood that this support may fluctuate as circumstances dictate and will be established in writing should a deviation from this amount be deemed necessary.
- e. *Incidental expenditures.* It is understood that from time to time it may become necessary for additional incidental expenditures to be incurred

for the furtherance of the interest of the parties hereto, and to that end, the City is agreeable to reimburse the same, once approved by the City Manager or as is stated below in Section X, in an amount not to exceed \$1,000.00.

- V. It is understood and agreed that the support provided in IV.B., IV.C., IV.D, and IV.E. above can be cancelled on 30 days' notice due to gross malfeasance of the recipient of said payments, or upon 90 days' notice without cause. The support for funding provided for in Section IV.A. is terminable according to the terms agreed upon in the corresponding consulting contract(s) that the Managers approve. Parties agree to make reasonable efforts to insert provisions making each consulting contract terminable with reasonable notice consistent with this Agreement.
- VI. All payments called for in Sections IV.B. through IV.E. shall be invoiced and are due quarterly on an agreed schedule commencing on July 1, 2025. The amounts called for herein shall be used in furtherance of the purposes herein described, and in total shall not exceed \$20,800.00.
- VII. Budgeted but unused funds may accumulate in the accounts of the Friends of Seymour Johnson AFB from year to year, in part to provide funds in anticipation of the increased efforts that may be necessary as deadlines for congressional actions approach.
- VIII. It is understood and agreed that Friends of Seymour Johnson AFB expects to solicit private contributions to support this effort and will host local events and engage in direct solicitation of local businesses in an effort to raise at least \$50,000.00 annually. These funds will be expended in support of the organization's efforts and will be used largely to supplement the cost of events such as those described in Section IV.D. above. It is expressly understood that some of the money raised privately may be carried over from year to year in anticipation of the increased efforts that may be necessary as deadlines for congressional action approach.
- IX. Detailed financial records regarding all expenditures of public funds by Friends of Seymour Johnson AFB shall be maintained in accordance with generally accepted accounting principles and reported to the City Manager on a quarterly basis. A copy of the budget for expenditure of the public funds will also be provided annually at the beginning of the fiscal year, which shall include a reasonable description of each budgeted expense class. The budget will be deemed approved by the City of Goldsboro unless objection is received within 14 days following delivery of the budget to the City Manager
- X. Friends of Seymour Johnson AFB agrees to create a finance committee to

oversee expenditure of the organization's public funds, which will have three voting members, and meet no less than two times annually. One seat on the finance committee shall be held by the County Manager, one seat on the finance committee shall be held by the Goldsboro City Manager, and one seat on the finance committee shall be appointed by the Board of Directors of the Friends of Seymour Johnson AFB. Within 10 business days of the execution of this contract, notice of the members selected (and their preferred method of receiving notice of a meeting) by each entity shall be sent to Ken Gerrard, Elected Body Liaison, Friends of Seymour Johnson AFB, c/o the Chamber of Commerce of Wayne County, P.O. Box 1107, Goldsboro, NC 27533. Notice of any substitution of membership on the finance committee shall be provided to said address or such other address as may be provided.

- XI. All expenditures of public funds must be approved in writing by the finance committee. Meetings of the finance committee shall require input from all members, but can be conducted via email, or other electronic means, where a reasonable record of the meeting can be generated.
- XII. Approvals of expenditures of public funds may be specific, or by advance approval of classes of expenditures. In the event that the actual cost of a publicly funded budgeted item exceeds the budget by less than \$1000, the excess may be approved in writing by joint consent of both the Goldsboro City Manager and County Manager.
- XIII. It is the expectation of the Goldsboro City Council that Friends of Seymour will engage and put forward substantive effort to resolve quality of life issues for the families of Seymour Johnson; including, but not limited to; childcare, housing, public safety, infrastructure and public education.
- XIV. The terms of this agreement shall commence on July 1, 2025 and remain in effect through June 30, 2027. Either party may cancel this Agreement with or without cause, at any time, upon thirty (30) days' notice to the other party, in writing.

The remainder of this Page is intentionally left blank.

Approved this ____ day of August, 2025.

City of Goldsboro

By: _____
Charles P. Gaylor, IV, Mayor

ATTEST:

By: _____
Laura Getz, City Clerk

Seymour Support Council, Inc.,
d/b/a/ Friends of Seymour Johnson AFB

By: _____
Henry Smith, President

This instrument has been pre-audited in the manner required by The Local Government Budget and Fiscal Control Act.

