

MINUTES OF THE ANNUAL RETREAT OF MAYOR AND CITY COUNCIL HELD  
FEBRUARY 24-25, 2021

**FEBRUARY 24, 2021**

The Mayor and Council of the City of Goldsboro, North Carolina, for their Annual Retreat beginning February 24, 2021 at 9:00 a.m. in the Large Conference Room, City Hall Addition, 200 North Center Street, Goldsboro, North Carolina with attendance as follows:

Present: Mayor Chuck Allen, Presiding  
Mayor Pro Tem David Ham  
Councilmember Hiawatha Jones  
Councilmember Bill Broadaway  
Councilmember Taj Polack  
Councilmember Brandi Matthews  
Councilmember David Ham  
Councilmember Gene Aycock  
Tim Salmon, City Manager  
Melissa Capps, City Clerk  
Ron Lawrence, City Attorney

**Call to Order.** The meeting was called to order by Mayor Allen at 9:00 a.m.

**Adoption of the Agenda.** Upon motion of Councilmember Aycock, seconded by Councilmember Broadaway and unanimously carried, Council adopted the agenda.

**Swearing In New Councilmember.** The Honorable Senator Don Davis administered the oath of office to Ms. Hiawatha Jones.

**Strategic Plan Update.** Mr. Salmon shared the City's Strategic Plan identifies the most significant measures to accomplish, the vision, mission, values and goals established by the elected officials.

The City's Strategic Plan is an organizational plan intended to help the City make the most efficient use of our resources in becoming the standard for public service in North Carolina. The City Council created the goals based on survey input from citizens and city employees. The Strategic Plan incorporates departmental metrics that are tracked and measured for accuracy. The values of being customer-focused, having transparency and accountability are critical success factors for achieving the city's target goals.

Mr. Octavius Murphy reviewed each measure associated with the following goals:

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

Councilmember Polack requested information on diversity in promotions.

Additional information regarding the City's Strategic Plan can be found on the city's website at [www.goldsboronc.gov](http://www.goldsboronc.gov).

**Public Utilities Rate Update.** Mr. Mike Wagner provided the following information:

- Study Approach/Overview
- Last Year Projections
- Addressing Revenue Shortfalls
  - A 50% rate increase was needed to fund all debt service, operations and maintenance costs, and the capital improvement plan.

- Stantec initially recommended a plan that included an upfront rate increase of 25% in fiscal year (FY) 2021, followed by additional significant rate increases, in order to fully fund all capital and expenditure requirements and build targeted reserve balances in each year of the forecast.
- The adopted financial management plan includes a rate revenue adjustment for FY 2021 of 17.5%, requested by City staff, to address near-term revenue shortfalls. Given the level of the increase, additional rate adjustments will be required after the current fiscal year and should incorporate a cost-of-service and rate structure analysis to help the Utility meet its financial requirements in the near-term as well as in the future.
- Last Year Predictions
- What did 17.5% get?
  - Covered current Operations & Maintenance and Debt Service Expenses
  - WTP & Water Distribution System
  - Rehabilitated and Repainted New Hope Elevated Tank (Repairs to other 3-tanks)
  - New debt service for the Plate Settlers
  - “New” - WTP Operator and Part-time Administrative Assistant, 2-Valve Maintenance Operators
  - Valve Maintenance Truck
  - WRF & Collection System
  - Replaced Loader with >15,000-hours & 1998 golf cart
  - Phase I of Asset Management in CityWorks for Public Utilities
  - Still cut around \$5.5-million in capital requests.
  - Updating the Utility Master Plan (includes capital), Barscreen from 1960’s, Barscreen from 1970’s, Master Pump Station Generator from 1994, 20-year old U.V. Disinfection system, obsolete radios for telemetry, chemical tank replacement, lab distillation equipment, Automatic Transfer Switch for Neuse River generator, etc...
- Water and Sewer Rates vs. Grant Opportunities
- Public Utilities: Most Important Asset

**Risk and Resilience Assessment 2021**

***Our most vulnerable risk is employees***

- The threats with the highest projected impacts to Goldsboro’s water system included several malevolent acts (human-based threats) such as key employees being unavailable for work, a cyberattack on the SCADA or billing system, and an active shooter situation, and natural hazards including ice storms and floods.
- Study Approach/Overview
- Overall CPI and Water/Sewer CPI
- Rate History
  - Minimal usage rate adjustments over the past decade
  - Goldsboro water and sewer rates remain low compared to national and local utilities
- Financial Planning Assumptions – Revenues
  - Projecting no future growth in accounts or changes in volume
  - FY 2021 Year-end rate revenue based off YTD revenue collected through December 2020
  - Non-rate revenues forecasted based on FY 21 budget (no inflation applied)
- Financial Planning Assumptions – Expenditures
  - Fund balance as of 7/1/2020 (estimated)
  - FY21 budget used as starting point for modeling
    - Expenditures inflated on a line-item level by expenditure type (average annual 3%)
  - Significant projected capital spending: \$236.5M (FY 21 – FY 31)
    - Includes a 3.0% annual inflation factor for increases in construction costs
- Financial Planning Targets
  - Sufficient Reserve Levels
    - Gradual increase of operating reserve target from 2 to 6 months by FY 31

