

**ZEBULON  
BOARD OF COMMISSIONERS  
WORK SESSION  
AGENDA  
DECEMBER 19, 2024  
6:00 PM**

**1. APPROVAL OF AGENDA**

**2. OLD BUSINESS**

*A. Administration*

- i. Strategic Plan Grants*
- ii. Strategy/Visioning Consultants*
  - a. Ordinance 2025-17*

**3. NEW BUSINESS**

*A. Administration*

- i. Resolution 2025-08 – Prohibiting Pornography on Government Devices*

**4. CLOSED SESSION**

As Allowed Per NC General Statute § 143-318.11

- A. Personnel Discussions
- B. Economic Development
- C. Property Acquisition for Parks & Recreation

**5. ADJOURN**

**Topic:** Strategic Plan Grant  
**Speaker:** Kellianne Williams, Assistant Town Manager  
**From:** Kellianne Williams, Assistant Town Manager  
**Approved by:** Taiwo Jaiyeoba, Interim Town Manager

**Executive Summary:**

The Board of Commissioners will engage in discussion about the drafted Strategic Plan Grant.

**Background:**

The current Strategic Plan Grant program offers \$5,000 total in grants up to \$1,000 for many years. Per policy, these grants must meet a Strategic Plan Focus Area and are available to 501(c)(3) organizations that have been operating for at least two years.

At the September Work Session, the Board engaged in discussion about the Strategic Plan Grant that allowed staff to draft updates to the grant program. Key takeaways from the Board's discussion were used to develop a draft for the Board's consideration.

A draft update to the grant was emailed to the Board on November 1<sup>st</sup>. The Board provided direction at the November 22<sup>nd</sup> work session to return with the grant for Board action on December 2<sup>nd</sup>. The only revision requested by the Board included adding a statement that organizations are only eligible for one Strategic Plan Grant per fiscal year.

At the December 2<sup>nd</sup> Board meeting, the Board requested further discussion at the December work session.

**Fiscal Analysis:**

The Board authorized \$25,000 in strategic plan grants. On September 9<sup>th</sup>, the Board awarded the original \$5,000 to 5 non-profits. A new process needs to be determined for the remaining \$20,000.

**Discussion:**

The Board will consider approval of the Strategic Plan Grant.

**Attachment:**

1. FY 2025 Strategic Plan Grant
2. Grant Scoring Rubric

Town of Zebulon

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# ZEBULON

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NORTH CAROLINA

Strategic Plan Mini-Grant  
Request for Proposals

Application for Funding  
Due January 31<sup>st</sup>, 2025

**Available Grant Funds:**

The Town of Zebulon will be distributing \$20,000 in mini grant funding. The Town intends to award two \$5,000 grants and five \$2,000 grants.

**Purpose:**

The purpose of this policy is to provide guidelines to Board and staff in making decisions regarding selection and distribution of Strategic Plan Mini-Grants. The Town of Zebulon wishes to contribute to the efforts of non-profit organizations whose focus areas align with those of the ***Town of Zebulon Vision 2030 Strategic Plan***.

**Policy Statement:**

The Town of Zebulon is committed to providing financial assistance to those non-profit agencies which supplement the Town services that are provided to its citizens. Non-profit agencies should also focus on one or more of the Town of Zebulon’s focus areas defined in the Strategic Plan. The focus areas and priority goals within those areas are:

- ***Focus area 1: Vibrant Downtown*** – We will have a clean, attractive, and historic downtown with a variety of special events, entertainment, shops, restaurants, businesses and housing to serve as the heart of Zebulon, providing a gathering place for the community and a destination for visitors.
  - ***Goal:*** Revitalize downtown Zebulon
  - ***Goal:*** Develop events, entertainment, and cultural attractions to draw people downtown
  
- ***Focus area 2: Small Town Life*** – We will preserve and enhance our small-town feel by developing more activities and locations to gather with family and neighbors, making Zebulon a safe, connected, family friendly and walkable town.
  - ***Goal:*** Promote more community events and festivals
  - ***Goal:*** Enhance and create more community gathering places
  - ***Goal:*** Increase the connectedness and walkability in the community
  
- ***Focus area 3: Growing Smart*** – Our community is growing, and we will plan for the growth with appropriate staffing and service levels to address land use and traffic concerns; promote economic development and preserve the affordability of our community
  - ***Goal:*** Plan for appropriate land use to meet transportation and housing needs
  - ***Goal:*** Pursue economic development opportunities with our community partners
  - ***Goal:*** Maintain appropriate staffing to support expected service levels for the growing community

## **Projects & Initiatives:**

The Board of Commissioners are interested in projects that meet the above focus areas and will help fill gaps in services in the following areas:

- Transportation
- Youth and senior services
- Education enhancements to meet grade level standards
- Family health
- Services to traditionally underserved communities

Consideration will not be limited to above projects. The Board will be looking for projects that will offer a measurable and visible direct impact to the citizens of Zebulon. The Board also seeks projects that will offer opportunities to engage the growing Latino population in Zebulon.

The Board of Commissioners will also consider:

- Projects that promote an established Town initiative
- Projects that provide a public purpose outside the Town's focus areas
- Organizations with a substantial presence in the community
- Organizations with a proven track record over time of contributions to the benefit of the Town, its institutions and citizens
- Projects that stimulate or encourage community participation in non-profit activities

## **Eligibility:**

The Town of Zebulon will consider providing assistance to non-profit agencies meeting the criteria detailed below.

- The organization's proposal must offer a service that will directly benefit the citizens of Zebulon.
- If selected for funding, non-profits shall verify their non-profit status by submitting an IRS determination letter confirming 501(c)(3) status and sign an acknowledgement statement that their status has not been revoked.
- One application per organization will be accepted.
- To be eligible for a \$5,000 grant, the applicant must have operated for two years preceding the application deadline. Start up organizations will be eligible for \$2,000 grants only.
- Applicants may partner with another non-profit agency.
- Grants will not fund research, maintenance, repair, personnel, or benefit costs.
- Organizations are only eligible for one strategic plan grant from the Town of Zebulon per Fiscal Year.

**Insurance Requirements:**

Grant recipients provide a general liability insurance policy in the amount of \$1,000,000 (or higher dependent upon the size or nature of activities defined in the grant) per claim naming the Town of Zebulon as additional insured covering claims for injuries, deaths, and/or property damage arising out of the use of the premises by Licensee. Proof of this liability insurance coverage must be provided to the Town of Zebulon.

