GOLDSBORO CITY COUNCIL
SPECIAL MEETING AGENDA
THURSDAY, JANUARY 18, 2024

5:30 P.M. – GOLDSBORO EVENT CENTER, 1501 S. SLOCUMB STREET

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

   I.   **CALL TO ORDER**

  II.   **ROLL CALL**

 III.   **ADOPTION OF THE AGENDA**

 IV.   **CITY STRATEGIC PLAN REVIEW**

  V.   **DISCUSS GROUP DYNAMICS AND EXPECTATIONS**
- Group Dynamics and the Tuckman Model
- "10 Habits of Highly Effective Boards"
- Roles and Expectations

 VI.   **VISION AND PRIORITIZATION SESSION**

VII.   **ADJOURN**

TO: GOLDSBORO CITY COUNCIL

FROM: CHARLES GAYLOR, IV, MAYOR

RE: SPECIAL MEETING CALLED

A Special Meeting is called for the Goldsboro City Council on Thursday, January 18, 2024 at 5:30 p.m. in the Large Conference Room, City Hall Addition, 200 North Center Street, Goldsboro, North Carolina.

The purpose of the meeting is to review the City Strategic Plan, discuss group dynamics and expectations, and identify Council priorities.

This the 8th day of January 2024.

Charles Gaylor, IV
Mayor

SPECIAL MEETING

NOTICE

OFFICE OF THE CITY CLERK
GOLDSBORO, NORTH CAROLINA

Notice is hereby given that the Goldsboro City Council will hold a Special Meeting on Thursday, January 18, 2024 at 5:30 p.m. The meeting will take place in the Large Conference Room, City Hall Addition, 200 North Center Street, Goldsboro, NC 27530.

The purpose of the meeting is to review the City Strategic Plan, discuss group dynamics and expectations, and identify Council priorities.

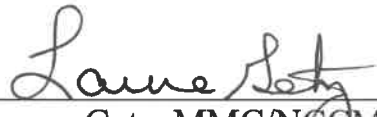This the 8th day of January 2024.

Laura Getz, MMC/NCCMC
City Clerk

REVISED
SPECIAL MEETING
NOTICE

OFFICE OF THE CITY CLERK
GOLDSBORO, NORTH CAROLINA

Notice is hereby given that the Goldsboro City Council will hold a Special Meeting on Thursday, January 18, 2024 at 5:30 p.m. The meeting location has changed and will be held at the Goldsboro Event Center, 1501 S. Slocumb Street, Goldsboro NC.

The purpose of the meeting is to review the City Strategic Plan, discuss group dynamics and expectations, and identify Council priorities.

This the 9th day of January 2024.

Laura Getz, MMC/NCCMC
City Clerk

2024 Strategic Plan - Planning Session

January 18, 2024

Octavius Murphy, Assistant to the
City Manager

5 Strategic Plan Questions

1. What is a Strategic Plan?

2. Who establishes the City's Strategic Plan Goals?

3. What is the difference between a Strategic Plan and a Strategic Plan Dashboard?

4. How often do you update the City's Strategic Plan Goals?

5. What are the next steps for the City's Strategic Plan Dashboard?

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INTRODUCTION

Foundation

Guiding Principles

Development

Implementation

Next Steps

Setting the Standards

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FOUNDATION
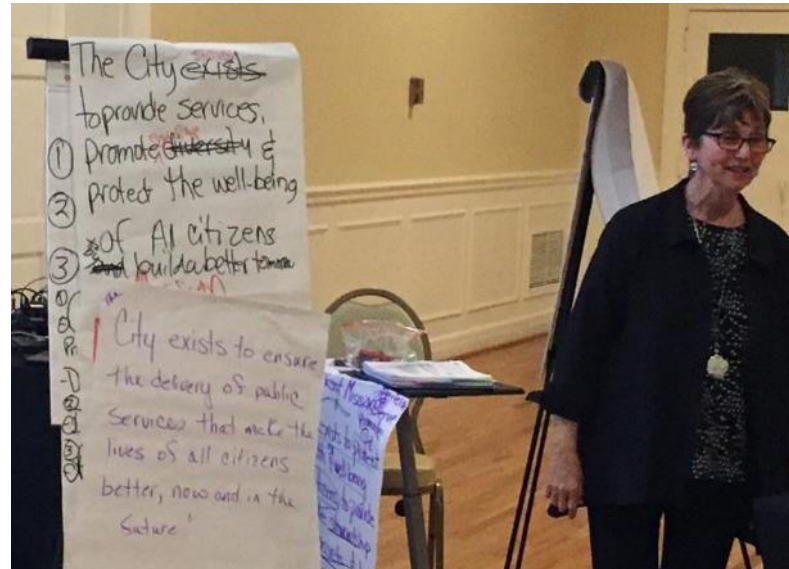
GUIDING PRINCIPLES

VISION STATEMENT

An extraordinary, diverse experience.

