

CITY OF GOLDSBORO STRATEGIC PLAN



FOREWORD

The City of Goldsboro's Strategic Plan identifies the most significant measures to accomplish the Vision, Mission, Values and Goals established by our elected officials.



To set the standard for public service in North Carolina, City staff determined performance targets for employees to continually improve the effectiveness and efficiency of our services.

You can help by reviewing this document and contributing to the successful actions that are necessary to achieve the desired results. We will track our progress in a transparent and accountable way on the Goal-Measures Dashboard located on the City's website. Your input is valued.

I want to thank our city officials and employees for developing this plan and their efforts to accomplish it for our residents and visitors.

MATT LIVINGSTON
CITY MANAGER

VISION | MISSION | GOALS | VALUES

During the City Council retreat in 2017, the Mayor and Council developed the City's vision, mission and goals. During the City Council retreat in 2020, the City's vision and mission were slightly modified and the goals were confirmed. The vision statement captures what we want our future to be. The mission statement identifies the fundamental tasks and purpose for what we do. The goals form the foundation for action to achieve identified objectives. Each employee is to demonstrate the city's values while serving the residents and visitors of Goldsboro. These guiding principles are important tools for our City government direction and assessing progress.



MISSION STATEMENT

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

VISION STATEMENT

An extraordinary, diverse experience.

GOALS

Safe and Secure Community
Strong and Diverse Economy
Exceptional Quality of Life
Racial and Cultural Harmony
Model for Excellence in Government

VALUES

Professionalism — We work with the guiding belief that competence, resourcefulness and courtesy will exceed expectations.

Integrity — We act honestly, morally, ethically and reliably to serve and represent our community.

Customer-focused — We listen to resolve issues, respond timely and ensure citizens' satisfaction first.



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PERFORMANCE EVALUATION METHODOLOGY

To set the standard for public service in N.C., we have to know: where we are; where we are going; how we are going to get there; and how we know when we have arrived. The target evaluation methodology within this document is intended to provide the important information necessary to evaluate performance. For each goal measure, a status summarizes the comparison of recent performance against the target.

STATUS DEFINITIONS

On Target

- A **green** status indicator means the performance result is on target.

Close to Target

- An **amber** status indicator means the performance result is close to the target.

Needs Improvement

- A **red** status indicator means the performance result is well below its target and needs improvement.

Target Pending

- A **blue** status indicator means the performance result is pending final result.

SAFE AND SECURE COMMUNITY



SAFE AND SECURE COMMUNITY

Crime Rate

Metric Definition:

The number of Part I Crimes per 1,000 people. Part I Crimes include Crimes Against Persons (Homicide, Aggravated Assault, Rape (not included in the NC rate until 2019) and Crimes Against Property (Robbery, Burglary, Larceny, Motor Vehicle Theft, and Arson).

Target Definition:

The "Target" is less than the average for NC municipalities of comparable population size (25,000-49,999); "Close to Target" is within 25% of the average; anything else "Needs Improvement."

Organizational Effect:

CALEA accreditation reflects the professionalism and accountability of the Goldsboro Police Department. However, staffing remains a critical factor in reducing crime and maintaining proactive policing. To address this, the City has made significant investments in officer compensation, including increases to starting pay, structured step raises at key service milestones, and a recent cost-of-living adjustment. These efforts aim to attract and retain qualified officers in a competitive hiring environment. The department has also expanded its use of technology to enhance efficiency and effectiveness. Recent investments include tools for real-time gunfire detection, crime analysis, mobile field reporting, automated license plate recognition, aerial surveillance, and evidence-based policing strategies. These tools support faster response times, better resource deployment, and improved case outcomes.

Target Data:

The GPD defines the targets and reports the data to the FBI National Incident-Based Reporting System (NIBRS) database and uses US Census Bureau population data to determine the annual crime rate.

Significance:

The City of Goldsboro remains committed to providing a safe and secure community. From 2016 to 2021, the city experienced six consecutive years of declining crime. Although crime increased in both 2022 and 2023, it declined again in 2024 and continues to trend downward year-to-date in 2025. A focused effort on retaining and attracting qualified GPD personnel—combined with the implementation of new technology and the modernization of existing equipment—is essential to sustaining these improvements and further reducing crime.



SAFE AND SECURE COMMUNITY

Part I Crime Rate Cleared (Violent and Property)

Metric Definition:

The percentage of the Part I Crimes reported to the Goldsboro Police Department (GPD) that are cleared by the officers and/or investigators on an annual basis. Crimes are categorized as Violent (Homicide, Forcible Rape, Robbery, and Aggravated Assault) and Property (Burglary, Larceny, Motor Vehicle Theft, and Arson).

Target Definition:

The "Target" is defined as a clearance rate greater than the national average for U.S. municipalities with a comparable population size (25,000 – 49,999 residents). The national average clearance rate is currently 42.8% for violent crimes and 15.3% for property crimes.

- A clearance rate within 15% of the national average is considered "Close to Target".
- Anything below that range is classified as "Needs Improvement".

Organizational Effect:

The GPD has enhanced its investigative capabilities through investments in forensic technology, data-driven deployment tools, and case management systems. The department has expanded its crime scene unit with civilian technicians, restructured investigative operations for greater efficiency, and aligned efforts with national accreditation standards. These initiatives, along with continued investment in officer recruitment and retention, have contributed to improved case resolution through both arrest and exceptional clearance.

Target Data:

The GPD defines performance targets and compiles clearance rate data in coordination with state and national benchmarks. This data is sourced from the State Bureau of Investigations (SBI) and the Federal Bureau of Investigations (FBI), which publish annual crime statistics used to evaluate department performance.