By: _____
Catherine F. Gwynn, Finance Director

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Goldsboro/Eureka/Fremont Interlocal Agreement Update

DEPARTMENT: City Manager's Office

BACKGROUND:

The Town of Fremont did not accept the agreement as proposed. The Mayor and I both discussed the matter with Fremont Mayor Yelverton. The main concern, as stated, was that Fremont may end up covering some of Eureka's costs. He stated they were aware of the contractual relationship Fremont has with Goldsboro and suggested that we ask the state or Representative John Bell for assistance.

DISCUSSION:

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

MANAGER'S RECOMMENDATION:

APPROVERS

Sakeithia Reece
Laura Getz
Matthew Livingston

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Proposal for the Development of a Water Master Plan

DEPARTMENT: Public Utilities

BACKGROUND:

The City of Goldsboro currently lacks a comprehensive Water Master Plan. Developing such a plan would yield substantial benefits, including long-term infrastructure planning, thorough condition assessments, and robust support for growth and development initiatives.

DISCUSSION:

We are collaborating with the engineering firm Withers Ravenel to facilitate the grant application on behalf of the City of Goldsboro. This esteemed firm possesses the specialized expertise and financial resources necessary for the successful development of the Water Master Plan. Partnering with Withers Ravenel will significantly enhance the city's efforts in creating a comprehensive and effective Water Master Plan.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

Staff recommends that Council adopt the attached resolution authorizing Withers Ravenell to apply for a Water Master Plan Grant and sign the necessary documents for the Plan and authorize Withers Ravenel to develop the Water Master Plan on behalf of the City of Goldsboro.

MANAGER'S RECOMMENDATION:

APPROVERS

Bert Sherman
Sakeithia Reece
Laura Getz
Matthew Livingston

RESOLUTION 2025-

RESOLUTION APPROVING THE FALL 2025 WATER SYSTEM MASTER PLAN AIA GRANT APPLICATION

WHEREAS, the City does not currently have a Water Master Plan, and the development of one would provide significant benefits. The final scope hasn't been received but some benefits to a water master plan include long-term infrastructure planning, condition assessment, growth and development support; and

WHEREAS, the City of Goldsboro has a need for and intends to conduct a study for a project described as a Water System Master Plan; and

WHEREAS, the City of Goldsboro intends to request State grant assistance for the project.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

1) That the City of Goldsboro, the Applicant, will arrange financing for all remaining costs of the project, if approved for a State loan and/or grant award.

2) That the Applicant will provide for efficient operation and maintenance of the project on completion of construction thereof.

3) That the Applicant will adopt and place into effect on or before completion of the project a schedule of fees and charges and other available funds which will provide adequate funds for proper operation, maintenance, and administration of the system and the repayment of all principal and interest on the debt.

4) That Matthew Livingston, City Manager, and Charles Gaylor IV, Mayor, the Authorized Representatives and Withers Ravenel, are hereby authorized to execute and file an application on behalf of the Applicant with the State of North Carolina for a loan and/or grant to aid in the study of or construction of the project described above.

5) That the Authorized Representative, and successors so titled, are hereby authorized and directed to furnish such information as the appropriate State agency may request in connection with such an application or the project: to make the assurances as contained above; and to execute such other documents as may be required in connection with the application.

6) That the Applicant has substantially complied or will substantially comply with all Federal, State, and local laws, rules, regulations, ordinances, and funding conditions applicable to the project and to Federal and State grants and loans pertaining thereto.

This Resolution shall be in full force and effect from and after this September 8, 2025.

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Boards and Commissions Appointments

DEPARTMENT: City Manager's Office

BACKGROUND:

There are currently several vacancies on Advisory Boards and Commissions. Citizen involvement is vital to the performance of City government. It is necessary that additional appointments be made in an effort to fill these vacancies.

DISCUSSION:

Recommendations for appointments were requested from the respective Boards and Commissions. Applications were also solicited from the public at large.

With these appointments, five positions on the Mayor's Committee for Persons with Disabilities, and one student position vacancy on the Recreation Advisory Commission remain.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

City staff recommends that Council adopt the attached Resolution appointing members to Advisory Boards and Commissions in the City of Goldsboro.

MANAGER'S RECOMMENDATION:

APPROVERS

Sakeithia Reece

Laura Getz

Matthew Livingston

RESOLUTION 2025-

RESOLUTION APPOINTING MEMBERS TO ADVISORY BOARDS AND COMMISSIONS

WHEREAS, continued involvement of citizens is vital to the performance of City government; and

WHEREAS, several members of the City's Advisory Boards and Commissions have moved, resigned, or were requested to be replaced; and

WHEREAS, the following distinguished citizens have expressed a desire to serve upon the indicated Board or Commission.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Goldsboro, North Carolina, that:

1) The following individuals are hereby appointed to the specified Boards and Commissions. The terms of the appointees shall expire on the dates indicated:

Commission on Community Relations and Development

Filling an Unexpired Term

Linda Alves

Term Expires 12-31-2027

Mayor's Committee for Persons with Disabilities

Filling an Unexpired Term

Cory Remsburg

Term Expires 12-31-2025

Lauren Wood

Term Expires 12-31-2025

This Resolution shall be in full force and effect from and after this September 8, 2025.