MISSION STATEMENT- REVISED IN 2020

The City provides services, promotes equality, and protects the well-being of all residents and citizens to enhance our quality of life every day.

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VALUES

- Professionalism
- Integrity
- Customer-focused

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DEVELOPMENT

GOALS #1 OBJECTIVES – 2017 RETREAT

Model For Excellence In Government

Transparent, quality services, workforce longevity, accessibility, fiscal stability.

Objectives:

- Provide customer-focused service

- Attract, develop and retain an exceptional and diverse workforce

- Engage citizens in all public processes

- Elevate Goldsboro's image

Model For Excellence In Government
Transparent, quality services, workforce longevity, accessibility, fiscal stability.

Initiatives:
- Develop and implement consistent customer service standards, training and evaluation organization-wide

- Create a robust communication department to deliver information to the public

- Examine opportunities for "Grow Goldsboro" core principles to be integrated into policies and practices

GOAL #2 OBJECTIVES – 2017 RETREAT

Safe & Secure Community

Healthy environment, engaged youth, trustworthy community that fosters kindness and good deeds.

Objectives:

- Engage youth to promote positive outcomes
- Build community trust
- Reduce drug related activity
- Provide holistic/comprehensive solutions to complex issues

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Safe & Secure Community

Healthy environment, engaged youth, trustworthy community that fosters kindness and good deeds.

Initiatives:

- Inventory and prioritize existing human service programs by category (Seniors, Youth, etc.)

- Evaluate youth programs for results

- Coordinate comprehensive programming designed to positively influence at-risk youth

- Engage the community through on-going efforts delivered through partnership with City and County

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GOALS #3 OBJECTIVES – 2017 RETREAT

Strong & Diverse Economy

Holistic, innovative, job preparedness, equitable opportunities, quality facilities and infrastructure.

Objectives:

- Develop a strategic approach for economic development that promotes the long-term vision for the City

- Provide tools to support and grow large and small businesses and entrepreneurs

- Make Goldsboro industry ready by providing an innovative and lasting infrastructure

Strong & Diverse Economy

Holistic, innovative, job preparedness, equitable opportunities, quality facilities and infrastructure.

Initiatives:

- Develop incentive package to attract new employers

- Streamline requirements for starting and operating a business

- Support local business community

- Evaluate the City's needs and capacity for economic development

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GOALS #4 OBJECTIVES – 2017 RETREAT

Exceptional Quality of Life

Clean, sustainable, active lifestyle, diverse cultural experiences.

Objectives:

- Build thriving livable neighborhoods by providing a mix of housing options to meet community needs

- Create a distinctive sense of place

- Develop, promote and provide access to leisure activities and amenities

- Provide opportunities for life-long learning

Exceptional Quality of Life

Clean, sustainable, active lifestyle, diverse cultural experiences.

Initiatives:

- Create a housing stakeholders task force to develop a plan that addresses housing impacts and needs

- Inventory/prioritize areas that negatively influence visitors and residents due to appearance and cleanliness

- Create a plan to examine existing leisure assets and address the City's needs to become a happier place to live and to visit

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GOALS #4 OBJECTIVES – 2017 RETREAT

Racial & Cultural Harmony

Multi-cultural education, inclusive environment, social equities, engagement.

Objectives:

- Promote an unbiased social environment for cultural awareness and sensitivity
- Advocate for diverse membership on Boards and Commissions
- Engage the community in diversity and cultural activities and differences

GOAL #5 INITIATIVES – 2017 RETREAT

Racial & Cultural Harmony

Multi-cultural education, inclusive environment, social equities, engagement.

Initiatives:

- Create and implement a 3-year multi-layer community engagement plan

- Provide annual cultural diversity and sensitivity training for all city employees

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Implementation starts with…

- Aligning goals/metrics with job performance.

- Performance Measures (track and measure results).

- Building Better Relationships (**Requires Leadership**).