Significance:

Solving and ultimately preventing crime is a core objective of the GPD. We have a responsibility to victims to make every effort to reach a legal resolution and closure. The clearance rate serves as a key performance measure, guiding both investigative and crime prevention strategies. GPD's clearance rate is currently near average for property crimes but below target for violent crimes, highlighting areas of both progress and continued focus.



SAFE AND SECURE COMMUNITY

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. Current outcomes are based on data as of FY 2024-2025.

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.



SAFE AND SECURE COMMUNITY

Fire Cause Determination

Metric Definition:

The percent of incidents where the fire cause is determined.

Target Definition:

The "Target" is greater than the UNC SoG Benchmark Study average; "Close to Target" is within 10% of the average; anything else "Needs Improvement."

Organizational Effect:

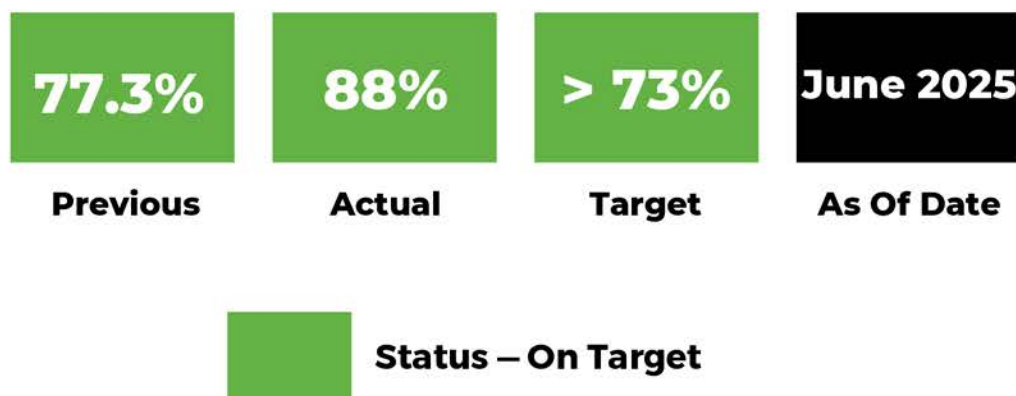
The Goldsboro Fire Department (GFD) strives to meet and or exceed all local, state, federal, and professional standards. The department's goal is to transition the part-time inspector position to full-time. This will allow the Fire Marshal to focus on fire cause determination. Additional funding has been obtained that will allow for entry and advanced level training. The ability or inability to determine fire cause can assist in determining if additional personnel, training, and or public education programming is needed.

Target Data:

The GFD defines the targets and reports all call and response information into a National Fire Incident Response System (NFIRS) compliant records management system (FireHouse) for analysis on a monthly basis.

Significance:

By measuring against the benchmark, the GFD is able to determine the effectiveness of our fire investigation efforts. The ability/inability to determine origin and cause is essential for the identification of trends, prosecution of criminals, and providing a safe environment in the community. This data is based on calendar year reporting.



SAFE AND SECURE COMMUNITY

Fire Code Violations Cleared

Metric Definition:

Percentage of Code Violations Cleared within 90 days. Clearance refers to either correction or imposition of a fine.

Target Definition:

The "Target" is greater than the UNC SOG Benchmark Study average; "Close to Target" is within 5% of the average; anything else "Needs Improvement."

Organizational Effect:

The Goldsboro Fire Department (GFD) strives to meet and or exceed all local, state, federal, and professional performance standards. The GFD has increased the inspection requirements, the goal is to transition the part-time inspector to a full-time position to assist with all aspects of fire inspection/prevention programming. The transition to a full-time position will enhance the GFD's ability to clear violations and directly contributes to the safety and security of all citizens, members, and guests. Data for FY2023-2024 is not available.

Target Data:

The GFD defines the targets and reports all call and inspection information into a National Fire Incident Response System (NFIRS) compliant records management system (FireHouse) on a daily basis. The target data is updated monthly.

Significance:

An effective program is one wherein the identified violations are corrected in an expeditious manner. This enhances the safety for all. This data is based on calendar year.



 **Status – Pending**

SAFE AND SECURE COMMUNITY

Fire Full Response

Metric Definition:

The percentage of time a full complement of fire trucks and personnel arrive on the scene of a structural fire emergency within 8 minutes per National Fire Protection Association (NFPA) standards.

Target Definition:

The "Target" is greater than the UNC SOG Benchmark Study average; "Close to Target" is within 5% of the average; anything else "Needs Improvement."

Organizational Effect:

The Goldsboro Fire Department (GFD) strives to meet and or exceed all local, state, federal, and professional response standards. Assets are strategically placed across the city to promote rapid response to emergencies. The ability or inability to meet the "full response" standard can provide information that can be used to validate station locations, expose poor operational procedures, or justify additional personnel.

Target Data:

The GFD defines the targets and reports all call and response information into a National Fire Incident Response System (NFIRS) compliant records management system (FireHouse). The target data is updated on a monthly basis.

Significance:

By measuring against the benchmark, the GFD is able to determine the effectiveness in providing adequate resources to our citizens on a consistent basis. The presence of an adequate response assignment enhances incident safety and capabilities. This data is based on calendar year.



STRONG AND DIVERSE ECONOMY



STRONG AND DIVERSE ECONOMY

Economic Impact of Paramount Arts Activity

Metric Definition:

Total revenue of Paramount Theatre programming in comparison to its cost of operations.

