MINUTES OF THE SPECIAL MEETING OF THE GOLDSBORO CITY COUNCIL
JANUARY 18, 2024

The City Council of the City of Goldsboro, North Carolina, met in a Special Meeting to review the City Strategic Plan, discuss group dynamics and expectations, and identify Council priorities at the Goldsboro Event Center, 1501 South Slocumb Street, Goldsboro, North Carolina, at 5:30 p.m. on January 18, 2024.

Present: Mayor Charles Gaylor, IV, Presiding
       Mayor Pro Tem Brandi Matthews
       Councilwoman Hiawatha Jones
       Councilman Chris Boyette
       Councilwoman Jamie Taylor
       Councilwoman Beverly Weeks
       Councilman Rod White

Also Present: Tim Salmon, City Manager
       Matthew Livingston, Assistant City Manager
       Octavius Murphy, Assistant to the City Manager
       Holly Jones, Deputy City Clerk

Call to Order. Mayor Gaylor called the meeting to order at 5:30 p.m.

Mayor Gaylor provided a welcome, and thanked everyone for attending. He shared comments regarding the unique structure of the meeting, some of the topics and issues that would be covered, and why it would be a difficult discussion.

City Strategic Plan Review

Octavius Murphy, Assistant to the City Manager, presented Exhibit A. He discussed how the original strategic plan was developed in 2017, and the way forward to revise and update the plan. Mr. Murphy also provided and discussed Exhibit B, which compared how other municipalities define various goals.

Councilwoman Weeks asked how often an analysis is done to ensure we are attaining our visions. Matthew Livingston, Assistant City Manager, stated that he did not recall an analysis being done since he had been with the City. Mr. Murphy stated that there is an evaluation of programming to determine what is effective and what is not effective. Tim Salmon, City Manager, asked Council to look at the dashboard to see the metrics currently being tracked, and provide input on other metrics they feel should be included, and goals for the future of the City.

Mr. Livingston called for a break at approximately 6:15 p.m., for about 5 minutes.

Discuss Group Dynamics and Expectations

Matthew Livingston, Assistant City Manager, presented Exhibit C, concerning Group Dynamics and the Tuckman Model. He discussed the stages of the model, their fluidity, and the delicate balance needed for a successful group.

Mr. Livingston continued by presenting Exhibit D, concerning 10 Habits of Highly Effective Councils. He stated that the presentation was based on the article by Carl Neu, Jr., that had previously been provided to Council.

Councilman White stated that he did not agree with always looking forward; stating that you should understand where you have been and the mistakes you have made in order to move forward. He also asked what happens to the short- and mid-range goals, when you develop long-range goals. Mr. Livingston stated that he also struggled to get his head around only looking forward, using the example that generals that only use outdated battle tactics are not looking forward. He further stated that long-range goals being essential, did not preclude having short- and mid-range goals.

Mr. Livingston also stated how Council would be indicating their goals and priorities for the City later in the meeting.

Mr. Livingston called for a break at approximately 6:40 p.m. The video was cut off for approximately 30 minutes while the group sessions were set up, and the Councilmembers reviewed the Roles, Expectations, and Priorities to be discussed.

Roles and Expectations Session

The Councilmembers discussed what they felt are the roles and expectations of the Mayor, Council, City Manager, Assistant City Manager, and Clerk, as well as some do's and don'ts for the same positions. Results included the following, and a full summary report will be provided at the Council Retreat on February 20-21, 2024.

The role of the Mayor is to: provide leadership and vision for the city; spokesperson for the city; and help to advance the city's priorities. The Mayor is expected to: be a leader, be open-minded, chair all Council Meetings, and be a mediator if necessary. The Mayor should also: respect the will of the few; and not direct staff or show bias.

The role of the Council is to: set policy; communicate with the community; plan for the future; and ensure quality of life for all citizens. The Council is expected to: communicate with the community, set the vision and mission of the City, and read the agenda information to prepare for official meetings. The Council should also: advocate for citizens and understand that all citizen concerns matter; but do not do favors or be disrespectful of each other or staff.

The role of the City Manager is to: administer day to day operations of the city; provide information to the Council/Mayor to aid in the decision-making process; serve as the liaison between City Council, staff, and community. The City Manager is expected to: be responsible for staff, follow through with Council directives, be unbiased. The City Manager should also: include Council on decisions deemed necessary and conduct business as transparently as possible; and not act without authority or support one Councilmember over another.