- Structural Balance of Revenues to Expenditures
- Ratio of net income to debt payments
  - Minimum = 1.00 times annual payment requirements
  - Goal = 1.25 times annual payment requirements
- Moving Forward
  - As you are well aware, the City has not raised rates for a number of years (until last year). This effectively resulted in revenues falling behind basic operational needs of the systems (i.e. ten-years of 3% inflation in costs results in falling behind 30% or more).
  - As a result, the increase last year and the 20% recommended for next year effectively get rates up to where they should be to fund the basic needs of the systems (they also bring the City’s rates more in line with those in the area and NC).
  - After these needs are addressed, the City needs to start addressing \$200+ million of capital identified over the next ten years, thus the reason for the ongoing 7.5% increases year over year.
- Financial Plan – No Rate Adjustments
- Financial Plan – Just in Time Rate Adjustments
- Recommended Financial Plan
- \$210 – million in Capital
- Update Utility Master Plan
  - Addressing Capital Professionally
  - Prepares for future
- Move Big Cherry/Little Cherry Pump Stations
  - Relocates out of flood plain
  - Relocates forcemain under river
- Address several pieces of equipment over 20-years old
  - U.V. System
  - 117, New Hope & Cherry Barscreens
  - Generators
  - ETC....
- Important Considerations
  - Even with recommended rate adjustments cash balances will be drawn down to only 2 months of O&M by FY22.
  - Adopted rate increase below the recommended level in first year (effective 7/1/2021) will result in future year adjustments higher than recommended (all else equal).
  - 1% Increase is estimated to generate \$162,000
- Regional Monthly Residential Bill Comparison @ 5,000 gallons
- Findings and Recommendations
  - Current water and sewer rates are not sufficient to meet the needs of the utility systems
  - A 20% rate increase is recommended for FY 2022 to address the near-term shortfalls
  - Additional rate increases will likely be required in subsequent years to address the long-term needs of the utility system
  - Will you consider a multi year rate increase vs year to year?
  - Example: FY 21-22 20%, FY 22-23 7.5%, FY- 23-24 7.5%
  - The recommended adjustments to water and sewer rates will result in utility bills that are still below the average utility bills in surrounding communities in North Carolina

Council took at a break at 10:41 a.m. and resumed at 10:50 a.m.

**Public Works Equipment & Vehicle CIP Update.** Mr. Rick Fletcher provided the following information:

- General Overview
  - Illustrate Ongoing Concerns with the Age and Reliability of Equipment
    - Impacts our level and quality of service we provide to our customers

- Effects moral and employee retention
  - Increased maintenance costs
- Only Considered PW Heavy Equipment (113) & Vehicles (33)
  - Included Equipment for all funding sources - GF, SW & UF
- Average Age of Equipment
  - Industry Standard for Useful Life of Most Equipment is 10 Years
  - Public Works Department Overall - 146 Total
    - Average age department wide – 11.7 years
    - Percentage over 15 years old – 38.5% (56)
    - Percentage over 10 years old – 55% (80)
  - Equipment Purchased through the General Fund – 106 Total
    - Average age – 13.3 years
    - Percentage over 15 years old – 49%
    - Percentage over 10 years old – 66%
- Solid Waste Division
  - Have the Most and Overall Oldest Equipment – 47 Total
    - Average age - 15.5 years
    - Percentage over 20 years old – 40% (19)
    - Percentage over 15 years old – 51% (24)
    - Percentage over 10 years old – 68% (32)
  - Most Heavily Used
    - Rigid Schedule – must run routes every day!
    - 14,000 customers – serviced multiple times daily
- Solid Waste CIP – First 5-Years
- Solid Waste CIP – Second 5-Years
- Public Works 10-Year CIP Projections
- Considerations
  - Do Nothing – Status Quo
  - Reduce level of Service – Leaf & Limb, White goods, etc.
  - Reduce Costs/Overhead – invest savings into equipment
  - Increase Rates – Currently \$22/Mth
  - Every \$1 equates to ~ \$160K
  - Set up a Capital Reserve for Equipment Replacement

**Engineering Projects Update.** Mr. Marty Anderson reviewed the following information:

- Recent Organizational Changes
  - Engineering Department Hires within the last 6 months:**
    - Bobby Croom, PE – Assistant City Engineer
    - Matthew Lassiter, PE – Civil Engineer
  - Reclassification of 2 positions:**
    - One Construction Inspector position upgraded to a Project Manager and currently in the hiring process
    - Engineering Technician position will be reclassified to a City Surveyor upon execution of retirement
  - Organizational Restructuring:**
    - Assistant City Engineer position assumed a portion of the City Engineer’s supervisory responsibility.
    - The Signs and Markings Shop (one employee) was relocated from Public Works to Engineering. Additional Sign Technician to be requested in budget.
- Recently Completed Projects
  - Wastewater Collection System Rehabilitation Project
    - FEMA funded project - \$1.3 Million
  - Holly Street Elevated Water Storage Tank Repainting
    - Project cost \$1.1 Million
- Current Projects
  - Phase IV Sewer Collection Rehabilitation Project
    - Clean Water State Revolving Fund (CWSRF) – \$9 Million – 95% Complete
  - Wastewater System Improvements
    - CWSRF Funded - \$503,000 – 10% Complete
  - Water System Improvements