Target Definition:

The "Target" is greater than a 2 to 1 match, or 200%; "Close to Target" is 1.5:1, or 150%; "Needs Improvement" is anything less. (better targets may be established by comparing with AEP community peers)

Organizational Effect:

As a municipal performing arts venue, the value of Paramount Theatre programming includes cultural enrichment, quality of life, promotion of racial and cultural harmony, as well as the moral, mental, and emotional growth of participants. This metric expresses the Paramount's total economic impact relative to cost of operation. Understanding the larger financial impact allows citizens, elected officials, and stakeholders to establish appropriate budgets for projected expenses and revenue.

Target Data:

The Paramount Theatre Director inputs budgetary data into a Nobel Prize-winning formula developed by Americans for the Arts, and track this metric annually. Data includes: Paramount earned revenue (admissions, rentals, sponsorships, concession and merchandise sales), sales tax revenue (Paramount and related businesses), and other revenue (grants and in-kind contributions from public and private sources); operating expenditures (payroll/benefits, purchases of goods and services, artist payments, programming costs, facility and utilities expenses, overhead/administration).

Significance:

The results demonstrate that full economic impact of the Paramount's Performing Arts Series, film showings, and extensive community activity, trends well above the total cost of operations, and is significantly greater than dollar-for-dollar cost recovery alone. Tracking this metric provides insight into the mid-term and long-term efficacy of the public investment in arts and culture.



STRONG AND DIVERSE ECONOMY

Development Applications Processed

Metric Definition:

The percent of site plan and subdivision development applications that are completely processed within 35 days (subject to council and/or staff approval).

Target Definition:

The "Target" is 100%; "Close To Target" is greater than 80%; anything less "Needs Improvement."

Organizational Effect:

The City prides itself on ensuring projects are handled in a professional, timely, consistent, and accurate manner with the use of Plan Review Software and Qualified Staff to streamline the review process.

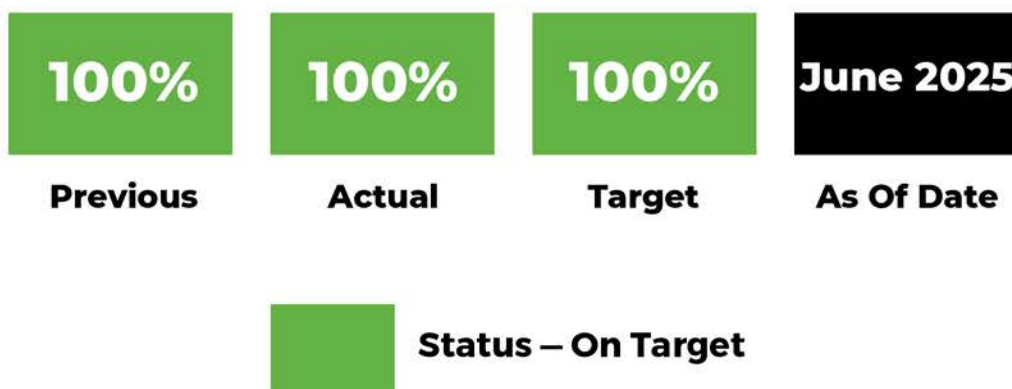
Target Data:

The Planning Department defines the targets and tracks the number of site and subdivision plans submitted on a monthly basis using Energov Plan Review Software.

* City Council adopted a new land use law, Chapter 160D, in July of 2021. As a result, site plans and subdivisions are no longer required to be approved by City Council unless required to do so by ordinance

Significance:

The Planning Department is dedicated to streamlining and consolidating the development review process to ensure projects succeed within the confines of adopted rules and regulations. Project review time is critical to economic growth within the City.



STRONG AND DIVERSE ECONOMY

Downtown Infrastructure Return On Investment

Metric Definition:

The amount of investment in Downtown Goldsboro infrastructure from other funding sources (i.e. County, State, Federal, and Private) in comparison to City funded investment (e.g. Streetscape, Public Safety Complex, Paramount, Union Station).

Target Definition:

The "Target" is greater than a 2 to 1 match, or 200%; "Close to Target" is greater than 1:1, or 100%; anything less "Needs Improvement."

Organizational Effect:

Since 2013, the City has leveraged its Downtown Master Plan and has invested \$12M to attract \$68M: \$18M of State and Federal funding and \$50M in private investments. Thus, the City's investment has been matched 5:1. City investment includes improvements to Streetscape, the Police/Fire Complex, City Hall, Paramount, Union Station, and Amenities/Landscaping. The Downtown Development Department (DDD) will continue to work with its private Non-profit Organization (NPO) partner, Downtown Goldsboro Development Corporation (DGDC), to execute a work plan that facilitates additional public and private investments.

Target Data:

The DDD defines the targets based on Main Street Community data (64 NC Cities < 50K population) and tracks Fiscal Year (Jul - Jun) public and private investment. The metric start date is 2013 and associated with Phase 1 of the Streetscape Project.

Significance:

Tracking tangible outcomes resulting from the City's investments allows justification of spending and sets the stage for future public and private investment which leads to new development or rehabilitation of existing buildings, economic growth, and better quality of life.



STRONG AND DIVERSE ECONOMY

Downtown Increased Residential Development

Metric Definition:

The percent increase of market-rate residential units in the Downtown Municipal Service District (MSD) over a three-year period.

Target Definition:

The "Target" is an increase greater than 30% or a total of 82 units; "Close to Target" is an increase greater than 15% or a total of 68 units; anything less "Needs Improvement."