The role of the Assistant City Manager is to: assist, advise, and support the City Manager; be a fact finder; oversee/manage various departments.

The role of the Clerk is to: be responsible for the office running smoothly; be the gateway/source of communication between Council and Manager; maintain city records; and ensure public access to information.

Mr. Livingston explained the prioritization exercise, including how to rate the priorities and where to place any priorities not listed.

Mr. Livingston called for a break at approximately 7:30 p.m., for about 10 minutes.

Vision and Prioritization Session
Councilmembers used red, yellow, and green dots to indicate the priority level of fifteen significant issues or items that have been previously discussed within the community, and could also add any others they deemed necessary. A red dot represented the highest rated priority, yellow was the second highest, and green was the third highest rated priority. Results included the following, and a full summary report will be provided at the Council Retreat on February 20-21, 2024.

Violent Crime and Gang Activity, and City Finances and Overall Financial Health were rated among the highest priorities by Council. Affordable Housing and Elimination of Blight received a mixture of votes, and appeared to be among the middle of the priorities. Although no less important, Community and Cultural Relations, and Quality of Life/More Opportunities for Youth, received the fewest number of votes. Finish Audits was also added as a highest priority.

The Councilmembers worked together to choose how to rate the issues, and discussed the difficulty in prioritizing such important issues; many stating that they wanted more red dots so that everything could be rated as a highest priority.

Mayor Gaylor summarized the meeting, and asked the Councilmembers to sit down with the Assistant to the City Manager and discuss the benchmarking and infrastructure data. He also asked if there were any Councilmember comments.

Mayor Pro Tem Matthews: I appreciate this opportunity to get together a little bit informally and I hope that this is something that we can continue to do over the next four years with one another; intentionally do these types of events. Thank you.

Mayor Gaylor stated that the Mayor Pro Tem had inspired getting the Council together in such a way by advocating for an escape room or other such activity.

Matt Livingston, Assistant City Manager asked all Councilmembers to turn their worksheets and evaluations in to Holly Jones, Deputy City Clerk, so they could be compiled into a final summary report.

Mayor Gaylor adjourned the meeting at 7:58 p.m.

Charles Gaylor, IV
Mayor

Holly Jones
Deputy City Clerk

# 2024 Strategic Plan - Planning Session

January 18, 2024

Octavius Murphy, Assistant to the
City Manager

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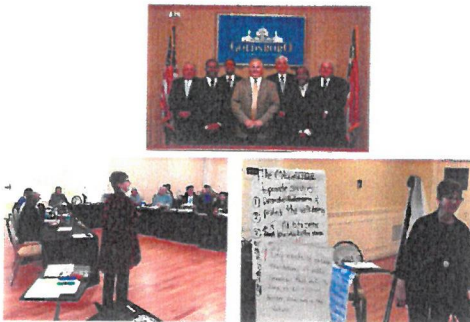5. What are the next steps for the City's Strategic Plan Dashboard?

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GROW GOLDSBORO
AN EXTRAORDINARY DIVERSE CITIZEN EXPERIENCE
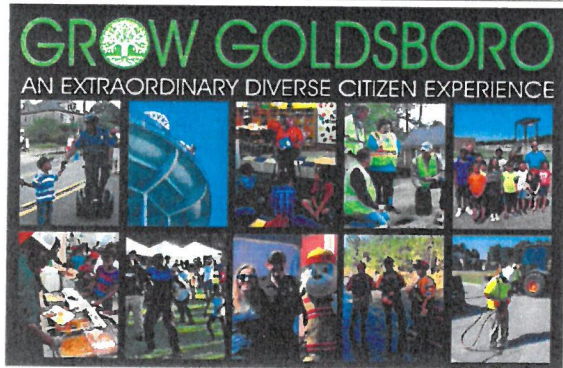
INTRODUCTION

Foundation
Guiding Principles
Development
Implementation
Next Steps
Setting the Standards

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FOUNDATION

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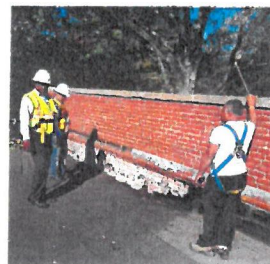
GUIDING PRINCIPLES

VISION STATEMENT

An extraordinary, diverse experience.