The Certificate Holder address should read:

Town of Zebulon, 1003 North Arendell Avenue, Zebulon, North Carolina, 27597

Coverages: Insurance must cover activities as identified for the event. The Town may request specific activities be listed on the COI.

Please note that the policy coverage period should cover the time period of the event, contract and/or project. Be sure to obtain an updated COI for the period and duration of the event, contract and/or project.

Any recipients that are recommended to have more than \$1,000,000 general liability insurance coverage will be noted during the Board of Commissioner selection process.

**Accountability:**

Non-profits agencies shall adhere to accountability standards set by the Town and as required by law. Compliance with these standards is a criterion for funding. These standards include but are not limited to:

- Recipients will be expected to submit quarterly progress reports and a final report detailing the outcomes and impact of their projects.
- Recipients will also be required to submit quarterly financial records related to their funded projects.
- Recipients will comply with program performance measurement requirements including quarterly reports to the Board of Commissioners.
- Recipients must adhere to all applicable local, state, and federal regulations, as well as Town of Zebulon policies and procedures.

**Grant Timeline:**

Month	Action
January 1 <sup>st</sup> , 2025	Release application & host an informational meeting
January 7 <sup>th</sup> , 2025	Informational Meeting & Lunch Noon-1 PM Zebulon Community Center
January 31 <sup>st</sup> , 2025	Applications due by 5 PM.
March 3 <sup>rd</sup> , 2025 Regular Meeting	Proposals presented to the Board
March 20 <sup>th</sup> , 2025 Work Session	Board discussion and award selection
April 7 <sup>th</sup> , 2025 Regular Meeting	Announcement of grant awards
April 30 <sup>th</sup> , 2025	Contract Disbursement
Project Period	May 1 <sup>st</sup> , 2025- April 30, 2026
Quarterly Report (\$5,000 grants)	August 15 <sup>th</sup> , November 14 <sup>th</sup> , February 13 <sup>th</sup> , May 15 <sup>th</sup>
Biannual Reports (\$2,000 grants)	November 14 <sup>th</sup> , May 15 <sup>th</sup>

**Application Process:**

The application will be available on the Town of Zebulon website ([www.townofzebulon.org](http://www.townofzebulon.org)).

Completed applications must be submitted online no later than the date indicated in the public notice. Applications will not be considered if submitted after the deadline passes.

A complete application includes any support documentation required submitted before the deadline. Incomplete applications will not be considered.

All applicants are asked to provide a short video, no more than 3 minutes, and include a short introduction to their organization and an overview of their grant proposal. The video will be shown at the Boards of Commissioners March regular meeting and made available to them for further review. Applicants are welcome to attend the March regular meeting and present to the Board in lieu of submitting a video. If reasonable accommodation is needed to complete an application or to otherwise participate in the application process, please contact x at [xxx@townofzebulon.org](mailto:xxx@townofzebulon.org).

The application will include the following elements:

- Project statement

- Organization history and key projects
- Description of activities that will be conducted or service provided
- Description of public engagement
- Project timeline
- Description of stakeholders or partners
- Description of measured impact
- Description of funds requested and how they will be spent

### **Selection & Criteria Matrix**

Each application will be blindly reviewed by a committee and scored against the Strategic Plan Grant Matrix. Identifying factors such as the organization's name, staff members, board members, and project titles will be removed from all applications for the committee to review. Only complete applications submitted by the deadline will be reviewed.

The committee will have 6 members and a staff liaison. Each Commissioner and the Mayor will select someone to participate on the committee. Committee members may not be an applicant or have a leadership role in an organization with an application being considered.

Committee members will review applications and score them independently. The committee will meet to review the score summary, address any scoring discrepancies, and prepare a recommendation for the Board of Commissioners.

The Board of Commissioners will select applications to be awarded. Commissioners will receive a copy of each application, a summary of scoring, and the Committee recommendation. The applicants will have an opportunity to present their request at the March regular meeting.

At the Board of Commissioner's March work session, the Board will be asked to rank their top two \$5000 projects, and top five \$2000 projects individually. The projects with the highest scores in each respective category will be presented to the Board to consider as a recommendation for funding. The Board will engage in discussion and recommend award of projects by way of motion and vote. The Board is not bound to the recommendation of the Committee.

### **Funding Award**

Funds distributed by the Town of Zebulon may only be spent as indicated on the application submitted by the organization. In the event funds are not used as indicated, the full amount of funding will be required to be returned to the Town.

Any organization receiving funding will hold the Town of Zebulon harmless from any claim or liability that may arise or result from the operation of any program or service assisted with funding from the Town of Zebulon.

A grant agreement will be executed between the Town of Zebulon and the awarded organization. The agreement will include a W9 and a Certificate of Insurance naming the Town of Zebulon as



additionally insured in the amount of \$1,000,000. Once executed, funds will be made available to the organization by check within 30 days of contract execution.

### **Grant Reporting and Monitoring**

Each funded agency must submit a grant project status report. Each report will include a description of the status activities related to the project, an expenditure report for related expenses, and a summary of results. This report will be due no less than 9 months after the grant agreement is executed. Reports will be shared with the Board of Commissioners.

Funded agencies who do not submit reports will not be eligible for consideration of Town grants in the next fiscal year.