Organizational Effect:

The Downtown Development Department (DDD) has marketed available properties that are suited for residential development, which has resulted in the addition of 73 new apartments in the last three years, increasing our market-rate units by 46%. Working with existing property owners and prospective investors, our goal is to continue to position suitable vacant properties for successful transition and redevelopment. DDD is also working to recruit thoughtful and contextual infill development to grow our economy.

Target Data:

The DDD defines the targets and captures residential property information each Fiscal Year (July-June) as part of a North Carolina Main Street requirement.

Significance:

The City of Goldsboro strives to attract a healthy balance of development, as downtown residents have the capacity to stimulate the local economy. The estimated economic impact of downtown residents is \$9,000 per person, annually, in the commercial business district. This provides a stronger economic environment, reducing risk for investors and businesses. The growth in market-rate residential units over the past three years should result in a minimum of \$657,000 economic impact on the downtown economy.



STRONG & DIVERSE ECONOMY

Ample Water Supply

Metric Definition:

The percentage of current water demand compared to Water Treatment Plant (WTP) capacity.
Five-year average water production / Current water production capacity.

Target Definition:

The "Target" is the top quartile of American Water Works Association (AWWA) Benchmarking Survey Respondents, <38%; "Close to Target" is between the top quartile and the median of the desired target, <47%; "Needs Improvement" is greater than the Median.

Organizational Effect:

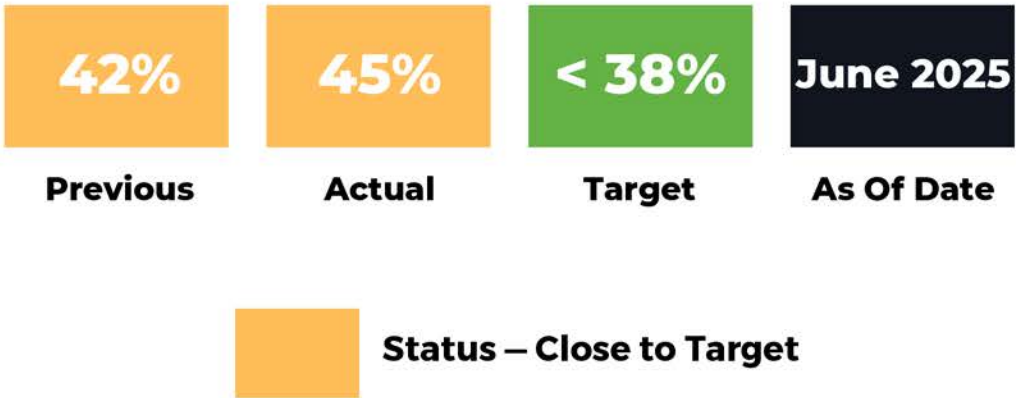
Through monitoring peak demands and water production capability, The City of Goldsboro is able to ensure its ability to produce enough water to support its residents and visitors. The City's current Capacity is 14 Million gallons per day.

Target Data:

The Public Utilities Department defines the targets; WTP staff record daily water production into monthly operating reports. At the end of each calendar year, staff evaluates this data for the Local Water Supply Plan to determine current water demand compared to available water supply.

Significance:

The City of Goldsboro strives to ensure there is an adequate supply of drinking water for its residents, businesses, and visitors. The City is going through a rate study in FY 25-26 to prepare the water system for future demand, regulations, and infrastructure over the next 10-years. The city is also conducting a pilot study to find the most effective and economical methods to treat PFAS.



STRONG & DIVERSE ECONOMY

Ample Wastewater Supply

Metric Definition:

The percent of wastewater demand compared to water reclamation facility capacity. One-year average wastewater treatment / Current wastewater treatment capacity.

Target Definition:

The target is performance better than (a lower %) or equal to the average North Carolina Benchmarking Survey Respondents, ≤55%. "Close to Target" is ≤70%; anything else is "Needs Improvement."

Organizational Effect:

Calendar Year (CY) 2022 was a low rainfall (dry) year in comparison to previous years. Hence, the rain water inflow and intrusion (I&I) was significantly less and the Wastewater Treatment Plant (WTP) capacity significantly increased. American Rescue Plan (ARP) funding and Utility rate increases will help the City address I&I issues and retain capacity for economic growth. An expansion of the WTP capacity from 14.2 to 17.6 million gallons per day (MGD) is possible at an estimated cost of \$100M+/-.

Target Data:

The Public Utilities Department defines the target; Water Reclamation Facility staff record daily wastewater treatment flows into Daily Monitoring Reports. At the end of each calendar year, staff evaluates this data to determine treatment capacity in relation to the 80/90 Rule for plant design and/or expansion.

Significance:

The Public Utilities Department defines the target; Water Reclamation Facility staff record daily wastewater treatment flows into Daily Monitoring Reports. At the end of each calendar year, staff evaluates this data to determine treatment capacity in relation to the 80/90 Rule for plant design and/or expansion.

Current outcomes are based on data as of FY 2024-2025.



STRONG AND DIVERSE ECONOMY

Valuation of All Permits

Metric Definition:

The monetary value of Commercial and Residential permits is registered annually with the City.

Target Definition:

The "Target" is a rolling average over the last 5 years; "Close to Target" is within 15% of the average; anything less "Needs Improvement."

Organizational Effect:

The state building codes require the Inspection Department to use its resources to educate the public, general contractors, subcontractors, and homeowners on the requirements for obtaining the proper permits.

Target Data:

The Inspections Department defines the targets and collects this data on a yearly basis through our Inspection/Permit Energov Software.

Significance:

This is an indicator of growth and stability within our City.