GOLDSBORO

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

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GOAL #1 INITIATIVES – 2017 RETREAT

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

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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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GOAL #2 INITIATIVES – 2017 RETREAT

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

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GOAL #3 INITIATIVES – 2017 RETREAT

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

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GOAL #4 INITIATIVES – 2017 RETREAT

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

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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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SAFE AND SECURE COMMUNITY

Water Quality

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

Status – On Target

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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

Exhibit ___C___

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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
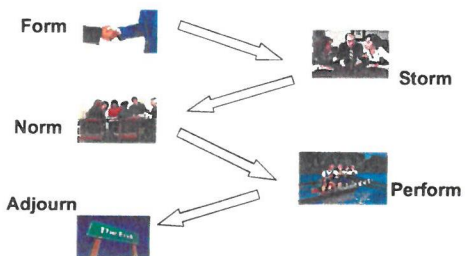

What is a Group?

"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

Adjourn

Perform

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

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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

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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

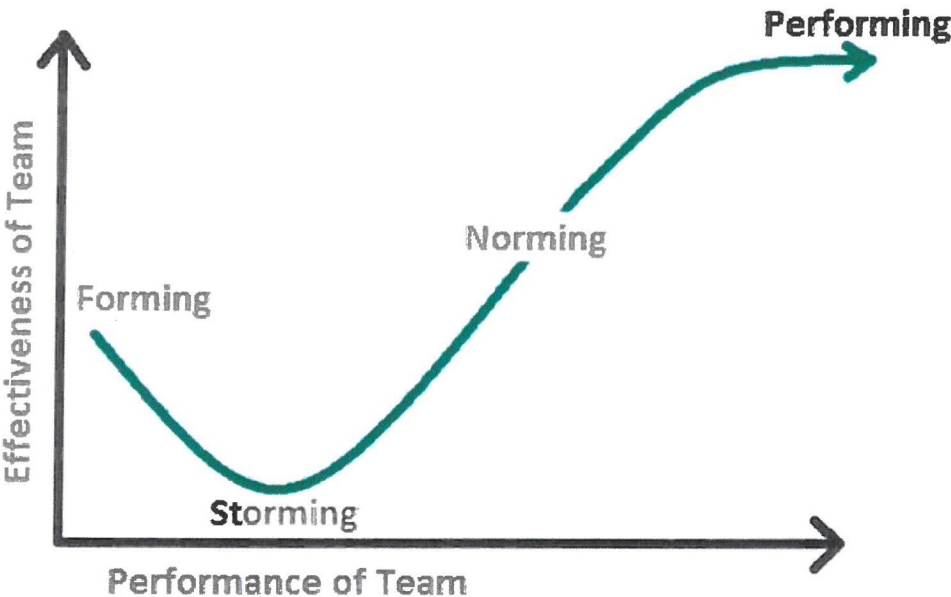Group maintenance (harmony within the group)

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.

2/1/2024   2   GOLDSBORO

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
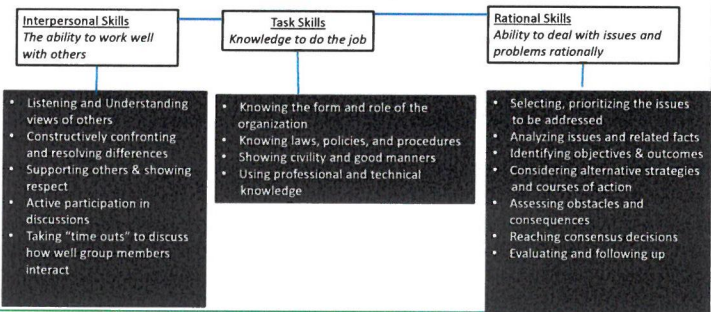- Strive to maintain principled and disciplined leadership

2/1/2024   3   GOLDSBORO

MASTER SMALL GROUP DECISION MAKING

An Effective Small Group

Interpersonal Skills
The ability to work well with others

- 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

Task Skills
Knowledge to do the job

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

Rational Skills
Ability to deal with issues and problems rationally

- 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

2/1/2024   4   GOLDSBORO

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.

2/1/2024   5   GOLDSBORO

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.

2/1/2024   6   GOLDSBORO

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)

2/1/2024   7   GOLDSBORO

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

2/1/2024   8   GOLDSBORO

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

2/1/2024   9   GOLDSBORO

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

2/1/2024   10   GOLDSBORO