## Strategic Plan Mini Grant Matrix

ORGANIZATION INFORMATION	
EIN	
Organization Name	
Representative	
GRANT PROPOSAL INFORMATION	
<p><b>Eligibility</b></p> <p><b>Proposal Requirements</b> - The organization provides all required documentation including proof of insurance, IRS Letter, IRS 990 Form, and solicitation license. Organization is willing to adhere to accountability standards. The application includes all required sections.</p> <p style="margin-left: 40px;">Confined Status? <input type="checkbox"/></p> <p style="margin-left: 40px;">Previously Funded? <input type="checkbox"/></p> <p style="margin-left: 40px;">In good standing? <input type="checkbox"/></p>	<p><b>Project &amp; Initiative Goals</b></p> <p>Grants to community-based organizations will be considered based on the following criteria:</p> <ul style="list-style-type: none"> <li><b>Project Fit</b> - The project's goals and activities clearly fit one or more of the Strategic Plan's focus areas.</li> <li><b>Population to be served</b> - The organization provides services which supplement the Town services. Project must offer a measurable and visible direct impact to the citizens of Zebulon. Project provides services to populations of interest, including youth, low income, seniors, families, or Latino population.</li> <li><b>Outcomes</b> - The expected outcomes, or results, of the project are clearly stated and correlated with the project's goals. Project fills gaps in transportation, education, underserved communities, family health, and youth and senior services.</li> <li><b>Project Implementation Evaluation</b> - The organization has a clear definition of success and specific metrics to measure success.</li> <li><b>Funding Request</b> - The funding request clearly shows how the expenses requested support the goals outlined in the proposal.</li> </ul>
PROJECT FIT WITH THEME AREAS	
<p><b>Project Fit</b></p> <p><i>Are the goals and activities of the project aligned with the Town of Zebulon's focus areas highlighted in the 2030 Strategic Plan?</i></p> <p><i>Does it promote an established Town initiative?</i></p> <p><i>Does the entity provide a public purpose outside the Town's focus areas?</i></p>	<p><b>Ratings</b></p> <p>3 — Yes to all three questions</p> <p>2—Yes to two questions</p> <p>1—Yes to one question</p>
<p><i>Does the entity have a substantial community presence?</i></p>	<p>0— No <span style="float: right;">1— Yes</span></p>
<p><i>Does the entity stimulate or encourage community participation in town activities, non-profits, civic groups, etc.?</i></p>	<p>0— No <span style="float: right;">1—Yes</span></p>

## Strategic Plan Mini Grant Matrix

POPULATIONS TO BE SERVED IN TOWN OF ZEBULON	
<p><b>Population To Be Served</b></p> <p><i>Does the entity have a proven track record over time of contributions to the benefit of the Town, its institutions and citizens?</i></p> <p><i>Will the project offer a visible and measurable impact on the citizens of Zebulon?</i></p> <p><i>Will the project provide services for populations of interest?</i></p>	<p><b>Ratings</b></p> <p>3— Yes to all three questions</p> <p>2—Yes to two questions</p> <p>1—Yes to one question</p> <p>0— Yes to none of the questions</p>
OUTCOMES	
<p><b>Project Outcomes</b></p> <p><i>Are the expected outcomes, or results, of the project clearly stated and correlated with the project’s goals?</i></p> <p><i>Will the project fill gaps in transportation, family health, or education?</i></p>	<p><b>Ratings</b></p> <p>2— Yes to both questions</p> <p>1—Yes to one question</p> <p>0— Yes to neither question</p>
PROJECT IMPLEMENTATION	
<p><b>Project Implementation Evaluation</b></p> <p><i>Does the project have a clear definition of success and specific metrics to measure success?</i></p> <p><i>Will the entity collaborate with any community partners?</i></p> <p><i>Will the entity offer resources in Spanish?</i></p>	<p><b>Ratings</b></p> <p>3 — Yes to all three questions</p> <p>2 — Yes to two questions</p> <p>1 — Yes to one question</p> <p>0 — Yes to none of the questions</p>
FEASIBILITY	
<p><b>Amount Requested</b></p> <p>\$5,000 Grant: Has the organization operated for two years preceding the application?</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>

### Strategic Plan Mini Grant Matrix

<p><b>Uploaded Budget <i>Special Note:</i></b> Grants will not fund research, maintenance, repair, personnel, or benefit costs.</p> <p><b>Funding Request: Reviewer Rating and Comments</b></p> <p><i>Do the expenses requested support the goals of the project?</i></p> <p><i>Does the request for funding seem reasonable?</i></p>	<p><b>Ratings</b></p> <p>2— Yes to both questions</p> <p>1—Yes to one question</p> <p>0— Yes to neither question</p>
<b>FUNDING RECOMMENDATION</b>	
<p><b>Initial Funding Recommendation: Reviewer Rating and Comments</b></p> <p>Based on your initial impression of this proposal, would you recommend it for funding?</p>	<p><b>Ratings</b></p> <p>5 - Highly recommend without reservation</p> <p>4 -Recommend</p> <p>3 - Recommend, but with some reservations</p> <p>2 - Neutral</p> <p>1 - Do not recommend</p>
<b>FINALIZATION</b>	
<p><b>Finalization: Total Score and Signature</b></p> <p>Total Score:</p> <p>*Highest possible score is 20.</p> <p>Signature:</p>	<p><b>Notes</b></p> <p>Please list any questions, comments or concerns.</p>

STAFF REPORT  
ORDINANCE 2025-17  
STRATEGY/VISIONING SESSION  
CONSULTANT PROPOSALS  
DECEMBER 19, 2024

**Topic:** Strategy/Visioning Session – Consultant Proposals  
**Speaker:** Taiwo Jaiyeoba, Interim Town Manager  
**Prepared by:** Lisa Markland, HR Director  
**Approved by:** Taiwo Jaiyeoba, Interim Town Manager

**Executive Summary:**

The Zebulon Board of Commissioners will consider proposals from consultants to provide Strategy/Visioning Session for the Board of Commissioners.

**Background:**

The Board has indicated a desire to have a retreat, providing an opportunity to come together and discuss their vision for the Town of Zebulon, and how that would impact the Strategic Plan, budgets and projects in the future.

**Discussion:**

The discussion before the Zebulon Board of Commissioners is whether to move forward with bringing in a consultant to help facilitate this discussion as soon as possible.

To this end, the Board will decide on a consultant that will facilitate a retreat with the Board of Commissioners to determine their goals and priorities for the next budget process. Staff solicited proposals from three consultants which are attached.

Staff is recommending Dream Builders Communications, Inc. at a cost of \$17,500 to facilitate this process in January 2025.

**Policy Analysis:**

Bringing in a consultant to assist the Board in determining their vision and strategy is consistent with our current Strategic Plan area of “Growing Smart”. Undertaking such a strategy or visioning session will guide the Board’s future budgetary and policy decisions and give staff directions as they develop their budgets and manage major projects. The result is to continue implementing goals that enable our community to grow and thrive.

