

**ZEBULON
BOARD OF COMMISSIONERS
WORK SESSION
AGENDA
NOVEMBER 21, 2024
6:00 PM**

1. APPROVAL OF AGENDA

2. PRESENTATION

A. Wake County Parks & Recreation – Open Space

3. OLD BUSINESS

A. Parks and Recreation

i. Strategic Plan Grants

B. Christmas Parade Update

4. NEW BUSINESS

A. Strategy/Visioning Session – Consultant Proposals

B. Insurance Benefits

5. CLOSED SESSION

As Allowed Per NC General Statute § 143-318.11

- a. Deacon Development Group, LLC v. Town of Zebulon / Case #24-CVS-020692-910
- b. To consult with the attorney and preserve the Attorney-Client privilege

Topic: Wake County Open Space
Speaker: Sheila Long, Parks & Recreation Director
Chris Snow, Wake County Parks, Recreation & Open Space Director
From: Sheila Long, Parks & Recreation Director
Approved by: Taiwo Jaiyeoba, Interim Town Manager

Executive Summary:

The Board of Commissioners will receive information from Wake County Parks, Recreation and Open Space Director regarding their goals and conservation efforts.

Background:

Wake County Parks, Recreation, and Open Space presented to the Zebulon Parks and Recreation Advisory Board in June of 2024. Their presentation provided insight into Wake County goals. Wake County Parks, Recreation and Open Space preserves open space, promotes stewardship, and provides equitable and inclusive education and outdoor recreation for a diverse and growing community.

The Board of Commissioners has requested to learn more about Wake County's Open Space program and their efforts in Zebulon and the Eastern Wake area. The Director of Wake County Parks, Recreation and Open Space will present information to the Board of Commissioners regarding Wake County initiatives to enhance conservation and access to parks.

Discussion:

The Board will receive information and engage with staff from Wake County Parks, Recreation and Open Space about their initiatives.

STAFF REPORT
STRATEGIC PLAN GRANT
NOVEMBER 21, 2024

Topic: Strategic Plan Grant
Speaker: Sheila Long, Parks & Recreation Director
Kaleb Harmon, Communications Director
From: Sheila Long, Parks & Recreation Director
Kaleb Harmon, Communications Director
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 Areas 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:

- Priority projects will include services to youth and seniors, transportation, education enhancements to meet grade level expectations, and family health.
- The grant can be used to help startups to help accomplish the Town's vision.
- The grant will be a resource to help organizations seeking to fill service gaps
- Projects will offer a direct impact that can be seen
- Organizations that are awarded should provide project updates
- There should be data and metrics to measure success.
- Consideration should be given to organizations that can support and/or engage Zebulon's Hispanic population and to organizations.
- The Board would like to distribute the remaining \$20,000 by offering five \$2,000 grants and two \$5,000 grants.
- The Board would like more opportunity to review and consider applicants
- The Board would like an opportunity for community members to serve on the scoring committee

A draft update to the grant was emailed to the Board on November 1st. After a legal review, minor updates have been made to offer clarification.

Fiscal Analysis:

The Board authorized \$25,000 in strategic plan grants. On September 9th, 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 engage in discussion about the proposed grant updates and will provide direction to staff. If there are only minor changes, the grant will return to the Board for consideration at the December 2nd Board meeting.

Attachment:

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

Town of Zebulon

ZEBULON

NORTH CAROLINA

Strategic Plan Mini-Grant
Request for Proposals

Application for Funding
Due January 31st, 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. +

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

Application Process:

The application will be available on the Town of Zebulon website (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 xxxx@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>Eligibility</p> <p>Proposal Requirements - 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="text-align: right;">Confined Status? <input type="checkbox"/></p> <p style="text-align: right;">Previously Funded? <input type="checkbox"/></p> <p style="text-align: right;">In good standing? <input type="checkbox"/></p>	<p>Project & Initiative Goals</p> <p>Grants to community-based organizations will be considered based on the following criteria:</p> <ul style="list-style-type: none"> Project Fit - The project's goals and activities clearly fit one or more of the Strategic Plan's focus areas. Population to be served - 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. Outcomes - 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. Project Implementation Evaluation - The organization has a clear definition of success and specific metrics to measure success. Funding Request - The funding request clearly shows how the expenses requested support the goals outlined in the proposal.
PROJECT FIT WITH THEME AREAS	
<p>Project Fit</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>Ratings</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 1— Yes</p>
<p><i>Does the entity stimulate or encourage community participation in town activities, non-profits, civic groups, etc.?</i></p>	<p>0— No 1—Yes</p>

Strategic Plan Mini Grant Matrix

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

Strategic Plan Mini Grant Matrix

<p>Uploaded Budget <i>Special Note:</i> Grants will not fund research, maintenance, repair, personnel, or benefit costs.</p> <p>Funding Request: Reviewer Rating and Comments</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>Ratings</p> <p>2— Yes to both questions</p> <p>1—Yes to one question</p> <p>0— Yes to neither question</p>
FUNDING RECCOMENDATION	
<p>Initial Funding Recommendation: Reviewer Rating and Comments</p> <p>Based on your initial impression of this proposal, would you recommend it for funding?</p>	<p>Ratings</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>
FINALIZATION	
<p>Finalization: Total Score and Signature</p> <p>Total Score:</p> <p>*Highest possible score is 20.</p> <p>Signature:</p>	<p>Notes</p> <p>Please list any questions, comments or concerns.</p>

STAFF REPORT
ZEBULON CHRISTMAS PARADE UPDATE
NOVEMBER 15, 2024

Topic: Zebulon Christmas Parade Update
From: Chris D, Ray, Interim Asst. Town Manager
Shelia Long, Parks and Recreation Director
Jacqui Boykin, Police Chief
Approved by: Taiwo Jaiyeoba, Interim Town Manager

Executive Summary:

Update on the parade planning effort, schedule for securing necessary resources, and challenges to enlisting parade participants.

Background:

Sharpe Pursuits, Inc was placed under contract in late August of this year to help facilitate parade planning and management. We held an open house and conducted an online survey in early September to learn more about what residents wanted in a parade. Feedback from the community prioritized a parade that reflected the local community and offered a family friendly entertaining experience.

To date, we have accomplished the following:

- a) Developed guidelines with support from legal
- b) Developed and implemented marketing
- c) Released and promoted registration (ongoing)
 - 1. We asked interested open house participants to help share and recruit entries
 - 2. We have contacted 2019 and 2022 parade participants by mail, email, and phone (79 organizations).
 - 3. We have mailed 127 letters to Chamber members
- d) Secured an appointment with Saint Nicholas to participate in the parade and the after party.
- e) Secured the public announcer
- f) Confirmed NCDOT authorization to close streets
- g) Investigated safety concerns and developed improved safety planning processes for a Town of Zebulon parade
- h) Investigated additional insurance to cover town employees (pending)
- i) Secured three Co-Grand Marshalls (ZES, WES, ZMS)
- j) Secured meridian barricades from City of Raleigh (40)
- k) Secured porta johns
- l) Secured digital boards to communicate road closures
- m) Secured bleachers for performance area at Horton Street (Wendell)
- n) Secured band and staging for Vance Street afterparty (3-5 pm)
- o) Secured food truck vendors (4) (Vance Street)
- p) Investigated additional traffic control staff (pending)
- q) Contacted area public school and college marching bands to seek participation with no luck.
 - 1. Secured Silky Smoove Drumline

STAFF REPORT
ZEBULON CHRISTMAS PARADE UPDATE
NOVEMBER 15, 2024

- r) Investigated entertainment alternatives:
 - 1. Secured 2 15' giant parade balloons
 - 2. Pending contract with a stilt walker
 - 3. Pending contract with a mobile DJ.
- s) Secured 8 Volunteers (ongoing)
- t) Investigating securing convertible cars for grand marshals (in progress)

To date there are 33 confirmed entries including:

- 22 registered entries (see attachment).
- 3 grand marshals
- 1 police car
- 1 firetruck
- 1 Parks and Recreation float with Santa
- 1 Parks and Recreation tractor
- 1 Public Works Dump Truck with Plow and Spreader
- Board of Commissioners
- 2 Parade Balloons

Vehicle entrants will need to complete documentation and provide proof of current vehicle registration, current insurance, and current driver's license.