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2021 Implementation

- Established achievable targets
- Started tracking metric trends/outcomes.
- Approval/Mayor & Council
- Tie Ins:
  - ➢ Budget – Performance Measures.
  - ➢ New Employee Orientation.
  - ➢ Community Engagement – survey.

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2017 MEASURABLES

The Qualities Of A Good Strategic Measure

Quantifiable: Making sure your measures are objective (based on statistical fact) and not subjective (based on instinct or "gut feel") is critical.

Understandable: It should take someone in the organization less than a second to understand how you've performed on a measure and less than 10 seconds to understand the analysis or recommendations. Easy-to-read charts and graphs that can be quickly consumed are key for this.

Actionable: You don't want to choose measures you can't impact. It's important that your employees feel they can influence the measure through normal work or specific projects you put in place.

Repeatable: You don't want the measure to be useful only once. You should be able to track progress on the measure over time so you can analyze critical trends. If you look at a slightly different measure each month, you will not be able to chart it.

Timely: At the very least, strategic measures should be looked at annually, and at the most, monthly. Any time frame longer than that makes it difficult to tie the measure in with your strategic plan.

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Set the Standard

Think LEADERSHIP! **Leadership** refers to an individual's ability to influence, motivate, and enable others to contribute toward organizational success. **Management** consists of controlling a group or a set of entities to accomplish a goal. Influence and inspiration separate **leaders** from **managers**.

CMO belief system:

• Put others first.

• Hire individuals you can trust.

• Create a Vision - Develop a Plan.

• Inspect what you expect.

• Respect others.

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THE STANDARD

Vision: An exceptionally diverse experience
Mission: The City provides services, promotes equality, and protects the well-being of all residents and visitors to enhance our quality of life every day
Values: Professionalism, Integrity, Customer Focus
Goals: Established by Council to achieve identified objectives

Model for Excellence in Government

Safe & Secure Community

Strong & Diverse Economy

Exceptional Quality of Life

Racial & Cultural Harmony

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CURRENT: Strategic Plan Dashboard Metric Template

1. Metric Definition
2. Target Definition
3. Organizational Effect
4. Target Data
5. Significance

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Water Quality

Metric Definition:
The percentage of time the City meets all federal and state drinking water standards. The City measures its compliance relative to primary maximum contaminate levels and treatment techniques. The indicator is calculated on a rolling annual basis as follows: Percent of Drinking Water in Compliance = # of days City was in full compliance with all applicable regulations / 365.

Target Definition:
The "Target" is 100%; "Close to Target" is greater than 99.5%; anything less "Needs Improvement".

Organizational Effect:
The City of Goldsboro makes every effort to provide safe potable water. On a daily basis, the water plant staff runs bacteriological and other laboratory analyses on the drinking water before it is sent to our customers. Through this monitoring process, the City can assure its water customers that the water supply meets all National Drinking Water Regulations.

Target Data:
The Public Utilities Department defines the targets; Water Treatment Plant (WTP) staff collect numerous samples daily to monitor the quality of the water.

Significance:
The City of Goldsboro strives to meet all National Drinking Water Quality Standards and regulatory requirements through its treatment processes. In the event a regulatory sample exceeds the action level, the North Carolina Department of Environmental Quality will be notified and water customer notification and guidance will follow per state guidelines.

100%	100%	100%	Feb 2021
Previous	**Actual**	**Target**	**As Of Date**

Status — On Target

5 Strategic Plan Questions

1. What is a Strategic Plan?
   a) It is the process by which city leaders use to prioritize initiatives (roadmap).
   b) A big-picture document directing efforts and resources toward a clearly defined mission and vision.

2. Who establishes the City's Strategic Plan Goals?
   a) The City Council

3. What is the difference between a Strategic Plan and a Strategic Plan Dashboard?
   a) The Strategic Plan is the roadmap; the Strategic Plan Dashboard is the business tool you use to track and measure outcomes.