- CWSRF Funded - \$3.6 Million – In Design and expected Bid Date is April 2021
  - Infrastructure Recovery Project – Sewer Rehab and Storm Drainage Improvements
    - Golden Leaf Foundation - \$900,000 – 95% Complete
  - Street Improvements – Dirt Road Paving
    - Street Bonds - \$642,000 – 60% Complete
  - Street Resurfacing
    - Street Bonds - \$1.5 Million – To be advertised
  - SJAFB Sewer Outfall Improvements
    - Initial site setup and base access gained - \$371,000
  - Ash Street and Alabama Street Sidewalk Project
    - Joint effort between NCDOT, COG Planning, and COG Engineering – In Design – COG Sidewalk Fee-In-Lieu funds and Housing Authority participation
  - Stoney Creek Greenway
    - NCDOT Locally administered project with State and Federal funds of \$187,500 – Currently in Design Review
- Upcoming Major Projects
  - Realignment of Central Heights Road at Berkeley Boulevard
    - NCDOT project U-5724 – Engineering to participate due to utility involvement – Construction projected to begin near the end of 2021
  - Wayne Memorial Drive Widening
    - NCDOT project U-4753 – Engineering to participate due to utility involvement – Construction projected to begin 2025
  - Berkeley Boulevard Widening
    - NCDOT project U-3609 – Engineering to participate due to utility involvement – Construction projected to begin 2023
  - East Ash Street Widening
    - NCDOT project U-4407 – Engineering to participate due to utility involvement – Construction has been pushed to the ‘Unfunded’ category.

Council took a lunch break at 11:35 a.m.

Council returned from lunch at 12:45 p.m.

**Code Enforcement Update.** Ms. Jennifer Collins reviewed the following information:

- Public Nuisances 96.01 – Existence of Certain Conditions to constitute public nuisance
  - Any condition which may be declared in this chapter to be noxious, detrimental or prejudicial to public health or public safety or to otherwise constitute a public nuisance. The following 3 items are covered by Code Enforcement:
    - Overgrown Lots
    - Unsightly Lots
    - Junked and/or Abandoned Vehicles
- Overgrown Lots
  - Any uncontrolled growth of noxious weeds, grasses to a height in excess of ten (10) inches and/or the uncontrolled growth of bushes causing or threatening to cause infestation by rats, mice, snakes or vermin of any kind or constituting a fire hazard or which in any other way is detrimental to the public health, morals, safety or general welfare; provided, however, that this subsection shall not apply to planted and cultivated flowers, shrubbery, vegetables or crops, properties not reasonably accessible to power mowing equipment, and undeveloped parcels greater than five acres in size.
    - A violation of this provision shall subject the offender to a civil penalty in the amount of Fifty (\$50.00) Dollars for the first offense, plus the cost of abating the nuisance. No penalty for the

first offense shall be imposed if the offender abates the nuisance within ten (10) days of notice of violation.

- A second or subsequent violation of this provision shall subject the offender to a civil penalty in the amount up to Two Hundred and Fifty (\$250.00) Dollars plus cost of abatement.
- Repeated Violations within a 24 month period will not be notified of the violation but will be fined immediately

- Unsightly Lots

- Any litter consisting of man-made and used materials which is scattered, cast, thrown, blown, placed, swept, or deposited anywhere on a persistent, continuous or ongoing basis so as to accumulate on any property in open places such that is dangerous or prejudicial to the public health or otherwise constitutes a public nuisance.

- A violation of this provision shall subject the offender to a civil penalty in the amount of Fifty (\$50.00) Dollars for the first offense, plus the cost of abating the nuisance. No penalty for the first offense shall be imposed if the offender abates the nuisance within ten (10) days of notice of violation.
- A second or subsequent violation of this provision shall subject the offender to a civil penalty in the amount up to Two Hundred and Fifty (\$250.00) Dollars plus cost of abatement.
- Repeated Violations within a 24 month period will not be notified of the violation but will be fined immediately

- Junked and/or Abandoned Vehicles

- ABANDONED VEHICLE. A motor vehicle shall be deemed to have been abandoned in the following circumstances:
  - (1) It is left unattended upon a street or highway for longer than 12 hours in violation of a law or ordinance prohibiting parking;
  - (2) It is left unaccompanied on property owned or operated by the city for a period longer than 24 hours;
  - (3) It is left unaccompanied on any public street or highway for a period longer than seven days; or
  - (4) It is left on private property without the consent of the owner, occupant or lessee thereof for longer than two hours.
- JUNKED MOTOR VEHICLE. A vehicle that does not display a current license plate and:
  - (1) Is partially dismantled or wrecked;
  - (2) Cannot be self-propelled or moved in the manner in which it originally was intended to move; or
  - (3) Is more than five years old and appears to be worth less than \$100 as determined by the Director of Planning or his designee.
  - (4) Except that one vehicle which is located in the rear yard on private property and is fully covered by a manufactured car cover and is not surrounded by overgrown weeds or grass shall not be considered a junked motor vehicle.
- Within ten (10) days of this notice, this violation is to be corrected by one of the following methods:
  - Enclosure of the vehicle(s) within a fully enclosed structure; or
  - One (1) vehicle placed in the rear yard on private property and is fully covered by a manufactured car cover and is not surrounded by overgrown weeds or grass shall not be considered a junked motor vehicle
  - Vehicle removed from the property
  - Appeal filed with the Zoning Administrator
- Failure to correct this violation by one of the previous methods within ten (10) days of notification will result in the vehicle being removed by the City and taken to a storage facility.
- Charges for towing and storage are required to be repaid prior to the vehicle being reclaimed.
- If the vehicle remains unclaimed for thirty (30) days after it has been towed, it will be sold at public auction as allowed under State Law.
- Recommendations:

- Amend Code of Ordinances to include “and/or” to cite more junk vehicles (City wide).
    - 2) Raise worth of vehicles from \$100 to \$500
    - - Currently under JUNKED MOTOR VEHICLE it states the following:
      - JUNKED MOTOR VEHICLE. A vehicle that does not display a current license plate and:
        - (1) Is partially dismantled or wrecked;
        - (2) Cannot be self-propelled or moved in the manner in which it originally was intended to move; or
        - (3) Is more than five years old and appears to be worth less than \$100 as determined by the Director of Planning or his designee.
        - (4) Except that one vehicle which is located in the rear yard on private property and is fully covered by a manufactured car cover and is not surrounded by overgrown weeds or grass shall not be considered a junked motor vehicle.
  - Recommendations Downtown:
    - Parking Signage and/or Parking Pavement Markings
      - No signs/markings to indicate what type of parking is allowed. This vehicle has been cited numerous times for long term parking
      - Curb is marked no parking (Yellow) but no signage to tell people what yellow means. Cars/motorcycles park in this area repeatedly.
- Order to Repair
  - City of Goldsboro Unified Development Ordinance Chapter 5.11
    - The exterior features of any building or structure located within the corporate limits of the City of Goldsboro shall be preserved by the owner and/or parties in interest against decay, deterioration and structural defects. The owner and/or parties in interest shall upon written request of the City repair such exterior features if they are found to be deteriorating, or if their condition is contributing to deterioration, including but not limited to, any of the following defects:
      - Deterioration of exterior walls, foundations, flooring, parapet walls, roofs, beams, chimneys and either horizontal or vertical load bearing supports that causes leaning, sagging, splitting, listing or buckling;
      - Ineffective waterproofing of exterior walls, roofs and foundations, including broken windows/doors, failed paint, leaking roofing, decayed brickwork or failed siding materials;
      - Rotting, holes and other forms of decay;
      - Damages caused by fire or other calamity;
      - Deterioration of exterior stairs, porches, handrails, window/door frames, cornices, entablatures, wall facings or other architectural details that causes delaminating, instability, loss of shape or crumbling;
      - Boarded up windows unless otherwise approved by the Chief Building Inspector or the Hardship Review Committee
      - Correction or repairs will be required under the following procedures:
        - Whenever a petition is filed with the Planning Director or Chief Building Inspector that a building or structure is undergoing Order to Repair, the Director, Inspector, or a designated agent shall, if his or her preliminary investigation discovers a basis for such charges, within fifteen days issue and cause to be served upon the owner and/or such other person who may have legal possession, custody, and control thereof, as the same by be determined by reasonable diligence a complaint stating:
          - The charges in that respect and containing a notice that a hearing will be held before the Planning Director or Chief Building

Inspector in City Hall, not less than ten nor more than thirty days after the serving of such complaint;

- That the owner and/or parties of interest shall be given a right to answer and give testimony;
- That the Hardship Review Committee, as defined in this Ordinance, shall also be given notice of the hearing; and
- That the rules of evidence prevailing in courts of law or equity shall not be controlling in hearing before the Director or Inspector.
- Correction or repairs will be required under the following procedures:
- Whenever a petition is filed with the Planning Director or Chief Building Inspector that a building or structure is undergoing Order to Repair, the Director, Inspector, or a designated agent shall, if his or her preliminary investigation discovers a basis for such charges, within fifteen days issue and cause to be served upon the owner and/or such other person who may have legal possession, custody, and control thereof, as the same by be determined by reasonable diligence a complaint stating:
  - The charges in that respect and containing a notice that a hearing will be held before the Planning Director or Chief Building Inspector in City Hall, not less than ten nor more than thirty days after the serving of such complaint;
  - That the owner and/or parties of interest shall be given a right to answer and give testimony;
  - That the Hardship Review Committee, as defined in this Ordinance, shall also be given notice of the hearing; and
  - That the rules of evidence prevailing in courts of law or equity shall not be controlling in hearing before the Director or Inspector.
- Penalties and Remedies
  - Equitable Remedy
  - Order to Abatement – Court order
  - Civil Penalty - \$100 per day of continuing violation
  - If penalties, fines and/or fees total \$3000.00 other legal remedies available to the City of Goldsboro may be implemented/pursued.
- Code Enforcement – Statistics (2020)
  - Code Violations (Unsightly Lots/Overgrown Lot) = 893
  - Junk Vehicles = 41
  - Order to Repair = 290

Council asked staff to bring back recommended changes for consideration. Council also requested staff develop a public relations campaign and action plan for litter pickup.

**Employees’ First Amendment Rights.** Mr. Chris McLaughlin with the UNC School of Government reviewed the following information:

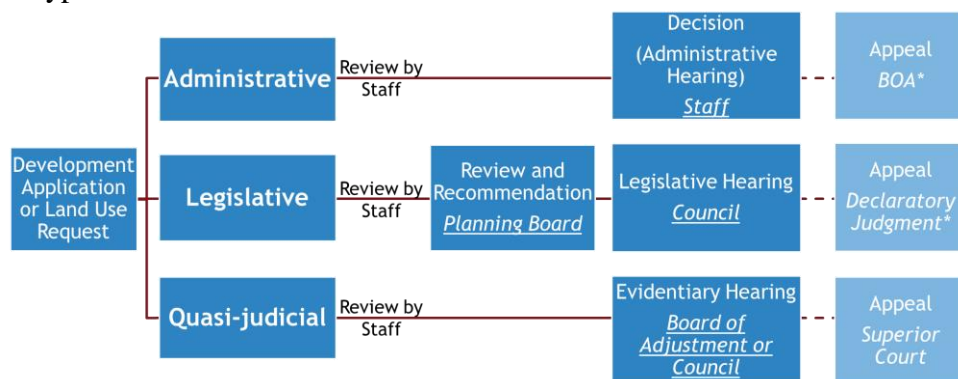
- Traditional View: No 1<sup>st</sup> Amendment Protection for Public Employees
- Current View: Government Employees Do Not (Entirely) Waive Their FA Rights
- Connick & Garcetti
- The Big Three Questions
- The Balancing Test
- Matters of Public Concern
- What is not a “public concern?”
- Made as a part of job duties?
- Speaking as a citizen or a public employee?
- What speech is considered part of an employee’s job duties?
- Adverse Employment Action
- Recent Federal Case Highlights Different Protections for “Work” Speech and Social Media Speech