**Fiscal Analysis:**

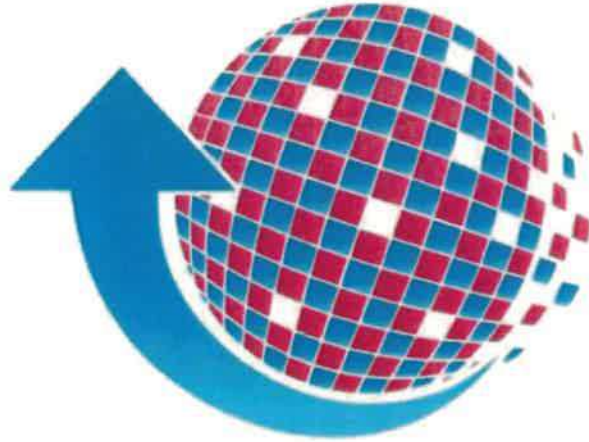
The attached proposal for Dream Builders Communications, Inc. is at a cost of \$17,500. This proposal had the lowest cost of the three proposals submitted. This will also require a budget amendment to fund the consultant and process

**Staff Recommendation:**

Staff is recommending Dream Builders Communications, Inc and adoption of Ordinance 2025-17 to facilitate a Board retreat in January 2025.

**Attachment(s):**

1. Proposals
2. Ordinance 2025-17



**Dream Builders**  
Communication, Inc.

**Proposal Prepared for:**

Town of Zebulon, NC  
1003 North Arendell Ave.  
Zebulon, NC 27597  
919.269.7455

**Proposal Prepared by:**

Dream Builders Communication, Inc.  
10135 Hickorywood Hill Avenue  
Huntersville, NC 28078  
704.727.5006  
Shawn Clemons, Ed.D.  
Director, Education & Learning  
sclemons@dreambuilderscommunication.com

Town of Zebulon, NC Review Team,

We are excited to share with your team, our company, Dream Builders Communication, Inc. (DBC). We are one of the nation's leading consulting and training firms, with over two decades of experience. Our client focused solutions are designed to aid in maximizing their full potential. Specializing in four core divisions: Corporate, Education, Government and Non-Profit, we assist clients in developing adaptive strategies to increase organizational performance. With a wealth of industry experience, our organization's division offers evidence-based tools and innovative approaches to drive success in various sectors, including transit authorities.



In 2000, Dr. Kenston J. Griffin, CEO, bestselling author, and master-level executive coach, conceived DBC. Armed with bachelor's and master's degrees in social work and a doctorate in leadership, Dr. Griffin founded an organization dedicated to leadership and professional development. His diverse educational background equips him with a nuanced understanding of assisting leaders in expanding their emotional intelligence, resolving conflicts, making decisions beneficial to the organization, and navigating intricate environments. Renowned as a keynote speaker and retreat facilitator, Dr. Griffin spearheads team retreats aimed at fostering comprehension of the organization's vision, individual role responsibilities, and strategic planning. These retreats cultivate team cohesion, foster stronger working relationships, and enhance alignment with the organization's goals, thereby generating positive impacts across the organization.

DBC is a leading consulting and training firm with over 20 years of experience, delivering client-centered solutions to help organizations reach their full potential. We specialize in providing strategic support to enhance organizational performance. Backed by over 100 years of combined industry expertise, our team utilizes evidence-based tools and innovative approaches to drive success across various sectors. From large corporations and government agencies to mid-size and small organizations, we excel in leadership development, staff retreats, strategic planning, customized professional development, project management, executive coaching, improving profitability, customer satisfaction, staff performance, and career growth through customized strategies. Whether your goal is to transform culture, strengthen communication, improve collaboration and organizational outcomes, we are here to help.

Leaders understand the significance and importance of collaboration, teamwork, leadership within the organization and within the organization's teams. Establishing cohesive relationships, clarifying roles and fostering trust among team members is essential for effectiveness, innovation and success. DBC's tailored professional development programs and proprietary assessments play a crucial role in enhancing team members' abilities, resulting in improved job performance and organizational impact. Employing research-based strategies, DBC facilitates opportunities for reflection, growth and ongoing professional development, ensuring sustained progress and success.

DBC employs our own proprietary assessments to aid leaders in gaining deeper insights into their communication and collaboration styles, both individually and within their teams. By fostering understanding among colleagues, these assessments mitigate misunderstandings, while simultaneously boosting productivity and innovation. Teamwork is also integral to an organization's success. How teams interact internally and with other teams in an organization is of significant importance.

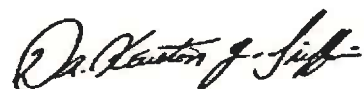
DBC provides services in the following areas.

- |  |                                     |
|--|-------------------------------------|
| <b>Executive Coaching</b>                                    | <b>Strategic Planning</b>           |
| <b>Training and Development</b>                              | <b>System Development Solutions</b> |
| <b>Process Improvement</b>                                   | <b>Project Management</b>           |
| <b>Risk &amp; Crisis Management</b>                          | <b>Proprietary Assessments</b>      |
| <b>Data Analytics, Audit &amp; Compliance Specialization</b> |                                     |

A strategic partnership with the Town of Zebulon

Board of Commissioners will support the leadership and professional development, vision, mission and initiatives outlined in the *Vision 2030* strategic plan. When we utilize our knowledge with our research-based strategies, we are an ideal fit for the Town of Zebulon Board of Commissioners, creating a partnership that works.

Thank you for taking time to review our proposal.



**Dr. Kenston J. Griffin**  
Chief Executive Officer/Founder  
[kenston@kenstonjgriffin.com](mailto:kenston@kenstonjgriffin.com)  
704.727.5006





**Dream Builders Communication, Inc. &  
Town of Zebulon Board of Commissioners:**

**A Partnership that Works**

Provided is a proposal of services for the Town of Zebulon.

**Contact**                      Taiwo Jaiyeoba, Interim Town Manager  
Town of Zebulon Board of Commissioners  
1003 North Arendell Avenue  
Zebulon, NC 27597  
919.823.1801  
taiwo@townofzebulon.org

**Proposed Dates**      December 2024

**Scope of Services**

Dream Builders Communication, Inc. shall provide the following services.