4. How often do you update the City's Strategic Plan Goals?
   a) As determined by Council.

5. What are the next steps for the City's Strategic Plan Dashboard?
   a) Review and prioritize metrics.

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SAFE AND SECURE COMMUNITY:

- Create a Safer Community Together – Durham
- Safe, Vibrant & Healthy Community – Raleigh
- Community: Safe & Secure – Sugarland

STRONG AND DIVERSED ECONOMY:

- Shared Economic Prosperity – Durham
- Economic Development & Innovation – Raleigh
- Economy: Thriving & Vibrant – Sugarland

EXCEPTIONAL QUALITY OF LIFE:

- Thriving & Vibrant Environment
- Growth & Natural Resources
- Culture: Dynamic & Fun – Sugarland

RACIAL AND CULTURAL HARMONY:

- Connected, Engaged, and Inclusive Communities
- Arts & Cultural Resources - Raleigh
- People: Welcoming & Engaged – Sugarland

MODEL OF EXCELLANCE IN GOVERNMENT:

- Innovative and High Performing Organization – Durham
- Organizational Excellence – Raleigh
- Government: Respected & Influential - Sugarland

FINANCE

TRANSPORTATION

ARTS & CULTURAL RESOURCES

INFRASTRUCTURE

Group Dynamics Tuckman Model and why it should matter to us

Matthew S. Livingston, ICMA, AICP

January 18, 2024

Creating Successful Groups and Committees in a dynamic world

A look at how groups develop and ways you can lay the foundation for a group to accomplish its purpose

What is a Group?

"A number of persons or things regarded as forming a unit on account of any kind of mutual or common relation or classified together on account of a common degree of similarity."

Oxford English Dictionary, 1989

Successful Groups Balance…

Group maintenance
(harmony within the group)

Individual Needs

Task (job to be Done)