EXCEPTIONAL QUALITY OF LIFE



EXCEPTIONAL QUALITY OF LIFE

Access to Parks and Facilities

Metric Definition:

The percent of the population within one mile of a City-owned Park or Recreational Facility.

Target Definition:

The "Target" is 100%; "Close to Target" is 85% or greater; anything less "Needs Improvement."

Organizational Effect:

The City constructed the Bryan Multi-Sports Complex in 2018. This recreational facility was updated in 2021 with the addition of a splash pad and picnic shelter. In addition, the City has expressed its intention to build a new Herman Park Center in the future. According to the UNC School of Government, the City of Goldsboro has the most pools, athletic fields, and playgrounds per 10,000 population.

Target Data:

The Parks and Recreation Department defines the targets and tracks this data annually.

Significance:

The City's residents and visitors may face challenges in living a healthy lifestyle without affordable access to parks and facilities that provide physical activity. We are still in need of a City park or facility in District 6 (15% of the population).



 **Status – Close to Target**

EXCEPTIONAL QUALITY OF LIFE

Street Pavement Condition Rating

Metric Definition:

The percentage of streets that do not meet the Pavement Condition Rating (PCR) of good (75) or greater on a scale of 0-100 qualifying the roughness, surface distress, skid resistance, and deflection.

Target Definition:

The "Target" is to have less than 35% of our streets rated below a PCR of 75 ; "Close to Target" is within 45%; anything greater is "Needs Improvement".

Organizational Effect:

In 2016, residents of Goldsboro passed a \$7 million Infrastructure Bond to go towards street resurfacing and dirt street paving. Near the beginning of this process in 2017, the percentage of streets that did not fall in the 80-100 rating was 60%. After two rounds of projects, the percentage in 2019 moved closer to the target with a 50% of the streets falling outside of the 80-100 rating. The COVID-19 pandemic prevented resurfacing during the 2020 fiscal year. After falling behind a year, the final street bond money was used for resurfacing in the 2021 fiscal year. At the completion of this most recent project, the city has 56% of our streets below the PCR 80 rating. Since pavement conditions continuously degrade, appropriate annual funding is a vital part of the success of this departmental metric.

Target Data:

The Engineering department administered a contract in 2024 to Wither Ravenel to perform a pavement condition survey. The survey is performed by conducting a "windshield" survey of all 160+ miles of streets in our maintenance inventory and assigning a rating based on various pavement distresses identified during the survey. These ratings are performed on every street segment within our maintenance inventory every 3-5 years, as recommended by the Institute of Traffic Research Engineering (ITRE), and updated as maintenance is performed.

Significance:

Evaluation of transportation assets is an important part of ensuring safe and efficient travel and movement of goods. Thus, decisions associated with maintaining or rehabilitating transportation assets are paramount to the sustainability, cost-effectiveness, and overall satisfaction of our streets.



EXCEPTIONAL QUALITY OF LIFE

Street Pothole Repairs

Metric Definition:

The percent of the City's total annual "pothole repairs" completed within 24 hours of notification.

Target Definition:

The "Target" is 95% or greater to be in the top quartile of the UNC SoG Benchmarking Study respondents; "Close to Target" is 90% or greater; less than 90% "Needs improvement."

Organizational Effect:

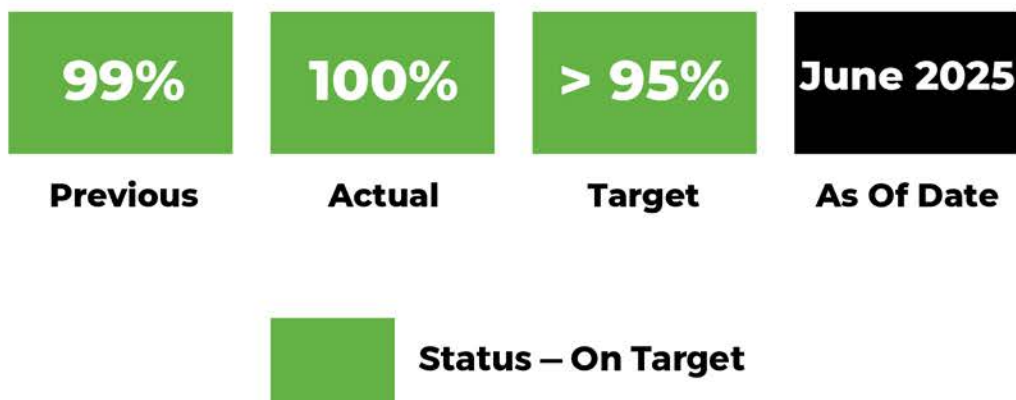
To more effectively and efficiently track and monitor street maintenance requirements, the City of Goldsboro's Street Maintenance Section incorporated City Works, an asset management software program, to track all street maintenance and repairs. Information collected will be used to better prioritize where future funds should be spent to ensure continued success.

Target Data:

The Public Works Department defines the targets; Street Maintenance Division maintains records and tracks all pothole and utility cut repairs in real-time. The data is consolidated and used to determine the overall percentage of repairs completed within 24 hours of notification.

Significance:

By monitoring this metric, we are better able to ensure the City meets and/or exceeds citizens' expectations.



EXCEPTIONAL QUALITY OF LIFE

Youth Participation in Performing Arts

Metric Definition:

The percentage of youths (under 18) participating in Paramount Theatre performing arts programming, relative to the number of students enrolled in public, private, charter, and home schools.