**One (1) Level Setting Meeting with the Town Manager**

30 Minutes

This session is designed to introduce the philosophy of Dream Builders Communication, Inc. (DBC), establish a robust framework, and provide a clear understanding of DBC's five-star approach. As the foundational session, it plays a critical role in setting the stage for the professional development experience. The session will establish a shared understanding of goals, strategic direction, organizational needs, and board development expectations between DBC and the Town of Zebulon Board of Commissioners. This will ensure the creation of a comprehensive roadmap for success, with clearly defined and measurable strategic outcomes. *This meeting will occur before the retreat with the Board of Commissioners.*

**Three (3) Director Level Setting Meetings**

30 Minutes/Meeting

With up to thee (3) identified directors, this session is intended to introduce the philosophy of Dream Builders Communication, Inc. (DBC), establish a strong framework, and provide clarity on DBC's five-star approach. As the foundational session, it is essential in setting the groundwork for the professional development process. It will facilitate a clear understanding of departmental goals, team strategic direction, the overall strategic plan, organizational needs, and the professional development expectations between DBC and the Town of Zebulon. This will ensure the development of a comprehensive roadmap for success with measurable and strategic outcomes. *This meeting will occur before the retreat with the Board of Commissioners.*

## **Six (6) Board of Commissioners Level Setting Meetings**

Up to 30 Minutes/Meeting

This session is designed to introduce the philosophy of Dream Builders Communication, Inc. (DBC), establish a solid framework, and provide clarity on DBC's five-star approach. As a foundational session, it is essential in laying the groundwork for the professional development process. It will ensure a clear understanding of the commissioners' vision, short- and long-term goals, strategic direction, and overall desired outcomes for the professional development experience, as well as expectations between DBC and the Town of Zebulon. This will result in the creation of a detailed roadmap for success, with measurable and strategic outcomes to be achieved.

These meetings will occur with up to six (6) participants, before the retreat with the Board of Commissioners.

## **One (1) Data Implementation, Evaluation & Professional Development Design**

Up to 5 Hours

Utilizing data gathered from the level setting meetings, DBC will focus on developing the customized retreat for Town of Zebulon Commissioners. This retreat/professional development design allows DBC to customize specific items of execution with regards to commissioners' desired outcomes.

## **One (1) *Discovering Our Town 2.0* Retreat**

Up to 8 Hours

It is no secret that the town of Zebulon is vibrant, growing and ready for the opportunities that present itself to families, communities, for-profit, not-profit organizations and much more. On your Mark, get Set, GROW!

This interactive session is designed to embrace the past, identify best practices of the present, but stretch to the innovative nature of the future. During this retreat participants will leverage the institutional knowledge of the pre-session framework from commissioners, staff and identified stakeholders. This retreat will also afford participants the opportunity to interactively design clear goals and objectives that align with the Zebulon 2030 Strategic Plan and best practices as leaders to support, measure and modify if necessary.

Key areas of focus are, but not limited to the following.

- Understanding the vision and mission
- Unpackaging our data to ensure we strategically move the needle
- Best practices to being a highly effective board of commissioners
- Best practices to working with various personalities
- Embracing the work of the work
- Internal and external factors that have/are/will affect the Town of Zebulon
- The art and science of interpreting, leading , influencing, and representing our town Effectively
- Executive problem solving
- Understanding the 3 Is: inclusivity, integrity and integration

- Executing our triangular system of core values
- Unpackaging our focus areas, goals, and tactical actions while developing a plan of implementation
- Next Steps and Fidelity Checks

### One (1) Executive Summary with the Town Manager

Up to 1 Hour

After the training, DBC will provide an executive summary to the Town Manager and other identified stakeholders, confirming deliverables and successes. This session will also serve as the launchpad for what a continued partnership might entail.

### One (1) Fidelity Check with the Town Manager

Up to 1 Hour

The interactive virtual session will start commissioners on the path of implementing the Vision 2030 Strategic Plan and leading their board strategically. This meeting, after sixty (60) days, with the Town Manager will follow up on the progress of the Board of Commissioners and determine what further assistance is needed.

### Fee for Services

- One (1) Level Setting Meeting with the Town Manager
- Three (3) Director Level Setting Meetings
- Six (6) Board of Commissioners Level Setting Meetings
- One (1) Retreat/Professional Development Design
- One (1) *Discovering Our Town 2.0* Retreat
- One (1) Executive Summary with the Town Manager
- One (1) Fidelity Check with the Town Manager
- Three (3) Team Members
- Travel (All Inclusive)
- Materials

**The rate is \$17,500.00.**

*As a courtesy to our organization, please keep your rate confidential.*

**Dream Builders Communication, Inc. &  
Town of Zebulon Board of Commissioners**

***A Partnership that Works***

Dream Builders Communication, Inc. (DBC) expresses its deepest gratitude to the Town of Zebulon for considering our proposal to facilitate the Board of Commissioners' retreat. DBC is confident that our highly rated approach is uniquely positioned to empower Town of Zebulon Commissioners. Through our professional development and research-based strategies, we will identify strengths and opportunities for growth, ensuring alignment with Vision 2030 strategic plan, vision, mission, goals, values and tactical actions.

We understand the significant responsibility the Town of Zebulon shoulders in making a positive and lasting impact on the lives and livelihoods within the communities it serves. Dr. Kenston J. Griffin is an experienced retreat facilitator with a proven record of accomplishment of success in developing boards to reach their strategic goals.

This collaborative partnership will cultivate an environment that fosters innovation, maximizes operational efficiency, and drives sustainable growth for the Board of Commissioners and the communities they serve.

DBC eagerly awaits your response and stands ready to engage in further discussions or provide any additional information that may be required.

Sincerely,



Dr. Kenston J. Griffin  
CEO/Founder  
Dream Builders Communication, Inc.  
kenston@dreambuilderscommunication.com



## Preliminary Scope and Cost Estimates

*final cost would be determined after agreed upon scope of work is determined*

### 1. BOARD AND STAFF STRATEGY RETREATS

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**Overview:** The proposed work includes a leadership team planning session, Board interviews, a Board Retreat, and an Action Planning Retreat with the leadership team.

#### **Leadership Team Planning Session**

##### *Objectives*

- Discuss key strategic issues facing Zebulon to raise to the Board's attention
- Discuss opportunities for strengthening the working relationships between staff and the Board while ensuring that staff perspectives are understood, encouraging an open dialogue free from concerns about ill intent, and focusing on the core objectives of the discussion rather than amplifying potential negative interpretations.

##### *Approach*

- Utilize graphic templates and other facilitation techniques to ensure a high degree of productivity and engagement
- Half-day, in-person

#### **Board Interviews**

##### *Objectives*

- Understand board priorities, opportunities for learning, perceptions of the Board's opportunities to strengthen its effectiveness as a team and impact on the Town

##### *Approach*

- Conduct one-on-one interviews with the Mayor and each member of the Board
- 30-minute phone or Zoom interviews

#### **Board Retreat**

##### *Objectives:*

- **Onboarding and Guidance:** Provide support and resources for new Board members to understand their roles effectively and contribute meaningfully to Board activities, encouraging professionalism and collaboration; facilitate discussions to clarify expectations of Board members and collective expectations regarding their roles in representing various stakeholders, fostering alignment and mutual understanding.