**Unified Development Ordinance Update.** The following information was reviewed:

- Project Team – Stewart



- NCGS Chapter 160D
  - State legislature has updated the statewide zoning enabling legislation
  - This is a mandatory update for all counties, towns, and cities
  - Chapter 160D consolidates and clarifies local land use regulation
  - State deadline for compliance is 07/01/2021
- Project Schedule
  - Chapter 160D Council Update: Feb. 24
  - First Draft (internal): est. March/April
  - Final Draft (public review): est. April
  - Planning Board Review: April 26
  - Council Review/Adoption: May 3 or 17
- What is Chapter 10D?
  - Consolidates county and municipal regulations
  - Uniform terminology and procedures across jurisdictions
  - Clarifies all development review into one of three distinct decision types
  - Restrictions on imposing unlawful conditions
- Decision Types for Development Review
  - Administrative – An objective decision in the regulation or enforcement of development regulations. Includes most permits and administrative decisions.
  - Legislative – A general policy decision to adopt, amend, or repeal a law or ordinance. Includes rezonings and ordinance amendments.
  - Quasi-judicial – A subjective, discretionary decision based on evidence presented regarding a specific application of a development regulation. Includes legal-style hearings where decisions are based on expert testimony.
- Decision Types



- Subdivision is a “By-Right” Process
  - Emphasis in 160D is putting more weight on rezonings and ordinance amendments as the point of action/decision by Council
  - Zoning district determines subdivision standards – this is established at the legislative rezoning
  - 160D specifies: may not condition anything not otherwise legally enabled by the ordinances
- Site Plan Review
  - Administrative standards for by-right development □ increased predictability, etc.
  - 160D specifies: may not condition anything not otherwise legally enabled by the ordinances
- Conditional Rezoning in G.S. 160D
  - Conditional Use District Rezoning (legislative/quasi-judicial zoning) is no longer allowed
  - Conditional Rezoning (CZ) is now exclusively a legislative process
  - Functions like a combined rezoning and ordinance amendment
  - Conditional Rezoning creates unique zoning standards for a specific tract of land
  - Regulates uses
  - Establishes dimensional and design standards
  - Recommendation: Tie CZ to underlying zoning district with conceptual master plan.
- Conditional Use Permits in G.S. 160D

- CUPs (currently Council) no longer allowed
- Special Use Permits (SUPs) (currently BOA) still allowed as quasi-judicial process
- Recommendation: Old CUPs still go to Council as major SUPs; remainder go to BOA.
- Recommendation: Variances for primary structure and new development to Council; remainder to BOA.
- Chapter 160D Updates
  - The rules are set legislatively by Council
  - Ordinance (the UDO): permitted uses, dimensional standards, design standards, setbacks, landscaping, etc.
  - Rezoning: traditional, conditional
  - Requests to vary the rules are quasi-judicial
  - (within the boundaries established in the ordinance)
  - All other procedures follow the rules (administratively)
  - Subdivision, site plans, permits (except SUP), etc.
- Review Authority After the Update
- Council Guidance and Direction

Mayor Pro Tem Ham requested staff provide specific examples related to changes at an upcoming work session.

Council took a break at 10 minute break.

**Staggered Terms.** Mr. Randy Guthrie reviewed the following information:

- N.C.G.S. 160A-101(4) establishes terms of office for members of council: Members of the council shall serve terms of office of either two or four years. All of the terms need not be of the same length, and all of the terms need not to expire in the same year.
- Process to Switch to Staggered Terms
  - Adopt a Resolution of Intent to consider an ordinance amending the charter.
  - At the same time the Resolution of Intent is adopted, the council shall also call a public hearing on the proposed charter amendments.
- Public Hearing
  - The date of the hearing to be not more than 45 days after adoption of the resolution.
  - The notice of hearing must be published at least once, not less than 10 days prior to the date fixed for the public hearing.
- Ordinance Adoption
  - Following the public hearing, but no earlier than the next regular meeting of the Council and not later than 60 days from the public hearing, the Council may adopt an ordinance amending the charter to implement the amendments proposed in the resolution of intent.
- Notice of Adoption
  - Ordinance to change Charter is not effective until 30 days after the publication of Notice of Adoption of Charter Amendments.
  - Notice must summarize the contents and effect of the Charter change.
  - Must be published within 10 days of Council vote to amend Charter.
  - Citizens may request a Special Election if a valid Referendum Petition is submitted.
- Referendum
  - The people may initiate a referendum on proposed charter amendments.
  - An initiative petition shall bear the signatures and resident addresses of a number of qualified voters of the city equal to at least ten percent (10%) of the whole number of voters who are registered to vote in city elections.
  - A referendum petition must be filed with the City Clerk not later than 30 days after publication of the notice of adoption of the ordinance.
- Special Election – Referendum

- If a valid Referendum Petition is received, the Council shall call a special election on the question of adopting the Charter Amendments.
- The special election shall be scheduled in accordance with G.S. 163-287.
- If majority of votes are in favor of Charter Amendments, then Council would adopt another ordinance to make them effective.
- Special Election Option
  - If a valid Referendum Petition is received, the Council shall call a special election on the question of adopting the Charter Amendments.
  - The special election shall be scheduled in accordance with G.S. 163-287.
  - If majority of votes are in favor of Charter Amendments, then Council would adopt another ordinance to make them effective.
- Sample Schedule
  - If a valid Referendum Petition is received, the Council shall call a special election on the question of adopting the Charter Amendments.
  - The special election shall be scheduled in accordance with G.S. 163-287.
  - If majority of votes are in favor of Charter Amendments, then Council would adopt another ordinance to make them effective.