Target Definition:

The "Target" is 75% or greater; "Close to Target" is considered 60% or greater; anything less is considered "Needs Improvement." 2020 and 2021 operations were impacted by COVID-19 capacity restrictions; Paramount Theatre reduced the initial target to reflect permissible levels of attendance in the following years. 2022 saw the return to full capacity theatre activity that we continue to experience today.

Organizational Effect:

The Paramount Theatre allocates 10%-15% of its annual budget to a performing arts series, film showings, and dozens of community performances each year. These varied means of participation allow our community's youth to benefit from active and passive involvement in the performing arts. Tracking this metric provides insight to the efficacy of programming with the potential for present and future benefit.

Target Data:

The Paramount Theatre defines targets, then works closely with Wayne County Public School (WCPSS), Goldsboro's StageStruck youth theatre, local Boys and Girls Clubs, and other community organizations to encourage student involvement with programming. The targets are updated annually.

Significance:

As measured by US News and World Report, all top 25 places to live in the US for quality of life have strong arts programming. Studies consistently show that individuals of all ages involved in the arts, either actively or passively, demonstrate improvement in emotional health, stress, and anxiety; they display higher levels of motivation, engagement, self-esteem, and life satisfaction. The benefits to youths are the most striking and include measurable improvement in academic achievement, social skills, creativity, critical thinking, language, and reading.



EXCEPTIONAL QUALITY OF LIFE

Building Thriving Neighborhoods

Metric Definition:

The number of owner-occupied low and very-low-income single-family homes rehabilitated through grant funds obtained by the Community Relations Department (i.e. North Carolina Housing Finance Agency (NCHFA) through the North Carolina Housing Trust Fund, the Urgent Repair Program (URP) for the purpose of repairing their homes and removing health and safety hazards by replacing costly maintenance items).

Target Definition:

The "Target" is to complete urgent repair work to at least 15 owner-occupied housing units within a fiscal year; "Close to Target" is 10 or greater; anything less "Needs Improvement."

Organizational Effect:

The Community Relations Department coordinates closely with citizens to prevent foreclosure, age-related deterioration, rising maintenance and utility costs, demolition, and expiring use restrictions and affordability controls for low and very-low-income homeowners.

Target Data:

The Community Relations Department defines the targets and reports this data to the HUD quarterly and annually.

Significance:

This effort keeps families in their homes and prevents home abandonment and deterioration. Viable and affordable communities have been shown to have a neutral or positive effect on surrounding property values.



Status – Needs Improvement

EXCEPTIONAL QUALITY OF LIFE

Community Development Funding

Metric Definition:

The annual percentage of U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) funds expended by the City for activities that benefit low-to-moderate income (LMI) persons.

Target Definition:

The "Target" is 80 percent or greater of the HUD LMI benefit test annually; "Close to Target" is 70% or greater, which is the HUD standard; anything less "Needs Improvement"

Organizational Effect:

The Community Relations Department coordinates closely with citizens, local government officials, community agencies, and HUD to develop a viable community through decent, safe, affordable housing, suitable living environments, access to essential services, and expanded economic opportunities for LMI persons.

Target Data:

HUD defines the target as not less than 70% of CDBG funds (excluding funds used by the City for program administration or for planning) be expended to benefit LMI persons.

Significance:

Low-to-moderate income citizens have access to increased affordable housing, suitable living environments, expanded economic opportunities, and essential services.



 **Status – On Target**

RACIAL AND CULTURAL HARMONY



RACIAL AND CULTURAL HARMONY

Cultural Sensitivity Training

Metric Definition:
The percentage of all City employees who receive Cultural Diversity and Sensitivity Training.

Target Definition:
The "Target" is greater than 90%; "Close to Target" is greater than 75%; anything less "Needs Improvement."

Organizational Effect:
The City strives to provide professional development to all employees. Our online portal makes it possible for all employees to access voluntary and mandatory training.

Target Data:
The Human Resources Department defines the targets and collects the data from all training sessions each fiscal year. Online Professional development is provided to meet U.S. Department of Labor, Society of Human Resource Management (SHRM), International City Manager Association (ICMA), NC Office of State Personnel, and UNC School of Government (SOG) training recommendations.

Significance:
This training is designed to improve employee relations and provide better customer service.



RACIAL AND CULTURAL HARMONY

Diverse Boards and Commissions

Metric Definition:

The percentage of board member diversity on all the City's boards and commissions is based on race. Racial diversity includes non-white (African-American, Native American, Hawaiian, Asian, Hispanic, and two or more races).

Target Definition:

The "Target" is within +/-10% of the City's racial diversity, which is 59%; "Close to Target" is within +/-20%; anything else "Needs Improvement."

Organizational Effect:

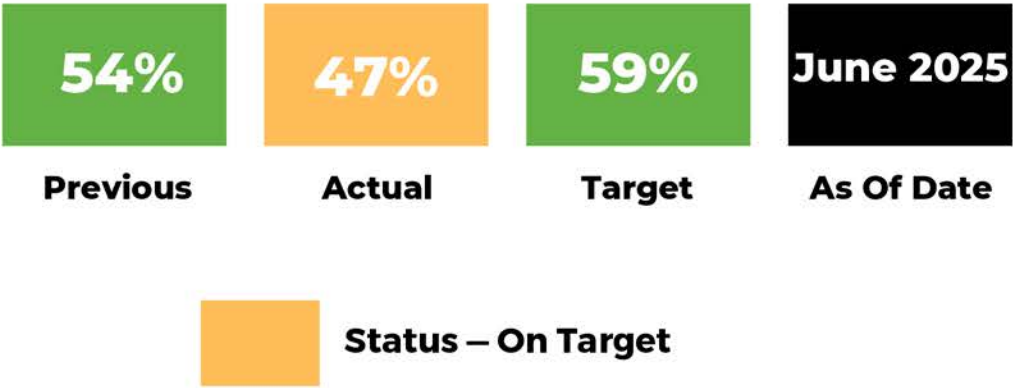
The City of Goldsboro utilizes volunteer boards to provide advice to the city council from a diverse citizen perspective. To assure transparency, vacancies are advertised on social media, in the Goldsboro News Argus, and on the city's website. Applications for boards and commissions are posted on the city's website or are available at City Hall.