Charles Gaylor, IV
Mayor

Attested by:

Laura Getz
City Clerk

**CITY OF GOLDSBORO
AGENDA MEMORANDUM
SEPTEMBER 8, 2025 CITY COUNCIL MEETING**

TITLE: Council Meeting Safety Measures Discussion

DEPARTMENT: City Manager's Office

BACKGROUND:

This item has been a concern for the city under past city administrations and managers and staff is revisiting the matter per the request of Council members. The essential concern is public safety. Our Safety/Risk Manager will provide a briefing on recommendations he is making to enhance safety and security. His recommendations are included in the memo that the City Manager drafted for your review and consideration. We request that you review those recommendations and provide input as to the proposed recommendations.

DISCUSSION:

As it presently stands, there are no guardrails in place to stop anyone walking into our public meetings carrying a book bag with a loaded weapon and opening fire on the public, staff or elected officials. As aware, the topic matters we deal with are sensitive, emotionally charged issues and council decisions can result in highly disgruntled citizens who can possibly take matters to the extreme. In general, security matters or concerns were not a significant topic many years ago. That is largely because the world was considered safer and violent incidents in public spaces were rare. However, we all know that over the past 25–30 years violence has dramatically risen such that buildings, schools and other public spaces designed today incorporate safety features as a standard part of their design.

BUDGET RELATIONSHIP:

STRATEGIC PLAN RELATIONSHIP:

STAFF RECOMMENDATION:

Seeking guidance from City Council on any future security measures, equipment or emergency protocols.

MANAGER'S RECOMMENDATION:

Discuss and determine the best way ahead to properly safeguard the building.

APPROVERS

Sakeithia Reece
Laura Getz

Matthew Livingston

August 25th 2025

Mayor and Council:

Several months ago, city council requested staff evaluate options to help enhance the security during city council meetings. I assigned this task to our city safety Officer, Robin Gurgainus. To incorporate greater security measures, and safeguard the public and elected officials the following actions have been taken.

1. **Cameras Installed** – Security cameras *have been* installed in the City Hall parking lot to provide increased surveillance and monitoring.
2. **Reserved Parking Signage** – Signs have been ordered and will be installed to designate reserved parking spaces specifically for City Council members in the City Hall parking lot. This will allow city council members direct access to the back elevators which shall be reserved for their use.
3. **Parking Lot Security** – A police officer will be stationed in the City Hall parking lot prior to and immediately following each City Council meeting to provide visibility and ensure safety.
4. **Chamber Security** – Two police officers will be assigned to the City Council Chambers during all meetings. Those officers will also be charged with escorting city council members to their vehicles.

In addition, staff continue to explore funding options.

- **NC League of Municipalities:** The City of Goldsboro is not a participant in the Risk Consultant Program; therefore, Matt Reid confirmed he cannot provide assistance with grants or funding.
- **NC Homeland Security:** Funds have already been allocated for 2025. Will follow up after September regarding potential eligibility for 2026 funding opportunities.
- **Metal Detectors:** Researched several models ranging in price from budget-friendly to high-end. Staffing remains the primary challenge.
 - Chief West estimated staffing two entrances would require approximately four individuals.
 - An alternative option is hiring a private security firm to manage this during City Council meeting nights (pricing not yet researched).

Recommendations & Next Steps:

1. **Pursue Funding:** Continue working with NC Homeland Security for 2026 opportunities and monitor other state/federal security grant programs.
2. **Cost Analysis:** Obtain estimates for both:
 - Metal detectors (equipment + staffing costs)
 - Contracting a private security firm for Council meeting nights
3. **Short-Term Measures:**
 - Consolidate to one controlled entrance for the public during Council meetings. The entranceway for the general public would be the current city hall main entrance. Additional staffing may be needed to staff the front desk during council meetings.
4. **Long-Term Planning:** Prepare a security proposal for Council consideration once funding and cost estimates are clearer (anticipated late 2025).
5. **Implement a book bag policy:** Staff will draft a no book bag policy to prevent individuals from carrying concealed items that could be of danger to the public and city council and staff.
6. Staff will be bringing this matter before the council for further discussion in the meantime, research will continue for grant and other funding opportunities, additional updates will be provided as new information becomes available.

I look forward to your input on this matter and any comments or recommendations you may have.

Sincerely,

Matthew S. Livingston
City Manager