Council discussed the process by which staggered terms would be established, i.e. random lot. Pros and cons of staggered terms was also discussed.

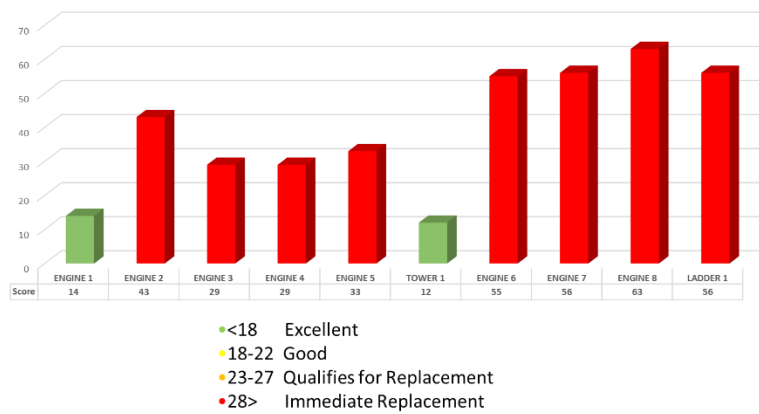
**State of the Fire Department.** Deputy Fire Chief James Farfour reviewed the following information:

- Staffing
  - Personnel related costs account for consistently over 89% of the total GFD budget annually. GFD personnel operate primarily out of 5 stations. The department provides around the clock “all hazards” response in and around the City of Goldsboro. The average annual response to emergency calls is approximately 2600.
- Full Response
- State of the Department

	Low Risk		Moderate Risk		Significant Risk		Maximum Risk	
GFD	1E	4	4E, 1L, 1BC	17	4E, 1L, 1BC, 2CO	18	5E, 1L, 1BC, 2CO	22
Mutual Aid			1E, 1R		3E, 1R, 1CO		4E, 1L, 2R, 1CO	
	IC/Safety	1	IC/Safety	1	IC	1	IC	1
	Pump Op.	1	Pump Op.	1	Pump Op.	1	Pump Op.	1
	Attack Line	2	Prim. Line	2	Prim. Line	2	Prim. Line	3
			B/U Line	2	B/U Line	2	B/U Line	3
			Salv./OH	2	Salv./OH	2	Salv./OH	2
			Search/Res	2	Search/Res	2	Search/Res	4
			Vent.	2	Vent.	2	Vent.	4
			RIC	2	RIC	2	RIC	4
			H2O Sup.	1	H2O Sup.	1	H2O Sup.	2
					Assess. Team	2	Assess. Team	2
					Safety	1	Safety	1
					Aerial Op	1	Aerial Op	2
					Acct. Officer	1	Acct. Officer	1
					Exposures	2	Exposures	4
					Rehab		Rehab	
							Ops. Officer	

It is recommended that apparatus more than 15 years old that have been properly maintained and that are still in serviceable condition be placed in reserve status; be upgraded in accordance with NFPA 1912; and incorporate as many features as possible of the current fire apparatus standard (see Section D.3). This will ensure that, while the apparatus might not totally comply with the current editions of the automotive fire apparatus standards, many of the improvements and upgrades required by the current editions of the standards are available to the fire fighters who use the apparatus.

**Life Cycle Analysis**  
Using a lifecycle cost analysis and score card based on  
American Public Works Association (APWA)



- Code Violations
  - The GFD conducted 1,480 inspections in 2020.
  - 63% of fire code violations are cleared within 90 days.
- Fire Cause Determination
- Training & Safety
  - GFD personnel completed 30,250 hours of training in 2020.
  - Average of 369 hours per each uniformed position.

**Police Department Update.** Chief West reviewed the following information:

- Seniority List
 

<u>Years of Service</u>	<u>Number of Officers/Percentage</u>
Over 20 years	17 – 16%
Over 10 but less than 20 years	32 – 29%
Over 5 but less than 10 years	17 – 16%
Less than 5 years	28 – 25%
Vacant	<u>15 – 14%</u>
	109
- Crime Stats
  - Part I Crimes
  - Part I Crimes Comparison
  - Part I 5 Year Trend
  - Homicides
- Criminal Investigations Division
  - Case Load
    - 121 Cases assigned to 3 Persons Crimes Investigators
    - 158 Cases assigned to 3 Property Crimes Investigators
    - 114 Cases assigned to 2 Financial Crimes Investigators
    - 80 Cases assigned to 1 Juvenile/Missing Person/Sex Crimes Investigator
    - 34 DSS Cases assigned to (4) Investigators
    - A total of 439 Felony cases were assigned in 2020 (Average of 43.9 cases per Investigator)
    - 3.6% decrease from 2019
    - \*The case load is consistent with other departments\*
- Training Hours
  - Officers of the Goldsboro Police Department received 7,739 hours of training in 2020. This training included 24 hours of training mandated by the NC Criminal Justice Education and Training Standards Commission for each sworn officer, along with other specialized training courses to enhance officer’s skills and knowledge as they continue to effectively serve the citizens of Goldsboro:
    - \* Long-Term Effects of Childhood Adversity
    - \* Rescue Task Force, (Follow on to Rapid Deployment)
    - \* The Signs Within: Suicide Prevention and Awareness
    - \* Communication Strategies When Encountering Persons Who are Deaf or Hard of Hearing