Target Data:

The City Manager's Office defines the targets and tracks appointments to the various boards and commissions on a yearly basis as terms end.

Significance:

The City Council recognizes and values the importance of a diverse citizen participation in local government and strives to select citizens from the entire community to serve on boards and commissions. The City Council takes into consideration the racial ethnicity of residence on a geographical basis.



MODEL FOR EXCELLENCE IN GOVERNMENT



MODEL FOR EXCELLENCE IN GOVERNMENT

City Bond Rating

Metric Definition:

The bond or credit rating given by credit rating agencies (S&P/Moody's) to corporations and governments based on their ability to pay debt. AAA is considered Extremely Strong/Highest; AA is considered Very Strong/High; A is considered Strong; BBB is considered Adequate. All of these ratings are considered investment grade; anything less is considered non-investment grade or speculative.

Target Definition:

The "Target" is equal to or greater than AA+ with S&P or equal to or greater than Aa1 with Moody's; "Close to Target" is equal to or greater than AA with S&P or equal to or greater than Aa2 for Moody's; anything less "Needs Improvement."

Organizational Effect:

The City of Goldsboro is a borrowing agency when issuing bonds for projects; when the city maintains a trustworthy bond rating, the total cost of capital decreases, allowing the city to increase the cost effectiveness of significant projects. On August 13, 2020, the City's Aa2 Moody's rating was withdrawn due to a lack of sufficient financial information (late audits). On March 12, 2025, Moody's assigned an Aa2 rating to Goldsboro, NC. The S&P AA rating remains in effect. The AA+/Aa1 goal signifies the need to increase revenues and cash reserves for future investments to sustain and/or grow city government services.

Target Data:

The Finance Department defines the targets and tracks the required information needed to receive a bond rating from rating agencies. The City is currently rated by Standard and Poor's (S&P).

Significance:

The city must maintain a "high quality" rating to be evaluated as a low-risk borrower. By upkeeping the city's reputation as a "low-risk" borrower, the city can save money when completing projects due to lower interest payments, thus bringing down the total debt burden on citizens. Maintaining a very strong bond rating is crucial to the city's financial stability and growth.



MODEL FOR EXCELLENCE IN GOVERNMENT

Utility Fund Balance - Liquidity

Metric Definition:

The Utility Fund (UF) Unrestricted Cash as a percent of the UF Operations and Maintenance (O&M) expenditures.

Target Definition:

The "Target" UF $\geq 50\%$; "Close to Target" UF $\geq 30\%$; anything less "Needs Improvement".

Organizational Effect:

Reestablishing the UF Cash required, water and sewer rate increases of 41.5% over the last 3 years while reducing O&M and capital expenditures (e.g. above and below ground utility infrastructure; equipment).

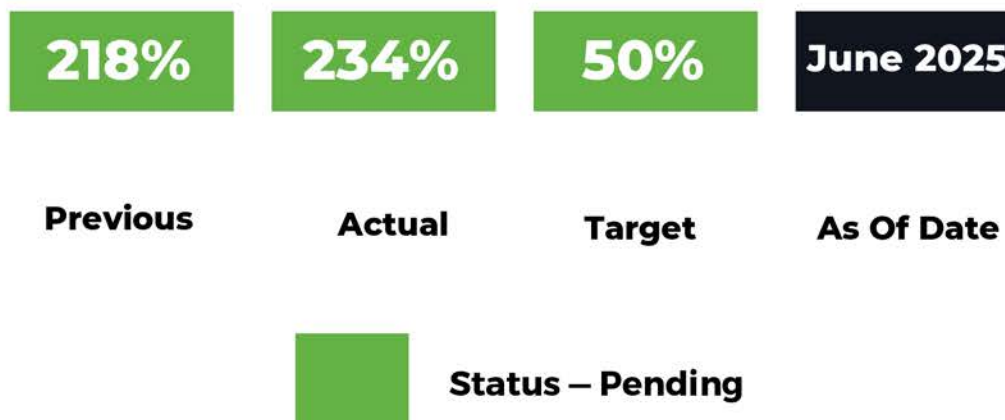
As of July 1, 2025, current data is not available

Target Data:

The City Council and staff defines the target in relation to national and state benchmarks.

Significance:

UF above the established targets enable the City government to fund O&M and capital requirements when revenue is down and costs may be up due to national, state, and/or local state of emergency or other City specific situations.



MODEL FOR EXCELLENCE IN GOVERNMENT

General Fund Balance

Metric Definition:

The General Fund (GF) Unassigned Fund Balance as a percent of the GF Operating Budget.

Target Definition:

The "Target" GF $\geq 15\%$; "Close to Target" GF $\geq 10\%$; anything less "Needs Improvement".

Organizational Effect:

Reestablishing the GF balance has required increasing revenue (taxes and fees) and reducing operations and maintenance (O&M) and capital expenditures (e.g. equipment; building and facility maintenance). Now that GF balance has been restored above Council set goals, expenditures may be increased to enhance the quality of life for our residents, visitors, and employees.