- **Optimizing Board Performance:** Define clear expectations for the Board's role in fostering high performance as a cohesive team, including effective collaboration with staff and community stakeholders.
- **Strategic Insight Development:** Engage in comprehensive discussions to enhance the Board's understanding of critical strategic issues, ensuring alignment with the Board's vision and goals for proactive decision-making and effective leadership
- **Vision Alignment and Ownership:** Foster a collective understanding and ownership among Board members regarding existing Town plans, while collaboratively developing and embracing a shared vision for the Town under the leadership of this Board, promoting unity and purposeful action.
- **Building Trust and Openness:** Foster an environment where Board members feel comfortable expressing themselves without fear of judgment or negative perceptions, encouraging open communication and collaboration.

#### *Approach*

- Consider activities that might include a Zebulon-specific form of a “budgetopoly” exercise to set priorities
- Utilize graphic templates and other facilitation techniques to ensure a high degree of productivity and engagement
- Two days, in person; the Board and leadership team will participate

#### **Leadership Team Half-Day Action Planning**

##### *Objectives:*

- Review the outcomes of the Board Retreat and develop action plans for the Town

##### *Approach:*

- Utilize graphic templates and other facilitation techniques to ensure a high degree of productivity and engagement
- Half-day, in-person

#### **Ballpark Cost**

*\$25,000 total – final cost would be determined after agreed upon scope of work is determined*



## 2. DESIGN THINKING SESSIONS

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**Overview:** Over the past year, Zebulon has collaborated with NC State and IBM to explore the potential benefits of design thinking for the Town. This partnership included a successful pilot project with the Fire Department, demonstrating the value of design thinking in enhancing efficiency, responsiveness, and human-centered service delivery. As Zebulon continues to experience rapid growth, there is a strategic imperative to integrate design thinking across all departments, ensuring practical solutions that address real-life processes and challenges faced by the Town. Human-centered design can be applied to citizen-facing services, as well as services internal to town government.

Fountainworks proposes a few options with different levels of support for the Town. The overarching goal is to use design thinking to develop actionable strategies that can be replicated across departments, promoting a culture of innovation and customer-centric problem-solving throughout the organization.

### **Options**

#### *Basic Support (Two-Day Training Series)*

- **Refresher Training:** Offer a refresher on design thinking basics, building on previous training like Design Thinking 101. Utilize existing resources and materials from previous IBM sessions. Additionally, as part of this training, Fountainworks would train participants in data collection techniques (e.g., interviews, observations, etc.) to prepare for the workshop.
- **Workshop:** Offer one comprehensive workshop to specific department needs, reinforcing design thinking principles and methodologies. Participating departments will be asked to bring a real-world issue to the session. In a group setting, they will be walked through the design thinking process to begin to address their specific issue.

#### *Moderate Support (Interviews, Refresher Training, Workshop Series)*

- **Discovery Phase:** Conduct interviews with department directors to understand processes and pain points. Identify potential projects such as athletic sign-ups, trash can delivery, and code violations. Explore internal processes to highlight Town staff as customers.
- **Refresher Training:** Offer a refresher on design thinking basics, building on previous training like Design Thinking 101. Utilize existing resources and materials from previous IBM sessions. Additionally, as part of this training, Fountainworks would



train participants in data collection techniques (e.g., interviews, observations, etc.) to prepare for the workshop.

- **Workshops:** Offer comprehensive training sessions—2 or 3 total—tailored to specific department needs, reinforcing design thinking principles and methodologies. Participating departments will be asked to bring a real-world issue to the workshops based on the discovery phase. They will be walked through the design thinking process to begin to address their specific issue.

### *Extensive Support (Interviews, Workshops, Hand-On Sessions, Ongoing Guidance)*

- **Discovery Phase:** Conduct interviews with department directors to understand processes and pain points. Identify potential projects such as athletic sign-ups, trash can delivery, and code violations. Explore internal processes to highlight Town staff as customers.
- **Workshops:** Conduct intensive design thinking workshops—3 or 4 total—offering in-depth guidance on applying design thinking to their specific challenges.
- **Hands-On Sessions:** Facilitate hands-on design thinking sessions with selected departments (e.g., 3 departments) to guide them through a human-centered design process. Provide structured support and coaching throughout the sessions to ensure successful outcomes.
- **Ongoing Guidance:** Provide ongoing support and mentoring as departments implement design thinking methodologies into their processes. Offer regular check-ins, resources, and assistance to ensure sustained adoption and success.

### **Cost**

Basic Support: \$10,000

Moderate Support: \$15,000

Extensive Support: \$25,000

*final cost would be determined after agreed upon scope of work is determined*



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# STRATEGIC VISION AND LEADERSHIP FOR THE FUTURE

Zebulon Town Commission  
Strategic Planning

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DeAlva Wilson Arnold  
Founder and CEO  
DWA Consulting + Development  
101 S. Tryon Street, Suite 2700  
Charlotte, NC 28280

[www.dwilsonagency.com](http://www.dwilsonagency.com)  
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D. Wilson Agency  
CONSULTING • DEVELOPMENT

## Rethinking How to Lead Together Toward a Common Vision

Dear Ms. Markland,

I am pleased to present this proposal for DWA to lead a transformative strategic planning retreat for the Town of Zebulon Board of Commissioners. We believe that the town has exceptional potential for growth and impact, and through thoughtful leadership and governance training, the board will be well-prepared to create a compelling, actionable vision for Zebulon's future.

To ensure optimal alignment and mindset for long-term planning, we recommend two preliminary sessions, "High Performing Councils" and "Well-Run Cities." These sessions are designed to provide commissioners with foundational insights and collaborative skills, preparing them to make strategic decisions that will benefit the community for years to come. We look forward to partnering with Zebulon and are committed to delivering an engaging, results-driven strategic retreat experience.

Thank you for considering our proposal. Please find further details regarding our approach, methodology, and proposed pricing enclosed.

Best regards,

DeAlva Wilson Arnold  
Founder and CEO  
D. Wilson Agency  
[www.dwilsonagency.com](http://www.dwilsonagency.com)  
[DeAlva@dwilsonagency.com](mailto:DeAlva@dwilsonagency.com)  
888-609-1197

## OBJECTIVES

1. Equip the Board of Commissioners with best practices and insights on governance and strategic leadership.
2. Facilitate a structured, visionary strategic planning retreat that will define a sustainable long-term vision for Zebulon.
3. Ensure alignment and commitment to actionable steps that address key priorities and opportunities for the town.