- Patrol Vehicles
  - 64 Total Vehicles
    - 2008 - 3
    - 2009 - 1
    - 2010 - 1
    - 2011 - 1
    - 2013 - 9
    - 2014 - 8
    - 2015 - 1
    - 2016 - 19
    - 2018 - 10
    - 2019 - 4
    - 2020 - 7
  - Mileage
    - 44 Vehicles have under 80,000 miles.
    - 7 Vehicles have 80,001 to 100,000 miles.
    - 3 Vehicles have 100,001 to 120,000 miles.
    - 10 Vehicles have over 120,000 miles.
    - **NOTE:**
    - The service life of a take-home car is approximately 8-10 years
    - Service-life is based on 80,000 to 100,000 miles and the average cost to maintain the vehicle
    - The decision to deadline a car is based on model-year, mileage, parts availability, maintenance cost and overall safety of the car
    - Take home cars are averaging 11,000 miles per year.
  - Summary
    - 6 vehicles are ten years old or older.
    - 14 vehicles currently have over 100,000 miles on them and that number could increase to 23 by the end of 2021.
    - 50% of the total yearly maintenance cost on the fleet is for vehicles that comprise 23% of the fleet.
    - High mileage vehicles are less reliable, use more fuel, require more oil between servicing and due to the poor appearance of the cars, reflect negatively upon the Police Department and the City of Goldsboro.
- Fleet Vehicle Replacement Plan
  - 10 Patrol/2 Admin per year
  - Increase the size of the fleet to allow for additional take home cars for officers living outside of the city limits and to replace older cars
  - More vehicles under warranty; reduces maintenance cost
  - Enhance public image of Police Department
  - Improve officer morale and aid in retention
- Admin Vehicles
  - 44 Total Vehicles
    - 2001 - 2
    - 2002 - 1
    - 2005 - 1
    - 2006 - 2
    - 2007 - 2
    - 2009 - 3
    - 2010 - 6
    - 2001 - 2
    - 2002 - 1
    - 2005 - 1
    - 2006 - 2
    - 2007 - 2
    - 2009 - 3
    - 2010 - 6
- CALEA Certification
  - August 22, 2017 - Enrolled in CALEA
  - June 2020 - Successfully Completed Web-Based Assessment

- July 2020 - Successfully Completed Site-Based Assessment
- November 2020 - Appeared before a panel of CALEA Commissioners for a formal review of our assessment and received our Advanced Law Enforcement Accreditation Award
- Currently six months into our first year of a 4-year accreditation cycle
- Completing end of year evaluations and analyses
- Revisions and updates to General Orders
- Collecting proofs of continued compliance
- Updating Strategic Plan and Recruitment Plan for FY 2021-2022

There being no further business, the meeting recessed at 3:46 p.m. until 9:00 a.m. tomorrow.

**FEBRUARY 25, 2021**

The Mayor and Council of the City of Goldsboro, North Carolina, for their Annual Retreat beginning February 25, 2021 at 9:00 a.m. in the Large Conference Room, City Hall Addition, 200 North Center Street, Goldsboro, North Carolina with attendance as follows:

- Present:
- Mayor Chuck Allen, Presiding
  - Mayor Pro Tem David Ham
  - Councilmember Hiawatha Jones
  - Councilmember Bill Broadaway
  - Councilmember Taj Polack
  - Councilmember Brandi Matthews
  - Councilmember David Ham
  - Councilmember Gene Aycock
  - Tim Salmon, City Manager
  - Melissa Capps, City Clerk

**Call to Order.** The meeting was called to order by Mayor Allen at 9:00 a.m.

**Granicus Agenda Software.** Ms. Laura Getz and Ms. Melissa Capps provided Council with an overview of the new Granicus agenda management software. Granicus is an agenda management software. It will streamline the meeting process, by saving time and paper by automating agenda approval and meeting minutes.

Clerks and council members can access meeting materials on any device to view, and also offer citizens and interested parties digital access to meeting agendas, live webcasting, video recording, and minutes in a central, searchable portal.

ILegislate which is a component of the Granicus software, enables Council and staff to review meeting agendas and supporting documents, bookmark items for easy retrieval and make notes on agendas. During the meetings, it will also serve as a way for council to vote on the items, and votes will be displayed for the public to see.

We thank you for supporting us with this Agenda Management Software.