Staff has reached out to the previous parade entrants (79) about this year's participation, but unfortunately, outreach has not generated a lot of participation. General feedback from organizations not registering includes: already participating in Candy Cane Lane, lack of capacity within the organization to participate, and it's busy time of year with other commitments.

Discussion:

At the November 21 work session, staff will present for discussion what additional efforts and investments the Board wants to make to pursue increased participation by the public.

Fiscal Analysis:

The original budget for the event was \$35,000 plus \$3000 designated in Parks and Receptions Budget for the December celebration (previously Deck the Hallz). To date we have contracted with Sharpe Pursuits for \$17,782.00 for event coordination. Additional expected expenses include \$4,650 for entertainment elements, \$2,700 for safety, and \$3,000 for other parade expenses such as postage, marketing, and porta johns. The remaining balance will be used to support staff overtime expenses.

The band and staging for the after party is a rescheduled concert from a cancelled Rock the Block.

Staff Recommendation:

Staff has no recommendation.



STAFF REPORT
ZEBULON CHRISTMAS PARADE UPDATE
NOVEMBER 15, 2024

Attachments:

1. Entrants list

Zebulon Christmas Parade Entry List
Entrant Listing
11/15/24

	Organization	Description of your entry	walkers (marchers)	vehicles	trailer or float
1	Community Culture Celebrations C3	Our nonprofit, Community Culture Celebrations (C3), is proud to present vibrant Latino culture to the Zebulon Christmas Parade.	10 participants, including marchers and individuals around the float.	1	Pulling 1 trailer
2	Zebulon Gifted & Talented Magnet School	The Zebulon Magnet Middle School's Football Team has a 25-1 record in the last 3 seasons! They are also undefeated in their conference since the 2023 season!	40	3	yes
3	Mt. Zion United Holy Church	We would like to share that we are located in Zebulon and our service hours.	15	1	No
4	Auto Direct	We are a local family owned preowned dealership! With a wide selection of quality vehicles, excellent customer service, and great prices, why shop anywhere else?	6	1	yes
5	Mudcats	Carolina Mudcats are celebrating their 35th year in 2025	15	0	0
6	Zebulon GT Magnet middle schools - Career & Technical Clubs (FCCLA & HOSA & TSA & FFA)	Zebulon GT Magnet Middle School Career and technical student organizations: FCCLA, HOSA, FFA, TSA, student lead FCA	30-40	0	no
7	New Covenant	The local and charting Gospel group, New Covenant, fills the stage with energy and a positive message expressed through the musical styles of Contemporary Christian, Praise and Worship, and Southern G	0	1	No
8	SC Dance Company, LLC	New dance team operating in Wendell, NC at the Wendell Community Center offering ballet, lyrical, contemporary, jazz, hip hop and Acro classes.	40	1	No
9	Zebulon Magnet Elementary School	Our 4th and 5th grade Majorette Dance class will be walking/performing in the parade. These students have been taking this elective course with Ms. Wallace for the fall semester.	18	0	No
10	Smith's Tow and Go	Smith's Tow and Go is a locally and family owned business. Serving Zebulon and the surrounding areas	None	One	No
11	Xtreme Carolina Athletics Cheer and Tumble Gym	XCA is a cheer and tumble gym. We will be walking and performing along the way	20-25	1	no
12	Corinth-Holders Community Recreation	The CCR Pirates is an all Volunteer youth sports organization. We offer Basketball, Football, Cheerleading, Baseball, Softball, TBall, and Volleyball.	30	1	Yes