As of July 1, 2025, current data is not available.

Target Data:

The City Council and staff define the targets in relation to national and state benchmarks.

Significance:

GF balance above the established targets enable the City government to fund O&M and capital requirements when revenue is down and costs may be up due to national, state, and/or local state of emergency or other City specific situations.



MODEL FOR EXCELLENCE IN GOVERNMENT

Fleet Reliability

Metric Definition:

The percentage of the City's vehicle and equipment fleet (rolling stock) available per day. 2021 data is unavailable due to software malfunction.

Target Definition:

The "Target" is $\geq 98\%$; Close to Target is a rate greater than 95%, but less than 98%; anything less "Needs Improvement."

Organizational Effect:

The City of Goldsboro strives to ensure our vehicle and equipment fleet is readily available for staff to provide needed services. The City invests annually in the training and development of quality mechanics to maintain the fleet. The City's capital investments over the past few years include, but are not limited to, the purchase of an automated Leaf Collection Truck (\$280K), Wittke Front Loader Solid Waste Truck (\$380K), Jet Rodder Truck (\$400K), Excavator (\$70K), two backhoes (\$300K) and multiple F-150, 250 & 350 pickup trucks for Public Works, as well as multiple new police cruisers. In addition to making improvements in our fleet of equipment, the City is transitioning to an new fleet management software that will give 100% visibility on equipment status from repair request to completion to all departments and managers.

Target Data:

The Public Works Department defines the targets, tracks, and measures the rolling stock data to calculate the average percentage of the City's vehicle and equipment fleet that is available daily and reported annually.

Significance:

Maintaining this level of service provides all department users with the vehicles and equipment required to meet their various missions. The implementation of our new fleet management software will improve our tracking and scheduling of repairs, thus maximizing our fleet availability.



 **Status – Needs Improvement**

MODEL FOR EXCELLENCE IN GOVERNMENT

Transportation Improvement

Metric Definition:

The percent of Goldsboro Metropolitan Planning Organization (GMPO) submitted projects accepted into the State Transportation Improvement Plan (STIP).

Target Definition:

The "Target" is greater than 50% of projects submitted accepted into the STIP; "Close to Target" is greater than 30%; anything less "Needs Improvement."

Organizational Effect:

The City, acting as the lead planning agency for the GMPO, provides guidance for orderly growth and development by identifying transportation needs within the Goldsboro Urbanized Area. Federal and State planning funds granted to the GMPO allow for essential staff to properly plan and prioritize transportation needs within the urbanized area.

Target Data:

The Planning Department defines the targets and tracks highway transportation needs through a continuing, cooperative, and comprehensive transportation planning process that results in a long-range transportation plan and short-range program of projects. Projects prioritized within these plans/programs can compete for Federal and State funding every two years.

Significance:

Developing plans and programs that create a regional transportation system that accommodates the current mobility needs of our residents and visitors is vital to the success of the transportation system. Tracking our needs allows for the improvement of our existing network to accommodate future growth.



MODEL FOR EXCELLENCE IN GOVERNMENT

Workforce Representation

Metric Definition:

The percent of our full-time workforce that is racially diverse. Racial diversity includes non-white (African-American, Native American, Hawaiian, Asian, Hispanic, and two or more races).

Target Definition:

The "Target" is within +/-10% of the City's diversity, which is 59%; "Close to Target" is +/-20%; anything else "Needs Improvement".

Organizational Effect:

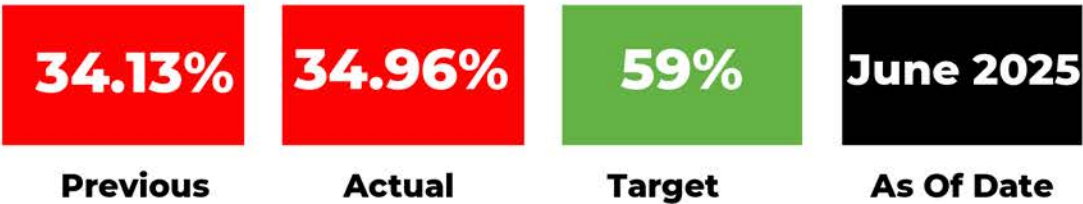
The City strives to recruit a diverse workforce while hiring the best-qualified applicants. We provide scholarships, tuition assistance, participate and sponsor career fairs, and increase recruiting efforts, especially in less diverse departments.

Target Data:

The Human Resources (HR) Department defines the targets and compiles the statistics by fiscal year for internal and federal reporting purposes.

Significance:

The city's workforce should broadly represent the diversity of the community we serve to better promote the city's vision, mission, goals and values.



Status – Needs Improvement

MODEL FOR EXCELLENCE IN GOVERNMENT

Inspection Responsiveness

Metric Definition:

The percent of the time the City of Goldsboro Inspection Department responds to an inspection requested by the Development Community within 24 hours.

Target Definition:

The "Target" is 95% or greater; "Close to Target" is greater than the UNC SoG Benchmark Study average, 89%; anything less "Needs Improvement."

Organizational Effect:

The Inspection Department continues to build upon relations in the development community. The inspectors provide high levels of service to both residential and commercial developers when permits are requested. All inspectors are required to maintain their state certification through continuing education courses annually.

Target Data:

The Inspection Department defines the targets and provides the data to the UNC School of Government Benchmark Study which is published annually.

Significance:

The Inspections Department ensures proper inspections are completed in a timely manner to meet resident and developer expectations.