Tuckman's Model: The Five Stages of Group Development

Form

Storm

Norm

Perform

Adjourn
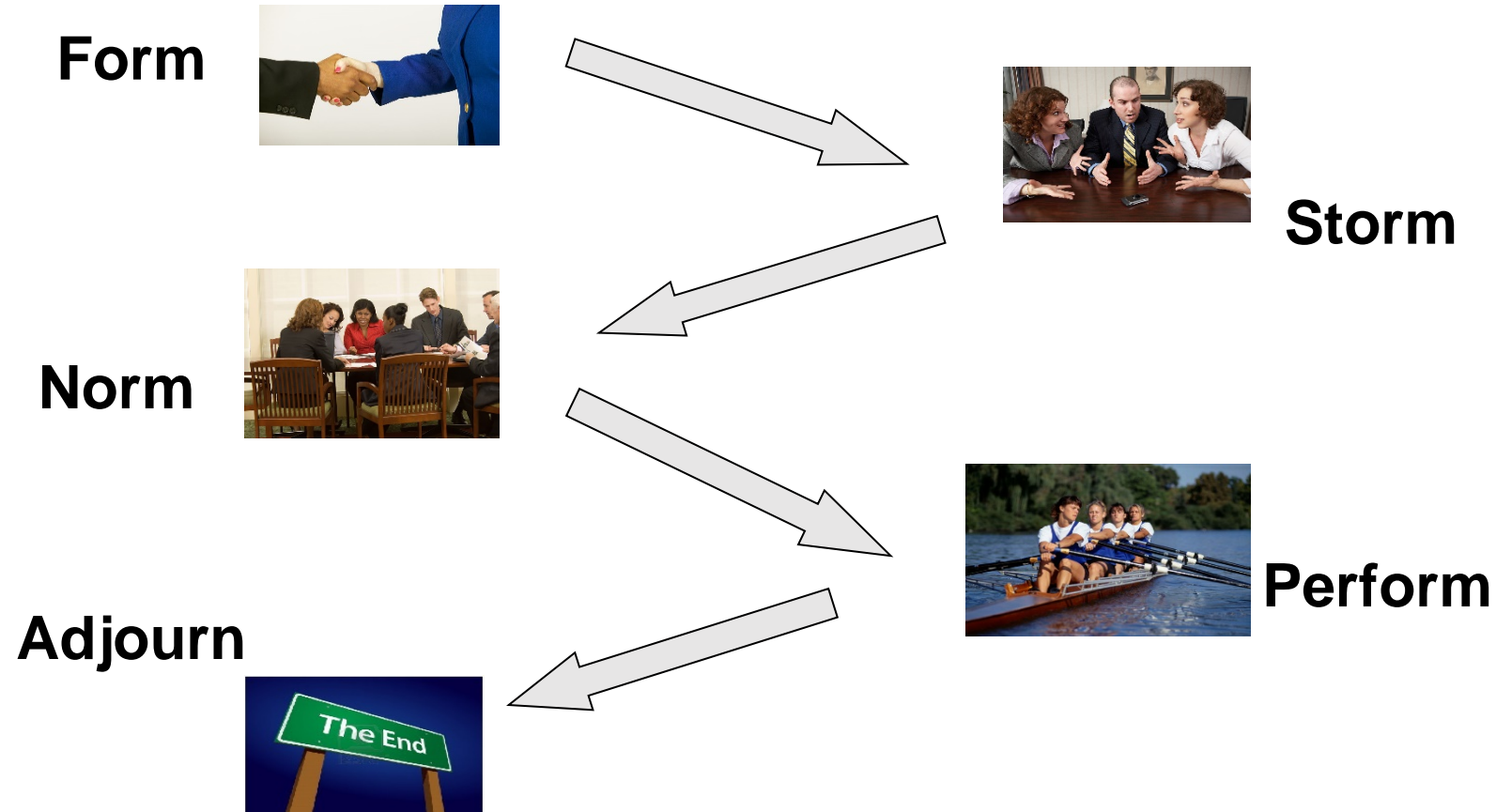
Forming

- Task: orientation

- Concern: inclusion

- Key characteristics: tentative, cautious, low risk-taking, intellectualizing, play down differences

- Steps to take: introduce members, define and structure group, set goals, build trust by establishing norms and agreeing to roles and responsibilities

Storming

- Task: Organization

- Concern: Control

- Key characteristics: expressed differences, defensiveness, hostility, low tolerance, impatience, bickering, self-interests

- Steps to take: enforce agreed-upon norms, encourage trusting & trustworthy behaviors

Norming

- Task: Communication

- Concern: Openness

- Key characteristics: patching up conflicts, confiding in each other, sharing problems, recognizing differences, sense of cohesiveness

- Steps to take: help members "own" the group's goals and procedures, maintain safety to encourage openness

Performing

- Task: Collaboration

- Concern: Success

- Key characteristics: mature, flexible, high trust, candor, value differences, full exploration of ideas

- Steps to take: Provide resources, step in when needed to keep group together

Adjourning

- Task: Letting go

- Concern: Future

- Key characteristics: sense of accomplishment, celebration, affection, tying up loose ends, recognition, sense of loss

- Steps to take: help group celebrate and mark the ending, assist members in moving on to other groups

One More Thing. . .

Every time someone new enters a
group or a member leaves, the group
changes. In effect it becomes a new
group -- the development cycle starts
all over again.

Needs of the Individual

- Checking out

- Checking in

- Eliciting feedback

- Addressing concerns

- Situational or personal causes

It's All a Matter of Balance

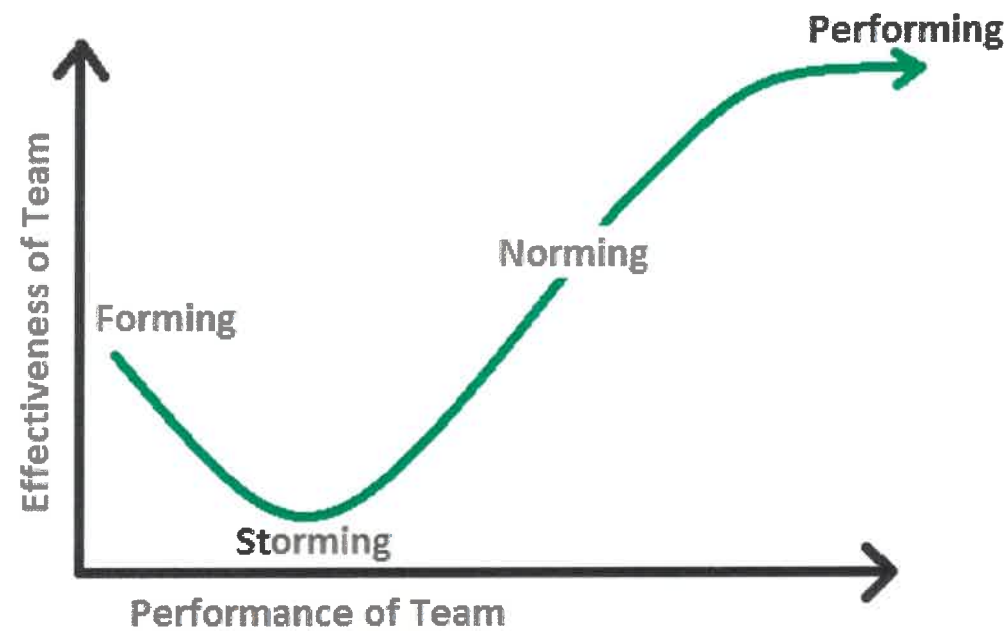Group maintenance (harmony within the group)