13	Go the Extra Mile	Go The Extra Mile! Serving the heart of Zebulon and surrounding communities, Go The Extra Mile is dedicated to helping individuals and families thrive by connecting them with essential resources and support. Our mission is to empower every person to live with a healthy mind, body, and soul. Whether it's access to nourishing food, community information, or supportive services, Go The Extra Mile is here to assist and uplift. Together, we're building a stronger, healthier community for all, one step at a time. Let's go the extra mile—because everyone deserves the opportunity for a better life!	11	2	Yes
14	Silky smooove Drumline	Silky Smooove Drumline is a program designed to engage and inspire the youth within the community. Established on December 2nd, 2022, Silky originated as an initiative to provide support for troubled y	30	0	No
15	Wakefield Missionary Baptist Church Inc.	Float	6	3	Yes
16	Wake County Speedway	America's Favorite Bullring or Wake County Speedway is a quarter-mile race track located in Raleigh, North Carolina that races on Friday nights with a variety of classes and lots of excitement!	10	4	Yes
17	James E. Shepard School Alumni Association	2 cars, convertibles. Will provide make, model, year, and drivers later.	0	2	No.
18	Zebulon Bearcats	Non-profit youth football organization that is looking to bring leadership skills to the youth through sports	Up to 55	1	No
19	International Harvester Collectors	Farm tractor	N/A	20	n/a
20	Zeta Phi Beta Sorority Inc.	Zeta Phi Beta Sorority Inc, Delta Alpha Omega Zeta of Franklin County	10	1	No
21	St. John United Holy Church	Children marching, singing ,and riding float to celebrate the season	25-30	3-Feb	yes
22	HairCraft Salon	White Chevy Silverado pick up with signs on the side and we will ride in the back of the truck	2	1	no

STAFF REPORT
STRATEGY/VISIONING SESSION
CONSULTANT PROPOSALS
NOVEMBER 21, 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.

To this end, if the Board decides on a consultant, it will be necessary to set expectations and outcomes for the retreat, and when it will occur. Staff has solicited proposals from three consultants for your consideration. At your direction additional proposals could also be solicited.

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 manage major projects. The end result is to continue to implement goals that enables our community to grow and thrive.

Fiscal Analysis:

The attached proposals include different pricing from the three proposals submitted. What the Board decides will determine the event consultant, and associated cost. Staff will need to amend the budget to cover the cost.

Staff Recommendation:

Staff has no recommendation at this time.

Attachment(s):

1. Proposals



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.

Executive Coaching	Strategic Planning
Training and Development	System Development Solutions
Process Improvement	Project Management
Risk & Crisis Management	Proprietary Assessments
Data Analytics, Audit & Compliance Specialization	

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
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 three (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.

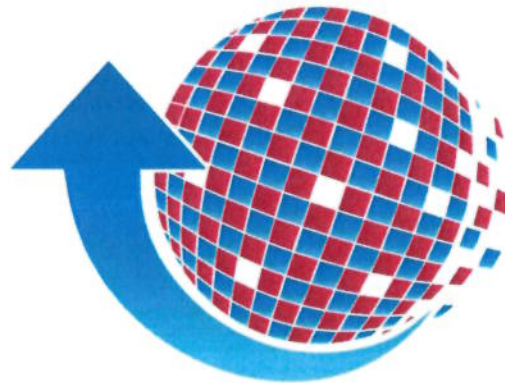
This collaborative partnership will cultivate an environment that fosters innovation, maximizes operational efficiency, and drives sustainable growth for the Board of Commissioners and the communities they serve.

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



Dream Builders
Communication, Inc.

Preliminary Scope and Cost Estimates

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

1. BOARD AND STAFF STRATEGY RETREATS

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

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



STRATEGIC VISION AND LEADERSHIP FOR THE FUTURE

Zebulon Town Commission
Strategic Planning

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

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D. Wilson Agency
CONSULTING + DEVELOPMENT



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
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
TOTAL INVESTMENT		\$32,000

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