## OUR SOLUTION

### Pre-Retreat Session 1: High Performing Councils

- Objective: To familiarize the Board with practices that contribute to high-performing, collaborative councils.
- Content Overview:
  - Characteristics of high-performance councils
  - Effective communication, decision-making, and governance processes
  - The role of each member in fostering a cohesive, forward-focused council
- Duration: 2 - 4 hours
- Delivery Format: Interactive workshop with discussions and scenario-based learning

### Pre-Retreat Session 2: Well-Run Cities

- Objective: To share principles and frameworks that support the successful management and development of well-run cities.
- Content Overview:
  - Strategic urban planning and service delivery
  - Balancing financial sustainability with community needs
  - Case studies on well-managed cities and actionable insights for [Town Name]
- Duration: 2 - 4 hours
- Delivery Format: Workshop with case study analysis and facilitated discussion

### Strategic Planning Retreat for the Board of Commissioners

- Objective: To align on a cohesive, forward-looking strategy for [Town Name], incorporating community priorities, organizational strengths, and a vision for sustainable growth.
- Content Overview:
  - Review of the town's current strengths, challenges, and opportunities
  - Visioning exercises to define a future-focused town identity
  - Setting clear, actionable strategic priorities and goals for the upcoming years
- Duration: Full day (6-8 hours)
- Delivery Format: Facilitated retreat with breakout sessions, team exercises, and actionable planning

## Recommended Investment

SERVICE	DURATION	INVESTMENT
Pre-Retreat Session 1: High Performing Councils	2-4 hours	\$7,500
Pre-Retreat Session 2: Well Run Cities	2-4 hours	\$7,500
Strategic Planning Retreat	6-8 hours	\$17,000
<b>TOTAL INVESTMENT</b>		<b>\$32,000</b>

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## Conclusion

Our proposal aims to provide the Town of Zebulon with a robust strategic foundation through expert guidance on leadership, governance, and visioning. With a deep understanding of what constitutes effective councils and well-managed cities, your board will be empowered to approach the strategic planning retreat with confidence and clarity, creating a vision that captures the potential of Zebulon.

Thank you for your consideration of this proposal. We are excited about the opportunity to work together and contribute to the growth and success of Zebulon. Please don't hesitate to reach out if you have any questions or require further customization of this proposal.

Sincerely,  
DeAlva Arnold  
CEO

ORDINANCE 2025-17

BE IT ORDAINED by the Board of Commissioners of the Town of Zebulon, that pursuant to North Carolina General Statutes 159-15, the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2025.

Section 1. To amend the General Fund budget as follows:

	INCREASE	DECREASE
REVENUES		
Fund Balance Appropriated	\$17,500.00	
EXPENDITURES		
Governing Board – Professional Services	17,500.00	

Section 2. Copies of this amendment shall be furnished to the Town Clerk, and to the Budget Officer, and to the Finance Officer for their direction.

Adopted: December 19, 2024  
Effective: December 19, 2024

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Glenn L. York - Mayor

ATTEST:

\_\_\_\_\_  
Lisa M. Markland, CMC - Town Clerk

STAFF REPORT  
RESOLUTION 2025-08  
PROHIBITING VIEWING OF PORNOGRAPHY  
ON TOWN NETWORKS AND DEVICES  
DECEMBER 19, 2024

**Topic:** Resolution 2025-08 – Prohibiting Viewing of Pornography on Town Networks and Devices  
**Speaker:** Lisa M. Markland, Human Resources Director  
**From:** Lisa M. Markland, Human Resources Director  
**Prepared by:** Lisa M. Markland, Human Resources Director  
**Approved by:** Taiwo Jaiyeoba, Interim Town Manager

**Executive Summary:**

The Board of Commissioners will discuss the approval of the proposed policy on prohibiting viewing of pornography on government networks and devices as required by §143-805 of Session Law 2024-26.

**Background:**

On June 28, 2024 the State Legislature approved House Bill 971 which included §143-805 which required that all North Carolina government entities adopt a policy prohibiting the viewing of pornography on government networks and devices. The Session Law required that the policy be adopted by each of the entities by January 1, 2025.

The attached policy includes the required information that must be adopted to meet the requirements of the state statute.

**Fiscal Analysis:**

There are no financial implications associated with this Resolution.

**Discussion:**

The Board will consider approval of the Resolution 2025-08.

**Attachment:**

1. Resolution 2025-08
2. State Statute NCGS §143-805

## PROHIBIT VIEWING OF PORNOGRAPHY ON GOVERNMENT NETWORKS AND DEVICES

SECTION 7.(a) Article 84 of Chapter 143 of the General Statutes is amended by adding a new section to read:

### "§ 143-805. Prohibit viewing of pornography on government networks and devices.

(a) Notwithstanding G.S. 14-456 and G.S. 14-456.1, a public agency shall not permit the viewing of pornography by its employees on a network of that public agency. Notwithstanding G.S. 14-456 and G.S. 14-456.1, the judicial branch shall not permit the viewing of pornography by its employees on a network of the judicial branch. Notwithstanding G.S. 14-456 and G.S. 14-456.1, the legislative branch shall not permit the viewing of pornography by its employees on a network of the legislative branch.

(b) Notwithstanding G.S. 14-456 and G.S. 14-456.1, no public agency shall permit an employee, elected official, or appointee of that public agency to view pornography on a device owned, leased, maintained, or otherwise controlled by that public agency. Notwithstanding G.S. 14-456 and G.S. 14-456.1, no public agency shall permit a student of that public agency to view pornography on a device owned, leased, maintained, or otherwise controlled by that public agency. Notwithstanding G.S. 14-456 and G.S. 14-456.1, the judicial branch shall not permit an employee, elected official, or appointee of the judicial branch to view pornography on a device owned, leased, maintained, or otherwise controlled by the judicial branch. Notwithstanding G.S. 14-456 and G.S. 14-456.1, the legislative branch shall not permit an employee, elected official, or appointee of the legislative branch to view pornography on a device owned, leased, maintained, or otherwise controlled by the legislative branch.