Individual Needs

Task (job to be done)

The End

Questions, Comments, Concerns or Final thoughts

Tuckman's Team & Group Development Model

10 Habits of Highly Effective Councils

January 18th, 2024

Assistant City Manager,
Matthew S. Livingston

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THINK & ACT STRATEGICALLY

- ■ **Council is not simply a policy making body**
  - City Council and their administrative bodies must accept responsibility for shaping the future vision of their communities while meeting the challenges that must be addressed through decisive leadership, shared vision and common goals and objectives
- ■ **Strategic leadership is always forward looking**
  - Starts with a vision and evolves into a definition of the strategic issues that must be mastered to achieve the vision
- ■ **Development of long-range goals is essential**
  - Goals should address strategic issues to meet future vision providing context for decision making and the budgetary basis for successful implementation
- ■ **Important Issues decided at local level**
  - Polls have consistently shown that citizens want local government to decide the issues that are important to them.

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Understanding & Commitment to Teamwork

- Sense of purpose and pride

- Clearly understood roles and relationships that unite individual talents and capacities to achieve team performance

- Integration of members who have basic technical, interpersonal, and decision-making competence

- Commitment to team success and performance excellence

- Climate of trust, openness, and mutual respect

- Clear standards of success and performance excellence

- Provide the support, resources, and recognition to achieve success

- Strive to maintain principled and disciplined leadership

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MASTER SMALL GROUP DECISION MAKING

An Effective Small Group

Interpersonal Skills
The ability to work well with others

Task Skills
Knowledge to do the job

Rational Skills
Ability to deal with issues and problems rationally

- Listening and Understanding views of others
- Constructively confronting and resolving differences
- Supporting others & showing respect
- Active participation in discussions
- Taking "time outs" to discuss how well group members interact

- Knowing the form and role of the organization
- Knowing laws, policies, and procedures
- Showing civility and good manners
- Using professional and technical knowledge

- Selecting, prioritizing the issues to be addressed
- Analyzing issues and related facts
- Identifying objectives & outcomes
- Considering alternative strategies and courses of action
- Assessing obstacles and consequences
- Reaching consensus decisions
- Evaluating and following up

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ESTABLISH & ABIDE BY A COUNCIL-STAFF PARTNERSHIP

- *In the Council Manager form of Government, the lines are often blurred between form and function the key is communication and teamwork!*

- For example, while a City Council does set policy it is mostly done in coordination and or often upon recommendation of staff who act as policy advisors

- While the Manager is responsible for day-to-day management and hiring or firing of employees, he or she will often seek input and or request council assistance with major high-level hires such as Chief of Police.

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Systematic Evaluation of Policy Implementation

- Highly effective Councils expect periodic feedback on policy results and on possible policy amendments

- Feedback is helpful in understanding policy effect versus intent and can be provided through progress reports, status memos or monthly reports as needed.

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Allocate Council Time and Energy appropriately

■ There are four council settings or arenas, and each must be appreciated for its purpose and for its contribution to a councils effectiveness they are:

- Goal Setting (retreats etc.)

- Exploration and analysis (Special sessions or Work-sessions)

- Disposition/legislation (Regular public meetings)

- Community relations (interactions with constituents and other agencies)

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Set Clear Rules & Procedures for Council Meetings

■ Respect other Council members time, thoughts and opinions

■ Agree to disagree in a respectful manner (refrain from personal attacks)

■ Keep the needs of the Council and community first above self interests.

■ Prepare for meetings by keeping and staying informed on meeting agenda items discuss issues in advance of meetings.

■ Use the staff and manager and ask questions ideally in advance if you are uncertain of the facts or request being made

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Evaluation of Council Performance

■ High performing bodies want to know how they are collectively doing

■ Constituent feedback is critical in understanding whether the Council is effectively addressing issues.

■ Public comments or phone calls a Council member receives are typically not accurate reflections of the entire communities sentiments on issues

■ Highly effective boards use tools such as focus groups, surveys and questionaires

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Continuous Learning and Development as a Leader

■ Highly effective Councils continuously learn as Councils and as individual leaders they seek out training, attend workshops constantly broadening their understanding of various issues and facts

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