**Wayne County Development Alliance – Economic Development.** The following information was reviewed:

- Impact Wayne Campaign Background
  - Feasibility study October 2020
  - Interviewed 34
  - Great support for the work of the WCDA and the new 5-year plan
  - 3rd Impact Wayne Campaign with Convergent
- Five Year Accomplishment 2015-2020
  - Announced 543 new jobs
  - Announced \$110,096,000 in new capital investment
  - Completed a 50,000 SF shell building on Lot 8 in the ParkEast Industrial Park

- Advanced progress/sent bids for new Goldsboro Business Campus (first incubator building)
- Assisted Mount Olive to pursue and receive critical funds for improving water/sewer through State agencies and legislators Assisted Case Farms with their VRT freezer and wastewater treatment facility expansion
- Successfully recruited Michael Aram, Inc. from the NE US to the former EXCELL facility Assisted Electropin with relocation to the Rosewood area from the NE United States Successfully located Stromberg Foods in the former Sunburst site and facility
- Assisted Atlantic Casualty Insurance Company with Park East expansion and announcement
- Responded to 68 RFls from North Carolinas Southeast (NCSE) or Economic Development Partnership of North Carolina (EDPNC) since August 2018
- Assisted ALTA Foods with their facility upfit and expansion
- Assisted Tactical Scorpion Gear relocation into the former Sportsman World facility
- Partnered with Lenoir & Craven Counties to develop/market the Hwy. 70 Aerospace Corridor
- Joined the Southeast Region for Wayne County regional promotion, marketing, and leads
- ROI City of Goldsboro
  - Michael Aram, 116 new jobs, \$5.7 million capital investment. Has expanded into an additional building and purchased a building in downtown Goldsboro.
  - Atlantic Casualty expansion in Park East, 83 jobs and more than \$11.8 million capital investment.
  - Maxwell Center Impact Wayne raised \$1.3 million in 2015 for the Center. It attracted 800 events in its first 18 months. The new Convention Center Hotel will expand its potential as a significant destination venue.
  - 27 active buildings and/or sites listed on WCDA website are in city limits including:
    - Park East
    - Goldsboro Business Campus
    - Graves Drive
    - Gold Triangle
  - Economic development staff working on behalf of the City through:
    - Marketing available buildings/sites to prospective industry
    - Working with prospects
    - Fundraising and grant writing support
- Impact Wayne Plan
  - Initiative I – Product Development
  - Initiative II – Business Development & Marketing
  - Initiative III – Business Retention & Expansion
  - Initiative IV – Investor Relations & Development
- Impact Wayne Projected Outcomes
  - Create 700 new jobs by 2025
  - Attract \$150 million in capital investment by 2025
- Projected Return on Investment
  - By the end of 2025
    - 700 new jobs
    - 370 secondary jobs
    - \$22.6 million in annual consumer expenditures
    - \$45.9 million in deposit potential for area financial institutions
- Five Year Budget
- Leadership
  - Campaign Chair - David Perry, Goldsboro Builders Supply
  - PLATINUM DIVISION CO-CHAIRS
    - Neal Benton, Truist Bank
    - Bobby Frye, Mt. Olive Pickle
  - HONORARY CABINET

- Chuck Allen, City of Goldsboro
- Joe Daughtery, Wayne County Commissioner
- Kenny Talton, Town of Mount Olive
- Dr. Thomas Walker, Wayne Community College
- Jack Best, Best & Sons
- Bill Bryan, Mt. Olive Pickle
- Sam Hunter, TA Loving
- Grey Morgan, Southern Bank

Council discussed. Councilmember Polack asked how many of the jobs went to Wayne County residents. Mr. Kornegay stated they would get that information.

**NC Department of Commerce – Rural Economic Development.** The following information was reviewed:

- Mission
  - Engage
  - Enhance
  - Transform
- Programs
  - Community Development Block Grants
  - State Rural Grants
  - Appalachian Regional Commission
  - The Utility Account
  - Main Street & Rural Planning Center
- Strategic Priorities
  - Build a strong ecosystem for prosperity
  - Foster job growth and capital investment
  - Enhance local capacity
  - Prioritize engagement and collaboration
- Rural Projects
  - \$119.4 million in grants awarded.
  - 183 grant projects.
  - 83 strategic plans, 58 market studies.
  - More than 300 communities served.
- Rural NC
  - Vibrant Downtowns
  - Connected Government and Business Community
  - Resilient
  - Connected Communities
  - Strengthened & Revitalized Neighborhoods
  - Strong Infrastructure
  - Focused Forward
  - Engaged and Inclusive

Mayor Allen requested information on grants received in Goldsboro.

**Six Month Financial Update.** Ms. Catherine Gwynn reviewed the following information:

- Revenue Collections FY21 Operating Funds
  - General Fund Collections
  - Utility Fund Collections
  - Stormwater Fund Collections
  - Downtown District Collections
  - Occupancy Tax Collections
  - Actual Collections
- Expenditures FY21 Operating Funds
- Operating Funds – Revenue & Expenditure Summary
- Project Funds
  - Capital Project Funds
  - Special Revenue Funds
- Fund Balance Appropriations



Mayor Allen requested the list of purchase order rollovers.

**Retreat Decisions.** Mr. Tim Salmon reviewed the following:

- Councilmember Polack asked staff to look at a metric for diversity in promotions. Councilmember Polack clarified that he would like statistics of diversity of promotions. Councilmember Jones would like to look at other ways to recruit a diverse population. Mr. Salmon stated he would ask the HR Director to talk about those.
- Code Enforcement – staff to bring back recommended changes for council’s consideration.
- Trash Pickup and Keeping Goldsboro Clean – staff will develop a public relations campaign and action plan working with the county and non-profits.
- Council requested staff provide specific examples of the UDO changes at an upcoming work session.
- Wayne County Development Alliance – how many jobs went to Wayne County residents.
- NC Department of Commerce – Rural Economic Development – requested information on local grants in Goldsboro.
- Budget Update – Focus on CD money
- Mayor Pro Tem Ham requested staff bring back staggered terms in March for further discussion.

There being no further business, the meeting adjourned at 12:48 p.m.

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David Ham  
Mayor Pro Tem

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Melissa Capps, MMC /NCCMC  
City Clerk