(c) Each public agency shall adopt a policy governing the use of its network and devices owned, leased, maintained, or otherwise controlled by that public agency. The judicial and legislative branches shall adopt a policy governing the use of that branch's networks and devices owned, leased, maintained, or otherwise controlled by those branches.

Each policy required by this subsection shall delineate the disciplinary actions that will be taken in response to a violation of that policy.

(d) Subsections (a) and (b) of this section shall not apply to an official or employee that is engaged in any of the following activities in the course of that official's or employee's official duties:

- (1) Investigating or prosecuting crimes, offering or participating in law enforcement training, or performing actions related to other law enforcement purposes.
- (2) Identifying potential security or cybersecurity threats.
- (3) Protecting human life.

- (4) Establishing, testing, and maintaining firewalls, protocols, and otherwise implementing this section.
- (5) Participating in judicial or quasi-judicial proceedings.
- (6) Conducting or participating in an externally funded research project at one of the constituent institutions of The University of North Carolina.
- (7) Researching issues related to the drafting or analysis of the laws of this State as necessary to fulfill the requirements of the employee's official duties.

(e) This section shall not apply to the user of an authorized account paying for use of communications services under Article 16A of Chapter 160A of the General Statutes, including those communications services exempted under G.S. 160A-340.2(b) or (c).

(f) Annually, no later than August 1 and in the format required by the State Chief Information Officer, each public agency shall report information to the State Chief Information Officer on the number of incidences of unauthorized viewing or attempted viewing of pornography on that public agency's network; whether or not the unauthorized viewing was by an employee, elected official, appointee, or student of that public agency; and whether or not any of the unauthorized viewing was on a device owned, leased, maintained, or otherwise controlled by that public agency. Annually, no later than October 1, the State Chief Information Officer shall compile and report to the Joint Legislative Oversight Committee on Information Technology the information submitted in accordance with this subsection.

(g) The following definitions apply in this section:

- (1) Device. – Any cellular phone, desktop or laptop computer, or other electronic equipment capable of connecting to a network.
- (2) Material. – As defined in G.S. 14-190.13.
- (3) Network. – Any of the following, whether through owning, leasing, maintaining, or otherwise controlling:
  - a. The interconnection of communication systems with a computer through remote or local terminals, or a complex consisting of two or more interconnected computers or telephone switching equipment.
  - b. Internet service.
  - c. Internet access.
- (4) Pornography. – Any material depicting sexual activity.
- (5) Public agency. – Any of the following:
  - a. All State agencies and offices of the members of the Council of State, including all boards, departments, divisions, constituent institutions of The University of North Carolina, community colleges, and other units of government in the executive branch.



- b. Units of local government as defined in G.S. 159-7.
- c. Public authorities as defined in G.S. 159-7.
- d. Public school units as defined in G.S. 115C-5.

(6) Sexual activity. – As defined in G.S. 14-190.13."

**SECTION 7.(b)** Any employee, elected official, or appointee of a public agency with pornography saved to a device owned, leased, maintained, or otherwise controlled by that public agency shall remove, delete, or uninstall the pornography no later than January 1, 2025. Any student of a public agency with pornography saved to a device owned, leased, maintained, or otherwise controlled by that public agency shall remove, delete, or uninstall the pornography no later than January 1, 2025. Any employee, elected official, or appointee of the judicial or legislative branches with pornography saved to a device owned, leased, maintained, or otherwise controlled by that branch shall remove, delete, or uninstall the pornography no later than January 1, 2025. This subsection shall not apply to an official or employee engaged in any of the activities listed in G.S. 143-805(d) in the course of that official's or employee's official duties.

**SECTION 7.(c)** G.S. 14-456 is amended by adding a new subsection to read:

"(c) This section shall not apply to denial of pornographic viewing as required by G.S. 143-805."

**SECTION 7.(d)** G.S. 14-456.1 is amended by adding a new subsection to read:

"(c) This section shall not apply to denial of pornographic viewing as required by G.S. 143-805."

**SECTION 7.(e)** The State Chief Information Officer shall publish recommendations for appropriate viewing of pornography for the purposes authorized by G.S. 143-805(d), as enacted by this act, no later than January 1, 2025.

**SECTION 7.(f)** Each public agency, the judicial branch, and legislative branch shall adopt the policy required by G.S. 143-805(c), as enacted by this act, no later than January 1, 2025.

**SECTION 7.(g)** This section becomes effective October 1, 2024.

## RESOLUTION 2025-08

### TOWN OF ZEBULON PROHIBITING VIEWING OF PORNOGRAPHY ON TOWN NETWORKS AND DEVICES

**WHEREAS**, NCGS §143-805 requires all public agencies to adopt a policy governing the use of its network and devices owned, leased, maintained, or otherwise controlled by the Town of Zebulon; and

**WHEREAS**, the Town of Zebulon prohibits the viewing of pornography by its employees on the Town's network or devices owned or maintained by the Town, including all Wi-Fi networks.

**NOW, THEREFORE**, be it resolved that the following policies shall apply in the Town of Zebulon:

1. No employees of the Town of Zebulon shall view pornography on any computer network owned, leased, maintained, or otherwise controlled by the Town, whether on a Town owned and maintained device, or a privately owned or controlled device.
2. No employee, elected official, or appointee of the Town shall view pornography on a device owned, leased, or maintained or otherwise controlled by the Town.
3. Each year, and no later than August 1, the Town shall report information required in NCGS §143-805 to the State Chief Information Officer.
4. This policy shall not apply to investigation, law enforcement training, or actions related to law enforcement purpose; identifying potential security or cyber security threats, establishing, testing, and maintaining firewalls, protocols, and otherwise implementation of this policy; or other exceptions as specifically set forth in NCGS §143-805(d).
5. The terms used herein shall be defined as set forth in NCGS §143-805(g).
6. Any employee, elected official, or appointee of the Town who has saved pornography to a device owned, leased, maintained or otherwise controlled by the Town shall remove, delete or uninstall the pornography no later than January 1, 2025.
7. Any employee of the Town who violates any provision of this policy shall be subject to disciplinary action under the Town's personnel policy.
8. Any appointee of the Town who violates the provision of this policy shall be subject to removal by the Town Board.
9. Any elected official who violates any provision of this policy shall be subject to censure proceedings.

**BE IT FURTHER RESOLVED** that this Resolution shall become effective on the date of its adoption. This the 19<sup>th</sup> day of December, 2024.

SEAL

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Glenn L. York – Mayor

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Lisa M. Markland, CMC – Town Clerk